



# Aspen Fire Protection District Board of Directors Regular Monthly Meeting

MEETING DATE: February 14, 2023  
MEETING TIME: 3:00pm

LOCATION: 420 E Hopkins

**The public is welcome to join this meeting virtually through Zoom. To join, please go to:**

**<https://us02web.zoom.us/j/81866250163?pwd=eVEvSkRrdDZNYW9BZ0dwY0dUSkphdz09> Meeting ID: 818 6625 0163 Passcode: 365443. Please contact Nikki Lapin, District Administrator at [nikki.lapin@aspensfire.com](mailto:nikki.lapin@aspensfire.com) if you need additional information.**

## AGENDA

- I. Meeting called to order
- II. Roll Call
- III. Approval of Minutes
  - a) Motion to approve minutes from Regular Meeting held January 10, 2023.
- IV. Public Comment
- V. AVFD Inc.
- VI. North 40 Housing Project Update-Rick/Sebastian
  - a) Project Budget Update
  - b) Project Contingency
  - c) Allowance Reconciliation
- VII. Wildfire Community Action Fund – Ali Hager Hammond
  - a) Project & Funding Update
- VIII. Financials
  - a) Monthly Financial Review
- IX. Board Member Comments & Action Items
  - a) Adopt Resolution 2023-02-01 Terminating the District's Local Disaster Emergency Declaration
- X. Staff Report
  - a) Fire Marshal/Prevention – Jan Legersky
  - b) Operations Overview - Deputy Chief Andersen
  - c) Training
  - d) Recruiting
  - e) Strategic Plan Update

XI. CEO/Fire Chief & Good of District

- a) Roaring Fork Wildfire Collaborative (RFVWC) Agencies FINAL MOU
- b) Aspen Institute/RFVWC DRAFT MOU COLLABORATION AGREEMENT
- c) PANO AI Update
- d) 2023 Elected Volunteer FF Officers: Adam Cohen, Mike Tracey, Ryan Warren

XII. Old Business

- a) Woody Creek Project Update

XIII. New Business

# Aspen Fire Protection District

420 E. Hopkins Avenue • Aspen, CO 81611 • 970 925 5532 • www.aspenfire.com



## Board of Directors Regular Meeting January 10<sup>th</sup>, 2023

The Board of Directors of the Aspen Fire Protection District met for their regular meeting. The meeting was open to the public in person and virtually via Zoom.

**Meeting called to order by Parker at 5:04pm**

### **Roll Call:**

- Board of Directors Present: Parker Lathrop, Dave "Wabs" Walbert, Emily Taylor (via Zoom), Steve Wertheimer
- Board of Directors Absent: John Ward
- Staff/Volunteers Present: Rick Balentine, Jake Andersen, Nikki Lapin, Jan Schubert, Jake Spaulding, Drew Barr, Will Shoosmith. Via Zoom: Charlie Curtis, Ryan Warren, Arnold Nimmo, Ali Hager, Ben Smith, Scott Arthur
- Public/Others: Richard Peterson, Sebastian Wanatowicz (via Zoom)

### **Approval of Minutes:**

**MOTION:** Motion by Wabs to approve minutes from regular meeting held on December 13th, 2022. Steve second.  
**Discussion:** None  
**Vote:** All approved.

**AVFD Inc.:** None

### **North 40 Housing Project Update: Sebastian Wanatowicz**

- Project Budget: Payout Application #22 has been paid and approved for \$362,325.65. This was partial payment of the retainage held on FCI. There is an outstanding balance of \$350,292 to be approved, which will be Payout Application #23 and final payout for the job. This will take the total construction cost to \$14, 252, 352.82. There is \$4,903 remaining in the contingency reconciliation from the deduct on lighting package. This will help pay for snow fencing. There will be \$4,900 left in allowance after that will go back into contingency with remaining balance of \$504,985.58.
- The C.O.R.E. grant was received for the full amount of \$50,000.
- The engineer has looked at installing heating in the bathroom by fitness room. There might be a couple thousand dollars of invoicing from consultants that will come out of contingency. The outstanding repairs to guardrails are covered under the original contract. There was discussion about grills and whether to put up a canopy. Repairs on the overflow roof drains is continuing.
- In regard to the window warranty, FCI will write a letter standing behind how the warranty is going to operate to meet the specifications of the level of energy compliance that this project is to achieve the energy compliance and the standpoint of Pella.
- FCI is confident they have completed punch list and final walk through will happen by end of the week. Final documents and electronic documents will be turned over. There was discussion of final payment of retainage. Sebastian will meet with Cody to review and see what funds can be released.

### **Wildfire Community Action Fund Project - Ali Hager**

- Fundraiser at St. Regis is currently on hold. The hope is to reschedule for the summer.
- Roaring Fork Collaborative. Chief Balentine gave an update on the status of MOU. Also working on the MOU with Aspen Institute. They will be hiring someone for Roaring Fork Collaborative that will work on Aspen Institute. This position will be going out soon.
- Grants: Currently waiting on paperwork from the BLM in regards to grant for the 33 acre fire break project on Willoughby Way. Expecting to hear about the FRWRM grant in March and looking to put in for a partnership grant with Open Space through the Laura Jane Musser Foundation that will open in February.
- Received \$100,000 last week through a GMQS application.

### **Financials**

- Monthly financials were included in the board packet. As of now, 2022 will come in approximately \$275,000 in the positive.
- Last year's average monthly rate at ColoTrust was 0.4%, now it is 4.2%

### **Board Comments & Action Items: None**

**MOTION: Motion by Steve to Adopt Resolution 2023-01-01: Posting of Meetings. Wabs second.  
Discussion: None  
Vote: All approved**

**MOTION: Motion by Steve to Adopt Resolution 2023-01-02 Mail Ballot Election with the change to second whereas paragraph to make it consistent the word "three" to be changed to "four". Wabs second.  
Discussion: None  
Vote: All approved**

**MOTION: Motion by Steve to Adopt Resolution 2023-01-03 Appointing of Designated Election Official and Authorizing Designated Election Official to Cancel Election. Wabs second.  
Discussion: None  
Vote: All approved**

**MOTION: Motion by Steve to accept Chief's contract and move forward with President, John Ward signing it. Wabs second.  
Discussion: Board would like to see that the review is not forgotten.  
Vote: All approved**

### **Staff Report:**

- Fire Marshal and Prevention: 2022 was busy. There were more tent permits this past year compared to previous years during COVID. No significant issues during the holidays to report. Ben Smith thanked Aspen Police and the Pitkin County Sheriff's department for their help with overpacked restaurants on New Year's Eve. The Fire Prevention team will be out during X-Games.
- Operations Overview:
  - SCBA's are in-service and staff is currently working on donating the old ones. Most members have received training.
  - A working group has been formed to address false alarms.
  - Several members will be participating on the IMT for X-Games.
  - Letter from citizen received recognizing exceptional service Aspen Fire provided alongside folks from law enforcement and ambulance on a response to fire incident. It was mentioned in the newspaper. Another citizen gave a donation of \$2,400 in honor of a friend that passed away in December.

- Training Update:
  - A list of trainings in December and upcoming training January was presented in the staff report as part of the board packet. SCBA Confidence training started this week. All hot zone firefighters will be required to complete. Medical training this upcoming month will be high performance CPR and cardiology. There were three different cardiac saves in 2022.
  - New recruits have started working in station prior to starting academy January 17<sup>th</sup>. Two recruits will not be able to commit to spring class but will stay active in-house until they go to training in the fall.
  - Working with City Parks Department to practice ice rescue at the golf course.
  - Large number of members working through outside trainings around medical and officer/leadership.
  - There are a number of opportunities to work with neighboring agencies this year. Intent is to have something on a quarterly basis.

**Public Comment:** The newly elected Pitkin County Sheriff, Michael Buglione, stopped in. He looks forward to working with everyone at Aspen Fire.

**CEO/Fire Chief and Good of the District:**

- Members will be receiving City Market gift cards on behalf of the board for holiday gift.
- Dick Merritt will be recognized for the Molly Cambell award at the ACRA Winterskol Luncheon.
- Discussion of getting a working group together over the next month to review housing fund balance and what options it may be used for.
- There will be a French Intern from Bordeaux, France coming to work with Aspen Fire in April.
- The Executive Administrative Assistant position has been posted internally and will go out externally in the next day or two.
- Roaring Fork Valley Chiefs are starting to meet once a month.
- The Western Slopes Fire Marshal group is being revived.

**Old Business:**

- Woody Creek Project Update: No movement since last update.

**New Business:**

- February Meeting: After discussion, it was decided to move it back from February 9<sup>th</sup> to February 14<sup>th</sup> and start the meeting at 3:00pm.

**MOTION: Motion by Parker to adjourn at 6:20pm. Wabs second.  
Vote: All approved.**

**\*\*\* A full recording of this meeting can be requested by contacting the District Administrator at [nikki.lapin@aspensfire.com](mailto:nikki.lapin@aspensfire.com) or by calling 970-925-5532.**

**AFPD - North 40 Housing - "Fire Place"**  
**Monthly Budget Update - February 14, 2023**

Description Scope of Work	Current Budget	Spent To Date 02/14/23	Balance To Complete	Clarifications & Remarks
<b>Soft Cost Budget</b>				
<b>Architect Selection process</b>		-	-	
Harry Teague	5,000.00	5,000.00	-	Conceptual drawings
Stryker/Brown	5,050.50	5,050.50	-	Conceptual drawings
<b>Consultants</b>		-	-	
BendonAdams - Land Consultant	20,000.00	18,810.48	1,189.52	
Type Five - Owners Rep.	245,087.24	270,346.74	(25,259.50)	Increased for Type Five
Stryker/Brown - Architects	862,151.49	882,970.35	(20,818.86)	655,067.49
KL&A Structural Engineer		-	-	78,000.00
BG Works - MEP		-	-	121,800.00
Confluence Architecture		-	-	7,284.00
Fee adjustment based on GMP cost of construction @ 4.4%	42,311.54	-	42,311.54	42,311.54
SGM	90,000.00	118,968.45	(28,968.45)	Allowance
Civil Design		-	-	Cost included above
Traffic Study		-	-	Cost included above
Surveying		-	-	Prior to construction
Final Plat	5,000.00	-	5,000.00	Allowance
Land Design 39 - WELS permit	5,500.00	4,490.00	1,010.00	Need to update drawings
Hines Irrigation - WELS permit	2,650.00	4,600.00	(1,950.00)	Complete
Kubed - Fire sprinkler design	1,750.00	1,750.00	-	Complete
<b>Special Inspections</b>		-	-	
Kumar - Geo-Engineers	29,500.00	21,975.41	7,524.59	Allowance
Soils report		-	-	Budget included above
Soils testing		-	-	Budget included above
Materials testing		-	-	Budget included above
Special inspections		-	-	Budget included above
Waterproofing special inspections	12,400.00	23,655.00	(11,255.00)	\$17,748.62 Allowance
<b>Miscellaneous fees</b>		-	-	
Aspen Reprographics	3,500.00	2,829.84	670.16	Allowance
Aspen Times	1,500.00	1,409.29	90.71	Allowance
Stewart Title	300.00	300.00	-	Complete
Pitkin County	2,654.00	2,654.00	-	Complete
City of Aspen development review	37,604.20	37,604.20	-	Complete

**AFPD - North 40 Housing - "Fire Place"**  
**Monthly Budget Update - February 14, 2023**

Description Scope of Work	Current Budget	Spent To Date 02/14/23	Balance To Complete	Clarifications & Remarks
<b>Utilities</b>		-	-	
Water tap fees	330,021.60	334,414.80	(4,393.20)	Complete
Sewer tap fees	145,621.59	145,621.59	-	Complete
Holy Cross deposit	30,500.00	30,500.00	-	Complete
Holy Cross, return deposit	(28,500.00)	(28,500.00)	-	Complete
Holy Cross construction cost	28,500.00	30,928.23	(2,428.23)	Complete
Phone	5,000.00	5,000.00	-	Allowance
CTV + [Misc Ongoing Utilities]	5,000.00	9,966.65	(4,966.65)	Allowance
Black Hills - gas line re-location	1,000.00	3,970.19	(2,970.19)	Complete
<b>Permit Fees</b>		-	-	
Building permit & plan check fees	243,025.00	243,025.00	-	Complete
Permit intake fee	60,750.00	60,750.00	-	Complete
Access permit	675.75	675.75	-	Complete
Use tax		-	-	NIC
GIS fee	200.00	200.00	-	Complete
Road impact fees	60,530.13	60,530.13	-	Complete
<b>Building permit change order fees</b>	24,985.00	1,118.62	23,866.38	Allowance
Change order # 1 - Trash enclosure		-	-	
<b>FF &amp; E</b>	5,000.00	-	5,000.00	Allowance
Bike racks		-	-	
Benches		-	-	
<b>Insurances</b>		-	-	
Builders Risk		-	-	In construction budget
Performance & payment Bond		-	-	In construction budget
General Liability insurance		-	-	In construction budget
<b>Legal Fees</b>		-	-	
Karp.Neu.Hanlon	20,000.00	7,940.00	12,060.00	Allowance
<b>Staging Area</b>		-	-	
Lease & insurance	20,000.00	-	20,000.00	Allowance
<b>AFPD Contingencies</b>	500,000.00		500,000.00	Allowance
Increase for Type Five (Owners Rep)	(55,087.24)	-	(55,087.24)	
SBA & KLA Fire Station Roof PV Structural Design & BLDG 4 Closets	(6,300.00)	-	(6,300.00)	
BGBW Low Voltage Submittal Review	(3,250.00)	-	(3,250.00)	



**AFPD - North 40 Housing - "Fire Place"**  
**Monthly Budget Update - February 14, 2023**

Description Scope of Work	Current Budget	Spent To Date 02/14/23	Balance To Complete	Clarifications & Remarks
<b>Work completed by AFPD</b>		-	-	
Re-locate water line	65,931.80	65,931.80	-	Complete
Re-locate gas line	16,931.01	16,931.01	-	Complete
Lower electric vault	8,915.25	8,915.25	-	Complete
CORE Grant			50,000.00	Approved
<b>Soft Cost Total</b>	<b>2,851,408.86</b>	<b>2,400,333.28</b>	<b>501,075.58</b>	
	<b>2,865,919.00</b>			
<b>FCI Construction Budget</b>				
<b>FCI's GMP contract budget</b>	14,208,446.00	-	14,208,446.00	Executed contract
PA # 1		172,412.70	(172,412.70)	Approved_03.23.21
PA # 2		261,922.60	(261,922.60)	Approved_04.15.21
PA # 3		512,340.70	(512,340.70)	Approved_05.05.21
PA # 4		377,720.95	(377,720.95)	Approved_06.07.21
PA # 5		604,975.15	(604,975.15)	Approved_07.12.21
PA # 6		540,510.10	(540,510.10)	Approved_08.12.21
PA # 7		782,648.95	(782,648.95)	Approved_09.10.21
PA # 8		1,007,517.75	(1,007,517.75)	Approved_10.06.21
PA # 9		1,174,010.95	(1,174,010.95)	Approved_11.04.22
PA # 10		958,823.60	(958,823.60)	Approval_12.10.21
PA # 11		585,040.40	(585,040.40)	Approval_01.11.22
PA #12		921,101.95	(921,101.95)	Approval_02.14.22
PA #13		864,518.05	(864,518.05)	Approval_03.10.22
PA #14		1,143,405.75	(1,143,405.75)	Approval_04.08.22
PA #15		894,724.25	(894,724.25)	Approval_05.23.22
PA #16		871,141.45	(871,141.45)	Approval_06.24.22
PA #17		645,703.60	(645,703.60)	Approval_07.18.22
PA #18		612,225.74	(612,225.74)	Approval_08.18.22
PA #19		504,879.27	(504,879.27)	Approval_09.14.22
PA #20		92,998.34	(92,998.34)	Approval_10.18.22
PA #21		11,112.92	(11,112.92)	Approval_12.14.22
PA #22		362,325.65	(362,325.65)	Approval_12.27.22
PA #23		350,292.00	(350,292.00)	Approval_TBD
<b>Change Orders</b>				
PCCO #1	40,378.00	-	40,378.00	Approved_04.21.21
PCCO #2	29,878.82	-	29,878.82	Approved_06.15.21
PCCO - Reconciliation	(26,350.00)		(26,350.00)	
<b>Construction Cost Total</b>	<b>14,252,352.82</b>	<b>14,252,352.82</b>	<b>0.00</b>	
<b>Grand Total</b>	<b>17,103,761.68</b>	<b>16,652,686.10</b>	<b>501,075.58</b>	

Grand total 3/9/21

17,074,362.00



**AFPD - North 40 Housing - "Fire Place"**  
**Contingency Reconciliation Update - February 10, 2023**

Description Scope of Work	Current Budget	Change to Contract Amounts	Balance To Complete
<b>Soft Cost Budget</b>			
<b>AFPD Contingencies</b>	500,000.00		
<b>Consultants</b>			
BendonAdams - Land Consultant		1,189.52	
Type Five - Owners Rep.		(55,087.24)	
Stryker/Brown - Architects		(20,818.86)	
KL&A Structural Engineer		-	
BG Works - MEP		(3,250.00)	
Confluence Architecture		-	
Fee adjustment based on GMP cost of construction @ 4.4%		42,311.54	
SGM		(28,968.45)	
Final Plat		5,000.00	
Land Design 39 - WELS permit		1,010.00	
Hines Irrigation - WELS permit		(1,950.00)	
Kubed - Fire sprinkler design		-	
<b>Special Inspections</b>			
Kumar - Geo-Engineers		7,524.59	
Waterproofing special inspections		(11,255.00)	
<b>Miscellaneous fees</b>			
Aspen Reprographics		670.16	
Aspen Times		90.71	
<b>Utilities</b>			
Water tap fees		(4,393.20)	
Sewer tap fees		-	
Holy Cross deposit		-	
Holy Cross, return deposit		-	
Holy Cross construction cost		(2,428.23)	
Phone		-	
CTV + [Misc Ongoing Utilities]		(4,966.65)	
Black Hills - gas line re-location		(2,970.19)	
<b>Permit Fees</b>			

**AFPD - North 40 Housing - "Fire Place"**  
**Contingency Reconciliation Update - February 10, 2023**

Description Scope of Work	Current Budget	Change to Contract Amounts	Balance To Complete
<b>Building permit change order fees</b>			
Change order # 1 - Trash enclosure		23,866.38	
<b>FF &amp; E</b>		5,000.00	
Bike racks			
Benches			
<b>Insurances</b>			
<b>Legal Fees</b>			
Karp.Neu.Hanlon		12,060.00	
<b>Staging Area</b>			
Lease & insurance		20,000.00	
<b>Work completed by AFPD</b>			
Re-locate water line		-	
Re-locate gas line		-	
Lower electric vault		-	
CORE Grant		50,000.00	
<b>Soft Cost Total</b>	-		<b>501,075.58</b>
<b>FCI Construction Budget</b>			
<b>FCI's GMP contract budget</b>			
Allowance #022		4,903.00	
Construction Contingency		-	
<b>Balance to Complete</b>		0.00	
<b>Construction Cost Total</b>	-	<b>4,903.00</b>	-
<b>Grand Total</b>	-	<b>4,903.00</b>	<b>505,978.58</b>

Cost code	Description	Original Estimate	Approved Estimated Changes	Pending Estimate Changes	Amount Remaining
01 600001 OTH	Misc Site Demo/Foundation Drain Drywell	18,575.00	18,575.00	-	-
01 600002 OTH	Winter Conditions - Concrete Add Mix	36,656.00	18,328.00	18,328.00	-
01 600003 OTH	Winter Conditions - Concrete Heat	37,840.00	18,920.00	18,920.00	-
01 600004 OTH	Reshoring of Concrete Deck	15,000.00	15,000.00	-	-
01 600005 OTH	Misc Metals	28,024.00	823.00	27,201.00	-
01 600006 OTH	Stair Canopy - Structural Design	2,500.00	2,500.00	-	-
01 600007 OTH	Stair Canopy Structure (Steel)	35,000.00	35,000.00	-	-
01 600008 OTH	Trash Enclosure Structure & Roof	37,127.00	37,127.00	-	-
01 600009 OTH	Composite Balcony/Walkway Slats	43,205.00	43,205.00	-	-
01 600010 OTH	Cost Impacts - Added Laundry Area Cabinets	5,000.00	5,000.00	-	-
01 600011 OTH	Misc Flashing	25,000.00	-	25,000.00	-
01 600012 OTH	Window & Sliding Door Package	85,000.00	85,000.00	-	-
01 600013 OTH	Temp Heating	52,500.00	33,716.00	18,784.00	-
01 600014 OTH	Signage	2,915.00	2,915.00	-	-
01 600015 OTH	Photovoltaic System	240,000.00	-	240,000.00	-
01 600016 OTH	Plumbing Fixture Package	125,000.00	125,000.00	-	-
01 600017 OTH	Snow Removal & Earthwork Winter Conditions	138,600.00	95,170.00	43,430.00	-
01 600018 OTH	Rock Removal	35,000.00	35,000.00	-	-
01 600019 OTH	Dewatering	20,420.00	20,420.00	-	-
01 600020 OTH	Irrigation System Design & Construction	45,000.00	45,000.00	-	-
01 600021	Wood Material Cost Increase	-	95,729.00	95,729.00	-
01 600022	Supplementary Funds - Project Credits	-	130,782.00	125,879.00	4,903.00
		<b>1,028,362.00</b>	<b>863,210.00</b>	<b>613,271.00</b>	<b>4,903.00</b>

**Gross Fundraising Total** (Oct. '21 - Jan. '23): \$467,485  
**Gross Income** (2023): \$106,164.49  
**Net Income** (2023): \$97,805.26



Grant Name	Due	\$ Ask	\$ Received	Match/ other info	Status
IAFC Chipper Program	4/17/22	\$10,480.00	\$10,480.00	238yd^3 chips sent to landfill	Approved, closed out.
AIM/ CO-CO grant for Capacity Building	7/15/22	\$20,000	\$0	Grant request denied due to lack of local support & long term sustainability	Unfunded
Bureau of Land Management CO Fuels Management & Community Fire Assistance	8/17/22	\$28,498.20	Tbd - mid October	For Willoughby/ 33-acre Fire Break Project.	Approved!
AFPD - FRWRM (Forest Restoration and Wildfire Risk Mitigation Grant) CSFS	10/19/22	\$97,163.00 total (\$48,581.50 match for 1 year)	Tbd - March '23	100% Match Required (50% of total project cost). Highly Competitive, historically front range capacity grants. Asked for more specificity and encouraged reapplication.	Unfunded
Starwood - FRWRM (Forest Restoration and Wildfire Risk Mitigation Grant) CSFS	10/19/22	\$487,600 total project cost (\$243,800 over 5 years)	Tbd - March '23	100% Match Required (50% of total project cost). Highly Competitive, historically front range grants. (\$48,760/yr) for project support	Submitted & Pending
Colorado Watershed Restoration Program	Rolling	TBD	TBD	25%-50% match required; half cash, the other half can be in-kind. "for watershed restoration and flood mitigation grants to restore, mitigate, and protect stream channels and riparian areas susceptible to flood hazards and sediment erosion and deposition after wildfire, including expenditures for the design and implementation of projects intended to mitigate increased flows,	TBD - working with grant contact

## WCAF Board Meeting Update – 1.10.23

				sediment, and debris, with federal and local matching requirements.”	
Laura Jane Musser Foundation	3/15/23	(up to \$35k)	TBD	Environmental preservation and sustainable use of public open spaces projects. Match not required but accepted. – possible collab with Pitkin OST	Working on it with OST

- **Outreach & Education:**

- RFV Wildfire Collaborative
  - 2023 projects meeting in January
  - Previously treated mapping completed/ discussed in February
  - Rapid detection conversation in March
- Ambassador Program with RFV Partners
- Self-education:
  - Public Safety Leadership Development course
  - S-215: Fire operations in the Wildland Urban Interface

- **Projects**

- **Ongoing:**
  - PODS Mapping & Prioritization with Jake Andersen & Jake Spaulding
- **Planning Phase:**
  - Expanded Chipping Program 2023 with City of Aspen and Pitkin County
  - Willoughby Implementation with BLM - Spring?
  - Collaboration with Pitkin Open Space & Trails for Sky Mountain Park
- **Future Projects:**
  - 2025 Red Mountain Burn - USFS, Pitkin County, ACES
  - Possible grant opportunity with Rocky Mountain Elk Foundation for West Buttermilk area

- **Fundraising**

- Additional round of BLM funding opening Spring 2023
- St. Regis Fundraiser TBD

1:06 PM  
02/08/23  
Accrual Basis

**Aspen Fire Protection District**  
**Balance Sheet**  
As of January 31, 2023  
Jan 31, 23

**ASSETS**

**Current Assets**

**Checking/Savings**

**GENERAL FUND BANK ACCTS**

10100 · Alpine Bank--GF Checking	220,804.71
10401 · ColoTrust--GF General	1,317,322.29
10406 · ColoTrust--GF Emerg Reserve	308,354.71
10407 · ColoTrust--GF Operations Resrv	1,237,591.99
10409 · ColoTrust--GF FPPA	11,574.71
10545 · Grand Junction Fed Credit Union	73.80

**Total GENERAL FUND BANK ACCTS** 3,095,722.21

**CAPITAL ACQ. FUND BANK ACCTS**

10700 · Alpine Bank--Cap Acq. Checking	50.80
10801 · ColoTrust--Cap Acq	387.59

**Total CAPITAL ACQ. FUND BANK ACCTS** 438.39

**HOUSING FUND BANK ACCOUNTS**

10890 · Alpine Checking--Housing	5,390.93
10901 · ColoTrust--Housing	843,304.69

**Total HOUSING FUND BANK ACCOUNTS** 848,695.62

**WILDFIRE C.A. FUND BANK ACCTS**

10950 · Alpine Bank--WCAF Checking	19,622.21
10951 · ColoTrust--WCAF Reserves	275,493.96

**Total WILDFIRE C.A. FUND BANK ACCTS** 295,116.17

**DEBT SERVICE FUND BANK ACCTS**

11201 · ColoTrust--Debt Service	1,094,472.56
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**Total DEBT SERVICE FUND BANK ACCTS** 1,094,472.56

**Total Checking/Savings** 5,334,444.95

**Aspen Fire Protection District**  
**Balance Sheet**  
As of January 31, 2023

Jan 31, 23

<b>Accounts Receivable</b>	
<b>ACCTS RECEIVABLE--by Fund</b>	
<b>Accts Receivable--General Fund</b>	
12235 · Receivable due - Pitkin County	11,714.67
12252 · Receivable due - AFPD Staff	13,624.01
12254 · Receivable due - Fire Place Ops	1,332.19
12255 · Receivable due - Other	2,518.00
<b>Total Accts Receivable--General Fund</b>	<b>29,188.87</b>
<b>Accts Receivable--Housing Fund</b>	<b>197,952.33</b>
<b>Total ACCTS RECEIVABLE--by Fund</b>	<b>227,141.20</b>
<b>Total Accounts Receivable</b>	<b>227,141.20</b>
<b>Other Current Assets</b>	
<b>GENERAL FUND (Asset)</b>	
10450 · Property Tax Receivable	10,600.29
<b>Total GENERAL FUND (Asset)</b>	<b>10,600.29</b>
<b>BOND DEBT SERVICE FUND (Asset)</b>	
10750 · Property Tax Receivable	1,940.60
<b>Total BOND DEBT SERVICE FUND (Asset)</b>	<b>1,940.60</b>
10671 · Prepaid Expenses--General Fund	18,300.58
<b>Total Other Current Assets</b>	<b>30,841.47</b>
<b>Total Current Assets</b>	<b>5,592,427.62</b>
<b>Fixed Assets</b>	
<b>GENERAL FIXED ASSET GROUP</b>	
10600 · Fire Trucks & Equip	4,409,454.67
10610 · Building Improvements	1,330,603.73
10615 · Buildings	13,398,373.00
10640 · Firefighting Equipment	350,515.19
10650 · Administrative	374,807.41
10660 · Construction in Progress	9,620,393.90
10665 · Land - North 40	1,700,000.00
10669 · Accumulated Depreciation	-8,211,685.11
<b>Total GENERAL FIXED ASSET GROUP</b>	<b>22,972,462.79</b>
<b>Total Fixed Assets</b>	<b>22,972,462.79</b>



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Accrual Basis

**Aspen Fire Protection District**  
**Balance Sheet**  
As of January 31, 2023

Jan 31, 23

<b>Other Assets</b>	
10593 · Deferred Refunding Cost	1,574,234.68
10594 · Deferred Refunding Costs-Accum.	-1,388,693.62
90101 · VPF-Def Oflow-Pens Exper Diff	11,435.00
90103 · VPF-Def Oflow-Pens Inv Ret Dif	72,196.00
90105 · VPF-Def Oflow-Pens Contr After	795,000.00
90111 · SWDB-Def Oflow-Pens Exper Diff	129,462.34
90112 · SWDB-Def Oflow-Pens Chg Assum	64,923.24
90113 · SWDB-Def Oflow-Pens Inv Ret Dif	0.07
90114 · SWDB-Def Oflow-Pens Act/Rep Dif	14.00
90115 · SWDB-Def Oflow-Pens Chg Propor	18,161.00
90116 · SWDB-Def Oflow-Pens Contr After	88,856.92
<b>Total Other Assets</b>	<u>1,365,589.63</u>
<b>TOTAL ASSETS</b>	<u><u>29,930,480.04</u></u>
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
<b>Accounts Payable</b>	
<b>ACCOUNTS PAYABLE--by Fund</b>	
2000 · Accts Payable--General Fund	51,701.70
2002 · Accts Payable--CA Fund	36,925.00
2004 · Accts Payable--Housing Fund	17,278.19
2006 · Accts Payable--WCAF	350.00
<b>Total ACCOUNTS PAYABLE--by Fund</b>	<u>106,254.89</u>
<b>Total Accounts Payable</b>	106,254.89
<b>Other Current Liabilities</b>	
<b>CURRENT LIABILITIES</b>	
20125 · State Unemployment Accrual	266.17
20135 · HSAs Accrual	4,289.00
20162 · Vol FFs Insurances Accrual	3,530.38
20317 · AVFD T-shirt Sales (+) Accrual	57.75
20318 · Stn Tenants' Deposits/Last Rent	3,100.00
21000 · Deferred Revenue--Prop. Tax	10,600.29
21020 · Retainage Payable--Housing	350,292.00
<b>Total CURRENT LIABILITIES</b>	<u>372,135.59</u>
23050 · Accrued Int. Payable--Bond Debt	41,537.90
<b>Total Other Current Liabilities</b>	<u>413,673.49</u>
<b>Total Current Liabilities</b>	519,928.38

**Aspen Fire Protection District**  
**Balance Sheet**  
As of January 31, 2023

Jan 31, 23

<b>Long Term Liabilities</b>	
<b>FP HOUSING DEBT SERVICE (Liab.)</b>	
22902 · COPs Payable	12,740,000.00
22903 · Current Portion - COPs Payable	565,000.00
22904 · COPs Premium	1,836,645.45
22905 · COPs Premium Amortization	-174,304.56
<b>Total FP HOUSING DEBT SERVICE (Liab.)</b>	<b>14,967,340.89</b>
<b>G.O.BOND DEBT SERV FUND (Liab.)</b>	
22000 · Deferred Revenue--Prop.Tax	1,940.60
22900 · Bond Premium	1,100,512.25
22901 · Bond Premium- Accumulate Amort.	-1,002,622.27
23000 · Bonds Payable	3,945,000.00
23010 · Current Portion - Bonds Payable	905,000.00
<b>Total G.O.BOND DEBT SERV FUND (Liab.)</b>	<b>4,949,830.58</b>
90200 · VPF--Net Pension Liability	422,124.00
90202 · VPF--Def Iflow--Pens Chg Assum	251,680.00
90210 · SWDB--Net Pension Liability	-152,646.42
90211 · SWDB-Def Iflow-Pens Exp Diff	607.29
90213 · SWDB-Def Iflow-Pens Inv Ret Dif	156,790.00
90214 · SWDB-Def Iflow-Pens Act/Rep Dif	-9,643.24
90215 · SWDB-Def Iflow-Pens Chg Propor	175,904.97
90220 · Compensated Absences / PTO	196,382.39
<b>Total Long Term Liabilities</b>	<b>20,958,370.46</b>
<b>Total Liabilities</b>	<b>21,478,298.84</b>
<b>Equity</b>	
<b>FUND BALANCES</b>	
30005 · LT Assets minus LT Debt	3,950,199.41
30015 · Capital Acq. Fund Balance	1,808,322.00
30020 · Bond Debt Svc Fund Balance	1,081,430.00
30025 · FP Housing Fund Balance	7,856,990.00
30030 · WildfireCommAction Fund Balance	150,537.00
30300 · Net Pension Liab. & Deferrals	-860,120.00
30600 · Contingency Reserve (TABOR)	186,000.00
37500 · GF - Unrestricted Fund Balance	2,927,951.00
<b>Total FUND BALANCES</b>	<b>17,101,309.41</b>
3900 · Retained Earnings	-8,054,738.90
Net Income	-594,389.31
<b>Total Equity</b>	<b>8,452,181.20</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>29,930,480.04</b>

**Aspen Fire Protection District**  
**Profit & Loss Budget Performance**  
January 2023

	Jan 23	Jan 23	YTD Budget	Annual Budget
<b>Income</b>				
<b>GENERAL (Income)</b>				
<b>31100 - General Property Tax</b>				
31102 - Allocation--to Cap Acq Fund	0.00	0.00	50,000.00	600,000.00
31103 - Allocation--to FP Housing Fund	0.00	0.00	91,666.74	1,100,000.00
31104 - Allocation--to GF General	0.00	0.00	357,446.75	4,289,361.00
31105 - Allocation--to GF Emerg Reserve	0.00	0.00	4,166.74	50,000.00
31107 - Allocation--to GF FPPA Annual	0.00	0.00	12,500.00	150,000.00
31109 - Allocation--for Treasurer Fee	0.00	0.00	27,146.37	325,756.00
<b>Total 31100 - General Property Tax</b>	0.00	0.00	542,926.60	6,515,117.00
31200 - Specific Ownership Taxes	0.00	0.00	20,833.37	250,000.00
36100 - Interest Earned--Prop. Taxes	0.00	0.00	1,500.00	18,000.00
36200 - Interest on Investments	12,085.79	12,085.79	12,083.37	145,000.00
37100 - Delinquent Taxes	0.00	0.00	-333.37	-4,000.00
38000 - North 40 Lease to County	4,388.27	4,388.27	4,583.37	55,000.00
38010 - County Share of Expenses @N40	0.00	0.00	3,000.00	36,000.00
38015 - Tenants' Rent & Utilities @Stwd	1,765.00	1,765.00	1,333.37	16,000.00
38020 - Tenants' Rent @ N40 & Woody Crk	1,100.00	1,100.00	1,100.00	13,200.00
38051 - Pano AI Cost-Sharing	0.00	0.00	6,666.74	80,000.00
38101 - Grants	0.00	0.00	12,500.00	150,000.00
38110 - Sprinkler Permit Fees(PlansChk)	0.00	0.00	5,416.74	65,000.00
<b>Total GENERAL (Income)</b>	19,339.06	19,339.06	611,610.19	7,339,317.00
<b>Total Income</b>	19,339.06	19,339.06	611,610.19	7,339,317.00
<b>Gross Profit</b>	19,339.06	19,339.06	611,610.19	7,339,317.00

**Aspen Fire Protection District**  
**Profit & Loss Budget Performance**  
January 2023

Expense	Jan 23	Jan 23	YTD Budget	Annual Budget
<b>PERSONNEL - District Staff</b>				
41110 · Wages & Holiday Pay--Career FFs	80,256.73	80,256.73	111,747.00	1,340,964.00
41115 · Overtime - Career FFs	4,801.26	4,801.26	3,333.37	40,000.00
41111 · Salaries & Wages-All Other Paid	49,211.74	49,211.74	75,967.62	911,611.00
41120 · Misc. Payroll Expenses	270.00	270.00	166.74	2,000.00
41125 · Employer SUI--Staff	255.70	255.70	392.37	4,708.00
41130 · Retirement Plan--401(a)	8,410.47	8,410.47	11,999.49	143,993.00
41132 · Pension Plan--FPPA SWDB	10,157.20	10,157.20	14,734.74	176,816.00
41135 · Employer Medicare--Staff	1,891.83	1,891.83	2,844.50	34,134.00
41140 · All Insurances & HSA Contrib.	48,582.32	48,582.32	37,278.87	447,346.00
41141 · Board Match--457(b) Plan	2,615.18	2,615.18	3,765.37	45,184.00
41142 · Fit/Wellness Allowance--Staff	0.00	0.00	2,750.00	33,000.00
41143 · Health Insur--Staff Dependents	6,987.98	6,987.98	8,102.24	97,226.00
41144 · Benefits Contingency - PTO Cash	1,368.25	1,368.25	2,374.99	28,499.00
<b>Total PERSONNEL - District Staff</b>	<b>214,808.66</b>	<b>214,808.66</b>	<b>275,457.30</b>	<b>3,305,481.00</b>
<b>ADMINISTRATION</b>				
41149 · County Treasurer Fee	0.00	0.00	27,146.37	325,756.00
41150 · Employer Medicare--AVFD+	0.00	0.00	62.50	750.00
41155 · Employer Social Security--AVFD+	336.18	336.18	833.37	10,000.00
41160 · Employer SUI--AVFD+	0.00	0.00	29.24	350.00
41180 · Employee Wellness & Peer Support	0.00	0.00	1,250.00	15,000.00
41208 · RFV Wildfire Collaborative	160.00	160.00	833.37	10,000.00
41210 · Contr Labor/ Special Projects	0.00	0.00	1,666.74	20,000.00
41211 · Supplies & Expenses	2,653.28	2,653.28	2,267.74	27,212.00
41212 · Telephone Expense	3,235.17	3,235.17	3,333.37	40,000.00
41214 · Info. Systems & Support	1,905.00	1,905.00	3,333.37	40,000.00
41500 · Audit & Budget	0.00	0.00	1,833.37	22,000.00
41510 · Insurance				
Gen Liability/Accident & Other	0.00	0.00	4,583.37	55,000.00
Workers' Comp	8,599.58	8,599.58	9,166.74	110,000.00
<b>Total 41510 · Insurance</b>	<b>8,599.58</b>	<b>8,599.58</b>	<b>13,750.11</b>	<b>165,000.00</b>
41520 · Legal	0.00	0.00	2,500.00	30,000.00
41770 · Equip Repair/Replace	234.72	234.72	416.74	5,000.00
41810 · Election	0.00	0.00	1,541.74	18,500.00
41820 · Staff Vehicle Expense	0.00	0.00	1,250.00	15,000.00
41840 · Administrative	1,412.24	1,412.24	3,750.00	45,000.00
41920 · Capital Outlay - Computers +	0.00	0.00	1,250.00	15,000.00
<b>Total ADMINISTRATION</b>	<b>18,536.17</b>	<b>18,536.17</b>	<b>67,048.03</b>	<b>804,568.00</b>
<b>PERSONNEL - Volunteer Staff</b>				
41860 · Vol. Fit/Wellness Allowance	0.00	0.00	4,125.00	49,500.00
41861 · Volunteer Health Insur/HSA/HRA	28,247.43	28,247.43	24,330.74	291,968.00
41870 · Volunteer Health Screenings	0.00	0.00	125.00	1,500.00
41875 · LOSAP (Length-of-Service Awards)	0.00	0.00	3,333.37	40,000.00
41892 · Volunteer Incentive Programs	0.00	0.00	1,500.00	18,000.00
<b>Total PERSONNEL - Volunteer Staff</b>	<b>28,247.43</b>	<b>28,247.43</b>	<b>33,414.11</b>	<b>400,968.00</b>

**Aspen Fire Protection District**  
**Profit & Loss Budget Performance**  
January 2023

	Jan 23	Jan 23	YTD Budget	Annual Budget
<b>FIRE FIGHTING</b>				
42205 · Firefighters' Logistics/Support	864.53	864.53	2,083.37	25,000.00
42206 · Uniforms	12.91	12.91	2,000.00	24,000.00
42211 · Operational Supplies & Expenses	2,299.00	2,299.00	10,000.00	120,000.00
42212 · Rescue Supplies & Expenses	186.74	186.74	416.74	5,000.00
42213 · EMS Supplies & Expenses	6,239.25	6,239.25	1,250.00	15,000.00
42214 · Wildfire Supplies & Expenses	4,827.15	4,827.15	1,250.00	15,000.00
42220 · Pano AI Project	0.00	0.00	10,000.00	120,000.00
42300 · Fuel	0.00	0.00	2,083.37	25,000.00
42400 · Subscriptions & Dues	0.00	0.00	250.00	3,000.00
42402 · Honor Guard	130.00	130.00	416.74	5,000.00
<b>Total FIRE FIGHTING</b>	<b>14,559.58</b>	<b>14,559.58</b>	<b>29,750.22</b>	<b>357,000.00</b>
<b>TRAINING</b>				
44102 · EMS Training & Records	1,402.50	1,402.50	2,000.00	24,000.00
44103 · FF Training & Records	13,135.00	13,135.00	3,333.37	40,000.00
44105 · Career FF Training Compensation	328.79	328.79	3,333.37	40,000.00
44211 · Supplies & Expenses	1,612.38	1,612.38	1,000.00	12,000.00
<b>Total TRAINING</b>	<b>16,478.67</b>	<b>16,478.67</b>	<b>9,666.74</b>	<b>116,000.00</b>
<b>FIRE PREVENTION</b>				
43200 · Training	95.00	95.00	250.00	3,000.00
43211 · Supplies & Expenses	145.00	145.00	416.74	5,000.00
43212 · Public Fire Education	0.00	0.00	500.00	6,000.00
43213 · Outsourced Plans Checks	0.00	0.00	166.74	2,000.00
43214 · Advertising—Public Education	503.40	503.40	833.37	10,000.00
<b>Total FIRE PREVENTION</b>	<b>743.40</b>	<b>743.40</b>	<b>2,166.85</b>	<b>26,000.00</b>
<b>COMMUNICATIONS</b>				
45211 · Supplies & Expenses	135.00	135.00	333.37	4,000.00
45300 · Administration				
County Dispatch Services	0.00	0.00	5,000.00	60,000.00
County Radio Services	0.00	0.00	2,500.00	30,000.00
<b>Total 45300 · Administration</b>	<b>0.00</b>	<b>0.00</b>	<b>7,500.00</b>	<b>90,000.00</b>
45910 · Radio Capital Outlay	0.00	0.00	1,666.74	20,000.00
<b>Total COMMUNICATIONS</b>	<b>135.00</b>	<b>135.00</b>	<b>9,500.11</b>	<b>114,000.00</b>
<b>REPAIR SERVICES (Fleet &amp; Equip)</b>				
46200 · Pump & Equipment Testing	0.00	0.00	1,666.74	20,000.00
46211 · Supplies & Expenses & Parts	2,397.95	2,397.95	2,333.37	28,000.00
46212 · Out-source Maint& Repair	0.00	0.00	4,750.00	57,000.00
<b>Total REPAIR SERVICES (Fleet &amp; Equip)</b>	<b>2,397.95</b>	<b>2,397.95</b>	<b>8,750.11</b>	<b>105,000.00</b>

**Aspen Fire Protection District**  
**Profit & Loss Budget Performance**  
January 2023

	Jan 23	Jan 23	YTD Budget	Annual Budget
<b>STATIONS, BUILDINGS &amp; GROUNDS</b>				
<b>Headquarters Station</b>				
48209 · Alarm Monitoring and T&I–HQ	0.00	0.00	145.87	1,750.00
48210 · Repairs & Maint. - Headquarters	125.00	125.00	1,666.74	20,000.00
48211 · Supplies & Exp. - Headquarters	939.21	939.21	1,000.00	12,000.00
48214 · Utilities - Headquarters	7,598.19	7,598.19	3,500.00	42,000.00
48215 · Cleaning - Headquarters	567.00	567.00	666.74	8,000.00
<b>Total Headquarters Station</b>	<b>9,229.40</b>	<b>9,229.40</b>	<b>6,979.35</b>	<b>83,750.00</b>
<b>North 40 Station</b>				
48299 · Residential Apartment –N40	0.00	0.00	41.74	500.00
48309 · Alarm Monitoring and T&I–N40	0.00	0.00	100.00	1,200.00
48311 · Repairs & Maint. - North 40	8,849.54	8,849.54	1,833.37	22,000.00
48315 · Supplies & Expenses - North 40	860.50	860.50	833.37	10,000.00
48320 · Utilities - North 40	5,536.74	5,536.74	3,750.00	45,000.00
<b>Total North 40 Station</b>	<b>15,246.78</b>	<b>15,246.78</b>	<b>6,558.48</b>	<b>78,700.00</b>
<b>Aspen Village Substation</b>				
48016 · Supplies & Exp.- Aspen Village	0.00	0.00	62.50	750.00
48400 · Utilities - Aspen Village	1,115.67	1,115.67	583.37	7,000.00
48409 · Alarm Monitoring and T&I–AV	0.00	0.00	83.37	1,000.00
48410 · Repairs & Maint.- Aspen Village	730.00	730.00	250.00	3,000.00
<b>Total Aspen Village Substation</b>	<b>1,845.67</b>	<b>1,845.67</b>	<b>979.24</b>	<b>11,750.00</b>
<b>Starwood Substation</b>				
48411 · Tenants' Rent - Starwood	2,647.50	2,647.50	883.37	10,600.00
48412 · Utilities & Expenses - Starwood	1,630.64	1,630.64	833.37	10,000.00
<b>Total Starwood Substation</b>	<b>4,278.14</b>	<b>4,278.14</b>	<b>1,716.74</b>	<b>20,600.00</b>
<b>Woody Creek Substation</b>				
47299 · Residential Apartment–WC	0.00	0.00	41.74	500.00
47301 · Supplies & Exp. - Woody Creek	0.00	0.00	41.74	500.00
47302 · Utilities - Woody Creek	1,359.13	1,359.13	916.74	11,000.00
47309 · Alarm Monitoring and T&I–WC	0.00	0.00	83.37	1,000.00
47310 · Repairs & Maint. - Woody Creek	520.00	520.00	208.37	2,500.00
<b>Total Woody Creek Substation</b>	<b>1,879.13</b>	<b>1,879.13</b>	<b>1,291.96</b>	<b>15,500.00</b>
<b>Total STATIONS, BUILDINGS &amp; GROUNDS</b>	<b>32,479.12</b>	<b>32,479.12</b>	<b>17,525.77</b>	<b>210,300.00</b>
<b>TRANSFER TO OTHER FUNDS</b>				
49502 · Transfer to CapAcquisition Fund	0.00	0.00	50,000.00	600,000.00
49503 · Transfer to Housing Fund	0.00	0.00	91,666.74	1,100,000.00
49507 · Xfer to Emergency Reserve Fund	0.00	0.00	4,166.74	50,000.00
49509 · Xfer to FPPA Annual Accrual Fnd	0.00	0.00	12,500.00	150,000.00
<b>Total TRANSFER TO OTHER FUNDS</b>	<b>0.00</b>	<b>0.00</b>	<b>158,333.48</b>	<b>1,900,000.00</b>
<b>Total Expense</b>	<b>328,385.98</b>	<b>328,385.98</b>	<b>611,612.72</b>	<b>7,339,317.00</b>
<b>Net Income</b>	<b>-309,046.92</b>	<b>-309,046.92</b>	<b>-2.53</b>	<b>0.00</b>

**Aspen Fire Protection District**  
**Profit & Loss Budget Performance**  
January 2023

	Jan 23	Jan 23	YTD Budget	Annual Budget
<b>Income</b>				
<b>CAPITAL ACQUISITION (Income)</b>				
30075 · General Property Tax Allocation	0.00	0.00	50,000.00	600,000.00
30100 · Sale of Apparatus	0.00	0.00	833.37	10,000.00
60100 · Interest on Investments	1,366.03	1,366.03	416.74	5,000.00
<b>Total CAPITAL ACQUISITION (Income)</b>	<u>1,366.03</u>	<u>1,366.03</u>	<u>51,250.11</u>	<u>615,000.00</u>
<b>Total Income</b>	<u>1,366.03</u>	<u>1,366.03</u>	<u>51,250.11</u>	<u>615,000.00</u>
<b>Gross Profit</b>	1,366.03	1,366.03	51,250.11	615,000.00
<b>Expense</b>				
<b>CAPITAL ACQ. Fund (Expenses)</b>				
60110 · Cap. Outlay/Equipment/Projects				
replacement SCBA equipment	388,242.00	388,242.00	31,353.50	376,242.00
fire ext. training simulator	0.00	0.00	1,166.74	14,000.00
EV replacement for DFM truck	0.00	0.00	2,916.74	35,000.00
North 40 Strn asphalt resealing	0.00	0.00	833.37	10,000.00
61+62 station alerting systems	0.00	0.00	9,583.37	115,000.00
camera upgrades	0.00	0.00	985.12	11,821.00
<b>Total 60110 · Cap. Outlay/Equipment/Projects</b>	<u>388,242.00</u>	<u>388,242.00</u>	<u>46,838.84</u>	<u>562,063.00</u>
<b>Total CAPITAL ACQ. Fund (Expenses)</b>	<u>388,242.00</u>	<u>388,242.00</u>	<u>46,838.84</u>	<u>562,063.00</u>
<b>Total Expense</b>	<u>388,242.00</u>	<u>388,242.00</u>	<u>46,838.84</u>	<u>562,063.00</u>
<b>Net Income</b>	<u><u>-386,875.97</u></u>	<u><u>-386,875.97</u></u>	<u><u>4,411.27</u></u>	<u><u>52,937.00</u></u>



**Aspen Fire Protection District**  
**Profit & Loss Budget Performance**  
January 2023

	<u>Jan 23</u>	<u>Jan 23</u>	<u>YTD Budget</u>	<u>Annual Budget</u>
<b>Income</b>				
<b>WILDFIRE COMM. ACTION (Income)</b>				
31575 · Contributions Received	5,193.90	5,193.90	16,666.74	200,000.00
31576 · Contributions (WCAF–Assigned)	100,000.00	100,000.00		
31590 · Interest on Investments	970.59	970.59	250.00	3,000.00
<b>Total WILDFIRE COMM. ACTION (Income)</b>	<u>106,164.49</u>	<u>106,164.49</u>	<u>16,916.74</u>	<u>203,000.00</u>
<b>Total Income</b>	<u>106,164.49</u>	<u>106,164.49</u>	<u>16,916.74</u>	<u>203,000.00</u>
<b>Gross Profit</b>	106,164.49	106,164.49	16,916.74	203,000.00
<b>Expense</b>				
<b>WILDFIRE C.A. Fund (Expenses)</b>				
<b>80100 · Operating Expenses</b>				
80101 · Administrative Expenses	350.00	350.00	208.37	2,500.00
80103 · Consultant Fees	0.00	0.00	2,083.37	25,000.00
<b>80105 · Personnel</b>				
Wages	5,288.43	5,288.43	7,638.87	91,666.00
Benefits	2,632.90	2,632.90	2,730.24	32,762.00
Employer Taxes	87.90	87.90	128.12	1,537.00
<b>Total 80105 · Personnel</b>	<u>8,009.23</u>	<u>8,009.23</u>	<u>10,497.23</u>	<u>125,965.00</u>
80109 · Marketing	0.00	0.00	500.00	6,000.00
80111 · Other / Unanticipated	0.00	0.00	291.74	3,500.00
<b>Total 80100 · Operating Expenses</b>	<u>8,359.23</u>	<u>8,359.23</u>	<u>13,580.71</u>	<u>162,965.00</u>
80200 · Project Expenses	0.00	0.00	8,333.37	100,000.00
<b>Total WILDFIRE C.A. Fund (Expenses)</b>	<u>8,359.23</u>	<u>8,359.23</u>	<u>21,914.08</u>	<u>262,965.00</u>
<b>Total Expense</b>	<u>8,359.23</u>	<u>8,359.23</u>	<u>21,914.08</u>	<u>262,965.00</u>
<b>Net Income</b>	<u><u>97,805.26</u></u>	<u><u>97,805.26</u></u>	<u><u>-4,997.34</u></u>	<u><u>-59,965.00</u></u>

**Aspen Fire Protection District**  
**Profit & Loss Budget Performance**  
 January 2023

	<u>Jan 23</u>	<u>Jan 23</u>	<u>YTD Budget</u>	<u>Annual Budget</u>
<b>Income</b>				
<b>BOND DEBT SERVICE FUND (Income)</b>				
35100 · General Property Tax	0.00	0.00	89,379.75	1,072,557.00
35200 · Specific Ownership Taxes	0.00	0.00	3,333.37	40,000.00
35210 · Interest Earned--Prop. Taxes	0.00	0.00	166.74	2,000.00
35250 · Interest on Investments	4,227.09	4,227.09	1,416.74	17,000.00
35700 · Delinquent Taxes	0.00	0.00	-83.37	-1,000.00
<b>Total BOND DEBT SERVICE FUND (Income)</b>	<u>4,227.09</u>	<u>4,227.09</u>	<u>94,213.23</u>	<u>1,130,557.00</u>
<b>Total Income</b>	<u>4,227.09</u>	<u>4,227.09</u>	<u>94,213.23</u>	<u>1,130,557.00</u>
<b>Gross Profit</b>	4,227.09	4,227.09	94,213.23	1,130,557.00
<b>Expense</b>				
<b>BOND DEBT SERVICE Fund (Expns.)</b>				
50005 · County Treasurer Fee	0.00	0.00	4,469.00	53,628.00
50010 · Interest Payments	0.00	0.00	0.00	138,075.00
50011 · Principal Payments	0.00	0.00	0.00	935,000.00
50020 · Fees & Expenses	0.00	0.00	183.37	2,200.00
<b>Total BOND DEBT SERVICE Fund (Expns.)</b>	<u>0.00</u>	<u>0.00</u>	<u>4,652.37</u>	<u>1,128,903.00</u>
<b>Total Expense</b>	<u>0.00</u>	<u>0.00</u>	<u>4,652.37</u>	<u>1,128,903.00</u>
<b>Net Income</b>	<u><u>4,227.09</u></u>	<u><u>4,227.09</u></u>	<u><u>89,560.86</u></u>	<u><u>1,654.00</u></u>

**Aspen Fire Protection District**  
**Profit & Loss Budget Performance**  
January 2023

	<u>Jan 23</u>	<u>Jan 23</u>	<u>YTD Budget</u>	<u>Annual Budget</u>
<b>Income</b>				
<b>HOUSING (Income)</b>				
31175 · General Property Tax Allocation	0.00	0.00	91,666.74	1,100,000.00
31190 · Interest on Investments	3,268.71	3,268.71	833.37	10,000.00
31195 · Fire Place—Total Income	0.00	0.00	20,405.00	244,860.00
<b>Total HOUSING (Income)</b>	<u>3,268.71</u>	<u>3,268.71</u>	<u>112,905.11</u>	<u>1,354,860.00</u>
<b>Total Income</b>	<u>3,268.71</u>	<u>3,268.71</u>	<u>112,905.11</u>	<u>1,354,860.00</u>
<b>Gross Profit</b>	3,268.71	3,268.71	112,905.11	1,354,860.00
<b>Expense</b>				
<b>HOUSING Fund (Expenses)</b>				
70100 · North 40 Project—Soft Costs				
Construction Mgmt. Services	<u>12,734.63</u>	<u>12,734.63</u>		
<b>Total 70100 · North 40 Project—Soft Costs</b>	<u>12,734.63</u>	<u>12,734.63</u>		
70201 · Fire Place—Total Expenses	0.00	0.00	9,623.75	115,485.00
70205 · Fire Place—Transfer toReserves	0.00	0.00	9,817.50	117,810.00
70300 · FP COPs—Lease Payments				
70301 · Interest Payments	0.00	0.00	0.00	509,600.00
70302 · Principal Payments	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>585,000.00</u>
<b>Total 70300 · FP COPs—Lease Payments</b>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1,094,600.00</u>
<b>Total HOUSING Fund (Expenses)</b>	<u>12,734.63</u>	<u>12,734.63</u>	<u>19,441.25</u>	<u>1,327,895.00</u>
<b>Total Expense</b>	<u>12,734.63</u>	<u>12,734.63</u>	<u>19,441.25</u>	<u>1,327,895.00</u>
<b>Net Income</b>	<u><u>-9,465.92</u></u>	<u><u>-9,465.92</u></u>	<u><u>93,463.86</u></u>	<u><u>26,965.00</u></u>

Financial Reports  
for Fire Place Housing  
from the Romero Group

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**2022 Year-End Balance Sheet  
and  
P&L for July-December 2022  
(received 1/9/2023)**

*Note: Starting with January financials, the Romero Group will provide an actual vs. budget comparison on a monthly basis. Financials will be delivered by the 20<sup>th</sup> of the following month.*

→ **Balance Sheet**  
**Exported On:** 01/09/2023 10:48 AM

**Properties:** Aspen Fire Protection District - 62 Front Way Aspen, CO

**As of:** 12/31/2022

**Accounting Basis:** Accrual

**Level of Detail:** Detail View

**Include Zero Balance GL Accounts:** No

<b>Account Number</b>	<b>Account Name</b>	<b>Balance</b>
	<b>ASSETS</b>	
	<b>Cash</b>	
1150	Operating Checking	87,391
1160	Security Deposit Cash	<u>500</u>
	<b>Total Cash</b>	<b>87,891</b>
	<b>OTHER CURRENT ASSETS</b>	
1301	Accounts Receivable	7,274
1510	Prepaid Insurance	<u>5,642</u>
	<b>Total OTHER CURRENT ASSETS</b>	<b>12,916</b>
	<b>TOTAL ASSETS</b>	<b>100,807</b>
	<b>LIABILITIES &amp; CAPITAL</b>	
	<b>Liabilities</b>	
	<b>SECURITY DEPOSITS</b>	
2101	Tenant Deposits	16,000
2104	Last Month's Rent	20,600
2106	Pet Damage Deposit	<u>8,000</u>
	<b>Total SECURITY DEPOSITS</b>	<b>44,600</b>
	<b>CURRENT LIABILITIES</b>	
2201	Accounts Payable	<u>5,907</u>
	<b>Total CURRENT LIABILITIES</b>	<b>5,907</b>
	<b>OTHER CURRENT LIABILITIES</b>	
2301	Prepaid Assessments/Rent	<u>12,300</u>
	<b>Total OTHER CURRENT LIABILITIES</b>	<b>12,300</b>
	<b>Total Liabilities</b>	<b>62,807</b>
	<b>Capital</b>	
	Calculated Retained Earnings	<u>37,999</u>
	<b>Total Capital</b>	<b>37,999</b>
	<b>TOTAL LIABILITIES &amp; CAPITAL</b>	<b>100,807</b>



**Annual Budget - Comparative**

**Exported On:** 01/09/2023 10:57 AM

**Properties:** Aspen Fire Protection District - 62 Front Way Aspen, CO 81611

**As of:** Dec 2022

**Additional Account Types:** None

**Accounting Basis:** Accrual

**Level of Detail:** Detail View

<b>Account Number</b>	<b>Account Name</b>	<b>YTD Actual</b>
<b>Income</b>		
	<b>4000 RENTAL</b>	
4010	Rental Revenue	74,348
	<b>Total RENTAL</b>	<b>74,348</b>
	<b>4500 FEES</b>	
4530	Application Fee Revenue	650
	<b>Total FEES</b>	<b>650</b>
	<b>4600 OTHER REVENUE</b>	
4710	Operating Interest Revenue	1
	<b>Total OTHER REVENUE</b>	<b>1</b>
	<b>Total Operating Income</b>	<b>74,999</b>
<b>Expense</b>		
	<b>6000 OFFICE &amp; ADMINISTRATION EXPENSES</b>	
6010	Office Supply & Admin	84
6025	Technology & Website	120
	<b>Total OFFICE &amp; ADMINISTRATION EXPENSES</b>	<b>204</b>
	<b>6050 PROFESSIONAL FEES</b>	
6060	Tenant Screening	300
	<b>Total PROFESSIONAL FEES</b>	<b>300</b>
	<b>6100 MANAGEMENT SERVICES</b>	
6110	Management Services - TRG	13,261
	<b>Total MANAGEMENT SERVICES</b>	<b>13,261</b>
	<b>6150 INSURANCE</b>	
6155	Property/Building Insurance	5,642
	<b>Total INSURANCE</b>	<b>5,642</b>

	<b>6300</b>	<b>CLEANING &amp; GENERAL MAINTENANCE</b>	
6312		Unit Repair & Maintenance - TRG	112
6314		Contractor Warranty	342
6315		Repairs & Maintenance	455
6320		HVAC - Heat, Ventilation, Air - TRG	220
6340		Garage Repairs & Maintenance	205
6350		On-Call Services	1,800
		<b>Total CLEANING &amp; GENERAL MAINTENANCE</b>	<b>3,134</b>
	<b>6400</b>	<b>LANDSCAPE &amp; IRRIGATION</b>	
6401		Landscaping & Irrigation - TRG	412
6402		Landscaping & Irrigation - OC	892
		<b>Total LANDSCAPE &amp; IRRIGATION</b>	<b>1,304</b>
	<b>6850</b>	<b>UTILITIES</b>	
6855		Electricity	2,910
6857		Garage Electricity	2,568
6865		Water	2,234
6866		Sewer	1,262
6870		Trash & Recycling	1,640
6882		Telephone-Fire AlarmMonitoring	2,540
		<b>Total UTILITIES</b>	<b>13,155</b>
		<b>Total Operating Expense</b>	<b>37,000</b>
		Total Operating Income	74,999
		Total Operating Expense	37,000
		<b>NOI - Net Operating Income</b>	<b>37,999</b>
		Total Income	74,999
		Total Expense	37,000
		<b>Net Income</b>	<b>37,999</b>



**RESOLUTION 2023-02-01**

**A RESOLUTION OF THE ASPEN FIRE PROTECTION DISTRICT BOARD OF DIRECTORS TERMINATING THE DISTRICT'S LOCAL DISASTER EMERGENCY DECLARATION.**

**WHEREAS**, the Aspen Fire Protection District, Pitkin County, Colorado (the "District"), is a duly organized, and validly existing special district, quasi-municipal corporation, and political subdivision of the State of Colorado (the "State") pursuant to Section 32-1-1002, Colorado Revised Statutes; and

**WHEREAS**, the World Health Organization declared the Novel Coronavirus/COVID-19 disease ("COVID-19") a global pandemic and the United States, State of Colorado, Pitkin County, City of Aspen, all declared states of emergency or local disaster emergencies; and

**WHEREAS**, pursuant to Section 24-33.5-709, Colorado Revised Statutes, the District Board by Resolution No. 2022-01-04 ratified and declared an extension of a local disaster emergency in order to activate the response and recovery aspects of any and all applicable local and interjurisdictional disaster emergency plans and to authorize the furnishing of aid and assistance under such plans; and

**WHEREAS**, conditions relating to the COVID-19 pandemic have improved to the extent that the virus has become endemic and all levels of government are terminating disaster declarations; and

**WHEREAS**, the Board of Directors of the Aspen Fire Protection District finds that it is no longer necessary to maintain a local disaster emergency.

**NOW, THEREFORE, IT IS RESOLVED BY THE ASPEN FIRE PROTECTION DISTRICT BOARD OF DIRECTORS, THAT:**

**Section 1.** The above recitals are hereby incorporated as findings by the Aspen Fire Protection District Board of Directors.

**Section 2.** The Board of Directors of the Aspen Fire Protection District hereby terminates the disaster declaration made and extended by Resolution No. 2022-01-04.

PASSED AND ADOPTED THIS 14<sup>TH</sup> DAY OF FEBRUARY 2023.

ASPEN FIRE PROTECTION DISTRICT

ATTEST:

\_\_\_\_\_  
John Ward, Board President

\_\_\_\_\_  
Nikki Lapin, Clerk



## Aspen Fire Protection District Monthly Staff Report – January 2023

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### OPERATIONAL RESPONSE REPORT:

<b>TOTAL CALLS FOR JANUARY</b>	<b>189</b>
<b>(100) Fire</b> (i.e. structure, cooking fire, dumpster, wildland)	2
<b>(200) Overpressure Rupture, Explosion, Overheat (No Fire)</b> (i.e. rupture from steam, overpressure rupture from air or gas, chemical reaction, explosion, excessive heat/scorch burns)	2
<b>(300) Rescue &amp; Emergency Medical</b> (i.e. medical assist, vehicle accidents, removal from elevator, extrications, water/ice rescue)	38
<b>(400) Hazardous Condition</b> (i.e. gas leak, chemical spill, electrical/wiring problem, carbon monoxide, aircraft standby, vehicle accident clean up)	6
<b>(500) Service Call</b> (i.e. smoke/odor removal, assist other agency, person in distress, water problem, animal problem)	10
<b>(600) Good Intent Call</b> (i.e. dispatched and cancelled enroute, authorized controlled burning, steam/vapor/dust thought to be smoke, hazmat release with no hazmat)	68
<b>(700) False Alarm, False Call</b> (i.e. alarms due to malfunction, unintentional alarms, pull station alarm activated maliciously or by accident)	63
<b>(800) Severe Weather &amp; Natural Disaster</b> (i.e. flood, windstorm, lighting strike with no fire, earthquake)	0
<b>(900) Special Incident Type</b> (calls mistakenly paged out, informational pages, alarm tests)	0



## Aspen Fire Protection District Monthly Staff Report - January 2023

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### Training Report (Report #1625)

Type of Class	# Classes	Total Class Hours	Total # Members Attended	Total Combined Member Hours
In House - Aerial Ops	1	1:00	3	3:00
In House - DO Driving	1	1:00	3	3:00
In House - DO Pumping				
In House - EMS	3	6:00	25	50:00
In House - Fire Officer / Command				
In House - Firefighter	6	16:30	43	126:00
In House - Monthly Training	2	6:00	6	18:00
In House - Tech Rescue				
In House - Wildland FF	1	1:30	3	4:30
Miscellaneous	3	4:30	3	4:30
Outside Training	1	1:00	6	6:00
<b>TOTAL</b>	<b>18</b>	<b>37:30</b>	<b>92</b>	<b>215:00</b>



## Aspen Fire Protection District Monthly Staff Report - January 2023

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The January fire training was the required annual SCBA recertification for all hot zone firefighters and the medical training was High Performance CPR and Basic Cardiology



The February fire training will be on Hotel/High Rise Firefighting considerations. The medical training will be Splinting and Bandaging

The Recruit Class of 2023 have started their instruction through the Rifle CMC program. Due to the large number of participants from Aspen and Roaring Fork Fire most of the classes are being held in Carbondale rather than in Rifle. As they get into their practical exercise days, they will be going to Dotsero and Rifle as well to work at those training towers. The Aspen Fire recruits make up 3 of the 4 “officer” positions in the class engine teams. They are having a great time and the reports coming back from the instructors are very encouraging. Two members of the initial group had family/work issues that came up that precluded them from attending the Rifle course and are continuing to work through their task books here until the fall Carbondale CMC class where they will be part of the first group in that program.

We have a large number of firefighters who are advancing themselves through multiple outside training programs. Here is listing of the classes that we have firefighters enrolled in over the next few months:

- EKG interpretation – 2 firefighters
- IV certification – 3 more firefighters (2 week class) 3 recently graduated
- Anatomy & Physiology – 1 firefighter, 1 Lieutenant (4 month class)
- Biology – 1 firefighter (4 month class)
- Fire Officer I – 3 firefighters, 1 Lieutenant
- Fire Instructor I – 1 firefighter
- Roaring Fork Leadership – 1 Battalion Chief (9 month class)
- Our Community Listens – 1 firefighter



## Aspen Fire Protection District Monthly Staff Report - January 2023

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- Colorado Public Manager – 1 firefighter (1 year class)
- Public Safety Leadership Development – 1 Battalion Chief (2 week class)

### Wildfire Report

	# Completed for Month	Year-to-date
Wildfire Risk Assessments	0	67
Wildfire Risk Map Curbside Assessments	0	1967

### Fire Marshal Report

# Plan Reviews	# Inspections	# Site Visits	Fire & Life Safety	Fire Investigations	Fire Education Outreach
30	25	34	2		1

- Fire education & outreach: Ben conducted a tour of the Wheeler Opera House with the AShift, and they had a great tour. The prevention firefighters are working on pre-planning the Wheeler. B and C Shift will be doing the Wheeler tour in February.
- Ben is continuing his outreach to the schools, and is proving to be a very valuable resource and liaison for them. Ben deserves kudos for everything he has done, and the school as well for bringing him in their discussions and planning.
- We did our regular walk-thru/inspections for X-Games with the building department officials. In addition, Ben did another site visit with the Vail Fire Marshal and Deputy Fire Marshal. They had asked about coming over to see how we deal with large events. Per Ben, they were very appreciative of seeing how our inspections are done for these large scale events. I look forward to us having the same opportunity to make a visit to Vail so we can observe how they deal with things.
- Among upcoming, larger events we have:
  - The Palm Tree Festival, which is a Belly Up concert event. A fireworks permit has been issued for their stage pyrotechnics show. We will be conducting an inspection once everything is set up for that one. The event is happening at the Rio Grande Park February 24.
  - Aspen World Cup is happening March 3-5. There have been the usual planning meetings for this event.
- We had our first quarterly meeting of the Roaring Fork Valley Fire Marshals, to discuss concerns, share information, brainstorm, etc. Our agenda hit the highlights of a few of the issues with which we all deal:



## Aspen Fire Protection District Monthly Staff Report - January 2023

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- Sprinkler system antifreeze status,
- Electric vehicle charging stations,
- Care & feeding of single- and double-wide manufactured homes, including inspections & sprinkler systems,
- Trainings,
- Joint fire investigations,
- Inspections of food trucks,
- Fire Marshal's Association of Colorado

### **MISCELLANEOUS:**





Rescue Gear Donated  
TO UKRAINE



KREMENTIS UKRAINE Fire Chief







<b>Strategic Plan Completions</b>						<b>Status:</b>
Objectives	Critical	Short	Mid	Long		
Identify Knowledge, Skills, & Abilities & Create Policy		12mo			Complete	
Create Officer's Qualification Training Program			18mo		Complete	
Review/Revise Officer Selection Program			18mo		Complete	
Update Organizational Chart	3 mo				Complete	
Define Chain-of-Command Structure		6mo			Complete	
Develop Command Structure and COC Training Program			18mo		Complete	
Review/Update Volunteer Job Descriptions		12mo			Complete	
Review/Update Career Job Descriptions		12mo			Complete	
Review/Update Administrative/Prevention Job Descriptions		12mo			Complete	
Develop Evaluation/Appraisal Program for All Personnel			24mo		Complete	
Update Community Outreach Education Program			18mo		In progress	
Review/Update Wildfire Mitigation Assessment Program			30mo		Complete	
Revise Seasonal Staffing Program		3mo			Complete	
Develop First 48 Incident Action Plan		6mo			Complete	
Develop Out-of-District Response Program			24mo		Complete	
Create Firefighter Training Matrix			18mo		Complete	
Identify Firefighter Knowledge, Skills, & Abilities & Create Policy		12mo			Complete	
Develop Programs For At-Risk Groups			24mo			
Review/Revise School Education Program			24mo		In progress	
Develop Life-Safety Educational Program			24mo		In progress	
Develop Community Risk Reduction Program			24mo		In progress	
Evaluate EMS Equipment/Supplies		12mo			Complete	
Evaluate EMS Response Policy			18mo		Complete	
Review/Revise Internal EMS Training Program			24mo		Complete	
Conduct EMS Gap Analysis			24mo		Complete	
Develop Internal EMS Team		12mo			Complete	
Develop Peer Support Program			24mo		In Progress	
Develop Cancer Prevention Initiative			24mo		In Progress	
Create Health and Wellness Committee			24mo		In Progress	
Identify Fitness/Wellness Partners			24mo		In progress	
Perform Gap Analysis for Occupational Physical Standards				36mo	In Progress	

Develop Annual Employee Health Screening Protocol				24mo		In Progress
Develop Functional Physical Fitness Program		12mo				Complete
Evaluate/Enhance Mental Health Program				18mo		Complete
Develop Apparatus/Support Vehicle Replacement Criteria				24mo		In progress
Review/Revise Apparatus Truck-Check Program		12mo				Complete
Develop Maintenance Reporting Program		12mo				Complete
Identify Long-Term Maintenance Needs					60mo	In Progress
Develop Facility Master Plan				24mo		In Progress
Identify Property Manager Needs for Internal Housing Project		12mo				Complete
Develop a Small Equipment Inventory Schedule				18mo		In progress
Develop a Small Equipment Maintenance Plan				18mo		In progress
Develop an IT Inventory Schedule		12mo				Complete
Evaluate Staffing Needs for IT Services				24mo		Complete
Evaluate Internal/External Communications Equipment Needs				24mo		In Progress
Conduct Salary Survey for All Positions		12mo				Complete
Develop Recruitment/Retention Analysis				18mo		In Progress
Consider Options for Implementing Fire Explorer Post Program		12mo				Complete
Define Support Roles, Responsibilities, and Workflows (Administrative)				24mo		In Progress
Conduct Needs Assessment for Administration, Prevention, and Support Services				30mo		In Progress
Identify Shared Administrative Service Opportunities					60mo	
Define Operational Roles, Responsibilities, and Workflows (Operational)				24mo		Complete
Evaluate Operational Needs Based on Standards of Cover				36mo		In Progress
Conduct Volunteer Firefighter Optimization Study		12mo				In Progress
Evaluate Local/Regional Training Opportunities		12mo				Complete
Increase Participation in Local and Regional Incident Management Teams		6mo				Complete
Explore Service Delivery Options with Aspen Ambulance District		12mo				Complete
Evaluate Service Delivery Options					60mo	
Evaluate Regional Special Team Participation					60mo	
Review/Enhance Mutual and Auto-Aid Agreements		12mo				Complete
Define Statutory Requirements				18mo		Complete
Identify Community Needs/Expectations				24mo		In Progress
Identify Organizational Needs/Expectations				24mo		In Progress
Identify Available Fireground Incident Command System Models		12mo				Complete
Develop Training Program for the use of ICS				24mo		In Progress

Identify Future Organizational Needs/Expectations (ICS)			24mo		In Progress
Develop Internal Communications Plan		6mo			Complete
Develop External Communications Plan		12mo			Complete
Establish Media Relations Protocol		12mo			Complete
Perform Community Risk Assessment (COMBINE WITH SOC)				48mo	In Progress
Conduct a Standards-of-Cover Assessment (Duplicate Proposal - IMPORTANT!)				24mo	In Progress
Review/Revise Current SOPs/SOGs			24mo		In Progress
Develop Training Policies, Procedures, and Guidelines				36mo	In Progress
Create Training Manual				60mo	In Progress
List Advantages of Current Volunteer Organizational Structure			18mo		In Progress
List Advantages of Current Career Organizational Structure			18mo		In Progress
Define Advantages of Combination Organization Model			30mo		In Progress
Perform Cost-Benefit Analysis				36mo	In Progress



FS Agreement No. 23-MU-11021500-004

Cooperator Agreement No. \_\_\_\_\_

**MEMORANDUM OF UNDERSTANDING**

**Between**

**PITKIN COUNTY**

**AND**

**EAGLE COUNTY**

**AND**

**GARFIELD COUNTY**

**AND**

**GUNNISON COUNTY**

**AND**

**THE CITY OF ASPEN**

**AND**

**THE TOWN OF SNOWMASS VILLAGE**

**AND**

**THE TOWN OF BASALT**

**AND**

**THE TOWN OF CARBONDALE**

**AND**

**THE CITY OF GLENWOOD SPRINGS**

**AND**

**THE TOWN OF MARBLE**

**AND**

**ASPEN FIRE PROTECTION DISTRICT**

**AND**

**ROARING FORK FIRE RESCUE AUTHORITY**

**AND**

**CARBONDALE AND RURAL FIRE PROTECTION DISTRICT**

**AND**

**GLENWOOD SPRINGS RURAL FIRE PROTECTION DISTRICT**

**AND**

**COLORADO STATE FOREST SERVICE**

**AND**

**COLORADO PARKS AND WILDLIFE**

**AND**

**USDI, BUREAU OF LAND MANAGEMENT, COLORADO RIVER VALLEY  
FIELD OFFICE, UPPER COLORADO RIVER DISTRICT**

**And The**

**USDA, FOREST SERVICE**

**WHITE RIVER NATIONAL FOREST, ASPEN-SOPRIS RANGER DISTRICT**



This MEMORANDUM OF UNDERSTANDING (MOU) is hereby made and entered into by and between Pitkin County, Eagle County, Garfield County, Gunnison County, The City of Aspen, The Town of Snowmass Village, The Town of Basalt, The Town of Carbondale, The City of Glenwood Springs, Aspen Fire Protection District, Roaring Fork Fire Rescue Authority, Carbondale and Rural Fire Protection District, Glenwood Springs Rural Fire Protection District, Colorado State Forest Service, Colorado Parks and Wildlife, and The Bureau of Land Management Colorado River Field Office, hereinafter referred to as “Parties, Members, or Cooperators,” and the United States Department of Agriculture (USDA), Forest Service, White River National Forest, Aspen-Sopris Ranger District, hereinafter referred to as the “U.S. Forest Service.”

Background: The Roaring Fork Valley Wildfire Collaborative works to empower all people to take action to reduce risk in their communities to protect people, property, and places from wildfire loss. The Parties recognize, accept, and respect the differences in missions, goals, and objectives of each other. However, wildfire does not recognize or respect jurisdictional boundaries. The Parties therefore will work collaboratively and in a coordinated fashion to achieve the shared goals and objectives of the MOU.

Title: Roaring Fork Valley Wildfire Collaborative

- I. PURPOSE:** The purpose of this MOU is to document the cooperation between the parties to establish the Collaborative as an informal, unincorporated collaborative organization, in which the members set mutual goals and priorities, utilize existing forest management tools and legal authorities, and align their decisions on where to make the investments needed to achieve the mission and objectives set forth for the Roaring Fork Valley Wildfire Collaborative and in accordance with the following provisions.

## **II. STATEMENT OF MUTUAL BENEFIT AND INTERESTS:**

The Roaring Fork Valley Wildfire Collaborative works to reduce wildfire risk by identifying, prioritizing, and implementing strategic cross-boundary plans and projects aimed at creating fire resilient landscapes and fire-adapted communities while focusing on community engagement, education, and inclusion.

In entering into this MOU, the Cooperators and the U.S. Forest Service recognize that the parties share certain common interests and goals, which include the following:

- Meaningful and ongoing engagement of stakeholders located in the forest and downstream in the development of strategies to achieve the outcomes and foster support for the implementation of those strategies.
- A regional network of resilient forests that are better able to absorb and recover from current and future stressors and disturbances.
- A collaboratively developed and supported fire management strategy



(wildland and prescribed) so that wildfires are safely and effectively extinguished when and where needed, but also in the right circumstances, permits wildland fire to be more flexibly managed in order to reduce future risks to life, property, and wildlife habitat.

- Resilient landscapes that support water quality and quantity needs, habitat for robust and healthy flora and fauna, livestock grazing, as well as recreation opportunities for residents and visitors to enjoy now and in the future.
- Active management to enhance forest health and reduce wildfire risk based on the best available data and contemporary science to inform the development and application of on-the-ground activities including landscape scale and cross boundary projects where needed. This includes the use of the best available science that will help stakeholders understand how a changing climate will impact our landscapes and ecosystems, while also looking for opportunities to improve understanding through local research.
- Promoting the personal responsibility of residents who live in wildfire risk areas to prepare as follows: homes are built or improved to best resist wildfire, defensible space around homes is created and maintained, insurance policies are regularly updated, emergency alerts are receivable and acted upon, evacuation plans are learned and understood, community mitigation initiatives are engaged in and are sought

To accomplish the above goals, each party commits to:

- Work within their own statutory and regulatory authorities, including planning and decision-making requirements where applicable.
- Collaborate and coordinate to implement this MOU to achieve the mission and objectives expressed herein.

In consideration of the above premises, the parties agree as follows:

### **III. THE COOPERATORS SHALL:**

- A. Provide a liaison to link the parties of this MOU together.
- B. Coordinate with the U.S. Forest Service, non-profit organizations, for-profit organizations, institutions of higher education, federal, state, local, and Native American tribe governments, and individuals.

### **IV. THE COOPERATORS SHALL:**

**(For Non-Profits and Non-Governmental Organizations Only)**

- A. Provide a liaison to link the parties of this MOU together.



- B. Coordinate with the U.S. Forest Service, non-profit organizations, for-profit organizations, institutions of higher education, federal, state, local, and Native American tribe governments, and individuals.
- C. ASSURANCE REGARDING FELONY CONVICTION OR TAX DELINQUENT STATUS FOR CORPORATE ENTITIES. This agreement is subject to the provisions contained in the Department of Interior, Environment, and Related Agencies Appropriations Act, 2012, P.L. No. 112-74, Division E, Section 433 and 434 regarding corporate felony convictions and corporate federal tax delinquencies. Accordingly, by entering into this agreement Cooperators acknowledges that it: 1) does not have a tax delinquency, meaning that it is not subject to any unpaid Federal tax liability that has been assessed, for which all judicial and administrative remedies have been exhausted or have lapsed, and that is not being paid in a timely manner pursuant to an agreement with the authority responsible for collecting the tax liability, and (2) has not been convicted (or had an officer or agent acting on its behalf convicted) of a felony criminal violation under any Federal law within 24 months preceding the agreement, unless a suspending and debarring official of the USDA has considered suspension or debarment is not necessary to protect the interests of the Government. If Cooperators fails to comply with these provisions, the U.S. Forest Service will annul this agreement and may recover any funds Cooperators has expended in violation of sections 433 and 434.

#### **V. THE U.S. FOREST SERVICE SHALL:**

- A. Provide a liaison to link the parties of this MOU together.
- B. Ensure that all planning and site-based data collection activities comply with forest plans, National Environmental Policy Act (NEPA) documents, and all applicable laws and regulations.
- C. Coordinate with the Parties to this MOU, non-profit organizations, for-profit organizations, institutions of higher education, federal, state, local, and Native American tribe governments, and individuals.
- D. Execute necessary instrument(s) to allow Cooperator(s) to complete mutually agreed to activities and projects on National Forest System lands, which includes but is not limited to, providing Cooperator(s) and its agents access to federal lands to perform project implementation, maintenance, and monitoring activities at project sites.
- E. Following completion of project implementation and the achievement of all required performance standards for given sites, act as the long-term steward of project sites, conducting any required maintenance.





**VI. IT IS MUTUALLY UNDERSTOOD AND AGREED BY AND BETWEEN THE PARTIES THAT:**

- A. The Parties recognize, accept, and respect the differences in missions, goals, and objectives of each other. However, wildfire does not recognize or respect jurisdictional boundaries. The Parties therefore agree to work collaboratively and in a coordinated fashion to achieve the mission and objectives sought and described in this MOU.
- B. The Parties acknowledge that any Party to this MOU may participate in local activities or implement decisions related to forestry management as part of their site-specific obligations, responsibilities, and authorities. This MOU is not meant to supplant any Party's discretionary authority to make decisions about forest management or wildfire response associated with their individual jurisdictions.
- C. This MOU is non-binding and does not obligate any funds of the Parties. As funding and resources are available and authorized (as determined in each Party's sole discretion), the Parties will provide technical, human, and/or financial support to the Partnership under an appropriate authority, as applicable, and by separate instrument(s).
- D. PRINCIPAL CONTACTS. Individuals listed below are authorized to act in their respective areas for matters related to this agreement.

**Principal Cooperator Contacts:**

<b>Pitkin County Program Contact</b>	<b>Pitkin County Administrative Contact</b>
Valerie MacDonald 530 Main Street Aspen, CO 81611 Telephone: 970-379-6748 Email: valerie.macdonald@pitkinsheriff.com	Valerie MacDonald 530 Main Street Aspen, CO 81611 Telephone: 970-379-6748 Email: valerie.macdonald@pitkinsheriff.com

<b>Eagle County Program Contact</b>	<b>Eagle County Administrative Contact</b>
Eric Lovgren PO Box 850 Eagle, CO 81631 Telephone: 970-471-2288 Email: eric.lovgren@eaglecounty.us	Anna Earl PO Box 850 Eagle, CO 81631 Telephone: 970-328-3514 Email: anna.earl@eaglecounty.us



<b>Garfield County Program Contact</b>	<b>Garfield County Administrative Contact</b>
John Martin Garfield County Commissioner 108 8th Street, Suite 101 Glenwood Springs, CO 81601 Telephone: 970-309-2362 Email: jmartin@garfield-county.com	Bentley Henderson Deputy County Manager 108 8th Street, Suite 101 Glenwood Springs, CO 81601 Telephone: 970-456-8160 Email: bhenderson@garfield-county.com

<b>Gunnison County Program Contact</b>	<b>Gunnison County Admin. Contact</b>
Scott Morill 200 E. Virginia Ave Gunnison, CO 81230 Telephone: 970-275-1370 Email: smorrill@gunnisoncounty.org	Jonathan Houck 200 E. Virginia Ave Gunnison, CO 81230 Telephone: 970-641-0248 Email: jhouck@gunnisoncounty.org

<b>City of Aspen Program Contact</b>	<b>City of Aspen Administrative Contact</b>
John Spiess 585 Cemetery Lane Aspen, CO 81611 Telephone: 970-429-2028 Email: john.spiess@aspen.gov	Teresa Hackbarth 585 Cemetery Lane Aspen, CO 81611 Telephone: 970-429-2028 Email: teresa.hackbarth@aspen.gov

<b>Town of Snowmass Village Program Contact</b>	<b>Town of Snowmass Village Administrative Contact</b>
Greg LeBlanc 130 Kearns Rd Snowmass Village, CO 81615 Telephone: 970-922-2275 Email: gleblanc@tosv.com	Barb Peckler 130 Kearns Rd Snowmass Village, CO 81615 Telephone: 970-923-3777 Email: bpeckler@tosv.com



<b>Town of Basalt Program Contact</b>	<b>Town of Basalt Administrative Contact</b>
Ryan Mahoney 101 Midland Avenue Basalt, CO 81621 Telephone: 970-279-4378 Email: ryan.mahoney@basalt.net	Ryan Mahoney 101 Midland Avenue Basalt, CO 81621 Telephone: 970-279-4378 Email: ryan.mahoney@basalt.net

<b>Town of Carbondale Program Contact</b>	<b>Town of Carbondale Admin. Contact</b>
Kevin Schorzman 511 Colorado Avenue Carbondale, CO 81623 Telephone: 970-510-1217 Email:kschorzman@carbondalecto.net	Lauren Gister 511 Colorado Avenue Carbondale, CO 81623 Telephone: 970-510-1217 Email: lgister@carbondalecto.net

<b>City of Glenwood Springs Program Contact</b>	<b>City of Glenwood Springs Administrative Contact</b>
Jonathan Godes 101 W 8th Street Glenwood Springs, CO 81601 Telephone: 970-384-6480 Email: jonathan.godes@cogs.us	Mina Bolton 101 W 8th Street Glenwood Springs, CO 81601 Telephone: 970-384-6436 Email: mina.bolton@cogs.us

<b>Town of Marble Program Contact</b>	<b>Town of Marble Administrative Contact</b>
Ron Leach 322 West Park Street Marble, CO 81623 Telephone: 970-963-1938 Email: leach@townofmarble.com	Ron Leach 322 West Park Street Marble, CO 81623 Telephone: 970-963-1938 Email: leach@townofmarble.com



<b>Aspen Fire Protection District Program Contact</b>	<b>Aspen Fire Protection District Administrative Contact</b>
<p>Ali Hager Address: 420 E. Hopkins Aspen, CO 81611 Telephone: 970-452-7489 Email: ali.hager@aspenfire.com</p>	<p>Nikki Lapin 420 E. Hopkins Aspen, CO 81611 Telephone: 970-925-5532 Email: nikki.lapin@aspenfire.com</p>

<b>Roaring Fork Fire Rescue Authority Program Contact</b>	<b>Roaring Fork Fire Rescue Authority Administrative Contact</b>
<p>Scott Thompson 1089 JW Drive Carbondale, CO 81623 Telephone: 970-340-2031 Email: sthompson@roaringforkfire.org</p>	<p>Jennifer Diamond 1089 JW Drive Carbondale, CO 81623 Telephone: 970-309-9119 Email: jdiamond@roaringforkfire.org</p>

<b>Carbondale and Rural Fire Protection District Program Contact</b>	<b>Carbondale and Rural Fire Protection District Administrative Contact</b>
<p>Rob Goodwin 300 Meadowood Drive Carbondale, CO 81623 Telephone: 970-963-2491 Email: rgoodwin@carbondalearfire.org</p>	<p>Jenny Cutright 300 Meadowood Drive Carbondale, CO 81623 Telephone: 970-963-2491 Email: cutright@carbondalearfire.org</p>

<b>Glenwood Springs Rural Fire Protection District Contact</b>	<b>Glenwood Springs Rural Fire Protection District Administrative Contact</b>
<p>Gary Tillotson 101 W 8th Street Glenwood Springs, CO 81601 Telephone: 970-384-6480 Email: gary.tillotson@cogs.us</p>	<p>Mina Bolton 101 W 8th Street Glenwood Springs, CO 81601 Telephone: 970-384-6436 Email: mina.bolton@cogs.us</p>



<b>Colorado State Forest Service Program Contact</b>	<b>Colorado State Forest Service Administrative Contact</b>
Kamie Long 3170 B ½ Road Grand Junction, CO 81503 Telephone: 970-248-7325 Email: kamie.long@colostate.edu	Scott Woods 9769 W 119th Drive, Suite 12 Broomfield, CO 80021 Telephone: 303-404-9057 Email: scott.woods@colostate.edu

<b>Colorado Parks and Wildlife Program Contact</b>	<b>Colorado Parks and Wildlife Administrative Contact</b>
Darren Chacon 0088 Wildlife Way Glenwood Springs, CO 81601 Telephone: 970-948-3405 Email: darren.chacon@state.co.us	Darren Chacon 0088 Wildlife Way Glenwood Springs, CO 81601 Telephone: 970-948-3405 Email: darren.chacon@state.co.us

<b>Bureau of Land Management, Colorado River Valley Field Office Program Contact</b>	<b>Bureau of Land Management, Colorado River Valley Field Office Administrative Contact</b>
Chad Sewell 2300 River Frontage Road Silt, CO 81652 Telephone: 970-876-9030 Email: csewell@blm.gov	Larry Sandoval 2300 River Frontage Road Silt, CO 81652 Telephone: 970-876-9002 Email: lsandoval@blm.gov

**Principal U.S. Forest Service Contacts:**

<b>U.S. Forest Service Program Manager Contact</b>	<b>U.S. Forest Service Administrative Contact</b>
Kevin Warner, District Ranger 620 Main Street Carbondale, CO 81623 Telephone: 970-404-3157 Email: kevin.warner@usda.gov  Clark Woolley, Partnership Coordinator 900 Grand Avenue Glenwood Springs, CO Telephone: 970-948-9803 Email: clark.woolley@usda.gov	Alex Specht, Grants Management Specialist 900 Grand Ave Glenwood Springs, CO 81601 Telephone: 605-515-8812 Email: alex.specht@usda.gov



- E. NOTICES. Any communications affecting the operations covered by this agreement given by the U.S. Forest Service or Cooperators is sufficient only if in writing and delivered in person, mailed, or transmitted electronically by e-mail or fax, as follows:

To the U.S. Forest Service Program Manager, at the address specified in the MOU.

To Cooperators, at Cooperator's address shown in the MOU or such other address designated within the MOU.

Notices are effective when delivered in accordance with this provision, or on the effective date of the notice, whichever is later.

- F. PARTICIPATION IN SIMILAR ACTIVITIES. This MOU in no way restricts the U.S. Forest Service or Cooperators from participating in similar activities with other public or private agencies, organizations, and individuals.
- G. ENDORSEMENT. Any of Cooperator's contributions made under this MOU do not by direct reference or implication convey U.S. Forest Service endorsement of Cooperators' products or activities.
- H. NONBINDING AGREEMENT. This MOU creates no right, benefit, or trust responsibility, substantive or procedural, enforceable by law or equity. The parties shall manage their respective resources and activities in a separate, coordinated and mutually beneficial manner to meet the purpose(s) of this MOU. Nothing in this MOU authorizes any of the parties to obligate or transfer anything of value.

Specific, prospective projects or activities that involve the transfer of funds, services, property, and/or anything of value to a party requires the execution of separate agreements and are contingent upon numerous factors, including, as applicable, but not limited to: agency availability of appropriated funds and other resources; cooperator availability of funds and other resources; agency and cooperator administrative and legal requirements (including agency authorization by statute); etc. This MOU neither provides, nor meets these criteria. If the parties elect to enter into an obligation agreement that involves the transfer of funds, services, property, and/or anything of value to a party, then the applicable criteria must be met. Additionally, under a prospective agreement, each party operates under its own laws, regulations, and/or policies, and any Forest Service obligation is subject to the availability of appropriated funds and other resources. The negotiation, execution, and administration of these prospective agreements must comply with all applicable law.



Nothing in this MOU is intended to alter, limit, or expand the agencies' statutory and regulatory authority.

- I. USE OF U.S. FOREST SERVICE INSIGNIA. In order for Cooperators to use the U.S. Forest Service insignia on any published media, such as a Web page, printed publication, or audiovisual production, permission must be granted from the U.S. Forest Service's Office of Communications. A written request must be submitted and approval granted in writing by the Office of Communications (Washington Office) prior to use of the insignia.
- J. MEMBERS OF U.S. CONGRESS. Pursuant to 41 U.S.C. 22, no U.S. member of, or U.S. delegate to, Congress shall be admitted to any share or part of this agreement, or benefits that may arise therefrom, either directly or indirectly.
- K. FREEDOM OF INFORMATION ACT (FOIA). Public access to MOU or agreement records must not be limited, except when such records must be kept confidential and would have been exempted from disclosure pursuant to Freedom of Information regulations (5 U.S.C. 552).
- L. TEXT MESSAGING WHILE DRIVING. In accordance with Executive Order (EO) 13513, "Federal Leadership on Reducing Text Messaging While Driving," any and all text messaging by Federal employees is banned: a) while driving a Government owned vehicle (GOV) or driving a privately owned vehicle (POV) while on official Government business; or b) using any electronic equipment supplied by the Government when driving any vehicle at any time. All cooperators, their employees, volunteers, and contractors are encouraged to adopt and enforce policies that ban text messaging when driving company owned, leased or rented vehicles, POVs or GOVs when driving while on official Government business or when performing any work for or on behalf of the Government.
- M. TERMINATION. Any of the parties, in writing, may terminate this MOU in whole, or in part, at any time before the date of expiration.
- N. DEBARMENT AND SUSPENSION. Cooperators shall immediately inform the U.S. Forest Service if they or any of their principals are presently excluded, debarred, or suspended from entering into covered transactions with the federal government according to the terms of 2 CFR Part 180. Additionally, should Cooperators or any of their principals receive a transmittal letter or other official Federal notice of debarment or suspension, then they shall notify the U.S. Forest Service without undue delay. This applies whether the exclusion, debarment, or suspension is voluntary or involuntary.
- O. MODIFICATIONS. Modifications within the scope of this MOU must be made by mutual consent of the parties, by the issuance of a written modification signed and dated by all properly authorized, signatory officials, prior to any changes being



performed. Requests for modification should be made, in writing, at least 30 days prior to implementation of the requested change.

P. COMMENCEMENT/EXPIRATION DATE. This MOU is executed as of the date of the last signature and is effective through November 15, 2027 at which time it will expire.

Q. AUTHORIZED REPRESENTATIVES. By signature below, each party certifies that the individuals listed in this document as representatives of the individual parties are authorized to act in their respective areas for matters related to this MOU.

In witness whereof, the parties hereto have executed this MOU as of the last date written below.





*Patti Clapper*

Dec-01-2022

---

PATTI CLAPPER, BOCC Chair  
Pitkin County, Colorado

Date



USDA, Forest Service

OMB 0596-0217  
FS-1500-15

DocuSigned by:

*Jeanne McQueeney*

11/29/2022

CA4AC128F8AA47A

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JEANNE MCQUEENEY, BOCC Chair  
Eagle County, Colorado

Date



USDA, Forest Service

OMB 0596-0217  
FS-1500-15

A large, stylized handwritten signature in blue ink, written over a horizontal line. The signature is highly cursive and loops around the line.

1 9 23

JOHN MARTIN, Chairman  
Board of County Commissioners  
Garfield County, Colorado

Date



A handwritten signature in blue ink, appearing to read 'J. Houck'.

---

JONATHAN HOUCK, BOCC Chair  
Gunnison County, Colorado

12-6-2022

Date



USDA, Forest Service

OMB 0596-0217  
FS-1500-15

DocuSigned by:  
*Sara G. Ott*  
2DA4D214EE1942B

12/1/2022 | 12:37:44 PM PST

---

SARA OTT, City Manager  
The City of Aspen, Colorado

Date



A handwritten signature in cursive script, appearing to read 'Clinton M. Kinney'.

Digitally signed by Clinton M. Kinney  
Date: 2022.11.14 17:50:08 -07'00'

---

CLINT KINNEY, Town Manager  
The Town of Snowmass Village, Colorado

Date



A handwritten signature in blue ink, appearing to read 'Ryan Mahoney'.

---

RYAN MAHONEY, Town Manager  
The Town of Basalt, Colorado

11-9-2022

Date



*Ben Bohmfalk*  
BEN BOHMFALK, Mayor  
The Town of Carbondale, Colorado

*11/15/2022*  
Date





*Jon Godes*

11/15/2022

---

JONATHAN GODES, Mayor  
The City of Glenwood Springs, Colorado

Date



RYAN VINCIGUERRA, Mayor  
The Town of Marble, Colorado

12/2/22

Date



A handwritten signature in blue ink, appearing to read 'Rick Balementine', written over a horizontal line.

RICK BALENTINE, Fire Chief  
Aspen Fire Protection District

18 NOV 22  
Date



**Scott Thompson** Digitally signed by Scott Thompson  
Date: 2022.11.09 08:51:50 -07'00'

---

SCOTT THOMPSON, Fire Chief  
Roaring Fork Fire Rescue Authority

Date



A handwritten signature in blue ink, appearing to read 'Rob Goodwin'.

ROB GOODWIN, Fire Chief  
Carbondale and Rural Fire Protection District

12/2/2022

Date



2022.11.09 16:49:55 -07'00'

---

GARY TILLOTSON, Fire Chief  
Glenwood Springs Rural Fire Protection District

Date



11/21/2022  
Date

**DARREN CHACON**  
**Assistant Area Wildlife Manager Area 8**  
**Colorado Parks and Wildlife**



**Ron Cousineau**

Digitally signed by Ron Cousineau  
Date: 2022.11.18 09:45:23 -07'00'

---

RON COUSINEAU

Date

Northwest Colorado Area Manager  
Colorado State Forest Service





**LARRY SANDOVAL** Digitally signed by LARRY SANDOVAL  
Date: 2022.11.21 07:58:49 -07'00'

---

LARRY SANDOVAL, Field Manager  
Bureau of Land Management  
Colorado River Valley Field Office

Date



**SCOTT FITZWILLIAMS** Digitally signed by SCOTT FITZWILLIAMS  
Date: 2022.12.13 10:29:56 -07'00'

---

SCOTT G. FITZWILLIAMS, Forest Supervisor Date  
U.S. Forest Service, White River National Forest

The authority and format of this agreement have been reviewed and approved for signature.

**AMANDA MARR** Digitally signed by AMANDA MARR  
Date: 2022.11.07 15:58:13 -07'00'

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AMANDA MARR Date  
U.S. Forest Service, Grants Management Specialist

Burden Statement

According to the Paperwork Reduction Act of 1995, an agency may not conduct or sponsor, and a person is not required to respond to a collection of information unless it displays a valid OMB control number. The valid OMB control number for this information collection is 0596-0217. The time required to complete this information collection is estimated to average 3 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information.

The U.S. Department of Agriculture (USDA) prohibits discrimination in all its programs and activities on the basis of race, color, national origin, age, disability, and where applicable, sex, marital status, familial status, parental status, religion, sexual orientation, genetic information, political beliefs, reprisal, or because all or part of an individual's income is derived from any public assistance. (Not all prohibited bases apply to all programs.) Persons with disabilities who require alternative means for communication of program information (Braille, large print, audiotape, etc.) should contact USDA's TARGET Center at 202-720-2600 (voice and TDD).

To file a complaint of discrimination, write USDA, Director, Office of Civil Rights, 1400 Independence Avenue, SW, Washington, DC 20250-9410 or call toll free (866) 632-9992 (voice). TDD users can contact USDA through local relay or the Federal relay at (800) 877-8339 (TDD) or (866) 377-8642 (relay voice). USDA is an equal opportunity provider and employer.

Aspen Institute /  
(RFVWC)  
MOU



**Fiscal Sponsorship and Collaboration Agreement**

**As Between**

**Aspen Institute Energy and Environment Program and  
the Roaring Fork Valley Wildfire Collaborative**

This Agreement is between the **Aspen Institute Energy and Environment Program** ("Institute" or "Fiscal Sponsor") and the **Roaring Fork Valley Wildfire Collaborative** ("The Collaborative" or "RFVWC" or the "Sponsored Organization") (and collectively, the Parties), who hereby agree to enter into a fiscal sponsorship and collaboration agreement ("Agreement") whereby the Institute shall act as fiscal sponsor for the RFVWC as RFVWC seeks to obtain its own 501(c)3 tax exempt status while also allowing the Parties to collaborate on strategic plans and projects aimed at creating fire resilient landscapes and fire-adapted communities.

Whereas, the Energy and Environment Program ("EEP") is a program of the Aspen Institute that addresses critical energy, environmental, and climate change issues through non-partisan, non-ideological convenings and policy initiatives that seek to reverse climate change; and

Whereas, RFVWC works to reduce wildfire risk by identifying, prioritizing, and implementing strategic cross-boundary plans and projects aimed at creating fire resilient landscapes and fire-adapted communities while focusing on community engagement, education, and inclusion; and

Whereas, the Institute is a Colorado 501(c)(3) nonprofit organization and RFVWC is a newly formed organization, with the intent to be a registered Colorado entity that seeks to apply for and obtain its own 501(c)(3) tax exempt status.

Commented [LJI]: Understand not currently registered but I assume this will be a Colorado organization?

Therefore, the Parties agree to enter into this Agreement to (1) permit the Institute to act as fiscal sponsor of RFVWC until such time as RFVWC's 501(c)(3) status is granted by the Internal Revenue Service, (2) collaborate on strategic cross-boundary plans and projects, prioritized by the RFVWC, aimed at creating fire resilient landscapes and fire-adapted communities, and (3)

the Institute shall be responsible for the management and daily supervision of one individual, hired with recommendation of the RFVWC, to help support the collaboration. As such, the Parties agree as follows:

**1. FISCAL SPONSORSHIP, FUNDING AND EXPENSES**

- a. The Institute is a Colorado nonprofit corporation, tax exempt under Internal Revenue Code Section 501(c)(3). The Institute's charitable purpose and mission is to drive change through dialogue, leadership and action to help solve the most important challenges facing the United States and the world. The Institute enters into this Agreement to further this tax- exempt purpose.
  
- b. Until such time as RFVWC obtains its Internal Revenue Code Section 501(c)(3) tax-exempt status, RFVWC needs a fiscal sponsor to receive grants, tax-deductible contributions, and other revenues on its behalf for use in carrying out their objectives. RFVWC desires that the Institute serve as its fiscal sponsor, and the Institute is willing to do so and is committed to working with RFVWC on this collaboration.
  
- c. The following persons are authorized to represent RFVWC:
  - Chairs: Ali Hager, Rick Balentine
  - Vice Chair: Ryan Mahoney
  - Treasurer: Eric Lovgren
  - Secretary: Gary Tillotsen, Mina Bolton

Commented [LJ2]: Added from your comment

RFVWC may change its representatives with prior written notice to the Institute. Greg Gershuny, Executive Director of the Institute's Energy & Environment Program, or his designee, is authorized to represent the Institute for the purposes of working on this collaboration. Additionally, Dan Porterfield, President and CEO, Elliot Gerson, Executive Vice President Policies & Programs

and Andrew Axlerod, Executive Vice President Finance and Enterprise Business Development are authorized to represent the Institute.

- d. The Institute will initially receive and administer funds that the Institute and RFVWC will use to carry out their objectives ("Collaboration" and "Collaboration Funds"). The Institute will send all required acknowledgments to donors of tax-deductible contributions and will submit all required grant reports. The Institute will include Collaboration Funds on all required reporting and tax returns. RFVWC will assist the Institute by providing the information and reports that the Institute requests.
- e. For any funds already raised and in hand by one of the RFVWC member organizations for this purpose, RFVWC, in collaboration with Eagle County Wildfire Collaborative, shall ensure the funds are reassigned or reissued to the Institute with approval of the prime grantor/funders and appropriate transparency. Upon receipt by the Institute of such funds, the Institute shall be responsible for all reporting, etc. as required under the prime grant, if any.
- f. The Parties intend that funds raised for the Collaboration shall be deposited into a designated account at the Institute under the Institute's 501(c)(3) status. All funds raised to support the Collaboration will be used exclusively for approved expenses as detailed in the budget the Parties will jointly create and will not be diverted to other uses. If, upon the issuance of RFVWC's 501(c)(3) tax-exempt status, there are Collaboration Funds unobligated and unspent at the conclusion of the Agreement, the Institute shall re-grant appropriate Collaboration Funds, as permissible under the terms of the respective grant and/or upon approval of the grantor, minus a 4% (four percent) fee deducted from all re-granted Collaboration Funds by the Institute, to RFCWC's 501(c)(3) tax-exempt organization within 60 (sixty) calendar days following the final day of the

Agreement terms. The re-granting fee and any fees charged by the Institute under its standard operating procedures are subject to change based on decisions by Aspen Institute senior management and Board of Trustees.

- g. ~~For the term of this MOU (and any renewal periods agreed to by the parties), to~~ cover staff time and expertise to support the Collaboration, EEP will retain the following percentage of the Collaboration funds and the remaining will be regranted to RFVWC:
- i. 0% on the first \$200k raised, 5% of the next 200-500k raised, and 2% of anything above 500k

Deleted: To

Deleted: (annually)

Commented [J3]: This would just be for the length of time of the MOU/period of time that the Aspen Institute is serving as the fiscal sponsor and employer of whoever is hired to work for the collaborative.

Commented [LJ4R3]: Correct. Edited for clarity.

- h. The Institute will maintain Collaboration Funds in one or more bank accounts and will keep and maintain accurate, complete, and separate Project records in accordance with generally accepted accounting principles. The Institute will prepare a quarterly financial statement of the Collaboration Funds and related expenses which shall be shared with RFVWC on a quarterly basis.
- i. At all times during the term of this Agreement, the Collaboration shall be considered a project of the Institute, albeit in collaboration with RFVWC. As such, the Board of Directors of the Aspen Institute has the final authority, consistent with its fiduciary responsibility, concerning fund solicitation and the use of funds received for the Collaboration. All policies of the Institute shall apply to the management and use of the Collaboration Funds, including applicable overhead costs.

## 2. ROLES AND RESPONSIBILITIES OF THE COLLABORATION

- a. The Institute shall have the following roles and responsibilities with regard to the Collaboration:
- i. Contribute EEP staff time and expertise to support the Collaboration.

- ii. Hire, supervise and provide related human resources management one employee to support the Collaboration, including but not limited to, write grant proposals, manage/facilitate the RFVWC, coordinate and track meetings, and help streamline fuels reduction activities in the Roaring Fork and Eagle/Vail Valleys.
  - iii. assist in fundraising efforts and help to identify potential funders to support the RFVWC.
- b. RFVWC shall have the following roles and responsibilities with regard to the Collaboration:
  - i. Provide support and direction for the Collaboration, including to help set goals and objectives, and management of the employee
  - ii. Assist in fundraising efforts and/or to identify potential funders to support the RFVWC.

### 3. INSTITUTE-HOUSED POSITION

- a) The Institute will select (with input and collaboration from RFVWC), employ, and supervise all persons who perform compensated services for the Aspen Institute and the RFVWC on the Collaboration, if any, on such terms and conditions as the Institute shall determine. The Institute shall be responsible for applicable income and payroll tax withholding.
  - i. RFVWC will provide with the initial funding for the employee position in the amount of \$159,000 which will cover the employee position for a period of 12 months, after overhead and related costs have been deducted. EEP will be responsible for hiring (with input from RFVWC), management and supervision and termination of the employee. RFVWC will assist with the setting of goals, objectives and milestones to help the Institute manage effectively the position. RFVWC and the Institute shall agree on the payment terms for the funding of the employee position with an initial payment to cover six (6) months of the employee salary provided to the Institute upon the execution of this

Commented [5]: This is the amount in total that RFVWC will be providing to the Institute to fund this position, however, we will not be invoicing it from them in one lump sum, all at one time. Do we need to include additional information about how many invoices, from who, in what amounts, etc.? Or OK To leave this total amount in?

Commented [LJ6R5]: I added additional language here, fine for the parties to agree on exact procedures, but I would ask for at least 6 months up front to ensure enough funds up-front.

MOU and/or prior to the hiring of the individual for this position by the Institute.

- ii. See addendum for position description

#### 4. TERM AND TERMINATION

- a) This Agreement shall commence on the date last signed below and shall continue for an initial one-year term, subject to renewal for another one-year term OR until (i) it is terminated upon RFVWC providing written notice to the Institute that RFVWC has successfully obtained recognition of its 501(c)(3) tax-exempt status. Additionally, either Party may terminate this Agreement upon sixty (60) days written notice to the other. If the Agreement is terminated upon RFVWC's receipt of its tax-exempt status and there are Project funds unobligated and unspent, the Institute shall re-grant said Project funds, as permissible under the terms of the respective grant and/or upon approval of the grantor to RFVWC's 501(c)(3) tax-exempt organization minus the re-grant fee described in Section A Paragraph 5. If terminated prior to the issuance of RFVWC's 501(c)(3) tax-exempt status, the Institute shall retain the remaining funds obtained (less any non-refundable cost commitments and/or obligated expenses) unless otherwise mutually agreed to by the Parties or required by the terms of a contribution or grant.
- b) This Agreement provides an initial understanding of the Parties' strategic collaboration. The Parties agree to amend this Agreement to further develop the roles and responsibilities for Project implementation and execution, as well as additional issues that may arise and/or to negotiate in good faith to a subsequent collaboration agreement, as necessary.

Commented [7]: Is everyone ok with this sentence? AI is not a fly-by night kind of organization, but I am concerned that maybe some of the organizations contributing funds would not be stoked if for some reason the non-profit status didn't come through and AI kept the \$\$\$. I have a lot of trust that this would work out just fine, but it puts the control of the \$\$\$ with AI more than I would have thought.....

Commented [8]: I believe the intent of this paragraph is to insure that the grants and/or donations are actually used based on the terms of receiving the funds. I suggest we add some language that would more clearly spell out what this would look like. One thing comes to mind is what if in one year we were unable to obtain 501-c3 status and it was determined that AI for whatever reason decided not to extend that could get messy. One possible solution would be to add "If RFVWC terminated the agreement prior to the issuance of 502(c)3 status.....the Institute shall retain....."

Commented [LJ9R8]: Its not really about who terminates the MOU; Once the Institute receives charitable funds from donors, it becomes the fiduciary of those funds. As such it can only regrant charitable funds to non-profit organization and if the 501c3 status is not obtained, the Institute won't be able to regrant the funds it has been granted for this purpose. Is there another organization in the Roaring Fork Valley we could agree to regrant the funds (in the event th 501c3 is not issued) that would make the group more comfortable?

#### 5. INTELLECTUAL PROPERTY AND TRADEMARKS

- a) Parties agree that each Party shall remain the sole and exclusive owner of all right, title and interest in any and all pre-existing intellectual property, including, but not



limited to any data, models, analysis, content, materials, resources, documents, templates, tools or frameworks owned, trademarks, logos, servicemarks, copyrights, used, owned or developed by either Party prior to or independently from this Agreement.

- b) In each instance in which the Parties create new work product during or in connection with this Collaboration ("Collaboration IP"), including but not limited to, publications, reports, content, materials, analysis, data, such Project IP shall be owned by the Institute with a world-wide, exclusive, perpetual and royalty free license provided to RFVWC for non-commercial activities. Upon RFVWC's issuance of its 501(C)(3) exempt status, the Collaboration IP shall be owned fully by RFVWC and RFVWC shall provide a license to the Institute for its non-commercial use.. Notwithstanding the foregoing, RFVWC shall remain the sole and exclusive over of any non-Collaboration IP that RFVWC may develop after the execution of this Agreement for use by RFVWC generally that is not specific to this Collaboration, including but not limited to, RFVWC logo, RFVWC trademark(s), RFVWC website, etc.
- c) This Agreement does not transfer any ownership rights of any kind for any intellectual property (including, but not limited to, patents, trademarks, servicemarks and copyrights) created or owned by either Party prior to execution of this Agreement or intellectual property created by RFVWC for its use in general use in non-Collaboration initiatives. The Parties shall not use, reproduce, or market any logo, trademark, servicemark or copyrighted work or material owned by the other Party without prior written approval from the other Party.

## 6. CONFIDENTIALITY

- a) In the course of the Collaboration under this Agreement, a Party ("Receiving Party") may learn about or come into possession of "Confidential Information" (as defined below) about the other Party or its affiliated organizations or individuals ("Disclosing Party"). The Institute and RFVWC agree not to disclose any Confidential Information and promise to take all reasonable precautions to prevent its unauthorized

dissemination, both during the term of this Agreement and thereafter. The Receiving Party agrees to limit disclosure of any Confidential Information to only those employees and agents of the Institute or RFVWC who have a need to know the information. The Receiving Party also agrees not to use any Confidential Information for its own benefit or for the benefit of anyone other than the Disclosing Party. The Parties acknowledge that all Confidential Information is and remains the property of its owner and that no license or rights in the Confidential Information has been or is granted under this Agreement. Receiving Party agrees to return all Confidential Information to the Disclosing Party upon request.

- b) For purposes of this Agreement, "Confidential Information" includes, but is not limited to, all information relating to business plans, financial data and budgets, funding, donors, personnel data, employee compensation and benefits information, trade secrets, details of contracts, pricing policies, operational methods, and marketing or public relations plans or strategies related to the business or affairs of the Institute and RFVWC, and/or their affiliated organizations or individuals. "Confidential Information" also means any information that derives economic value from not being known to the general public or to others who could obtain economic value from its disclosure or use, which the owner takes reasonable efforts to protect the secrecy of, and any information that could be embarrassing or detrimental to the owner if disclosed publicly.

## **8. INDEMNIFICATION**

- a) Each Party shall indemnify, defend and hold harmless the other party, its affiliates and its respective employees, members, officers, directors and representatives, from and against any losses, damages, liabilities and related costs and expenses (including without limitation, reasonable attorneys' fees, defense costs, investigative expenses, discovery costs and court costs)(each a "Claim") arising from or related to any third-party claim, demand or action based on (a) breach of any representation

or warranty by the Indemnifying Party contained in this Agreement, (b) breach of any applicable law by such Indemnifying Party, or (c) any claim that the trademarks or materials provided by that Party to the other knowingly infringe or otherwise violate the intellectual property of any third party (d) negligence, gross negligence, or intentional misconduct by such Indemnifying Party, its affiliates, or their respective employees, contractors, or agents. The obligations arising under this paragraph shall survive any termination or expiration of the Term of this Agreement.

#### **9. INSURANCE**

- a) The Parties are responsible for their own insurance coverage.

**10. Community Agreement.** When engaging with the Institute community, RVFWC acknowledges and agrees to abide by the Institute's Community Agreement, which may be referenced using the following link: [www.aspeninstitute.org/communityagreement](http://www.aspeninstitute.org/communityagreement).

#### **11. MISCELLANEOUS TERMS**

- a) Assignment. Neither Party may assign, delegate or subcontract any portion of its rights, duties, or obligations under this Agreement without the prior written consent of the other Party.
- b) Dispute Resolution. This Agreement shall be governed by the laws of the District of Columbia. The Parties agree that any controversy, claim or dispute of whatever nature arising between the Parties shall be resolved exclusively through binding arbitration in Washington, DC before a single arbitrator, pursuant to the American Arbitration Association's then-in-effect National Rules for the Resolution of Commercial Disputes.
- c) Entire Agreement. This Agreement is the entire agreement between the Institute and RVFWC with regard to the fiscal sponsorship and collaboration and subject

matter described herein and supersedes all prior oral and written agreements and representations relating to such subject matter. This Agreement can be changed or extended only by another written agreement (or amendment) signed by both parties, and cannot be orally modified.

**Agreed to by:**

<hr/> <p>Elliot Gerson Executive Vice President, Policy &amp; Public Programs Aspen Institute</p>	<hr/> <p>Roaring Fork Valley Wildfire Collaborative</p>
<hr/> <p>Jennifer Jones Executive Vice President, Chief Financial Officer &amp; Corporate Treasurer Aspen Institute</p>	<hr/> <p>Roaring Fork Valley Wildfire Collaborative</p>
<hr/> <p>Greg Gershuny Executive Director Energy &amp; Environment Program Aspen Institute</p>	<hr/> <p>Roaring Fork Valley Wildfire Collaborative</p>
<p>Date</p>	<p>Date</p>

## Appendix I

### ASPEN INSTITUTE OVERHEAD POLICY

#### STANDARD OVERHEAD

The Standard overhead rate is 18%.

Overhead is charged on all expenses except:

- Occupancy - Object codes 6510, 6515, 6520,6630
- Bad Debt Expense - Object code 6650
- In-Kind Expense - Object code 6065
- Internal Expenses - Object codes 9xxx except 93xx
- Object codes identified below that have overhead rate reductions – 93xx and 68xx codes

All programs of the institute pay overhead.

Internal transfers and overhead impact:

- **Salary Transfers**
  - When staff salary transfers are done between two programs that are both charged overhead you may use codes 8118 and 9118-Internal Staff Support.
  - When the salary is being transferred from a department that isn't charged overhead object code 5198-Wage Allocation/Chargeback **MUST** be used. This ensures that the program that is supposed to pay overhead is charged overhead on all appropriate costs. Departments not charged overhead are listed below.
    - **Any code in the following Lines of Business**
      - 12, 20, 25, 30, 60, 65 and 70

#### (APPLICABLE) REDUCED OVERHEAD

Charged at 4%

- **6851 – Grant Funds Disbursed**
  - Official re-grants made from prime awards. The funder's terms and conditions and period of performance are passed down to the sub-awardee
  - Sub must comply with all restrictions of prime award
  - Reporting is required to funder via AI
  - Usually limited to non-profit or individual
  - AI responsible to funder for use of the funds
  - Must be reported on AI 990
- **6852 – Returned Grant Funds**
  - Sub recipient return of funds granted in a prior year using object code 6851 or 6853
    - Refunds in the same year it was awarded can be credited to 6851 or 6853
- **6853 – Cost Reimburse/Contingent Grant Funds Disbursed**

- For use when prime awards are established with contingent funding aspects and/or when sub-award agreements are structured as cost-reimbursable/fixed rate payments.
- Official re-grants made from prime awards. The funder's terms and conditions and period of performance are passed down to the sub-awardee
- Sub must comply with all restrictions of prime award
- Reporting is required to funder via AI
- Usually limited to non-profit or individual
- AI responsible to funder for use of the funds
- Must be reported on AI 990
- **6855 - Partner Transfers**
  - Revenue Sharing with a collaborating organization to do work toward a common objective
  - No formal grant agreement
  - Generally a fixed cost agreement
- **6856 - Prizes & Other Awards**
  - Grant-like agreements, prizes, stipends, not from a specific prime award, *nor from internal Aspen scholarship funds*
  - Stipends or honoraria are typically at a flat amount, and are not reimbursements of specific expenses
    - Travel reimbursements are not stipends they are program expenses charge overhead at full 18%
  - Awards using this account are not bound by the terms and conditions, or periods of performance like 6851 and 6853 would be
- **6857 – Chapter Payments**
  - transfer made to ANDE Chapters, from non-grant funds
    - Sub-grants made to chapter can still receive the 4% rate on that portion of the total payment

#### Charged at 5%

- **6858 – Federal Re-grants**
  - Sub-grants (not subcontracts) made on federally funded projects
  - This rate also applies to non-federal sources of funding, that issue sub-grants associated with the federally funded activity.

#### **AUTHORIZED SIGNATORIES /PROCESSES**

All 68xx agreements require CFO signature and an OFAC check regardless of the dollar amount. They are all saved in a directory maintained by FSU. Michael Jean should be cc'd on all awards. Programs can also be an additional signatory if they so desire.

Agreements that fall under the 6851 and 6853 - Regrant definition must meet the requirements set forth in FSU guidance about grants vs contracts and cannot be consulting type arrangements. Prime award agreements must be included with the submission of 6853 agreements at the time of submission to Due Diligence Review.

***Aspen does not award to a sub-grantee the full amount of a prime award. The associated fee must be taken paid, as well as the program must incur direct program oversight of the award of at least 1% of the grant budget.***



Dear Firefighters,

We are both excited and energized to begin the new year as your elected representatives. We thank you for this opportunity and we three know it is just that – an opportunity for us. We know you have given us significant responsibility and trust. We look forward to and are ready to serve you, both the Aspen Fire Volunteers and the department as a whole. The Aspen Fire Department and all its members are a passion for each of us. We hope we make that crystal clear in the way we serve you and *our* department this year.

The three of us are strongly committed to communicating with you and earning your trust. We are unified in our belief that communication and trust are indispensable components of effective groups. As the volunteer officers in this department, we are here for you and for *your* voices to be heard. You can expect dogged, intelligent (for the most part), and reasoned participation by us within the department's officer corps and all matters affecting you and your participation within this department. That is our commitment to you.

Be assured, we will make mistakes, miss things, and fall behind. But also, be assured we volunteer officers are committed to the success of this department in its current form. Aspen Fire's all-volunteer days are behind us whether we like it or not. But this department and the community it serves still lean *heavily* on its volunteers, unlike other departments in this valley. That means we three will push ourselves and each of you to maintain high standards and quality of service to our public. Our joy at being a member of this organization is secondary to our mission of service. Therefore, expect the three of us to pay close attention to the standards of excellence for all, and as we commit ourselves to you, we ask that you commit yourselves to this department. We understand each volunteer can only give so much. But when you are acting on behalf of this department, whether in training, during community events, or during someone's worst day, we ask from both ourselves and you that the Aspen Fire Department be represented to the best of each of our abilities.

The success of this department also hinges on us *all* acting as a team, whether career or volunteer. We three are also fully committed to making certain this team works well together.

Your expectations of us and our expectations of you are nothing new or outside the reason you are all here in the first place, service. We must all be a volunteer that serves the community to the best of our ability through effective time management (work/life balance), continual learning (knowledge/skill/ability improvement), and safe execution of your duties as a firefighter (being awesome).

Welcome to this new year of serving our community!

In appreciation,

Mike Tracey, Adam Cohen, and Ryan Warren