

**MINUTES**  
**BOARD OF DIRECTORS SPECIAL MEETING (STUDY SESSION)**  
**NORTH METRO FIRE RESCUE DISTRICT**  
**ADMINISTRATIVE HEADQUARTERS**  
**101 SPADER WAY, BROOMFIELD, CO 80020**

The Study Session was held in-person. Information regarding public participation in the Study Session was posted on the District's website at least 24-hours in advance.

Date: November 9, 2022

**BOARD MEMBERS PRESENT:**

Richard Miller, President  
Jenni Murphy, Secretary (zoom)  
Peter Billera, Vice President  
Robert Nielsen, Asst. Secretary

**STAFF PRESENT:**

David Ramos, Fire Chief  
David Anderson, Deputy Chief, Support Services  
Jeff Bybee, Deputy Chief, Operations  
Lisa Willis, Chief Financial Officer  
Amy Collins, Human Resources Manager  
Steve Gosselin, Division Chief, Fire Prevention  
Mark Daugherty, EMS Chief  
Sara Farris, Public Information Officer

**EXCUSED:**

Tim Long, Treasurer

**A. Call to Order**

President Miller called the Board of Directors Study Session to order at 11:00 a.m.

**B. Additions/Deletions to Agenda**

President Miller suggested deleting the pledge, Directors' Report and Executive Session from the agenda.

A MOTION TO EXCUSE THE ABSENCE OF DIRECTOR LONG FROM THE STUDY SESSION WAS MADE BY DIRECTOR BILLERA AND SECONDED BY DIRECTOR NIELSEN. THE MOTION PASSED UNANIMOUSLY.

**C. Approve Agenda**

A MOTION WAS MADE BY DIRECTOR NIELSEN AND SECONDED BY DIRECTOR BILLERA TO ACCEPT THE AMENDED AGENDA. THE MOTION PASSED UNANIMOUSLY.

**D. Public Comment (Agenda Items Only)**

None.

**E. Staff Reports**

**1. Five-Year Financial Projections**

Chief Ramos introduced the Study Session topic of Five-Year Financial Projections with a look at the financial health of the District today and future needs. This presentation included future projects that the Board had not yet approved.

CFO Willis reviewed slides addressing financial projections for 2023-2027. She noted that the general obligation bonds issued in 2006 would be expiring in 2025.

CFO Willis discussed assumptions she had used for her financial projections.

Chief Ramos reviewed staffing plans used in the financial projections. CFO Willis reviewed upcoming major capital purchases for Fleet and Facilities, including building Stations 68 and 69 and adding a bay at Station 65 in addition to an upgrade to the Training Center.

Chief Ramos discussed staffing projections, including how many personnel over minimum staffing will be required to cover vacation, sick, training and other leaves. He talked about the balance of hiring more fulltime firefighters compared to overtime expenses.

CFO Willis reviewed financial projections of expenses with the staffing projections, which show a revenue shortfall in 2027. She also discussed projected fund balance activity for the five years which reflects an inability to transfer funds to Capital Improvements in 2026 or 2027 and less than 30% Board directed reserve in those years.

CFO Willis discussed the debt service fund projection for the bonds set to expire in 2025. She talked about possibly paying off the bonds from the general fund in 2024.

CFO Willis showed projected property tax revenues for a scenario in which the District asks the voters to approve converting the bond 1.4 mill levy to a general mill levy once the bonds are paid off. In this scenario, projected revenues would exceed expenses through 2027.

Chief Ramos noted that this is a conservative look at future projections and risks to future revenue. He plans to bring a consultant to discuss future public policy engagement to possibly consider requesting to keep the 1.4 mill levy once the general obligation bonds are paid off.

Director Nielsen asked about future building growth in the revenue projections. CFO Willis replied that growth and increased property values are part of the projections.

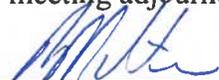
**F. Public Comment**

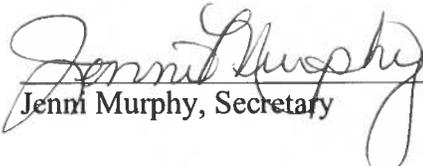
None.

**G. Recess/Adjournment**

A MOTION TO ADJOURN THE MEETING WAS MADE BY DIRECTOR BILLERA AND SECONDED BY DIRECTOR NIELSEN. THE MOTION PASSED UNANIMOUSLY.

The meeting adjourned at 1:04 p.m.

  
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Richard Miller, President

  
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Jenni Murphy, Secretary