



# CONSENT AGENDA

## a) MINUTES 5.11.2021

FRONT RANGE FIRE RESCUE BOARD OF DIRECTORS MEETING Tuesday, May 11, 2021 6:30 PM, following the Pension Board Meeting  
101 S. Irene Avenue Milliken, CO 80543 Zoom & In-Person

Due to COVID-19, the Board meeting will be held virtually; instructions to join the meeting can be received by emailing [info@frfr.co](mailto:info@frfr.co). Individuals who wish to make comments regarding items scheduled on the agenda or wish to address the FRFR Board during public comment on items not specifically scheduled on the agenda will use the Q&A option in the Virtual Meeting and a moderator will deliver the comments to the Board, or individuals may send public comment to [info@frfr.co](mailto:info@frfr.co) prior to the meeting.

Director Rutt calls the FRFR BoDs Meeting to order at 18:57, immediately following the FRFR Pension Meeting. Those in attendance are: Darrin Rutt, Jim Young, Reid Hobler, Blair Howe, and Greg Freehling. Also in attendance are Chief West, Chief Drage, Chief Kronholm, Christine Champlin, and Vanessa Thorpe.

PLEDGE OF ALLEGIANCE: Pledge of Allegiance was said prior at Pension Board Meeting.

PUBLIC COMMENT: None.

EXECUTIVE SESSIONS: Freehling moves the Board go in to an Executive Session to receive advice on a trench lawsuit from Ramirez/Valdez vs FRFR from our attorney along a discussion of the MOU with LFRA, AS PER CRS 24-6-402(4)(b) at 18:58. Hobler seconds. Roll call: All "aye." Motion passes. BoDs move into Executive Session at 18:58 via Zoom.

Hobler moves to close the Executive Session at 19:26. No action was taken. Young seconds. Roll call: All "aye." Motion passes and Executive Session is terminated at 19:26.

CONSENT AGENDA: Freehling moves to approve the minutes from the April BoDs Meeting. Howe seconds. Roll call: All "aye." Motion passes. Consent Agenda approved.

### STAFF REPORTS:

#### Administration/Financial:

- General Fund Balance increased by 1.5 million from the beginning of the year bringing the fund balance to a total of 7 million.
- Through April, the District has collected \$1,926,780 in property and specific ownership tax revenue, which reflects 34.33% collection vs 24.22% at this time last year.
- As of April 30th, the District has expended 221,393 on the general fund related to operations or 35% of the Annual Budget.
- Through April, the District has expended 1.33 million of the general funds related to administrative costs (includes overhead and payroll) or 31% of the Annual Budget.
- The District's apparatus expenditures are up almost from last month, bringing us to a total ytd of \$70,453 or 85% of the budget.
- The District's communications expenditures are up slightly from last month, bringing us to a total ytd of \$63,928 or 77% of the budget, this is from anticipated up front expenditures; dispatch fees, radio service contract, and active 911. We expect this line item to remain under budget at year end.
- The District's balance on the Construction loan is \$538,738

Included in the Google Folder from Administration is the:

- General Fund YTD b
- Other Fund Balances YTD
- Account Balances Audit Update

Audit Update: The Auditor completed their fieldwork and is now working on the final review. They will present the Audit Report at the July 13th Board Meeting.

Young asks what the payout was on the construction loan. West thinks it is 5 years. Young asks what the interest rate is. Christine will get Young these answers. Young asks if we are diving into another loan here soon, should we be paying off the current one. West understands the concern. West states we are replenishing this. Young asks when we will start construction on Station 4. West's best guess would be 2024. West feels this is reasonable looking at the rate of speed things are moving right now.

Young asks a target date for remodel of Station 1. West states 2022.

Hobler asked if we earn interest on the sweep count. Christine states that we do earn interest with the Sweep Fund and Colo Trust.

West states we will be able to use the impact fees for the station 4 funds.

Life Safety: Drage states we are starting to see increased construction activity among some of the new development that has been on the planning table for a while. Most notable are the new gas station at Parish and Highway 60, Mallard Ridge in Johnstown (CR 13 & Hwy 60) with 26 new building permits, and Sunfield in Milliken (Alice & Inez) with 53 total building permits issued. Several other new developments should also start going vertical in the next few months.

#### Highlights

- Drage attended the National Fire Academy for a 2-week in-person class for the Executive Fire Officer Program. This was the first of four in-person classes, and the 2nd of nine total classes
- A huge thanks to Inspector Nakata for managing the Life Safety Section during my extended absence. Also, a huge thanks to Lieutenant Covillo for his continued diligence in managing the Logistics Program so effectively.
- Lt Covillo and Chief West visited the vehicle maintenance facility at Mountain View Fire Rescue to assess its ability to handle our apparatus maintenance needs. They have a visit scheduled to meet with the LFRA maintenance facility in mid-May. After that visit, they will be able to bring a final decision to the Board.
- After spending 2 weeks in Emmitsburg, Maryland, Drage made a quick turnaround and headed to Palm Beach Gardens, Florida, where he spent a week evaluating their fire department for fire service accreditation. This was an incredibly informative visit that could provide us with some advantages in our strategic planning processes as well as our risk assessment and data analysis.
- Station and apparatus decontamination is being performed monthly.

Life Safety Programs: Inspector Nakata did a great job of holding things together and kept us moving forward in all of the plan reviews and fire inspections while Drage was gone for 3 weeks. Thankfully, there were no fire investigations needed.

Kurt completed the certification requirements for Nutrition Specialist and Fitness Coach through International Science and Sports Association. This is the same certifying body through which he completed his Peer Fitness Trainer Certification.

Kurt continues to work with NFPA to input data for the My Sidewalk risk assessment process. We are participating with the Weld RE-5J school district, Johnstown PD and Milliken PD to support the school district's backpack program. This involves our engines going to the YMCA once per week to pick up backpacks with food in them for youth in need. We deliver these backpacks to one of the local schools and they get distributed to the children from there.

Young expresses kudos to Kurt Nakata and states he is a class-act. West and Drage express mutual feelings.

Logistics: Lieutenant Covillo has been diligently working on keeping up with the apparatus maintenance needs. 7001 had a new pump installed due to the same problem that 7002 encountered (foam hydraulic motor and pump shaft). He is working with Front Range Fire Apparatus and Pierce to learn more about why this problem continues to occur.

All of the fire station irrigation sprinkler systems have been serviced, repaired and turned on. He has scheduled utility locates at Station 1 so he can get the fence repair completed. He is working on an updated site plan for improvements the northeast corner at Station 2, for a small plaza around the flag poles. Station 3 is scheduled for new exterior paint the week of May 10th.

He is participating with several members in an R&D process within the Quartermaster Program to evaluate structural and lightweight PPE. The R&D group will evaluate various vendors and recommend a new specification for both types of PPE.

Both of the new schools within the district are moving along aggressively.

Drage provided charts and graphs in the Google Folder regarding Existing and New Construction, Plan reviews, as well as Operational Analysis and Responses.

Fire Chief Report: As we come into May, we have spent a great deal of time doing spring cleaning. Probably not the same that you might be doing at home, but rather the cleaning up of the many projects we have started over the winter.

Tonight, West will present the final cost for our SCBA purchase. Budgeted at just under a half-million dollars for the last two years, our efforts and collaboration with LFRA have paid off in substantial cost savings. Our final amount will come in at just under \$300K. We anticipate a few additional costs, such as upgrading our SCBA fill equipment, but we are optimistic that we will remain very well under budget in this program area. A huge thanks to the members of the SCBA workgroup, and the entire membership, for their work on this project. We will be taking Lt. Kirchner offline for a couple of months as he works through the implementation phase of this project.

This month, West met with UCH's newest chief, Kevin Waters. Along with several other Weld County Chiefs, we discussed the need to maintain open communications between the agencies and that we were open to a more systemic approach to EMS delivery. We also expressed concern but optimism regarding the possibility that UCH may service Greeley in the future. The problem lies in ensuring that our EMS resources are not drawn out of our district. The optimism is in that it could yield a coordinated system with more available resources for all of us. We have an additional meeting this week to further discuss the issues.

Chief Drage just returned from an accreditation visit and two weeks at the National Fire Academy. Ty's attendance at these two events is an outstanding demonstration of his commitment to growth, and West is very proud of what Drage has accomplished professionally and for FRFR.

This month was the kick-off to our audit. Christine and Cindy worked with our new accountant and the auditor to process the numbers very quickly. As an example of their work, we usually have received end of-year tie-out numbers in December of the following year. We have already received them for 2020. Each year, Christine continues to improve our efficiency and accuracy in this process.

#### Highlights

- Our bi-monthly BC meeting was very productive as we worked through some of our strategic planning.
- Myself, Christine, and Nat sat in as assessors for the WSFR battalion chief process. These are always great opportunities to build relationships with the next group of leaders in a neighboring department. West also participated in the Evans Chief of Department process. They have selected Nick Siemans of the Cheyenne Fire Department. West has known Nick for a few years, and West is confident that this is a good choice. Nick and West have a meeting planned for the end of this week.
- West participated as a bagpiper for the LODD Funeral of Chuck Scottini of the Laramie County Fire District Number 2 in Cheyenne. Chuck died of COVID that was contracted on a wildland fire in Colorado last fall.

Young asks about the new pickup and whether it is in. West states it is; however, we are waiting on the topper and to get lights installed.

Strategic Plan Update: Over the last few months, we have worked through the strategic planning process. It is anticipated that this process will yield an updated plan for our use over the next five years. This plan is being developed at a crucible time in our history as the anticipated growth and change to our service area dictates that we must be prepared with the staffing and infrastructure to serve our citizens well.

Tonight, West will present a brief overview of what we have accomplished so far and the next steps. The department members have given a tremendous amount of time and input so far, and West is confident they will continue to do so in the next month or so as we finalize the document.

Once we have the final draft, we will bring it back to the Board for your final approval. As West has mentioned, the timing will assist us in moving forward with the budget so that we are meeting the intent of the plan.

Strategic Plan Update: West presents plan:

- Vision (Our Future)

- The Path
- Our Current Reality
- Mission
- Values and the FRFR Way

#### Planning

- Start with the current reality
- Where are we going?
- How do we get there?

#### Then and Now

- 2019
  - I earn a fair wage (58%)
  - I get enough vacation (23%)
  - I get enough sick time (32%)
- 2021
  - I earn a fair wage (90%)
  - I get enough vacation (84%)
  - I get enough sick time (90%)

Additionally, many of the concerns brought up (Health care, tuition reimbursement, trades, FLSA, acting pay, etc.) have been corrected

#### Strengths

- The FRFR Way, our culture, work ethic, agility, family like environment (97%)
- Our reputation among the citizens, neighbors, other fire departments, and external stakeholders (52%)
- Department morale and resilience
- Wages and benefits
- Succession Planning/Matrix gives a clear path

#### Weaknesses

- Lack of training facility that is adequate for our needs (77%)
- No standing promotional lists (i.e., 2-year list for engineer, LT, etc.) and limited promotional opportunities
- FRFR Reserve Program
- No clear capital replacement strategy
- Limited connection with our members' families

#### Opportunities

- Be a model of a cutting-edge organization, innovative and driving change in the fire service (52%)
- Collaborate on EMS provision and education with other UC Health partners (45%)
- Better public outreach, education, information (website, social media, annual reports)
- Community involvement such as scouts, CPR, citizen academy
- Work more with the school district, lunches, vocational training

#### Threats

- Significant downturns in the economy affecting oil, real estate, or jobs in the area (80%)
- Member burnout from raising the bar too high/too fast (74%)
- Leadership changes, operational costs at UC Health
- Losing members to other agencies due to the "salary race"
- Leadership and operational changes with our neighboring fire partners

#### Trends

- Talks of mergers, shared resources, and increased collaboration from other fire districts (71%)
- Balancing the need to be all-hazards with being excellent at the common incidents we to which respond (68%)
- Understanding and dealing with burnout and fatigue (48%)

- Ever increasing benefits and salaries among first responders (42%)

#### We Will Be An Employer of Choice

- We will evaluate better ways to train our members
  - Training facility evaluation
  - Leadership training program
- Assure that our compensation philosophy is fair and regards our members appropriately
  - Evaluate adding step pay for ranks above firefighter
  - Measure wage as well as total compensation against our benchmark departments
- Evaluate and implement better ways to use the 8 dimensions of wellness
  - Evaluate and implement wellness reimbursement program
  - Improve our medical surveillance to detect significant issues before they result in injury
  - Evaluate the potential for work schedules other than 48/96

#### We Will Prepare for the Impending Growth within our Service Area to Provide Exceptional Service

- We will develop an infrastructure that prepares us for future growth
  - Apparatus replacement schedule and a more useful deployment model for current and future growth
  - R&D process with regular check-ins on our capital equipment purchasing (bunker gear, TIC, extrication tools, hose/nozzles, etc.)
- Study the current and anticipated future workload and need to increase staffing in training, prevention, and admin
- Be strategic in our relationships with partners – auto-aid, closest unit, collaborative purchasing
  - Apparatus placement should be coordinated with neighboring agencies
  - Evaluate the possibility of merges or functional consolidations (training, LSB, IT, HR, etc.) that are mutually beneficial for FRFR and other agencies.

#### We Will be Recognized as an Outstanding Public Service Agency by our Customers

- We will prepare for, pursue, and maintain accreditation
- We will find better ways to connect without current customers and political subgroups
  - Improve FRFR branding and name recognition
  - Improve our public outreach
- Work toward safer new structures (sprinklered, etc.)
- We will find better ways to measure our success, financial stewardship, and benchmark our performance
  - Improve our use of grants
  - Work on implementing impact fees in the county
  - Reduce the district's ISO rating

After West presents the PowerPoint, Young asks about the training facility and what does it cost and where does it go. West states those are the pieces we are trying to figure out. West states West Metro paid 22 million. West states we certainly do not need that. We can start out basic and get the ball rolling. The most important thing to West is to find the correct and right property and then start modulating it. West feels we need at least three acres minimum and 5 acres would be best. West states this is a great Segway in what we are trying to do. West states we will put it in our Strategic Plan, as it will get us closer to the goal rather than just talking about it.

Young asks what percentage of our staff is COVID vaccinated. West states 92%, and it may be a bit higher than this number. West states we are a High B Tier. West states other departments are reporting at 40% and the average is 70%. Young asks if there is a reason it is so low. West states they feel it may be fear-based reasons.

Director Rutt thanks Chief West for all of the hard work they have been putting into everything.

OLD BUSINESS: This was discussed during the Executive Session. Over the last few months, West has worked with Chief Miller of LFRA to resolve some boundary concerns between FRFR and LFRA. In January, we discussed this, and with your input, West worked with the chief to communicate your concerns and possibly draft an agreement between both agencies. In February, Chief Miller brought those concerns to his board, and their attorney drafted an MOU outlining our resolution. At the last FRFR Board meeting we presented the first draft. Last Friday, West received the updated draft from Chief Miller. The draft is attached in the Google Folder for the BoDs review.

Not including this land in the district may have a potential loss of impact fee and tax revenue in this area. There may be an ability to recoup some of these losses by working with LFRA to clean up our boundaries in the area.

Hobler moves to table the MOU between Front Range Fire Rescue and Loveland Fire Rescue Authority and direct the fire chief to work with our attorney to address the concerns we have related to this agreement. Freehling seconds. Roll call: Rutt, yes; Young, yes; Freehling, yes; Howe, yes; and Hobler, yes. Motion passes.

NEW BUSINESS: Since 2019, FRFR has been evaluating the purchase of new SCBA. This equipment is arguably one of the most essential pieces of equipment we use at a fire, and the choice of brand and model will have a long-term impact on the health and safety of our crews. Over the past few months, our workgroup has collaborated with LFRA and came to the conclusion that we felt that the same model was best for both agencies. We have received the invoice, and tonight we are asking for the Board's approval to spend the budgeted funds from our capital reserves. Lt. Kirchner will be here to answer any questions you may have.

This item was budgeted for \$460,000 in 2021, and the invoice reflects a savings of over 35%. We do anticipate the need to upgrade our filling stations, as the new equipment operates at a higher pressure and thus, we need an upgrade. We expect this total cost to be under \$20,000

Young would like to clarify that FRFR is paying cash on our side and LFRA is financing. West states this is the case.

Hobler moves to approve the purchase of new SCBA for a total cost not to exceed \$330,000. Freehling seconds. Roll call: Rutt, yes; Young, yes; Freehling, yes; Howe, yes; and Hobler, yes. Motion passes.

BOARD REPORTS: None,

CORRESPONDENCE: None.

ADJOURNMENT: Rutt moves to adjourn at 20:31. Roll call: All "aye." Motion passes. Meeting adjourned at 20:31.