

RECORD OF PROCEEDINGS FOR THE
COLORADO RIVER FIRE PROTECTION DISTRICT
BOARD OF DIRECTORS

JULY 9, 2019

STATION 41, 1850 RAILROAD AVENUE, RIFLE, CO 81650

The regular scheduled meeting was called to order by Chairperson Lambert at 6:31 pm. The Pledge of Allegiance was said and a moment of silence was given.

ROLL CALL:

Board Members Present:

Alan Lambert, President/Chairperson
Matt Weisbrod, Vice President
Levy Burris, Director

Board Members Excused:

Addy Marantino, Secretary
Paige Haderlie, Treasurer

Others Present:

Randy Callahan, Fire Chief
Leif Sackett, Operations Division Chief
Mike Scott, EMS Division Chief (via phone)
Zach Pigati, Wildland Division Chief
Dino Ross, Legal Counsel for the District
John Gredig, IT Director
PJ Tillman, Finance Manager
Alizah Garay, Administrative Assistant
Igor Shegolev, Senior HR Consultant from CPS HR Consulting (via phone)

Vice President Weisbrod made a motion to excuse Secretary Marantino. Director Burris seconded the motion. The motion passed unanimously.

Vice President Weisbrod made a motion to excuse Treasurer Haderlie. Director Burris seconded the motion. The motion passed unanimously.

ADDITIONS/DELETIONS/CHANGES TO THE AGENDA:

None.

CONSENT AGENDA:

Minutes of June 11, 2019 Regular District Board meeting
Prior Month Financial Reports
Prior Month Accounts Payable Reports

Director Burris made a motion to approve the consent agenda items. Vice President Weisbrod seconded the motion. The motion passed unanimously.

PUBLIC COMMENT:

None.

LEGAL COUNSEL UPDATE:

Attorney Ross stated that he and his legal team assisted Chief Staff with the proposed agreement with George K. Baum. Attorney Ross noted that the Fire and Police Pension Association (FPPA) is considering introducing legislation this next Colorado Legislative Session that would increase employer contributions into the Statewide Defined Benefit Pension Plan to 12% over a ten-year period. If enacted as law, this increase will have an impact on the District's budget. The Board had no questions for Attorney Ross.

FIRE CHIEF REPORT:

Fire Chief Callahan reviewed his report. He informed the Board that Chief Staff has been working on a compensation policy with CPS HR Consulting for several months. In addition, Chief Staff would be presenting several resolutions, an organizational chart, and a Special District Association update.

Fire Chief Callahan stated that the District has qualified paramedic candidates. Unfortunately, the District has also lost two paramedics this month, which places the District at critical staffing levels.

Next month, the District should have the lieutenant and engineer job descriptions completed. Fire Chief Callahan briefly informed the Board that he attended a regional Special District Association Workshop in Eagle and the Colorado State Fire Chiefs Critical Issues Briefing in Grand Junction.

At last month's Board meeting, Chief Staff presented a proposal to donate the command trailer to the Garfield County Emergency Managers Office. Unfortunately, the County has decided not to accept the command trailer. The Colorado Division of Fire Prevention and Control has expressed interest in the command trailer. Chief Staff will continue to consider the best use of the command trailer and will bring further updates to the Board.

Lastly, Fire Chief Callahan asked for a moment to reflect on, and honor, the 25th anniversary of the Storm King Mountain Fire that took place on July 5, 2019 and July 6, 2019 along with a Gypsum Firefighter/Law Enforcement Officer who was found deceased after an intensive multi-day search.

Vice President Weisbrod asked why the Garfield County Emergency Managers Office declined the offer of the command trailer. Fire Chief Callahan explained that the County wanted a more motorized command trailer.

Vice President Weisbrod asked if there was potential to rent out the use of the command trailer for deployment purposes. Wildland Division Chief Pigati stated that the command trailer was included in the District's ROSS system. However, during most large fires, teams arrive with their own equipment. Last year, although the command trailer was made available, it was not used on any deployments.

Fire Chief Callahan foresees the use of the command trailer for more 12 to 24 hour fire/arson and/or police related incidents. As mentioned before, Chief Staff believes that the District does not have the funding or resources required for the use and maintenance of the command trailer.

NEW BUSINESS/ACTION ITEM REQUESTS:

a. Fire Chief/Operations/Administration: CPS Pay Policy

Fire Chief Callahan stated that Chief Staff has been working on a draft Employee Compensation Policy to address pay salary and pay policy discrepancies. The draft pay policy includes a compensation package targeted at a 75th percentile of the midpoint pay ranges that were identified in the recent CPS Total Compensation Study. Fire Chief Callahan noted that Grand Valley Fire Protection District has targeted a similar 75th percentile package as well. Furthermore, the draft pay policy was formatted to be easily understood, align with the District's mission and values, and incorporate built-in strategies to improve recruitment and retention.

Fire Chief Callahan informed the Board of the defined acting and temporary pay structures for non-exempt employees of the pay policy. Although the draft pay policy was not approved as part of the 2019 budget, Chief Staff has begun the process to determine what was required to enact such a pay policy.

Vice President Weisbrod asked if there would be a fire chief salary presented in the pay policy. Attorney Ross stated that fire chief salaries typically are negotiated separately. Vice President Weisbrod suggested including language in the pay policy that explains fire chief salaries would be determined separately.

President Lambert asked Chief Staff what the expected timeline and implementation of the pay policy would be. Fire Chief Callahan explained that the intent was to get Board approval of the philosophy and direction of the policy first. Once the approval is given, Chief Staff plans to generate concrete numbers by September of 2019.

Fire Chief Callahan introduced Igor Shegolev, the Senior HR Consultant of CPS HR Consulting. Mr. Shegolev presented to the Board a PowerPoint presentation entitled, *Compensation Policy Guide, Development of Comprehensive Salary Administration, Payroll, and Pay Structure Guidelines*.

Mr. Shegolev explained the project objectives of the compensation policy guidelines. The objectives include developing a comprehensive compensation policy that reflects the District's mission and values, developing a compensation philosophy that is well defined and less subjective, updating pay administration and payroll policies, designing an updated pay structure, and creating an automated tool for updating pay grades and assigning ranges. Furthermore, the intent of the objectives was to create compensation and reward programs that were externally competitive and internally equitable. This enhances the District's ability to attract, retain, and motivate high-quality, enthusiastic personnel.

Mr. Shegolev described how the objectives of the compensation philosophy reflect the District's philosophy of being competitive and equitable. He mentioned that the objectives were applied with uncompromising honesty and integrity. Additionally, the objectives of the compensation policy incorporate appropriate understanding of an employee's experience, skills, knowledge, time in the position, and performance results, in making rewards decision. Mr. Shegolev discussed how the objectives are applied appropriately to all paid District employees and are consistent with federal, state, and local laws.

Mr. Shegolev reviewed the proposed updated guidelines for the District's pay administration and payroll procedures. These include items such as defined employment actions, clearly defined acting and temporary assignments, and clearly outlined job qualifications and rewards for certifications/education. Mr. Shegolev discussed the pay structure design. Step one of the pay structure design replaced the step-system with an open-range structure that ensured flexibility and competitiveness. Step two identified range bandwidth, midpoint progression, and grade overlap. Step three assigned jobs to the new pay structure design.

Lastly, Mr. Shegolev reviewed a labor market chart example as well as a sample pay structure table with the Board. With the labor market chart example, Mr. Shegolev described the mean of base salary minimums, midpoints, and maximums along with the reflective bandwidth percentages. With the pay structure table sample, Mr. Shegolev discussed the differences between each grade level in respect to minimum, mid, and maximum hourly pay ranges, grade progression, and bandwidth percentages.

The Board had no questions for Mr. Shegolev. President Lambert thanked Mr. Shegolev for his contributions and presentation of the proposed compensation policy guidelines.

Fire Chief Callahan stated that he appreciated the presentation given by Mr. Shegolev. Fire Chief Callahan mentioned that COLA would be paid separately by the District and would be brought to the Board annually for approval. Vice President Weisbrod, Director Burris, and Attorney Ross asked Chief Staff to obtain clarity from Mr. Shegolev as to why he is recommending that COLA be paid to employees in a lump sum.

Director Burris suggested to Chief Staff to build out the pay structures with specified hourly pay, grade progression percentages, and bandwidth percentages.

Fire Chief Callahan explained that Chief Staff did not want to delve deeper into the draft pay policy if the Board decided that it did not agree with the philosophy.

Vice President Weisbrod stated that he was in support of the draft pay policy philosophy.

President Lambert felt that an employee compensation policy was a great roadmap for all employees.

The consensus of the Board was for Chief Staff to continue working in the direction of the pay policy philosophy.

President Lambert thanked all for their work and contributions of the draft pay policy.

Vice President Weisbrod asked what the projected timeline was to implement the employee compensation policy. Fire Chief Callahan stated that Chief Staff intends to have concrete numbers in place by no later than September of 2019.

- b. Fire Chief/IT Director: Proposed Online Public Meeting Postings (Resolution No. CRFPD-2019-07-01)

Fire Chief Callahan introduced Resolution CRFPD-2019-07-01, which will allow the District to post Board meeting notices and agendas on the District's website. Attorney Ross provided a brief overview of the requirements of HB19-1087. His understanding is that IT Director Gredig has confirmed the District's website can meet the requirements of the new law for on-line posting.

Attorney Ross noted that the new law still requires the District to designate one physical location within the District for posting meeting notices if the District's website is down or otherwise inaccessible. Vice President Weisbrod asked what physical location the District planned to use for posting Board meeting notices and agendas. It was confirmed that the physical location was 1850 Railroad Avenue, Rifle, CO 81650.

Director Burris made a motion to approve Resolution 2019-07-01. Vice President Weisbrod seconded the motion. The motion passed unanimously.

- c. Fire Chief/Administration: Hometown Bank Authorized Signers (Resolution No. CRFPD-2019-07-02)

Fire Chief Callahan presented Resolution CRFPD-2019-07-02, designating authorized signers on the District's Hometown Bank account. Fire Chief Callahan explained that the updated signature cards were postponed to avoid multiple resolutions and signature cards during the Fire Chief transitional period. Chief Staff recommends finalizing the Resolution and signers to replace the former Fire Chief and Board Treasurer who are no longer with the District.

Vice President Weisbrod made a motion to adopt Resolution CRFPD-2019-07-02. Director Burris second the motion. The motion passed unanimously.

- d. Fire Chief/Operations Division: Proposed CRFR Organizational Chart

Fire Chief Callahan explained to the Board how Chief Staff has been working on an organizational chart of the District. Fire Chief Callahan stated that the organizational chart was an important strategic document that portrays reporting hierarchy as well as functional units of the District. Some of the key changes emphasized through the organizational chart were the training role Wildland Division Chief Pigati has taken on

during this time of contraction, and changing P.J. Tillman's job title from Finance Manager to Administrative Director.

Vice President Weisbrod asked why the fleet mechanics were still under the Operations Division. Operations Division Chief Sackett stated that having the mechanics report under Operations has flowed smoothly since the transition and felt there was no need to change that structure.

Vice President Weisbrod stated that the organizational chart captures what was being conducted currently and represents where the District plans to go in the future.

Director Burris made a motion to approve the CRFR Organizational Chart as presented. Vice President Weisbrod seconded the motion. The motion passed unanimously.

e. Fire Chief/Administration: SDA Conference

Fire Chief Callahan stated that Chief Staff attended the 2019 Annual SDA Regional Workshop and received updated SDA Board Member Manuals which were distributed to the Board. Fire Chief Callahan stated that if any Board members would like to attend the annual SDA conference held in Keystone on September 18, 2019 through September 20, 2019, to notify Administrative Director Tillman.

Fire chief Callahan explained that he will be the only staff member attending the annual SDA conference this year. Director Burris stated that he would check his schedule to see if he can attend.

OLD BUSINESS/FOLLOW-UP REQUESTS:

a. Fire Chief/Operations Division: George K. Baum/CRFR Mill Levy Research/Proposed Agreement with George K. Baum

Fire Chief Callahan presented to the Board a proposed Public Policy Agreement and an Underwriter Engagement Agreement with George K. Baum.

Operations Division Chief Sackett explained that the Public Policy Agreement will require an expenditure of \$35,000.00. The Underwriter Engagement Agreement was for financial expertise related to any future capital purchases.

Attorney Ross reviewed and explained components of both agreements. The Underwriter Engagement Agreement allows the District to receive financial advice from George K. Baum. It contemplates that if the District chooses to seek financing for capital improvements in connection with or shortly after a mill levy election, the District will use George K. Baum to pursue that financing. George K. Baum would receive 1% of the principal amount of the financing. In total, Attorney Ross felt that the Underwriter Engagement Agreement was low risk to the District, as the District has the right to terminate upon 30 days' notice.

Fire Chief Callahan stated that the disadvantage of entering these agreements is the District did not allocate funds for the \$35,000.00 in expenditures in the adopted 2019

budget. Furthermore, it is unknown how much costs the District will incur in conducting a mail-in ballot.

Following discussion, Director Burris made a motion to authorize the Chairperson Lambert to sign both the Public Policy Agreement and Underwriter Engagement Agreement, and authorizing the District to fund the \$35,000.00 associated with the Public Policy Agreement through reserves. Vice President Weisbrod seconded the motion. The motion passed unanimously.

DIVISION INFORMATIONAL UPDATES:

OPERATIONS DIVISION CHIEF SACKETT:

Operations Division Chief Sackett stated that the remaining paperwork for the Federal Mineral Lease grant was sent on Monday. All of the new rescue equipment was in service and placed on all of the type 1 engines.

Operations Division Chief Sackett stated that the District received a letter from the Garfield County Assessor's Office regarding a local government levies training. The training will be held on September 10, 2019 at the Garfield County Library in Glenwood Springs. Division Chief Sackett asked if any of the Board members would like to attend the training. President Lambert and Director Burris stated that they will let Operations Division Chief Sackett know. Vice President Weisbrod stated that he did not want to attend the training.

Operations Division Chief Sackett stated that the District has 23 qualified firefighter/paramedic applicants. As of today, 8 additional applicants took the written test online. The assessment center is scheduled to take place between August 5, 2019 and August 16, 2019.

Vice President Weisbrod asked if the District intends on hiring paramedics to fill the two recent vacancies. Operations Division Chief Sackett stated that is the District's intent.

WILDLAND DIVISION CHIEF PIGATI:

Wildland Division Chief Pigati reviewed his report with the Board. He stated that wildland deployments are currently slow; however, fires are picking up in the states of Arizona, New Mexico, and Alaska.

Wildland Division Chief Pigati stated that the District is looking to implement a quality wildland training program within the training consortium on the western slope. It was estimated to generate \$10,000.00 in tuition for wildland training courses.

Wildland Division Chief Pigati and Fire Chief Callahan explained how the quarterly training report was intended to explain and provide training progress to the Board as well as to the District.

EMS DIVISION CHIEF SCOTT:

EMS Division Chief Scott stated that the new ambulance is in service and is in the bays at Station 41.

He stated that Calvin Brown presented a great training on mental illness and combating PTSD within the fire service and he looks forward to bringing Mr. Brown in each year to continue that discussion.

EMS Division Chief Scott explained to the Board that the District received a call from the Eagle, Colorado community for peer support. EMS Division Chief Scott was very pleased with the efforts and help provided by the peer support members.

EMS Division Chief Scott thanked the crews for their ongoing professionalism during the recent tough calls. President Lambert thanked the crews for their performance as well.

PREVENTION DIVISION CHIEF MOON:

The Board had no questions regarding Prevention Division Chief Moon's report.

IT DIRECTOR GREDIG:

IT Director Gredig discussed his experience at the 25th anniversary of the Storm King Mountain Fire. The Board had no questions for IT Director Gredig.

FINANCIAL MANAGER TILLMAN:

Chief Staff and the Board discussed how the District re-posted the Firefighter/Paramedic job postings on LinkedIn as there were not enough qualified candidates. Along with re-posting the position with clear and detailed instructions, Administrative Garay has also responded to each applicant with the specified instructions and procedures.

GOOD NEWS & DEPARTMENT ACCOMPLISHMENTS:

Fire Chief Callahan stated that, although the District received only one letter in appreciation of the District's services, he did not want the Board or the District to let that letter undermine the District's accomplishments. Fire Chief Callahan strongly felt that all members of the District have been working extraordinarily and have been focusing on doing what is right for the community.

BOARD MEMBER COMMENTS:

Director Burris thanked everyone for stepping up and doing what needs to be done, especially with the rough calls. Director Burris appreciates the District's peer support in Gypsum. He advised Chief Staff to encourage District personnel to seek peer support, especially when facing tough calls. Director Burris stated that there was good representation at the Storm King memorial, where participants listened to the wishes and desires of family members and loved ones.

Vice President Weisbrod advised all to keep up the good work. He thanked the crews for their work and their presence at the fireworks shows.

Chairperson Lambert agreed with Director Burris' comment. He thanked all for their work and contributions.

EXECUTIVE SESSION:

Vice President Weisbrod made a motion to go into executive session to receive advice of legal counsel on the potential interim fire chief contract with Randy Callahan pursuant to CRS 24-6-402(4)(b). Director Burris seconded the motion. The motion passed unanimously. Attorney Ross certified for the record that the executive session will constitute an attorney-client communication and will not be recorded.

The Board went into executive session at 8:30 pm.

The Board came out of executive session at 8:45 pm.

Vice President Weisbrod made a motion to approve the Interim Fire Chief Employment Agreement with Randy Callahan. Director Burris seconded the motion. The motion passed unanimously.

ADJOURNMENT:

There being no other business to come before the Board, Chairperson Lambert adjourned the meeting at 8:45 pm.

APPROVAL

The foregoing Minutes, which has been approved by the affirmative majority vote of the Board of Directors of the Colorado River Fire Protection District, is a true and accurate record of the meeting held on the date stated above.

Date: 13 August 19

[Signature]

Date: August 13, 2019

[Signature]

I hereby attest that the executive session, which was not recorded, constituted privileged attorney-client communications.

[Signature]
Dino Ross, Esq.

I hereby attest that the executive session was confined to the topics authorized for discussion in Executive Session pursuant to C.R.S. §24-6-402(4)(b).

[Signature]
Alan Lambert, President
Matt Weisbrock Vice President