

**RECORD OF PROCEEDINGS FOR THE
COLORADO RIVER FIRE PROTECTION DISTRICT
BOARD OF DIRECTORS
SEPTEMBER 10, 2019
STATION 41, 1850 RAILROAD AVENUE, RIFLE, CO 81650**

The regular scheduled meeting was called to order by Chairperson Lambert at 6:30 pm. The Pledge of Allegiance was said and a moment of silence was given.

ROLL CALL:

Board Members Present:

Alan Lambert, President/Chairperson
Paige Haderlie, Treasurer
Levy Burris, Director

Board Members Absent:

Addy Marantino, Secretary (Excused)
Matt Weisbrod, Vice President (Excused)

Others Present:

Randy Callahan, Fire Chief
Leif Sackett, Operation Division Chief
Mike Scott, EMS Division Chief
John Gredig, IT Director
P.J. Tillman, Administrative Director
Dino Ross, Legal Counsel for the District
Auditor, Christine McLeod with Haynie & Company, LLC (via telephone for 2018 audit presentation)

Director Burris made a motion to excuse Vice President Weisbrod and Secretary Marantino from the meeting. Treasurer Haderlie seconded the motion. The motion passed unanimously.

ADDITIONS/DELETIONS/CHANGES TO THE AGENDA:

None.

CONSENT AGENDA:

Minutes of August 13, 2019 Regular District Board meeting
Prior Month Financial Reports
Prior Month Accounts Payable Reports

Treasurer Haderlie made a motion to approve the consent agenda items. Director Burris seconded the motion. The motion passed unanimously.

PUBLIC COMMENT:

None.

LEGAL COUNSEL UPDATE:

Attorney Ross stated that things have been quiet for legal counsel this last month. Attorney Michelle Ferguson reviewed the new pay policy with Chief Staff. Legal counsel also worked on a one-page assignment transferring the District's Underwriter Engagement Agreement with George K. Baum to Stifel, Nicolaus & Company, which is purchasing George K. Baum. Legal counsel also assisted Chief Staff in revising a proposed Memorandum of Understanding (MOU) with the Colorado Department of Corrections in connection with the Rifle Corrections Center, which is expected to be presented to the Board at the October meeting. Attorney Ross noted that, pursuant to the discussion at the last Board meeting, he provided the Board with an email regarding the effort to recall Governor Polis.

FIRE CHIEF REPORT:

Fire Chief Callahan stated that there were many new business items within the Board report, including the District's 2018 financial audit presentation, an updated engineer and lieutenant job description, documentation for the donation of the command trailer to the Colorado Division of Fire Prevention and Control and the donation of a surplus ambulance to Colorado Mountain College. In addition, there was an update on the District's 2019-2024 Strategic Plan and a resolution for a multi-agency grant for a radio purchase.

After a 60-day national search for paramedics, the District has not been able to attract candidates. Chief Staff intends to regroup and discuss hiring and staffing model alternatives. Fire Chief Callahan explained that even at a fire chiefs meeting in Summit County and a Think Tank in Loveland, Colorado, there was a consistent theme of paramedic shortages across the state.

Fire Chief Callahan stated that he and Firefighter Churchill spoke to two-thirds of the crews on the results of the Fire Department Organizational Culture of Safety Study (FOCUS). They discussed the District's results of employee burnout, job satisfaction, and job engagement as a measure of safety culture. Essentially, if the District obtains low employee burnout, high job satisfaction, and high job engagement, there should be a decrease in line-of-duty deaths or injuries.

Treasurer Haderlie asked if there was a reason for the shortage of paramedics. Fire Chief Callahan stated that there are major retirements and organizational growths occurring simultaneously within the fire service. The South Metro Fire Rescue Fire Protection District is continuously hiring paramedics. South Metro Fire Rescue plans to hire 90 more paramedics in 2020. In addition, the District is the lowest paying fire district for paramedic positions. Fire Chief Callahan stated that the problems the District faces are its uncompetitive pay and people want to be near the heart of the action in the Denver area.

Treasurer Haderlie asked if the District plans to attend the GlenX Career Fair at the high school on October 1, 2019. EMS Division Chief Scott stated that the District has participated in that event for the last two years and is looking forward to attending this year. He stated that the District includes a career shadowing program that they would like to promote as well.

Fire Chief Callahan stated that the District is looking to go to Colorado Mountain College for a recruiting deal. The District is focusing on developing paramedics within as a sustainable measure. At this point, the District is looking at all options.

Fire Chief Callahan stated the District continues to work on the pay policy. The pay policy has been reviewed by legal counsel, who made minor revisions for better clarity. The next steps involve reviewing the policy with the District membership and then bringing the policy to the Board for approval at the next Board meeting. The pay policy is still unfunded but the data helps the District set a target to work with. Chief Staff learned from legal counsel that the proposed pay policy is also aligned with a new Colorado employment law that will take effect in 2021.

Chief Staff has begun working on the 2020 budget. Although the District is anticipating a property tax increase of approximately \$109,000.00 due to an increase in assessed valuation, the District has experienced significant losses due to a decrease in Inter-Facility Transfer (IFT) revenues and a low wildland year. Chief Staff is working on a budget that has scenario options with associated outcomes.

Fire Chief Callahan stated that the District has hosted senior lunches every Wednesday at the Silt station for many years. Chief Staff has spoken with the Town of Silt on relocating the senior lunches to the old Silt library. If the Town of Silt approves the proposition, there will be a beta test with the seniors in October. If the beta test works, Chief Staff may begin discussions on permanent relocation of the senior lunches and explore alternative staffing models at station 61. Fire Chief Callahan reiterated the importance of retaining the commitment and involvement with the Senior Lunch Program.

Treasurer Haderlie asked if relocating the senior lunches would be the only factor to adjust staffing levels. Fire Chief Callahan stated that main dining area with all the tables at

station 61 would be converted into more living spaces. He noted that the District would look at ways to do this cost effectively.

Fire Chief Callahan stated that he sent the Board updates on calls and trauma accidents and significant medical and fire incidents that have occurred. Fire Chief Callahan noted that those events are a way of life for the District. The District crews are out there every day running all types of trauma incidents and fire calls, all the things that are unforeseen. He commended the District's crews for doing a phenomenal job with every case.

Fire Chief Callahan highlighted the achievements made by staff. He attended a multi-agency meeting on the Mamm Creek Fire where the District and Community Risk Reduction Specialist Pina received recognition for coordinating social media information and releasing data to the public.

Furthermore, earlier in spring, EMS Division Chief Scott, Administrative Director Tillman, and Fire Chief Callahan attended an EMS Conference where alternative billing methods were discussed. Since then, EMS Division Chief Scott, Administrative Director Tillman and IT Director Gredig have collaborated together and were able to receive an additional \$106,000.00. Fire Chief Callahan noted that it would have been easy to not act upon the alternative billing methods learned, but Chief Staff took initiative and got the job done.

Fire Chief Callahan stated that IT Director Gredig has been working on data collection and has a snapshot of that on his report. All types of data can be collected and presented to the Board; it is just a matter of what the Board would like to know.

Although the District faces multiple challenges, Fire Chief Callahan is pleased to discuss all the strengths and accomplishments made so far.

NEW BUSINESS/ACTION ITEM REQUESTS:

a. Fire Chief/Administration: Haynie & Company, LLC Review and Presentation of 2018 Financial Audit:

Audit Manager Christine McLeod from Haynie & Company, LLC presented an overview of the District's 2018 audit report. She discussed the Required Communications letter of the report and noted a change under the Significant Accounting Policies section. In 2018, the District adopted GASB statement 75, "Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions," which improves information provided by state and local governmental employers about financial support for post-employment benefits that are provided by other entities. The adoption of this pronouncement required additional

disclosures, a restatement, and an additional supplementary schedule reporting historical liability balances. Audit Manager McLeod stated there were no significant or unusual transactions made by the District during the year that needed to be disclosed to the Board.

Audit Manager McLeod noted that there were significant accounting estimates, such as management's estimate of the depreciable lives and estimated residual value of property and equipment based on prior management experience, management's estimate of the collectability of Ambulance service receivables based on an analysis of customer balances, and the estimate of the net pension and OPEB liabilities based on actuarial valuations as provided by Fire and Police Pension Association of Colorado (FPPA) and Colorado PERA.

Audit Manager McLeod asked if there were any questions or comments by the District regarding the Required Communications draft document. Attorney Ross recommended changing the terms "Company" and "Organization" to "District" for better readability. Audit Manager McLeod stated that she would make those changes.

Audit Manager McLeod continued to give an overview of the financial analyses. Charts presented included the total revenue and total expenditures for years 2018 and 2017. There was an increase in total revenues from 5.3 million dollars in 2017 to about 6.8 million dollars in 2018. This was largely due to the addition of the Wildland Division. Expenditures increased from 8 million dollars in 2017 to about 8.3 million dollars in 2018. Total net was 2.8 million dollars for 2017 and 1.5 million dollars for 2018.

Moving to the second graph of the presentation, Audit Manager McLeod reviewed percentages of the District's capital assets. 15 percent was for Land, 65 percent was for Buildings, 20 percent was for Equipment, and 0 percent was for Land Improvements.

With the General Fund Balance Sheet, Audit Manager McLeod stated that the graphs represent data from 2017 prior to the restatement. The restatement added about \$555,000 dollars in receivables to total assets. Decreases in assets due to a decrease in cash, investments and pension assets, showed a decrease in actuarial evaluations from the current year to the prior year. Total liabilities increased slightly from 4.2 million dollars in 2017 to 4.9 million dollars in 2018. This led to a total fund balance of 7.9 million in 2017 and 6.3 million dollars in 2018.

Audit Manager McLeod stated that the District had 4.2 million dollars reserved for capital projects in cash for 2018. It decreased from 4.8 million dollars in 2017 to 4.2 million dollars in 2018.

Audit Manager McCloud then briefly reviewed some notes of the prior period adjustments made to the 2018 Financial Statements.

There Board had no questions for Audit Manager McLeod.

Chief Staff recommended approving the 2018 audit report.

Director Burris made a motion to approve the 2018 Financial Audit as presented by Haynie & Company. Treasurer Haderlie seconded the motion. The motion passed unanimously.

b. Fire Chief/Operations/Administration: Review and Approval of New Job Descriptions for Lieutenant and Engineer Positions:

Fire Chief Callahan explained that the District and CPS HR analyzed the job descriptions for the lieutenant and engineer positions. He is asking that the Board approve the job descriptions. Operation Division Chief Sackett stated that the same process that was used for updating the paramedic and firefighter/EMT job descriptions was used for the lieutenant and engineer job descriptions. He said that it was a great process to go through and it brought to light all of the crucial requirements, knowledge, skills, and certifications necessary for those particular jobs. There was great feedback and collaboration with the lieutenants and engineers from the District.

President Lambert thanked the District for their dedication and work on this matter.

Fire Chief Callahan stated that the battalion chief job description process should begin in September or October.

Treasurer Haderlie asked if the job descriptions would apply to personnel who were hired under earlier versions of the job descriptions. Operation Division Chief Sackett stated that the updated job descriptions would apply to all personnel holding those positions.

Administrative Director Tillman stated that the intent was to have the lieutenants and engineers sign the new job descriptions.

Operations Division Chief stated that the goal was to review the job descriptions every three years to ensure that the requirements are up-to-date.

Treasurer Haderlie made a motion to approve the job descriptions for the lieutenant and engineer positions as presented. Director Levy seconded the motion. The motion passed unanimously.

c. Fire Chief/Operations: Donation of Command Trailer:

Fire Chief Callahan stated that Chief Staff believes it is no longer fiscally or logistically reasonable to maintain the command trailer. The Colorado Division of Fire Prevention and Control (CDFPC) has expressed interest in the command trailer. Fire Chief Callahan stated that the District believes that donating the command trailer to CDFPC would 1) help reduce the overhead costs of insurance and other annual costs; 2) increase in-door bay space; and 3) allow the District to convert its tow vehicle into a Type 6 wildland engine.

Fire Chief Callahan explained that Chief Staff originally estimated the cost of converting the tow vehicle into a Type 6 wildland engine to be about \$15,000.00; but, Chief Staff has negotiated with CDFPC to donate to the District a box and a pump for the tow vehicle. Those are two separate transactions. What is presented is the approval for the fire chief to sign the paperwork that allows the District to donate the command trailer to CDFPC.

Fire Chief Callahan stated that creating a new Type 6 wildland engine would further allow the District to sell a Type 5 engine, which would be brought to the Board at a later date.

Chief Staff's recommendation is to move forward with the donation of the command trailer. Fire Chief Callahan stated that he liked the concept of donating the command trailer rather than selling it, as it keeps the original intent of the command trailer as a regional resource.

Fire Chief Callahan stated that he has discussed this issue with the Garfield County Fire Chiefs and the Garfield Communications Board. While they all like the command trailer, there is no support for it.

Director Burris made a motion to approve the donation of the command trailer to the Colorado Division of Fire Prevention and Control and authorize Fire Chief Callahan to sign any paperwork necessary to make that happen. Treasurer Haderlie seconded the motion. The motion passed unanimously.

d. Fire Chief/Operations: Donation of 2000 Ford Ambulance:

Fire Chief Callahan introduced to the Board Tinker Duclo, Vice President and Campus Dean of the Colorado Mountain College (CMC) in Rifle. Fire Chief Callahan

stated that with the new ambulance that was recently put in service, it left the District with a surplus ambulance. The old, surplus ambulance does require some repairs and because it has little dollar value, the District has spoken to CMC about donating the old ambulance to support CMC's EMT Program. This process supports community partnerships, gives back to the community, and allows the District to increase storage space.

Fire Chief Callahan stated that CMC has offered to repair the old ambulance and that the District has agreed to assist with the labor for those repairs.

Tinker Duclo stated that the District is a great component for the college and CMC looks forward to continuing to build partnerships with the District. This past spring, CMC graduated their first group of fire science students.

President Lambert asked if there was any inclination to start a paramedic program at CMC. Tinker Duclo stated that the Paramedic Program is currently housed out of Edwards, Colorado but there is talk on offering that program to this side of the District.

Director Burris stated that he had a concern that the repairs may exceed the value of the ambulance and yet the District was committed to donating it. Director Burris asked if there was an estimated cost to the labor.

EMS Division Chief Scott stated that it was estimated to be four to five thousand for parts and labor.

Operation Division Chief Sackett stated that there was a leaf spring that needs to be replaced and a vanner, which helps with the charging system when plugged in.

Fire Chief Callahan stated that the District has offered to help with the repairs because the District is very familiar with the ambulance. There are no costs to the repairs, just time for the District's mechanics.

Treasurer Haderlie asked if there was language in the Bill of Sale that limited the liability of the District for further repairs once it was donated to CMC. Attorney Ross stated that such language was not in the Bill of Sale, but could be if requested. Furthermore, the District's donation of the labor for the repair of the ambulance also was not included in the Bill of Sale.

Following further discussion, Director Burris made a motion to approve the donation of the 2000 Ambulance to Colorado Mountain College upon the terms and

conditions presented. Treasurer Haderlie seconded the motion. The motion passed unanimously.

e. Fire Chief/Operations/Administration: Strategic Plan Update:

Fire Chief Callahan stated that Chief Staff has been working on an update of the adopted 2019-2024 Strategic Plan. Fire Chief Callahan thanked Administrative Assistant Garay for creating a smart sheet of the Strategic Plan. Chief Staff intends to meet prior to the quarterly update and reflect on what progress has been made on strategic goals and objectives. Fire Chief Callahan explained to the Board that there was a column in the smart sheet that listed what items were completed for each objective and goal so far. The Board commended Administrative Assistant Garay for developing the smart sheet.

f. Fire Chief/Operations: FMLD Multi-Agency Grant Ratification:

Fire Chief Callahan explained that Chief Staff would like to pursue a joint multi-agency Garfield County Federal Mineral Lease Grant (GCFMLG) for portable radios.

Operation Division Chief Sackett stated that Carbondale Fire Protection District, Glenwood Springs Fire Department, Grand Valley Fire Protection District, and Colorado River Fire Protection District were all part of the 2019 GCFMLG joint application.

Director Burris made a motion to ratify and accept Resolution No. 2019-0803, allowing the District to submit a joint grant application in the amount of \$20,580.00 as a match. Treasurer Haderlie seconded the motion. The motion passed unanimously.

g. Fire Chief/Administration: Appointment of Administrative Director Tillman as Budget Officer:

Director Burris made a motion to appoint Administrative Director Tillman as the 2020 Budget Officer with all duties and responsibilities assigned. Treasurer Haderlie seconded the motion. The motion passed unanimously.

OLD BUSINESS/ACTION ITEM REQUESTS:

a. Fire Chief/Operations/Administration: Mill Levy Research (Verbal Update):

Operation Division Chief Sackett stated that Chief Staff has been working on the citizen task force letter and has sent out a total of 62 letters so far. There have

been seven responses of confirmation with one individual not being able to participate.

There is an email or letter regarding the time and location details of those meetings that will be sent out to those who confirmed their participation. The citizen task force meetings will be held at the Colorado River Conference Room at the Grand River Hospital. Meetings will take place on the evenings of September 26, 2019, October 22, 2019, and January 30, 2020.

President Lambert asked Operation Division Chief Sackett if Board members could attend the citizen task force meetings. Operation Division Chief Sackett stated that the Board members would be welcome at the citizen task force meetings.

Director Burris asked what the citizen task force meetings will consist of. Director Burris stated that he is aware that two letters were delivered to two actively-engaged community members, but his understanding was that more letters would be distributed.

Operation Division Chief Sackett stated that he and Fire Chief Callahan met yesterday to review and gather more names and determine if those citizen task force letters are being sent to the right people. Composition and presentations that will be conducted during the citizen task force meetings are underway.

b. Fire Chief/Operations/Administration: Wage Study and Updated Pay Policy Implementation (Verbal Update):

Fire Chief Callahan stated that the updated pay policy has been reviewed by legal counsel and is in the process of being reviewed by the District membership. He believes that the updated pay policy is comprehensive and aligns with new employment laws that will take effect in 2021.

DIVISION INFORMATIONAL MEMORANDUM:

Operation Division Chief Sackett:

Operation Division Chief Sackett asked if the Board had any questions for him regarding his Board report.

Director Burris asked that if the District has experienced any staffing concerns or limitations due to providing an ambulance and personnel for high school games.

Operation Division Chief Sackett stated that the District is making sure that staff is set up to respond to 911 calls if needed as well as high school games. He

explained that it was presented in his Board report as it is that time of year when those ambulance standbys are requested.

President Lambert asked if there were any updates on the new mechanic's truck. Operation Division Chief Sackett stated that it has been purchased and that the District is just waiting for more information on the time frame for further actions.

Wildland/Training Division Chief Pigati:

The Board had no questions regarding Wildland/Training Division Chief Pigati's Board report.

EMS Division Chief Scott:

EMS Division Chief Scott stated Police Chief Klein from the Rifle Police Department was very appreciative of the collaboration from the District during the bridge incident. EMS Division Chief Scott thanked Battalion Chief Alvey and his crew who assisted with that incident.

President Lambert thanked EMS Division Scott for giving tours and discussing the fire service with the young generation.

Prevention Division Chief/Fire Marshal Moon:

Fire Chief Callahan explained to the Board that Prevention Division Chief/Fire Marshal Moon is currently working on a house fire investigation along with the Glenwood Springs wildland fire investigation. His division has been preparing for the upcoming open house on September 21, 2019 as well.

President Lambert asked Chief Staff if they needed any help from the Board at the open house. Chief Staff stated that any help from the Board is welcomed.

Fire Chief Callahan stated that the combination of the Silt and New Castle open houses with community events has been an effective means of connecting with the public.

IT Director Gredig:

IT Director Gredig stated that he has been working on statistical software that will be used to generate graphs and relevant data. He reviewed his report of the "Year to Date Summary Charts as of End of August 2019". The report included a year to date call volume comparison, an incident count by day of week, an incident count by time of day, and a year to date training hours comparison.

Fire Chief Callahan stated that the intent was to determine specific questions and present answers in a meaningful manner. This will enable the District to operate through data-driven decision making with focused outcomes.

Director Burris asked why the District purchased a new software program.

IT Director Gredig stated that this was a decision support software interface from New World that mines the data out of New World.

Fire Chief Callahan stated that the District did not have the ability to extract data without extensive personnel hours. With the ability to extract specific data, it will help with strategic planning, response models, and funding.

Director Burris stated that he uses New World as well to generate similar charts and graphs.

IT Director Gredig stated that towards the end of Director Burris's time at Silt, Silt made the move to Cat Enterprise, the law enforcement got the SS software upgrade, but the District did not. The upgrade was added with fire level last year. This allows the District to regenerate data in a time efficient manner.

President Lambert stated that the City of Rifle's IT Director would like to collaborate with IT Director Gredig.

Administrative Director Tillman:

Administrative Director Tillman stated that in her report there was a screen shot of the Colorado Supplement EMS Cost Report audit for January 1, 2018 through June 30, 2018. The final settlement payment to the District should be received towards the end of September 2019.

Fire Chief Callahan stated that this was a labor intensive project that was self-initiated by Chief Staff. It was a direct return on investments from a conference that was very informational and effective.

Administrative Director Tillman stated that the District has sent some bills to the Division of Fire Prevention and Control (DFPC) and that there were several engines deployed.

GOOD NEWS & DEPARTMENT ACCOMPLISHMENTS:

Fire Chief Callahan stated that the Good News and Department Accomplishments are provided for Board review. The Board had no questions

BOARD MEMBER COMMENTS:

President Lambert thanked Chief Callahan for being an exceptional leader who has brought many great changes and moral boosts throughout the entire District. He thanked the District's members for their collaborative efforts as well. He reminded everyone of the 18th anniversary of 9/11 and the recognition of all who served that day.

Treasurer Haderlie stated that the Board packets reveal the hard work the District is putting forth as well as the many items that it is undertaking. She appreciates how the Board packets are presented, with precise and pertinent information.

Director Burris thanked the District for their immediate assistance with the Glenwood Springs wildland fire.

ADJOURNMENT:

There being no other business to come before the Board, Chairperson Lambert adjourned the meeting at 7:45 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 state above.

Date: 10/8/19



Date: 10/8/19


