

**MINUTES  
BOARD OF DIRECTORS REGULAR MEETING  
NORTH METRO FIRE RESCUE DISTRICT  
ADMINISTRATIVE HEADQUARTERS  
101 SPADER WAY, BROOMFIELD, CO 80020**

Date: February 28, 2018

**BOARD MEMBERS PRESENT:**

John Abboud, President  
Robert Nielsen, Vice President  
Jenni Murphy, Secretary  
Tim Long, Treasurer  
Dennis Day, Asst. Secretary

**STAFF PRESENT:**

David Ramos, Fire Chief  
David Anderson, Deputy Chief, Support Services  
Jeff Bybee, Deputy Chief, Operations  
Steve Gosselin, Division Chief, Fire Prevention  
Sara Farris, PIO  
Eileen Gomez, Human Resources Manager

**LEGAL COUNSEL:**

Richard Shearer, Esq.

**A. Call to Order**

President Abboud called the Board of Directors meeting to order at 11:20 a.m. on February 28, 2018.

**B. Pledge of Allegiance – Led by Director Nielsen**

**C. Additions/Deletions to Agenda**

None.

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

None.

**E. Staff Reports**

1. Director Term Limits

Chief Ramos noted that Staff had prepared, as directed, an action item to add a ballot question increasing term limits for directors to three terms.

President Abboud asked for Board discussion on this topic.

Director Murphy asked what would happen at the end of her term. President Abboud replied that she would be eligible to run again if the third term is approved.

Chief Ramos clarified that under current law, Director Murphy will be term limited when her term ends in 2020. Attorney Shearer noted that if the ballot question passes, she could run again in 2020 without waiting four years.

Director Nielsen asked if the District had received any more self-nomination forms since the last meeting. Chief Ramos replied that the District had received one self-nomination form. The District had received five inquiries from interested citizens. Director Nielsen is concerned that if the District only receives one more nomination, the term limits question would be the only item on the ballot. Chief Ramos noted that the deadline to file the ballot question is March 9. The Board has until March 9 to make a final decision on whether to include this ballot question. Attorney Shearer suggested approving the Resolution, and, if the Board chooses, the election can be cancelled if there are no more than two candidates.

Attorney Shearer noted that the ballot question could eliminate term limits all together, but at the direction of the Board the proposed Resolution allows for up to three consecutive terms. Chief Ramos added that the next two terms in 2020 and 2022 will be three year terms if current proposed legislation to move special district elections to odd years becomes law.

**F. Action Items**

1. A MOTION TO APPROVE RESOLUTION #NM18-002 AUTHORIZING ADDITIONAL BALLOT QUESTION TO BE SUBMITTED TO VOTERS DURING THE MAY 8, 2018 REGULAR ELECTION:

SHALL THE LIMIT ON THE NUMBER OF CONSECUTIVE TERMS IN OFFICE FOR THE MEMBERS OF THE BOARD OF DIRECTORS OF THE NORTH METRO FIRE RESCUE DISTRICT BE INCREASED FROM TWO CONSECUTIVE TERMS TO THREE CONSECUTIVE TERMS PURSUANT TO ARTICLE XVIII, SECTION 11(2) OF THE COLORADO CONSTITUTION?

WAS MADE BY DIRECTOR LONG AND SECONDED BY DIRECTOR DAY. THE MOTION PASSED UNANIMOUSLY.

Chief Ramos added that he would let the Board know by Monday morning how many people are running for election to the Board of Directors. He will proceed with the ballot question unless he hears from the Board.

## **G. Study Session**

### **1. New Strategic Plan development**

Chief Ramos advised the Board that he had requested the study session to receive input from the Board on the next Strategic Plan process. He wants to talk about the last process and where the Board was involved and what he would like to do differently this time. He would like Board input on their involvement and how to engage the community. If the District seeks Accreditation, the Strategic Plan must be community driven. Chief Ramos reviewed a PowerPoint for the last Strategic Plan process. He reviewed a template for program areas that was used during the last process. The department conducted focus groups and surveys for fire prevention customers and met with stakeholders like builders and the City and County of Broomfield for feedback. For this next strategic planning process, he recommends greater community involvement. The next step was a SWOT analysis, reviewing strengths, weaknesses, opportunities and threats, looking for key issues. The District moved into a planning retreat to establish the shared vision and values statements, questioning if they were still relevant. The District added humility to its values statements. The District set goals and strategies and prepared a first draft of the Strategic Plan for the Board. The current plan was adopted in 2013.

He asked the Board for the level of involvement they want to have in the development of the next Strategic Plan. He noted that the District will probably seek Accreditation as part of the next Strategic Plan. Most neighboring fire departments are working on Accreditation. The new Plan would need to meet the required elements of Accreditation. Director Day asked what is involved in obtaining Accreditation. Chief Ramos noted that it would cost \$20,000, not including personnel costs. He noted that it is necessary to define standards of coverage, which compares delivery of service among agencies. Director Nielsen added that the process requires a full-time employee to manage the process.

Chief Ramos noted that he is seeking input from the Board on when and how the Board would like to be involved in the planning processes. Chief Ramos also requested Board input on how to best involve the community in the planning process. Chief Ramos recommends appointing interested community members to serve on the District's strategic planning committee.

Director Murphy asked if community involvement could include sharing information such as articles in the newspaper. Chief Ramos replied that the community involvement should include education about the district, but most importantly, the committee members' function is to help ensure that the District's vision for North Metro Fire is well aligned with the community's vision and expectations.

President Abboud recommended an advisory committee of 10 to 12 community members, with a mix from both cities. He suggested one Board member from each city should also serve on the committee.

Director Murphy suggested performing citizen surveys at city events, in addition to the committee. Chief Ramos noted that the District could host a web-based survey on its website. Chief Ramos thinks the committee process would require approximately eight hours of meeting

time.

Director Day suggested sending a survey with utility bills.

President Abboud suggested that Board members could recruit one or two community members for the committee. Chief Ramos plans to start the process now, but involve the community a little later in the year, maybe in October.

Director Day recommended Director Nielsen for the committee.

Director Long noted that new developments in TIF areas are being hidden in Northglenn. He asked if the District is addressing this. Chief Ramos replied that he had talked with the City Manager of Northglenn about this topic, and they are aware of the new legislation which requires cities to obtain input from special districts before approval of new city TIF projects. The city has noted that there are no new TIF areas since the legislation was enacted. Director Long asked about Karl's Dairy. Chief Ramos noted that Deb Tuttle stated this was not in the urban renewal district or a TIF area during her recent presentation to the Board. Chief Ramos said he would check in with the City Manager from time to time on this issue.

Director Long suggested that TIF projects should be addressed as part of the political environmental scan. Chief Ramos said he would be sure to watch for new TIF projects. The District cannot do anything about past urban renewal areas with TIF financing, but the new legislation gives the District a seat at the table for future urban renewal developments that have TIF agreements.

Director Day noted that in the past, Chief O'Hayre had served ex officio on the Urban Renewal Authority in Northglenn. He wondered if there could be a representative from North Metro Fire to serve on this board.

Director Long is also concerned with behavioral health. Chief Ramos agreed to address this in the new Strategic Plan as suicide is plaguing the firefighting industry. Director Long noted that PTSD is a real problem. He wants to make sure there is awareness.

Chief Ramos suggested that the Board could identify their priorities and observations.

President Abboud would like to address a possible 5-10% reduction in property tax revenue due to the reduced residential assessment rate related to the Gallagher Amendment. He would like to address manpower and facilities to serve the community of 200,000 citizens following the growth predictions for Broomfield. He would like to consider a strategy for merging with neighboring fire department(s) if it makes sense to do so.

Director Long would like to continue reviewing RFPs to keep contracted services honest, such as legal services and financial investment services. Director Long would also like to look into self-insured health insurance plans for the District and an RFP for a new insurance broker.

Director Nielsen asked about the benefits of the Colorado State Fire Chiefs organization. Chief Ramos replied that the Metro Fire Chiefs group is efficient at working with the Colorado Professional Firefighters Association, co-hosting a Fire Leadership Challenge annually. When they work together, they are able to pass legislation that is beneficial to both groups. There hasn't been much legislation this year. He updated the Board on a potential bill regarding the ability to freeze the residential assessment rate for four years. There will be an organized effort between elected officials and state fire chiefs to create a solution. He said that he would like to have Board approval to speak on behalf of the District in favor of this legislation.

Chief Ramos noted that the District previously used an outside consultant to evaluate Fire Prevention. He would like to use a similar process this year for Information Technology (IT) to evaluate systems. He has identified a high-level experienced consultant who can help with this area. He did not budget for this consultant and wanted to see if the Board had any objection. Director Long supported this idea. However he questioned if this is the right consultant without issuing an RFP. Chief Ramos feels that this consultant would be great, and he charges much less than other consultants the District has used in the past. He has experience with change management in municipal organizations.

President Abboud asked PIO Farris to submit a Press Release about the ballot question that the Board is submitting, as well as posting the Press Release on the District's website. He discussed the logic behind the decision.

PIO Farris asked about the rules for the District to advocate for a ballot question. President Abboud replied that she would only state that the Board approved putting the question on the Ballot.

Director Long noted that it took him a year or two to get comfortable with serving effectively on the Board. There is an effort for Staff to educate new Board members. He thinks finding qualified people to serve as a volunteer can be challenging. Experienced Board members can be more valuable based on their historical understanding.

Director Nielsen remembered that the Board could not support the mill levy question.

Director Day suggested asking Attorney Shearer about the rules for this ballot question. Chief Ramos agreed to reach out to Attorney Shearer for clarification.

President Abboud said he believes it is not necessary to have a citizens' committee related to the ballot question. He intends to offer interviews to provide information, but he is not going to install yard signs.

PIO Farris noted that the District posted the resolution for the mill levy question on its website but no quotes or supporting statements.

#### **H. Attorney's Report**

None.

**I. Public Comment**

None.

**J. Directors' Reports**

None.

**K. Executive Session**

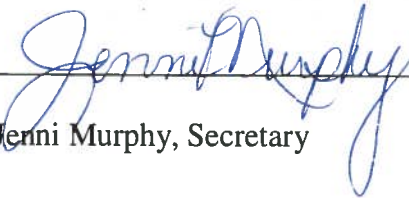
None

**L. Recess/Adjournment**

A MOTION TO ADJOURN THE MEETING WAS MADE BY DIRECTOR NIELSEN AND SECONDED BY DIRECTOR MURPHY. THE MOTION PASSED UNANIMOUSLY. THE MEETING ADJOURNED AT 1:00 P.M.

  
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John Abboud, President

  
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Jenni Murphy, Secretary