



Aspen Fire Protection District Board of Directors Regular Monthly Meeting

MEETING DATE: September 8, 2020
MEETING TIME: 5:00 pm

LOCATION: 420 E Hopkins

Due to COVID-19, this meeting will be held virtually through Zoom. To join, please go to: <https://zoom.us/j/81572926868> Meeting ID: 81572926868. Please contact Nikki Lapin, District Administrator at 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 August 11, 2020.
 - b) Motion to approve minutes from Special Meeting held August 17, 2020.
 - c) Motion to approve minutes from Special Meeting held August 25, 2020.
- IV. President, AVFD Inc.
- V. Public Comment
 - a) North 40 Neighbors
- VI. Good of District
- VII. Financials
- VIII. Board Member Comments & Action Items
 - a) Open Board Seat
- IX. CEO/Fire Chief
 - a) Strategic Planning Proposals
- X. Training Report
- XI. Old Business
 - a) Airport MOU
 - b) SAFER Grant
 - c) North 40 Housing Project
 - d) Starwood Lease

XII. New Business
a) Health Insurance

XIII. Executive Session: Conference with attorney for the public entity for the purpose of receiving legal advice on specific legal questions pursuant to § 24-6-402(4)(b), C.R.S. regarding the North 40 housing proposal.

XIV. Executive Session: To discuss personnel matter pursuant to §24-6-402(4)(f), C.R.S., Chief Milestones.



Aspen Fire Protection District

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

Board of Directors Regular Meeting August 11, 2020

The Board of Directors of the Aspen Fire Protection District met for their regular meeting. The meeting was held virtually via Zoom.

Meeting called to order by John at 5:03pm

Roll Call:

- Board of Directors Present: John Ward, Denis Murray, Stoney Davis, Dave (Wabs) Walbert, Michael Buglione
- Board of Directors Absent: None
- Staff/Volunteers Present: Rick Balentine, Parker Lathrop, Jan Schubert, Nikki Lapin, Mike Haman, Arnold Nimmo, James Gordon, Jacob Arywitz, Ken Josselyn, Thom Barr, Erin Smiddy
- Public/Others: Karl Hanlon, Rick Crandall, Kurt Hollinger

Approval of Action Items/Minutes:

MOTION: Michael motioned to approve minutes from Regular Meeting on July 14th, 2020 and Special Meeting on July 30. Wabs second. All approved.

Starwood HOA, Rick Crandall and Kurt Hollinger:

- Rick Crandall presented a letter to the board from the Starwood HOA in regards to the relationship between Aspen Fire, Starwood Metro and Starwood HOA. There was much discussion between the two parties in regards to expectations and if stationkeepers should be charged rent.
- James Gordon expressed that in addition to their volunteer duties, they are providing mitigation assessments, preplans, hydrant testing and now getting paged to EMS calls.
- Rick Balentine will put a recommendation together for the next meeting in regards to shifts and rent.

President, AVFD Inc.:

- No updates.

Public Comments:

- No public comments.

Good of District:

- Staffed stations started August 2nd. Staging is at Station 62 currently for the first month as a way for everyone to get comfortable.
- Grizzly Creek Fire: We have received a request for a Tender.

North 40 Housing Project:

- Karl Hanlon and Chris Bendon are working on the presentation for BOCC meeting and discussed the traffic study. There was a request in the staff letter for \$100,000 toward traffic improvements. Board discussed different offers to the traffic improvement such as car share or purchasing e-bikes.

MOTION: Denis made a motion that we reaffirm that our measurement in the resolution was from plaza deck as level 100 to the top of the roof face of the building 28 feet. John second. All approved.

MOTION: Wabs made a motion that the boards preference with regards to traffic mitigation related to the area of state interest, that is the state highway, is to contribute \$50,000 to an actual project that is executed within the next 12 months plus the acquisition of five E-bikes to be used by residents onsite. Bikes will be onsite at time certificate of occupancy is issued. If the E-bike alternative is not acceptable we will be willing to increase the capital contribution to the \$100,000 identified. Denis second. All approved.

- The energy component may require significant plan changes. If this gets passed at the BOCC meeting, Rick requested a special meeting to discuss design and how we will comply with the energy code.
- It was decided to have a special meeting, Monday, August 17th at 11:30am to discuss RFP for North 40 housing project and energy code design revisions.

Financials:

- 2021 Budget Draft: Staff will work on draft for next regular meeting and revisions to 2020 budget.
- There was a down payment made on the roof for Station 62

Board Member Action Items/Comments:

- Karl Hanlon gave an overview of the Tabor/Gallagher Amendment and whether it could affect the district. The district can decide if it wants to de-Gallagherize, but would need to be put to a public vote.
- Denis would like to see job descriptions for the new hires and a copy of the handbook. The handbook is currently being revised to include career firefighters.
- Parker gave an overview of the volunteer integration, shifted program and legacy program. Denis would like to see an outline of the transition and how we incentivize the volunteers.

Training Report:

- Included in the board packet was a training report. Aspen Fire participated in a training at the airport. There was good interaction between ARFF and our firefighters. New firefighters have been over for meet/greet. Staff is working on increasing communication with ARFF. The Airport MOU was signed last week.

Chief/CEO Report:

- Rick is getting the message out that volunteers are part of the crew, all staff are equal.
- Received COVID grant from DOLA for approximately \$20,000.
-

Old Business

- Airport MOU: This was addressed under training.

- SAFER Grant: There is still no word. Rick suggested pulling the application out for paid firefighters.
- Strategic Planning: John received an estimate from Stephanie Zaza that was used by APCHA. Rick will get one from ESCI and Chris Bendon.

New Business:

- COVID Protocols: Temperature checks are not required when entering at Station 61 and Station 62.

MOTION: Motion from Stoney to adjourn at 6:58pm. Michael second. All approved.

** Full recording of this meeting is available upon request to the District Administrator or on the website at www.aspenfire.com.*



Aspen Fire Protection District
Board of Directors
Special Meeting

August 17, 2020

The Board of Directors of the Aspen Fire Protection District met for as special meeting. The meeting was held virtually via Zoom.

Meeting called to order at 11:41am by Denis

Roll Call:

- Board of Directors Present: Denis Murray, Stoney Davis, Dave (Wabs) Walbert
- Board of Directors Absent: John Ward
- Staff Members Present: Rick Balentine, Parker Lathrop, Nikki Lapin, Arnold Nimmo
- Public/Others Present: Karl Hanlon, Paul Broome, David Brown, Chris Bendon, Wayne Stryker

MOTION: Denis motioned to move into Executive Session for conference with attorney for the public entity for the purpose of receiving legal advice on specific legal questions pursuant to § 24-6-402(4)(b), C.R.S. regarding the North 40 housing proposal. Michael second. All Approved.

No open meeting followed.



Aspen Fire Protection District
Board of Directors
Special Meeting
August 25, 2020

The Board of Directors of the Aspen Fire Protection District met for as special meeting. The meeting was held virtually via Zoom.

Meeting called to order at 11:40 am by John

Roll Call

- Board of Directors Present: John Ward, Denis Murray, Stoney Davis, Dave (Wabs) Walbert
- Board of Directors Absent:
- Staff Members Present: Rick Balentine, Parker Lathrop, Nikki Lapin, Mike Haman
- Public/Others Present: Karl Hanlon, Paul Broome, Chris Bendon, Wayne Stryker

Resignation

Stoney announced he will be retiring effective immediately. He wished everyone the best of luck. Karl Hanlon will provide a memo to the Board on the process of filling his seat.

North 40 Housing Project

- Rick distributed five updated plan options.
- Discussions were had on square footage and how it compares to other projects. John commented he would like to see quality, livable spaces with more three-bedroom units.

Request for Proposal

- Copies of revised RFP's were included in the board packet.
- Karl Hanlon and Paul Broome reviewed the process, requirements and the different options presented.

MOTION: Motion by John to move forward with the revised Request for Proposal process and work toward setting up meetings with contractors. Michael second. All approved.

- Meetings will be set up for September 8th and 9th from 11:00am – 1:00pm. Two contractors will be interviewed each day with a 45 minutes window.

North 40 Housing Project (continued)

- There was further discussion on the importance of the single-family house and the middle building. After much discussion, Michael, Wabs and John liked Option 1 with open space, 15 units and staying within the 28 feet height.

MOTION: John move forward with Option 1 as long as we are in compliance with the 28 feet height limits and we have quality units with 9 feet ceilings. Michael second. All approved.

Chief Comments

- Wildland Fire: Two crews are currently out. Once crew is at Grizzly Creek Fire and another at Cameron Peak Fire. There was a positive COVID exposure at the Cameron Peak Fire on another team, not Aspen Fire. Two firefighters have returned with no symptoms and only possible exposure. Proper protocol is being taken.
- Strategic Planning: Rick will present two bids at the next regular board meeting.
- Operations Meeting: September 2nd Operations meeting will be held in person at Station 62 at 6:00pm.

MOTION: Motion from Wabs to adjourn at 12:53pm. Denis second. All approved.

Aspen Fire Protection District
Balance Sheet
 As of August 31, 2020

Aug 31, 20

ASSETS

Current Assets

Checking/Savings

GENERAL FUND BANK ACCTS

10100 · Alpine Bank--GF Checking	80,961.23
10401 · ColoTrust--GF General	1,939,465.62
10406 · ColoTrust--GF Emerg Reserve	196,030.88
10407 · ColoTrust--GF Operations Resrv	1,664,207.55
10409 · ColoTrust--GF FPPA	378,656.78
10545 · Grand Junction Fed Credit Union	83.25
10552 · Alpine Bank--HITF Aguilar	16,502.53
10553 · Alpine Bank--HITF Barr	12,501.25

Total GENERAL FUND BANK ACCTS 4,288,409.09

CAPITAL ACQ. FUND BANK ACCTS

10700 · Alpine Bank--Cap Acq. Checking	72,526.71
10801 · ColoTrust--Cap Acq	1,102,016.73

Total CAPITAL ACQ. FUND BANK ACCTS 1,174,543.44

DEBT SERVICE FUND BANK ACCTS

11105 · Alpine Bank--Debt Service MM	4,120.83
11201 · ColoTrust--Debt Service	1,983,515.31

Total DEBT SERVICE FUND BANK ACCTS 1,987,636.14

HOUSING FUND BANK ACCOUNTS

10890 · Alpine Bank--Housing Checking	21,249.02
10901 · ColoTrust--Housing	1,887,603.67
10905 · ColoTrust (UMB)-Construction	15,345,133.87
10907 · ColoTrust (UMB)--Cert Interest	44.71

Total HOUSING FUND BANK ACCOUNTS 17,254,031.27

Total Checking/Savings 24,704,619.94

Accounts Receivable

ACCOUNTS RECEIVABLE

12252 · Receivable due - AVFD Members	2,163.40
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Total ACCOUNTS RECEIVABLE 2,163.40

Total Accounts Receivable 2,163.40

Aspen Fire Protection District
Balance Sheet
As of August 31, 2020

	<u>Aug 31, 20</u>
Other Current Assets	
GENERAL FUND (Asset)	
10450 · Property Tax Receivable	162,111.96
Total GENERAL FUND (Asset)	<u>162,111.96</u>
BOND DEBT SERVICE FUND (Asset)	
10750 · Property Tax Receivable	30,137.54
Total BOND DEBT SERVICE FUND (Asset)	<u>30,137.54</u>
10671 · Prepaid Expenses--General Fund	11,184.58
Total Other Current Assets	<u>203,434.08</u>
Total Current Assets	<u>24,910,217.42</u>
Fixed Assets	
GENERAL FIXED ASSET GROUP	
10600 · Fire Trucks & Equip	4,332,952.30
10610 · Building Improvements	1,293,009.40
10615 · Buildings	13,398,373.00
10640 · Firefighting Equipment	360,679.98
10650 · Administrative	374,807.41
10660 · Construction in Progress	271,791.06
10665 · Land - North 40	1,700,000.00
10669 · Accumulated Depreciation	-7,018,899.04
Total GENERAL FIXED ASSET GROUP	<u>14,712,714.11</u>
Total Fixed Assets	<u>14,712,714.11</u>
Other Assets	
10593 · Deferred Refunding Cost	1,574,234.68
10594 · Deferred Refunding Costs-Accum.	-1,193,173.24
90101 · VPF-Def Oflow-Pens Exper Diff	24,593.00
90102 · VPF-Def Oflow-Pens Chg Assum	76,589.00
90103 · VPF-Def Oflow-Pens Inv Ret Diff	185,094.00
90105 · VPF-Def Oflow-Pens Contr After	582,000.00
90111 · SWDB-Def Oflow-Pens Exper Diff	63,270.34
90112 · SWDB-Def Oflow-Pens Chg Assum	47,686.24
90113 · SWDB-Def Oflow-Pens Inv Ret Dif	38,734.07
90115 · SWDB-Def Oflow-Pens Chg Propor	18,389.00
90116 · SWDB-Def Oflow-Pens Contr After	21,766.92
Total Other Assets	<u>1,439,184.01</u>
TOTAL ASSETS	<u><u>41,062,115.54</u></u>

Aspen Fire Protection District
Balance Sheet
 As of August 31, 2020

Aug 31, 20

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Other Current Liabilities

CURRENT LIABILITIES

20120 · State Withholding Tax Accrual	4,578.00
20125 · State Unemployment Accrual	622.11
20130 · FICA Tax Accrual	137.70
20135 · HSAs Accrual	208.34
20140 · Section 125 Accrual	9,767.66
20162 · Health Insur Accrual--AVFD	-1,488.96
20163 · FPPA Accrual	8,173.50
20310 · Federal Withholding Tax Accrual	104.00
20314 · Stationkeepers' Fund Accrual	29,500.01
20317 · AVFD T-shirt Sales (+) Accrual	305.17
21000 · Deferred Revenue--Prop. Tax	162,111.96

Total CURRENT LIABILITIES 214,019.49

23050 · Accrued Int. Payable--Bond Debt 44,642.14

2110 · Direct Deposit Liabilities (Direct Deposit Liabilities) -100.00

Total Other Current Liabilities 258,561.63

Total Current Liabilities 258,561.63

Long Term Liabilities

BOND DEBT SERVICE FUND (Liab.)

22000 · Deferred Revenue--Prop.Tax	30,137.54
23000 · Bonds Payable	5,730,000.00
23010 · Current Portion - Bonds Payable	855,000.00
22900 · Bond Premium	1,100,512.25
22901 · Bond Premium- Accumulate Amort.	-899,466.33

Total BOND DEBT SERVICE FUND (Liab.) 6,816,183.46

Aspen Fire Protection District
Balance Sheet
 As of August 31, 2020

	Aug 31, 20
HOUSING DEBT SERVICE (Liab.)	
22902 · COPs Payable	13,855,000.00
22903 · Current Portion - COPs Payable	520,000.00
22904 · COPs Premium	1,836,645.45
Total HOUSING DEBT SERVICE (Liab.)	16,211,645.45
90200 · VPF--Net Pension Liability	1,535,914.00
90202 · VPF--Def Iflow--Pens Chg Assum	80,761.00
90210 · SWDB--Net Pension Liability	49,239.58
90211 · SWDB-Def Iflow-Pens Exp Diff	526.29
90214 · SWDB-Def Iflow-Pens Act/Rep Dif	9,259.76
90215 · SWDB-Def Iflow-Pens Chg Propor	39,481.97
90220 · Compensated Absences / PTO	158,417.78
Total Long Term Liabilities	24,901,429.29
Total Liabilities	25,159,990.92
Equity	
FUND BALANCES	
30005 · LT Assets minus LT Debt	-7,903,918.70
30015 · Capital Acq. Fund Balance	655,027.00
30020 · Debt Svc Fund Balance	1,091,188.00
30025 · Housing Fund Balance	17,021,048.00
30300 · Net Pension Liab. & Deferrals	-860,120.00
30600 · Contingency Reserve (TABOR)	186,000.00
37500 · GF - Unrestricted Fund Balance	1,664,931.00
37501 · GF - Restricted Fund Balance	22,002.00
Total FUND BALANCES	11,876,157.30
Net Income	4,025,967.32
Total Equity	15,902,124.62
TOTAL LIABILITIES & EQUITY	41,062,115.54

Aspen Fire Protection District Profit & Loss Budget Performance August 2020

	Aug 20	Jan - Aug 20	YTD Budget	Annual Budget
Income				
GENERAL (Income)				
31100 · General Property Tax				
31102 · Allocation—to Cap Acq Fund	21,950.00	587,586.00	400,000.00	600,000.00
31103 · Allocation—to Housing Fund	39,137.00	1,047,676.00	713,333.36	1,070,000.00
31104 · Allocation—to GF General	89,246.95	2,389,141.39	1,639,236.68	2,458,855.00
31105 · Allocation—to GF Emerg Reserve	3,520.00	94,236.00	66,666.68	100,000.00
31106 · Allocation—to GF Ops Reserve	39,344.00	1,053,219.00	716,666.68	1,075,000.00
31107 · Allocation—to GF FPPA Annual	13,874.00	371,399.00	254,666.68	382,000.00
31109 · Allocation—for Treasurer Fee	9,404.57	288,390.63	199,504.00	299,256.00
Total 31100 · General Property Tax	216,476.52	5,831,648.02	3,990,074.08	5,985,111.00
31200 · Specific Ownership Taxes	18,759.31	105,273.85	80,000.00	120,000.00
36100 · Interest Earned--Prop. Taxes	4,850.56	5,440.50	4,000.00	6,000.00
36200 · Interest on Investments	407.53	8,538.75	23,333.36	35,000.00
37100 · Delinquent Taxes	-34,339.85	-71,928.48	-2,000.00	-3,000.00
38000 · North 40 Lease to County	4,070.68	32,477.80	32,733.36	49,100.00
38010 · County Share of Expenses @N40	0.00	12,978.34	20,000.00	30,000.00
38015 · Tenants' Share of Expenses@Stwd	0.00	2,076.90	2,666.68	4,000.00
38050 · WFAC (Wildfire Mapping) Project	0.00	56,750.00	34,375.00	55,000.00
38110 · Sprinkler Permit Fees(PlansChk)	1,865.92	12,463.47	33,333.36	50,000.00
Total GENERAL (Income)	212,090.67	5,995,719.15	4,218,515.84	6,331,211.00
Total Income	212,090.67	5,995,719.15	4,218,515.84	6,331,211.00
Gross Profit	212,090.67	5,995,719.15	4,218,515.84	6,331,211.00
Expense				
PERSONNEL - District Staff				
41110 · Salaries - Career Duty FFs	54,428.79	54,428.79		
41111 · Salaries - All Other Paid Staff	58,607.83	532,366.07	584,514.68	876,772.00
41120 · Misc. Payroll Expenses	65.00	481.00	800.00	1,200.00
41125 · Employer SUI--Staff	368.72	1,786.06	1,810.68	2,716.00
41130 · Retirement Plan--401(a)	8,724.93	52,588.80	57,669.36	86,504.00
41132 · Pension Plan--FPPA SWDB	5,794.23	21,085.80	18,969.36	28,454.00
41135 · Employer Medicare--Staff	1,814.76	8,785.14	8,750.68	13,126.00
41140 · All Insurances & HSA Contrib.	20,178.76	96,447.48	97,478.00	146,217.00
41141 · Board Match--457(b) Plan	2,243.65	10,575.31	10,794.00	16,191.00
41142 · Fit/Wellness Allowance--Staff	0.00	6,495.00	7,794.00	11,691.00
41143 · Health Insur--Staff Dependents	4,326.16	23,414.60	26,413.36	39,620.00
41144 · Benefits Contingency - PTO Cash	0.00	13,354.40	11,184.00	16,776.00
Total PERSONNEL - District Staff	156,552.83	821,808.45	826,178.12	1,239,267.00

Aspen Fire Protection District Profit & Loss Budget Performance August 2020

	Aug 20	Jan - Aug 20	YTD Budget	Annual Budget
ADMINISTRATION				
41149 · County Treasurer Fee	9,404.57	288,390.63	199,504.00	299,256.00
41150 · Employer Medicare--AVFD+	0.00	225.64	1,666.68	2,500.00
41155 · Employer Social Security--AVFD+	1,025.47	7,007.04	9,954.68	14,932.00
41160 · Employer SUI--AVFD+	0.00	46.71	333.36	500.00
41146 · Employee Wellness Program	206.55	1,423.50	2,666.68	4,000.00
41209 · WFAC (Wildfire Mapping) Project	640.00	640.00	34,375.00	55,000.00
41210 · Contr Labor/ Special Projects	0.00	23,315.15	23,333.36	35,000.00
41211 · Supplies & Expenses	3,832.27	16,736.06	13,559.36	20,339.00
41212 · Telephone Expense	1,919.03	20,163.68	16,666.68	25,000.00
41214 · Info. Systems & Support	1,406.77	14,393.99	12,000.00	18,000.00
41500 · Audit & Budget	0.00	16,697.00	11,333.36	17,000.00
41510 · Insurance				
Gen Liability/Accident & Other	0.00	45,629.92	26,666.68	40,000.00
Workers' Comp	0.00	35,445.00	26,666.68	40,000.00
Total 41510 · Insurance	0.00	81,074.92	53,333.36	80,000.00
41520 · Legal	916.50	14,487.50	16,666.68	25,000.00
41770 · Equip Repair/Replace	0.00	3,557.52	2,666.68	4,000.00
41810 · Election	0.00	13,519.88	10,000.00	15,000.00
41815 · District Newsletter	0.00	0.00	3,333.36	5,000.00
41820 · Staff Vehicle Expense				
Maint. Labor--at County Fleet	2,420.00	2,420.00		
41820 · Staff Vehicle Expense - Other	2,250.34	6,069.45	11,333.36	17,000.00
Total 41820 · Staff Vehicle Expense	4,670.34	8,489.45	11,333.36	17,000.00
41840 · Administrative	13,335.59	36,959.71	26,666.68	40,000.00
41855 · Outsourced Plans Checks, FM	0.00	0.00	1,333.36	2,000.00
41920 · Capital Outlay - Computers +	2,023.93	5,408.21	13,333.36	20,000.00
Total ADMINISTRATION	39,381.02	552,536.59	464,060.00	699,527.00
PERSONNEL - Volunteer Staff				
41860 · Vol. Fit/Wellness Allowance	0.00	22,902.00	32,908.00	49,362.00
41861 · Volunteer Health Insur/HSA/HRA	13,636.16	171,750.52	199,320.00	298,980.00
41870 · Volunteer Health Screenings	200.00	689.00	2,666.68	4,000.00
41875 · LOSAP	0.00	22,000.00	20,250.00	20,250.00
41877 · Volunteer Shift Incentives	0.00	0.00	48,666.68	73,000.00
41880 · EMS Incentive Program	0.00	0.00	13,883.36	20,825.00
41890 · FFII Proficiency Incentive	0.00	0.00	8,500.00	12,750.00
41891 · Officer & D/O Incentive	0.00	0.00	6,666.68	10,000.00
Total PERSONNEL - Volunteer Staff	13,836.16	217,341.52	332,861.40	489,167.00

Aspen Fire Protection District Profit & Loss Budget Performance August 2020

	Aug 20	Jan - Aug 20	YTD Budget	Annual Budget
FIRE FIGHTING				
42205 · Firefighters' Logistics/Support	3,252.60	13,876.36	14,666.68	22,000.00
42206 · Uniforms	9,791.92	15,489.43	10,000.00	15,000.00
42211 · Operational Supplies & Expenses	21,609.00	64,785.63	50,000.00	75,000.00
42212 · Rescue Supplies & Expenses	3,298.87	15,837.17	6,666.68	10,000.00
42213 · EMS Supplies & Expenses	0.00	3,327.05	6,666.68	10,000.00
42214 · Wildfire Supplies & Expenses	2,734.04	11,209.20	4,333.36	6,500.00
42215 · Wildfire Program	260.00	260.00	30,000.00	45,000.00
42300 · Fuel	581.40	4,353.83	7,333.36	11,000.00
42400 · Subscriptions & Dues	0.00	1,238.00	800.00	1,200.00
42402 · Honor Guard	0.00	2,685.46	2,666.68	4,000.00
42900 · FF/Rescue Capital Outlay	0.00	11,135.53	6,666.68	10,000.00
Total FIRE FIGHTING	41,527.83	144,197.66	139,800.12	209,700.00
TRAINING				
44102 · EMS Training & Records	0.00	4,387.41	8,000.00	12,000.00
44103 · FF Training & Records	1,165.00	8,556.90	16,000.00	24,000.00
44211 · Supplies & Expenses	255.23	6,325.68	5,000.00	7,500.00
Total TRAINING	1,420.23	19,269.99	29,000.00	43,500.00
FIRE PREVENTION				
43200 · Training	0.00	3,353.00	5,333.36	8,000.00
43211 · Supplies & Expenses	341.37	3,130.14	6,000.00	9,000.00
43212 · Public Fire Education	0.00	1,242.27	4,000.00	6,000.00
43214 · Advertising--Public Education	775.00	12,276.50	8,000.00	12,000.00
Total FIRE PREVENTION	1,116.37	20,001.91	23,333.36	35,000.00
COMMUNICATIONS				
45211 · Supplies & Expenses	762.84	6,602.37	5,000.00	7,500.00
45300 · Administration				
County Dispatch Services	20,075.00	20,075.00	23,333.36	35,000.00
County Radio Services	0.00	23,775.00	23,333.36	35,000.00
Total 45300 · Administration	20,075.00	43,850.00	46,666.72	70,000.00
45910 · Radio Capital Outlay	12,464.52	12,464.52	13,333.36	20,000.00
Total COMMUNICATIONS	33,302.36	62,916.89	65,000.08	97,500.00
CDPS COOPERATOR INCIDENTS				
42600 · Cooperator Incident--Misc.	496.03	496.03		
42601 · Cooperator Incident--Personnel	14,785.95	14,785.95		
Total CDPS COOPERATOR INCIDENTS	15,281.98	15,281.98		
REPAIR SERVICES (Fleet & Equip)				
46200 · Pump & Equipment Testing	2,445.00	5,145.00	10,000.00	15,000.00
46211 · Supplies & Expenses & Parts	6,509.30	20,103.79	20,000.00	30,000.00
46212 · Out-source Maint& Repair				
Labor--at County Fleet	15,537.50	37,757.50		
46212 · Out-source Maint& Repair - Other	0.00	17,972.61	50,000.00	75,000.00
Total 46212 · Out-source Maint& Repair	15,537.50	55,730.11	50,000.00	75,000.00
Total REPAIR SERVICES (Fleet & Equip)	24,491.80	80,978.90	80,000.00	120,000.00

Aspen Fire Protection District Profit & Loss Budget Performance August 2020

	<u>Aug 20</u>	<u>Jan - Aug 20</u>	<u>YTD Budget</u>	<u>Annual Budget</u>
STATIONS, BUILDINGS & GROUNDS				
Aspen Village Substation				
48016 · Supplies & Exp.- Aspen Village	0.00	756.86	333.36	500.00
48400 · Utilities - Aspen Village	281.21	3,535.26	3,633.36	5,450.00
48409 · Alarm Monitoring and T&I--AV	0.00	0.00	500.00	750.00
48410 · Repairs & Maint.- Aspen Village	335.00	33,529.53	6,666.68	10,000.00
Total Aspen Village Substation	616.21	37,821.65	11,133.40	16,700.00
Headquarters Station				
48209 · Alarm Monitoring and T&I--HQ	0.00	0.00	1,133.36	1,700.00
48210 · Repairs & Maint. - Headquarters	2,199.05	8,902.80	14,000.00	21,000.00
48211 · Supplies & Exp. - Headquarters	301.17	5,846.19	3,666.68	5,500.00
48214 · Utilities - Headquarters	1,828.36	26,819.59	24,000.00	36,000.00
48215 · Cleaning - Headquarters	496.00	7,759.00	5,333.36	8,000.00
Total Headquarters Station	4,824.58	49,327.58	48,133.40	72,200.00
North 40 Station				
48302 · Cleaning - North 40	231.55	231.55		
48309 · Alarm Monitoring and T&I--N40	0.00	0.00	800.00	1,200.00
48311 · Repairs & Maint. - North 40	1,402.00	15,045.89	13,333.36	20,000.00
48315 · Supplies & Expenses - North 40	800.24	3,902.10	1,333.36	2,000.00
48320 · Utilities - North 40	3,300.89	24,666.80	24,133.36	36,200.00
Total North 40 Station	5,734.68	43,846.34	39,600.08	59,400.00
Starwood Substation				
48411 · Supplies & Exp. - Starwood	0.00	274.46	666.68	1,000.00
48412 · Utilities - Starwood	526.32	7,029.27	4,666.68	7,000.00
Total Starwood Substation	526.32	7,303.73	5,333.36	8,000.00
Woody Creek Substation				
47301 · Supplies & Exp. - Woody Creek	0.00	612.19	333.36	500.00
47302 · Utilities - Woody Creek	437.56	5,317.66	5,933.36	8,900.00
47309 · Alarm Monitoring and T&I--WC	0.00	0.00	566.68	850.00
47310 · Repairs & Maint. - Woody Creek	335.00	4,872.39	2,666.68	4,000.00
Total Woody Creek Substation	772.56	10,802.24	9,500.08	14,250.00
Total STATIONS, BUILDINGS & GROUNDS	12,474.35	149,101.54	113,700.32	170,550.00
TRANSFER TO OTHER FUNDS				
49502 · Transfer to CapAcquisition Fund	21,950.00	587,586.00	400,000.00	600,000.00
49503 · Transfer to Housing Fund	39,137.00	1,047,676.00	713,333.36	1,070,000.00
49507 · Xfer to Emergency Reserve Fund	3,520.00	94,236.00	66,666.68	100,000.00
49508 · Xfer to Operations Reserve Fund	39,344.00	1,053,219.00	716,666.68	1,075,000.00
49509 · Xfer to FPPA Annual Accrual Fnd	13,874.00	371,399.00	254,666.68	382,000.00
Total TRANSFER TO OTHER FUNDS	117,825.00	3,154,116.00	2,151,333.40	3,227,000.00
Total Expense	457,209.93	5,237,551.43	4,225,266.80	6,331,211.00
Net Income	-245,119.26	758,167.72	-6,750.96	0.00

Aspen Fire Protection District Profit & Loss Budget Performance

August 2020

	<u>Aug 20</u>	<u>Jan - Aug 20</u>	<u>YTD Budget</u>	<u>Annual Budget</u>
Income				
HOUSING (Income)				
31175 · General Property Tax Allocation	39,137.00	1,047,676.00	713,333.36	1,070,000.00
31190 · Interest on Investments	1,650.39	71,365.99	200,000.00	300,000.00
Total HOUSING (Income)	<u>40,787.39</u>	<u>1,119,041.99</u>	<u>913,333.36</u>	<u>1,370,000.00</u>
Total Income	<u>40,787.39</u>	<u>1,119,041.99</u>	<u>913,333.36</u>	<u>1,370,000.00</u>
Gross Profit	40,787.39	1,119,041.99	913,333.36	1,370,000.00
Expense				
HOUSING Fund (Expenses)				
70100 · North 40 Pre-Construction				
Architectural Services	31,112.73	386,356.85		
Construction Mgmt. Services	4,080.00	46,721.24		
Other Services / Fees	21,527.25	80,034.25		
Total 70100 · North 40 Pre-Construction	<u>56,719.98</u>	<u>513,112.34</u>		
70200 · North 40 Construction	0.00	0.00	4,000,000.00	6,000,000.00
70300 · COPs--Lease Payments	0.00	265,358.75	0.00	1,064,684.00
70305 · Bank (UMB) Sweep Fees	127.89	7,588.29	0.00	0.00
Total HOUSING Fund (Expenses)	<u>56,847.87</u>	<u>786,059.38</u>	<u>4,000,000.00</u>	<u>7,064,684.00</u>
Total Expense	<u>56,847.87</u>	<u>786,059.38</u>	<u>4,000,000.00</u>	<u>7,064,684.00</u>
Net Income	<u><u>-16,060.48</u></u>	<u><u>332,982.61</u></u>	<u><u>-3,086,666.64</u></u>	<u><u>-5,694,684.00</u></u>

Aspen Fire Protection District
Profit & Loss Budget Performance
 August 2020

	<u>Aug 20</u>	<u>Jan - Aug 20</u>	<u>YTD Budget</u>	<u>Annual Budget</u>
Income				
BOND DEBT SERVICE FUND (Income)				
35100 · General Property Tax	38,786.60	1,044,870.11	713,612.68	1,070,419.00
35200 · Specific Ownership Taxes	3,361.15	18,862.16	26,666.68	40,000.00
35210 · Interest Earned—Prop. Taxes	869.09	974.77	933.36	1,400.00
35250 · Interest on Investments	186.91	5,136.95	18,666.68	28,000.00
35700 · Delinquent Taxes	-6,152.75	-12,887.60	-1,333.36	-2,000.00
Total BOND DEBT SERVICE FUND (Income)	<u>37,051.00</u>	<u>1,056,956.39</u>	<u>758,546.04</u>	<u>1,137,819.00</u>
Total Income	<u>37,051.00</u>	<u>1,056,956.39</u>	<u>758,546.04</u>	<u>1,137,819.00</u>
Gross Profit	37,051.00	1,056,956.39	758,546.04	1,137,819.00
Expense				
BOND DEBT SERVICE Fund (Expns.)				
50005 · County Treasurer Fee	1,685.04	51,671.62	35,680.68	53,521.00
50010 · Interest Payments	0.00	108,637.50	108,637.50	217,275.00
50011 · Principal Payments	0.00	0.00	0.00	855,000.00
50020 · Fees & Expenses	0.00	200.00	133.36	200.00
Total BOND DEBT SERVICE Fund (Expns.)	<u>1,685.04</u>	<u>160,509.12</u>	<u>144,451.54</u>	<u>1,125,996.00</u>
Total Expense	<u>1,685.04</u>	<u>160,509.12</u>	<u>144,451.54</u>	<u>1,125,996.00</u>
Net Income	<u><u>35,365.96</u></u>	<u><u>896,447.27</u></u>	<u><u>614,094.50</u></u>	<u><u>11,823.00</u></u>

Aspen Fire Protection District

420 E. Hopkins Ave.
Aspen CO 81611
(970) 925-5532



September 2, 2020

Aspen Fire Board of Directors

RE: Monthly Training Report

Dear Board,

We have had an extremely busy month since our last report. We have set up a large projector and screen in the bays at Station 62 and have been able to host in-person training. The highlights from the past month are as follows:

- August Monthly Training: Hazmat. Most members completed an in-person Hazmat review which lasted approximately 3 hours. This gave us an opportunity to review the equipment carried on our trucks, review response requirements and refresh on our response techniques.
- In-Service Training: The August in-service topic was ~~Extrication tools and equipment to~~ prepare for the September monthly training where we will actually practice our extrication techniques on four donated vehicles.
- Firefighter 1 Class: In August we finished the FF1 course with 15 students. We have 10 students from AFD and 5 from Roaring Fork Fire Rescue. The 10 recruits from Aspen Fire have all passed their practical and live fire evaluation. Eight of the ten have passed their written exam and completed their certification.
- Firefighter 2 Course: In late August we started the course with 7 firefighters. We are already half way through the class with the practical exam scheduled for September 12th. The written exam is scheduled for September 24th. Upon completion of the FF2 course we will have over two-thirds of our Firefighters through the FF2 level which is outstanding for a mostly volunteer agency.
- Emergency Medical Responder (EMR): We will be starting the EMR class in late September. It runs through October and will include participants from many other public safety agencies.
- We've continued with small/individual driver/operator truck trainings and have checked off a number of drivers on new vehicles in addition to performing refresher "checkoffs" program.
- We have had a number of our Firefighters complete their requirements to recertify their Firefighter 1, Firefighter 2, Hazardous Materials and Driver/Operator certifications.
- We've had firefighters obtain new certifications or pass written exams in Firefighter 1, Driver Operator and Driver Operator Tender

- Finally, we are continuing training and checkoffs with the new full-time firefighters. We trained on multiple topics which include but are not limited to AFD operations, Engine and Rescue truck driving, rope rescue system, wildland response and District familiarization.

We are continuing to work with both our volunteer and paid firefighters. We are continuing to focus on the foundational skills of our members.

Please reach out with any questions.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "Jeff Edelson", with a long horizontal flourish extending to the right.

Jeff Edelson, Training Captain

NEW ①



Aspen Fire Department
Aspen, Colorado

Proposal to conduct a

**Customer-Centered
Strategic Plan**

August 2020



AP TRITON

VISION • INNOVATION • SOLUTIONS

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Project Understanding & Approach

Understanding of the Project

AP Triton Consulting, LLC (Triton) recognizes that the Aspen Fire Department (AFD) desires to conduct a Customer-Centered Strategic Plan that will build upon the results of AFD's recent Organizational Assessment study. The customer-centered strategic plan process is intended to result in a three-to-five-year work plan that will guide the work effort of the entire organization toward a common set of goals and objectives. The process should include representation from every major interest group in the organization so that each person in the department feels that their interests are represented by someone in attendance on the planning team.

Typically, all members of the department are invited to submit their individual, anonymous feedback on a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis in advance of the planning workshop. Each member is asked to identify five issues for each category they believe are the strengths and weaknesses of the agency, and what are believed to be opportunities and threats facing the department. The results of the department-wide SWOT analysis are compiled by Triton and all duplicates are eliminated (de-conflicted). The results are shared with the planning team on the first day of the workshop.

Also, on the first day, an environmental scan is presented ensuring the planning team is fully aware of the future limitations of the organizational environment including fire district policies, financial and internal conditions, and future development. AFD's mission, vision, and values are reviewed and, if needed, modified, or created if they did not previously exist. The planning team then develops and refines the results of the compiled SWOT analysis. Once they are refined, the planning team discusses the rankings and identifies broad themes, which then form the strategic initiatives for the strategic plan.

After the strategic initiatives are created, the planning team is broken into small groups to develop objectives and critical tasks which, if successfully completed, accomplish the strategic initiatives. The smaller groups facilitate deeper conversation, brainstorming, and discussion than the larger group typically provides. However, each small group reports out to the full planning team to "cross-pollinate" ideas and concepts, which creates buy-in from the larger team.

The small groups which develop objectives are also asked to create an "outcome statement," which describes the intended outcome for the objective. The outcome statement may be a performance metric (e.g., Unit turn-out times improved by 20% over 2019 times) or a simple outcome (e.g., A promotional guidance document exists which assists upwardly mobile members prepare for promotional exams).

Once the initiatives, goals, objectives, and outcomes have been identified, each objective is given a priority by the planning team. Triton will facilitate assignment of priority, ensuring those objectives most important to the organization are accomplished first. During the third day, Triton will compile the results of the workshop and provide a draft for the department to review. After any necessary revisions, the report will be provided to the organization. What remains is for the senior staff to assign who will be responsible for each objective and when it will be accomplished. This allows the senior staff to balance work on the objectives with other ongoing work required of the organization.

AP Triton's Approach

Triton's approach to projects represents our complete understanding of your expectations. Our experience in working with fire departments, fire districts, and EMS organizations, as well as other emergency services agencies, includes a wide-variety of communities throughout the United States. Key elements of Triton's methodology include:

- A complete understanding of the project background, goals, and objectives, as well as the complex issues that must be addressed.
- A comprehensive, well-designed, and practical scope of work (SOW) and workplan that enables substantial input from the key stakeholders, leadership, and other relevant individuals.
- Use of state-of-the-art geographic information systems (GIS), computer modeling and data analysis tools, web-based communications technology, and many other sophisticated tools and technologies.
- Utilization of experienced subject matter experts in the fire service, EMS, and other related emergency services disciplines, as well as individuals with expertise in GIS and data analysis.
- Commitment to successfully complete our projects and deliverables within the time requested, and in a manner that would meet or exceed expectations.
- High-quality printed and bound reports, with contents and recommendations that will easily enable the client, key stakeholders, and community members to understand the report.

Best Practices & National Standards

Based on the type of project and study requirements, Triton will refer to and utilize current industry best practices, along with relevant national standards promulgated by a wide variety of associations and organizations that develop consensus standards for the fire service, EMS, communications, and other related services.

Project Scope of Work

The following represents the Scope of Work (SOW) prepared by Triton based on the requirements of your organization's request for proposal. The various sections and tasks have been developed specifically for this project.

Section One—Project Preparation

Task 1-A: Project Initiation & Scheduling

Triton will converse with the management team of the Aspen Fire Department (AFD) involved in the study, or its project liaisons, to develop a complete understanding of the jurisdiction's backgrounds, goals, and expectations for the project.

Triton's Senior Project Manager will develop and refine a proposed work plan that will guide the Project Team. This work plan will be developed identifying:

- Local strategic planning team composition and recruitment
- Strategic planning workshop format
- Schedule
- Location and other logistical issues
- Potential impediments and organizational issues

The benefits of this process will be to develop working relationships between the Triton Project Team and client representative(s), determine communications processes, and identify logistical needs for the project.

Section Two—Customer-Centered Environment Assessment

Task 2-A: Member Survey

So as to provide internal personnel with an opportunity to participate in this data gathering event, Triton's Survey Manager will work with the Triton Project Manager to develop the internal survey. The survey will be designed to gather detailed feedback related to aspects of the members' priorities, opinions, and expectations related to service delivery, core services and programs, positive and corrective issues, and recommendations for the Strategic Plan. Triton recommends that the survey be accessible to all Department personnel.

To ensure respondent anonymity, Triton will obtain survey responses confidentially. This will be accomplished using an internet-based survey tool accessible only by the intended participants. Triton will develop and produce an executive summary of the survey results.

Task 2-B: Environmental Scan

Representatives from the fire department will be asked via a confidential survey, to provide input related to current and future conditions. This will include:

- Aspen Fire Protection District Board of Directors
- District financial condition – Finance representative
- Future community development – City of Aspen representative
- Any other individuals who may be necessary for the success of this plan

Task 2-C: Public Meeting & Assessment of Customer Needs & Expectations

Triton facilitators will assist the department in identifying external customers/key members of the community. Once identified, invitations will be mailed and Triton will convene these external customers/community leaders for the purpose of addressing the issues outlined above and gaining a realistic view of external customer needs and expectations. The project team will organize the meeting after normal working hours to accommodate citizen work schedules. Triton has found through experience that 80 to 90 percent of the invitees attend the session and actively participate. At a minimum, we recommend the representatives of this citizen's focus group include, but not be limited to:

- Business owners
- Service groups and civic organizations representative(s) (i.e., Chamber of Commerce, Rotary, Lions)
- Prominent citizens in the community
- Media representative(s)
- Multiple citizens who have been actual recipients of fire and EMS services respectfully
- Representatives of neighborhood organizations and/or homeowner associations
- Representatives of non-profit organizations
- Representatives of local industry
- Other citizen-customers as identified by the strategic planning group

Triton will facilitate the group meeting with the presence of one organization representative, usually a chief or chief officer, to act only as a technical resource and to answer questions that may arise that the facilitator is unable to answer. In addition to facilitating the session(s), Triton may utilize surveys and questionnaires to gather necessary information.

This step is critical, as it ensures that customer needs and concerns are incorporated into the strategic plan. More and more, the public is demanding the accomplishment of specific objectives and services with fewer resources. This step ensures that the public concerns are recognized by the organization and incorporated into the strategic planning processes and arms influential members of the public with important background information about their public safety agency that they might not have been exposed to under normal circumstances.

The process will seek to identify:

- How customers prioritize the services provided by the organization
- Areas of customer concern about the organization
- Customer expectations
- Customers' positive attributes of the organization
- How "good service" is measured by the customer

Section Three—Planning Workshop

Triton will facilitate the development of an organizational strategic plan utilizing a local planning team (12 to 20 persons) that includes representatives of the various levels of the organization itself. The strategic planning process will involve a three-day strategic planning "retreat" to be held on consecutive days at an appropriate location within the community suitable for both full group sessions, as well as breakout small group work sessions.

Task 3-A: Mission, Vision, & Values

Triton's experienced facilitators will guide the local planning team in the development of meaningful mission, vision, and values statements:

- Mission statement describes the purpose for which the organization exists
- Vision statement describes the way the organization views itself in the future
- Values enumerate the principles or ideas that are important to the members

Triton will facilitate discussions that ensure participation by all present in order to stimulate challenging thought processes, prevent tangential discussion, and move the group to consensus. Consensus identification of key internal standards creates the moral and practical guidelines of the organization.

Task 3-B: Internal & External Assessments

Using the internal customer survey and results of the environmental scan and community meeting as a baseline, Triton will guide the internal planning group through an honest and objective assessment of internal issues and external challenges, also known as a SWOT Analysis.

Internal Assessment

- Strengths of the organization
- Weaknesses of the organization

External Assessment

- Opportunities facing the organization
- Threats challenging the organization

Analyzing the strengths, weaknesses, opportunities for, and threats to the organization is the next critical step in the strategic planning process. Strengths represent areas of the organization to be built upon, and weaknesses are areas to be identified as potential sources for improvement. Opportunities are vital to the future of the organization and should be viewed as positive prospects for growth and enhancement, while threats must be identified and addressed in advance, where possible. Other critical issues facing the department may be identified by the strategic planning group at this point as well. These may include issues that the strategic planning group identifies as critical to the health and success of the organization.

Task 3-C: Goals & Objectives

Triton will facilitate the local planning team in the establishment of goals, strategic initiatives, objectives, and critical tasks that are imperative to the organization and the participation of individual members.

- Establishment of organizational goals that address the identified concerns of the external and internal customers over a one to five-year timeframe
- For each goal, the development of one or more measurable objectives that are written in such a manner as to describe the criteria by which an outcome is judged complete or successful
- Development of associated tasks for each goal and objective utilizing the format of identified measurable criteria
- Identification of the priority of each objective
- Development of a statement describing the outcome the objective will provide

Attainment of this task will be demonstrated by the establishment of realistic goals and objectives for the organization. To meet the mission of the organization, the establishment of these goals is essential to providing the organization and the individual members with a clear direction.

The goals and objectives established during this process will become management tools and should be updated on a continuous basis as priorities change and as specific goals and/or objectives are achieved. The goals and objectives can then be used to identify what has been achieved and to denote changes within the community and the organization. Fastidiously following these goals and objectives will provide the department with the necessary direction and guidance into the future. This should also support the department by reducing the number of impediments, disruptions, and uncertainties for the organization and its members.

Task 3-D: Outcome/Performance Metrics

Triton will direct the local planning team in discussions regarding the establishment of performance measures that assist the organization in measuring their progress toward the organizational vision. This will be an ongoing process and may initially involve concepts of performance measurement that will require modifications in the collection of necessary data as the organization becomes more focused on measuring achievement and outcomes. The process may include:

- Identification of key performance areas
- Analysis of necessary and available performance data
- Preparation of performance measures from the following categories:
 - Quality Measures
 - Input Measures
 - Output Measures
 - Outcome Measures

Special Note:

Due to the current Covid-19 pandemic and any potential restrictions by state or local government, it may be necessary for Triton to arrange for remote sessions. Triton has experience in doing sessions remotely, and will utilize the necessary technology if this becomes necessary.

Section Four—Publication of the Strategic Plan

Task 4-A: Identification of Responsibility & Timelines

Senior staff will be provided a copy of the draft plan. It will contain all the goals, objectives, critical tasks, outcomes, and the priority for each objective established by the internal planning team. Triton will assist senior staff with identifying the appropriate person to be responsible for each objective and the objective's timeline for completion. These assignments need to take into account other regular organizational workload in order to make the plan realistic.

Task 4-B: Publication of Final Strategic Plan Report

Triton will develop and provide the client with a draft Strategic Plan electronically for review and comment. Any changes noted on the draft will be addressed by Triton. Upon completion, Triton will produce five publication-quality bound, final versions of the written Strategic Plan document, along with an electronic version of the document.

Project Fee Proposal

AP Triton Consulting, LLC presents the following formal cost proposal for the project outlined in the Scope of Work. The fee Triton is proposing to perform this study is inclusive of expenses:

Strategic Plan Pricing: \$20,195 (not to exceed that amount and inclusive of expenses)

Payment Schedule & Invoicing

- 50% payment due upon contract execution.
- Final amount due upon publication of the final report.
- Additional hours will be billed at a rate of \$160/hour for the Senior Project Manager and \$125/hour for consultants plus any additional travel expenses.

Cost Quotation Information

- Bid quotation is valid for 30 days.
- Triton Federal Employer Identification Number: 47-2170685.
- Triton shall perform any additional work on a time and materials basis as requested in writing by the client at a negotiated hourly rate.

About AP Triton Consulting

Contact Information

The headquarters of AP Triton Consulting, LLC is in Sacramento, California. Consultants and subject matter experts are located throughout the United States.

- **Address:** 1851 Heritage Lane, Suite 138, Sacramento, CA 95815
- **Phone:** (916) 692-5510
- **E-Mail:** info@aptriton.com
- **Website:** www.aptriton.com

About AP Triton

Established in 2014, AP Triton has a wide-range of experience in the fire service, emergency medical services, special events and filming, fire prevention, and life-safety programs. Our consultants have conducted numerous studies involving Master Plans, Community Risk Assessments/Standards of Cover, Strategic Plans, Fire Department Consolidation Studies, EMS Systems Analyses, Staffing Studies, Agency Evaluations, Fire Station Location and Engineering Studies, as well as other unique Fire Service and EMS studies.

We have extensive experience in valuing fire protection and EMS delivery systems, as well as accessing both revenue and federal cost-recovery programs, such as Ground Emergency Medical Transport (GEMT) and Inter-Governmental Transfer (IGT). AP Triton has helped agencies across the country capture over \$1.2 billion in additional revenue over the last 6 years, which in turn has been reinvested back into the communities in the form of improved services, decreased response times, and increased safety measures.

Conflict of Interest Statement

Triton has neither directly nor indirectly entered into any agreement, participated in any collusion or collusion activity, or otherwise taken any action which in any way restricts or restrains the competitive nature of this solicitation, including but not limited to, the prior discussion of terms, conditions, pricing, or other offer parameters required by this solicitation. Triton is not presently suspended or otherwise prohibited by any government from participation in this solicitation or any other contracting to follow thereafter. Neither Triton nor anyone associated with Triton has any potential conflict of interest because of or due to any other clients, contracts, or property interests in this solicitation or the resulting project. In the event that a conflict of interest is identified in the provision of services, Triton will immediately notify the client in writing.

Insurance

Certificates of insurance are available upon request.

Litigation

Triton has no past and/or pending litigation or unresolved lawsuits.

Appendix 1: Qualifications of the Project Team

Rich Buchanan

Senior Project Manager



Summary of Qualifications

Mr. Buchanan has been in emergency service for 33 years. His diverse background began as a volunteer in a small rural ambulance service. After several years in an urban setting gaining Paramedic experience, he returned to a rural setting and became the EMS Director for Gunnison Valley Hospital. During this time, he took a BLS volunteer agency to a paid ALS system serving over 3,000 square miles. After 16 years in management, he transitioned into the fire service industry serving in a variety of capacities including paramedic, company officer, EMS certification program development, Haz-Mat team coordinator, and EMS Administrative Lieutenant.

Mr. Buchanan currently serves as a Lieutenant for South Metro Fire Rescue. His station provides primary hazardous materials response in addition to fire and EMS. Additionally, Mr. Buchanan provides training throughout Colorado in most areas of pre-hospital care and the management of hazardous material events. He has also previously consulted with fire and EMS departments to conduct utilization studies and implement asset management programs focusing on inventory distribution, cost reduction, and efficacy. Mr. Buchanan holds a Master's Degree in Organizational Leadership, Graduate Certificate in Project Management, and a Bachelor of Arts in Business Administration.

Educational Background

- Bachelor of Arts degree- Business Administration – Western State University
- Master's Degree – Organizational Leadership – Regis University
- Graduate Certificate – Project Management – Regis University

Professional Experience

- Project Manager/Consultant, Emergency Services Consulting International (ESCI), 2019–2020
- Company Officer, South Metro Fire Rescue, Colorado
- HazMat Technician, South Metro Fire Rescue, Colorado
- EMS Instructor, Centura Health, Colorado
- EMS Director, Gunnison Hospital, Colorado

Relevant Experience

- LEAN Facilitator
- Just Culture Facilitator
- Certified Instructor (ACLS, PALS, Colorado EMS)
- Adjunct EMS Instructor, Centura Health, Denver Health, Lutheran Medical

Associated Professional Accomplishments

- Published works: Buchanan, R. (1988). Hypothermia. In P. T. Pons, & V. J. Markovchick, Pre-Hospital Emergency Care Services. Philadelphia, PA: Hanley and Belfus, INC.

Note: This is a brief summary of Mr. Buchanan's CV. A complete version can be made available on request.

Kurt Latipow

Senior Consultant



Summary of Qualifications

Mr. Latipow has enjoyed 40 years in Public Safety with over 27 years of Public Administration in Fire Chief and Chief Officer positions. He has developed and implemented numerous comprehensive fire and emergency services related plans. Mr. Latipow has facilitated the adoption of those plans via a variety of governing bodies. Mr. Latipow offers extensive experience in developing and implementing emergency, strategic, master plans and succession plans/management processes as well as developing and implementing Standards of Cover Analysis, Fees for Service Cost Recovery Programs and ALS Program Development and Implementation for both transport and engine company-based organizations.

Work Experience

- City of Lompoc, CA - Fire Chief
- Washoe County, NV - County Fire Services Coordinator
- City of Ukiah, CA - Fire Chief
- State of California, Governor's Office of Emergency Services – Deputy Chief, Fire and Rescue Branch
- Stanislaus Consolidated Fire Protection District, CA - Fire Chief/Chief Executive Officer
- Hesperia Fire Protection District, CA - Fire Chief
- City of Arroyo Grande, CA - Fire Chief/Director of Building and Fire
- City of Monterey Park Fire Department, CA - Battalion Chief/Fire Marshal

Education

- National Fire Academy–Accredited Executive Fire Officer
- California Fire Marshal Training and Education System

Publications and Instructor Experience

- IAFC/Volunteer Combination Officers 2017 Symposium in the West—Building Leaders from Within
- IAFC and League of California Cities 2016 - "The Achilles Heel of Local Government"
- California Fire Chiefs 2016 - "The Why and How of Succession Planning and Implementation"
- League of California Cities 2015 - "Contracting for Fire Services; the Trials, Tribulations, Landmines and Political Challenges"
- League of California Cities 2014 - "Leading Change in the New Reality"
- California Fire Chiefs Association 2012 - "Re-engineering Fire Service-Based Service Delivery"
- IAFC/ICMA 2012 - Success & Sustainability

Professional Affiliations

- California Fire Chiefs Association
- League of California Cities Fire Department – Past President
- League of California Cities Public Safety Policy – Past Committee Chair
- International Association of Fire Chiefs – Life Member

Note: This is a brief summary of Mr. Latipow's CV. A complete version can be made available on request

John A. Stouffer

Senior Consultant



Summary of Qualifications

Mr. Stouffer began his career in public safety in 1976 as a firefighter/EMT with Yakima County (WA) Fire District #10, where he established the first EMS program in the department. In 1980, he attended the Paramedic Program at Central Washington University and obtained a position with Yakima (WA) Medic One becoming a field paramedic and the organization's first Training Officer. In 1988, he was offered the position of the Director of the Yakima County (WA) Department of Emergency Medical Services. After holding that position for nine years, he took a position with Gresham (OR) Fire & Emergency Services as the EMS Coordinator, occasionally serving as the acting Chief of the Training Division, until his retirement in 2009. Since 1992, in addition to his other employment, he has been providing a wide variety of public safety consulting services to clients throughout the U.S. and Canada.

Professional Experience

- Western Region Manager, Emergency Services Consulting International (ESCI) (2018–2020)
- Project Manager/Associate Consultant, ESCI
- Technical Advisor/Program Developer, Vision 20/20 & Institution of Fire Engineers
- EMS Research Investigator/Coordinator, Oregon Health & Science University
- EMS Coordinator (Captain), Gresham Fire & Emergency Services
- Senior Consultant, Pacific Northwest Associates, LLC
- Director, Yakima County Department of Emergency Medical Services
- Training Officer/Paramedic, Yakima Medic One
- Firefighter/EMT-Paramedic/Medical Services Officer | Yakima County Fire District #10
- More than 40 years diverse experience in fire and emergency medical services

Educational Background & Certifications

- Central Washington University
- Yakima Valley Community College
- Western Oregon University
- National Fire Academy Incident Command for EMS
- Seattle/King County Resuscitation Academy Fellowship
- Multiple instructor certifications (NFPA I & II, ACLS, PHTLS, WSFST Instructor II, EZ-IO Instructor)
- Numerous advanced-level EMS certifications
- More than 250 hours fire service education, Washington State Fire Service Training

Associated Professional Accomplishments

- Project Manager and consultant on a number of fire and EMS projects around the U.S. and Canada
- Co-authored and published a number of international prehospital studies (available on request)
- Authored two guides on Community Risk Reduction for Vision 20/20 (available on request)
- Project Co-Director, King LT Airway Implementation Project for Multnomah County (OR)
- Author, Phases I & II of the Yakima County EMS Master Plan
- Earned fourteen professional awards during his career (available on request)

Note: This is a brief summary of Mr. Stouffer's CV. A complete version can be made available on request.

Appendix 2: Projects & Experience

The following is a *partial* list of Triton's current and former clients. An expanded list can be provided upon request.

- Aberdeen Fire Department (WA)
- City of Alameda Fire Department (CA)
- Alameda County FPD (CA)
- Alaska Fire Chiefs Association (AK)
- Albany Fire Department (OR)
- Anaheim Fire and Rescue (CA)
- Berkeley Fire Department (CA)
- Bethel Fire Department (AK)
- Big Indie Bliss, Inc. (NY)
- Bodega Bay Fire Department (CA)
- Brea Fire Department (CA)
- California Fire Chiefs Association (CA)
- California Metro Chiefs Association (CA)
- Carlsbad Fire Department (CA)
- Carroll County Ambulance District (MO)
- Central Jackson County FPD (MO)
- Central Pierce Fire Protection (WA)
- Chariton County Ambulance District (MO)
- Chico Fire Department (CA)
- Chula Vista Fire Department (CA)
- Central Kitsap Fire & Rescue (WA)
- City of Colton/Loma Linda FD (CA)
- Contra Costa County FPD (CA)
- City of Costa Mesa Fire Department (CA)
- Cosumnes Fire Department (CA)
- Cowlitz 2 Fire & Rescue (WA)
- DeKalb County Fire Rescue (GA)
- City of Downey Fire Department (CA)
- Dixon Fire Department (CA)
- Douglas Okanogan County FD 15 (WA)
- El Dorado Hills Fire Department (CA)
- Exeter District Ambulance
- Eugene/Springfield Fire Department (OR)
- Fairfield Fire Department (CA)
- Fort Myers Fire Department (FL)
- Fountain Valley Fire Department (CA)
- City of Fresno Fire Department (CA)
- Eureka Fire Protection District (MO)
- Fort Myers Fire Department (FL)
- City of Fresno Fire Department (CA)
- Fullerton Fire Department (CA)
- Gig Harbor/Pierce FD #5 (WA)
- Grand River Regional Ambulance (MO)
- Gray's Harbor #4/L. Quinault VFD (WA)
- Gray's Harbor Fire District #5 (WA)
- Hawaii Fire Chiefs Association (HI)
- Hermosa Beach Fire Department (CA)
- Huntington Beach Fire Department (CA)
- Idaho Fire Chiefs Association (ID)
- Kennewick Fire & Ambulance (WA)
- Kern County Fire Department (CA)
- Lake Ozark FPD (MO)
- Lincoln Fire & Rescue (NE)
- Milwaukee Fire Department (WI)
- Sonoma Fire Chiefs Association (CA)
- Sonoma County Fire District (CA)
- Sonoma Valley Fire Department (CA)
- Stockton Fire Department (CA)
- Sunnyside Fire Department (WA)
- Tacoma Fire Department (WA)
- Tualatin Valley Fire & Rescue (OR)
- Ukiah Valley Fire Authority (CA)
- Umatilla Fire Department (OR)
- Utah Fire Chiefs Association (UT)
- Vacaville Fire Department (CA)
- Valley Center Fire Protection District (CA)
- Ventura County Fire Department (CA)
- Washington Fire Chiefs Association (WA)
- Watsonville Fire Department (CA)

Project Types

The following is a *partial* list of projects in which the members of the Project Team for this study have either served as the Project Manager or participated in. Our team has participated in dozens of studies throughout the U.S. and Canada.

Project Description	Organization
• Community Risk Assessment-Standards of Cover:	Idaho Falls Fire Department (ID)
• Consolidation Feasibility Study & Service Review:	Central and Aptos FPDs (CA)
• Fire Departments Consolidation Study:	Multiple Departments (MO)
• Community Risk Assessment-Standards of Cover:	Santa Maria (CA)
• Fire District Consolidation Study:	South Beach FD (WA)
• Fire Department Staffing Needs Assessment:	Santa Rosa (CA)
• Operational Analysis:	Strathcona Fire (Canada)
• Community Risk Assessment-Standards of Cover:	Salinas (CA)
• EMS System Analysis:	Summit County Fire Agencies (CO)
• Regional Fire Service Study:	Pinole (CA)
• Fire Department Master Plan	Wasatch County Fire (UT)
• Standards of Coverage & Deployment Plan:	Tahoe Douglas FPD (NV)
• Organizational Assessment:	Yreka Fire Department (CA)
• Alternative Governance Model Feasibility:	North Tahoe & Meeks Bay FPDs (CA)
• EMS Integration Study:	Henry & Jefferson Counties (IA)
• Succession Management Report:	Cosumnes Fire Department (CA)
• Fire Protection & Life-Safety Feasibility Study:	San Benito County (CA)
• Community Risk Assessment-Standards of Cover:	Menlo Park FPD (CA)
• Fire Department Master Plan:	North Whatcom Fire & Rescue (WA)
• Fire Departments Consolidation Study:	Walla Walla Fire Agencies (WA)

Appendix 3: Client References

The following are several references and projects out of the hundreds of projects and studies previously completed by Triton. Additional references can be provided upon request.

Costa Mesa Fire & Rescue (California)			
Project Title & Description: Ambulance Service Feasibility Study			
AP Triton conducted a fire-based Ambulance Feasibility Service Study for the City of Costa Mesa Fire Department (population 112,000). The study foundation was developed by determining what the current and past insured and uninsured payer mixes were. These payer mixes were all inclusive which, together with other demographic information, allowed us to determine the maximum value of the system. The study then analyzed the federal reimbursement programs available and provided estimates for both GEMT and IGT programs. This study provided several options for the Department to consider; the Public-Private Partnership (contractor/subcontractor) model was chosen. AP Triton then assisted in the successful negotiations with the chosen private (subcontractor) partner. Additional revenue is projected to exceed \$2,500,000 annually.			
Contact Name/Title:	Dan Stefano, Fire Chief	Year:	2017
Client Phone:	714.754.5144		
Client E-Mail:	Dan.Stefano@costamesaca.gov		

Contra Costa County Fire Protection District (California)			
Project Title & Description: Ambulance Service Feasibility Study			
Protection District (population over 1 million). The study foundation was developed by determining what the current and past insured and uninsured payer mixes were. These payer mixes were all inclusive which, together with other demographic information, allowed AP Triton to determine the maximum value of the system. The study then analyzed the Federal Reimbursement programs available and provided estimates for both GEMT (Ground Emergency Medical Transport) and IGT (Intergovernmental Transfer) programs. Several options were proposed for consideration by the Fire District, and the Public-Private Partnership (contractor/subcontractor) option was chosen. AP Triton then provided services to select the private (subcontractor) partner and managed the response to the County-wide RFP for Ambulance service. Contra Costa County Fire was awarded the contract for ambulance service through a competitive bid process. They have increased their response time compliance from a level of 89-90% under the former provider to an average of 96% across all response zones. Further, their ambulance transport system, which was historically under questionable sustainability, now turns a \$10 million profit annually and has amassed a reserve of \$19 million. AP Triton Consulting is currently on a maintenance and system retainer agreement through March 2021 to assist the Contra Costa County Fire Department in operating its ambulance transport system.			
Contact Name/Title:	Lewis Broschard, Fire Chief	Year:	2018
Client Phone:	925.941.3300		
Client E-Mail:	Lewis.broschard@cccfd.org		

San Bernardino County Fire Protection District (California)

Project Title & Description: **EMS Valuation/Assessment Study**

AP Triton conducted an assessment of the financial structure of the San Bernardino County ambulance system to determine which areas could be subject to competitive bid, the value of the system, the resources needed to provide services to those areas, the cost to implement those services, the time needed to secure equipment, the continued operating costs, and the ability to provide additional services to enhance system delivery.

Contact Name/Title:	Mark Hartwig, Fire Chief	Year:	2019
Client Phone:	805.681.5501		
Client E-Mail:	Mark.Hartwig@sbcfire.com (now at Santa Barbara)		

Anaheim Fire Department (California)

Project Title & Description: **Ambulance Feasibility and Optimization Study**

AP Triton conducted an ambulance feasibility and optimization study for the City of Anaheim which resulted in the Anaheim Fire Department changing their ambulance system to a model that would give them more control over the system. This also allowed them to increase the amount of unit hours in the system while at the same time increasing the revenue above expenses by approximately \$3 million a year that can now be reinvested into system enhancement. It should be noted City of Anaheim provides protection to Disneyland.

Contact Name/Title:	Pat Russell, Fire Chief	Year:	2019
Client Phone:	(714) 765-4000		
Client E-Mail:	prussell2@anaheim.net		

Lincoln Fire & Rescue Department (Nebraska)

Project Title & Description: **EMS Billing Rate Study**

AP Triton conducted a thorough billing rate analysis and provided recommendations to the City of Lincoln Fire & Rescue Department for use in evaluation of current and future billing rates and billing and collection processes. The study additionally included evaluations of the contracts with rural agencies providing ambulance services in the surrounding counties.

Contact Name/Title:	Michael DeSpain, Fire Chief	Year:	2019
Client Phone:	402.441.7363		
Client E-Mail:	MDespain@lincoln.ne.gov		

Missouri Fire Chiefs Association (Missouri)

Project Title & Description: Ground Emergency Medical Transport (GEMT)

AP Triton was contracted to write enabling legislation for federal Medicaid reimbursement for public agency ambulance providers in Missouri and to assist with implementation of the program. Upon enactment of the legislation, AP Triton then developed the cost reports for the Missouri fire departments to use when requesting federal reimbursement, following all rules and guidelines from the Centers for Medicare and Medicaid Services (CMS). The cost reports take into account a department's total annual costs for providing prehospital EMS and ambulance services.

Contact Name/Title:	Paul Berardi, President. Missouri Fire Chiefs	Year:	2018
Client Phone:	573.348.1221		
Client E-Mail:	pberadri@obfire.net		

new

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**Stephanie Zaza, MD, MPH, FACPM
Strategy and Facilitation Consultant**

**Proposal for Aspen Fire Protection District
2020 Strategic Planning
August 4, 2020**

Background:

The Aspen Fire Protection District (AFPD) commissioned an organizational assessment from the firm Emergency Services Consultants International (ESCI) which was delivered in final form in May 2020. Based on the assessment and other factors, the AFPD initiated two major initiatives – development of an employee housing program and conversion from an all-volunteer firefighting force to a mix of paid and volunteer positions.

The ESCI assessment and report lays out additional recommendations for the AFPD to consider. Primary among these recommendations is for the immediate development of a long-term strategic plan. The ESCI report provides the following summary and recommendation regarding strategic planning:

“AFPD’s current mission is to:

Ensure the safety of citizens, visitors, and their property through education, prevention, and suppression while recognizing our fiscal responsibility to the citizens.

During the ESCI site visit, several volunteers appeared unaware of the adopted AFPD mission statement, nor do department training and operational deployment strategies align with this mission statement. For example, the department provides limited EMS training and response. However, there is no mention of EMS in the mission statement. ESCI also noted that the District does not have a contemporary vision statement, adopted values, or short, mid, or long-term organizational goals that are clearly communicated and understood by internal and external stakeholders.

AFPD will undoubtedly face numerous future challenges, including potential funding limitations, staffing shortages, and increasing service demands. Addressing these challenges will require a focused and unified understanding, vision, and agreement on how the department moves forward. ESCI recommends that AFPD conduct a comprehensive strategic planning process to develop, adopt, and support a contemporary mission statement, vision, values, and goals for the next three to five years. This effort should include the participation and input of various key community stakeholders and outside agencies to be successful.”

Critical partners and stakeholders of the AFPD include neighboring jurisdictions’ fire departments, Aspen and neighboring jurisdictions law enforcement, emergency medical services, emergency management, city and county governments, forest service and others. Of critical importance, the current Board Chair sees the strategic plan as needing to be responsive to the expectations of the AFPD’s constituents – the residents of the City of Aspen. AFPD

Requirement:

The Chair of the APFD Board of Directors requests consultation and facilitation to develop a long-term strategic plan that addresses 1) the overall mission of AFPD; 2) the values or guiding principles of

AFPD

APCHA; and 3) the 5-year vision, goals, and priority strategies to meet the mission. All work including development of the strategic plan elements and approval by the AFPD is to be completed by February 28, 2021 (6 months from anticipated September 1 start date).

Proposal:

A detailed phased proposal follows. Within each phase, the total number of hours for each task is an estimate, and pre-approved hours can be moved between tasks or saved for later tasks. Only hours actually worked will be billed. Tasks might be completed in a different order than is presented, and may be iterative (e.g., rounds of revisions to developing a retreat agenda). I do not charge for expenses (e.g., travel or parking). The client is responsible for all meeting (virtual or in-person) logistics and data gathering, and it is recommended to include a staff member during meetings and retreats for additional notetaking if possible. All “retreats” are to be conducted virtually.

Phase	Task	Hours	
Planning	Additional planning and project specification meeting with John Ward (and others?)	2	
	Public meeting to gather input from constituents		
	Agenda and role development	2	
	Meeting participation	1	
	Analysis and report development	1	
	Survey of volunteer and professional fire-fighters		
	Develop and program survey	3	
	Analyze and develop report	3	
	Background reports – read/study	4	
	Develop initial interview guides	3 @ 1 hour each	3
	Interview fire-fighters		
	Self-Identified volunteers	5 @ .5 hours each	2.5
	All paid	9 @ .5 hours each	4.5
	Interview board members and administrative staff	10 @ .5 hours each	5
	Identify and interview key partner organization leads – law enforcement, emergency services, emergency management	8 @ .5 hours each	4
Session 1	“Retreat” – strategy brainstorming, mission statement development		
	Draft agenda, presentation, virtual “flip chart”	8	
	Review with John Ward	1	
	Revise and rehearse	2	
	Technical run-through with staff	1	
	Retreat	8	
	Draft initial strategic planning elements developed in Session 1		
	Draft	2	
	Initial review with John	1	
	Revise	1	

Continued next page

Session 2	"Retreat" – mission statement, goals, strategy priorities	
	Draft agenda and materials	4
	Review with John	1
	Revise and rehearse	2
	Retreat	8
	Draft strategic planning elements developed in Session 2	
	Draft	2
	Initial review with John	1
	Revise	1
Session 3	"Retreat" – values and vision	
	Draft agenda and materials	4
	Review with John	1
	Revise and rehearse	2
	Retreat	8
	Draft and review complete strategic plan	
	Draft	2
	Initial review with John	1
	Revise	1
	Present and review with Board/Chief	1
	Revise and submit	1

Cost Estimate:

Phase	Hours	Fee @ \$150/hour
Planning	35	\$5,250
Session 1	24	\$3,600
Session 2	19	\$2,850
Session 3	21	\$3,150
Total	99	\$14,850.00

Invoicing:

Given the complexity of the requirement, invoices will be presented at the completion of each phase and is payable upon receipt.

Contract and Invoicing Information:

Stephanie Zaza, MD, MPH
 Consultant (Taxpayer ID on request)
 297 Green Meadow Road
 Carbondale CO 81623
 E: stephzaza@gmail.com / M: 404-816-0350



July 30, 2019

Rick Balentine
Fire Chief
Aspen Fire Protection District
420 E. Hopkins Ave
Aspen, CO 81611

**RE: Aspen Fire District
Proposal for Community Outreach Services**

Chief Balentine:

We are pleased to offer our assistance on your pursuit of community input regarding the local community's expectations for the fire department, including the potential to bring on paid firefighting staff. We understand that this outreach campaign will provide clarity for both the Aspen Fire Protection District's Board and staff on how to move forward with initiatives to improve the Fire District's staffing and service levels.

We are excited to partner with Sikora Associates LLC to provide a comprehensive approach to community input which focuses on a strong foundation of traditional research methods supplemented by our firm's local knowledge and experience bringing best practice outreach techniques to the Aspen community. BendonAdams has assisted the Fire District with the Starwood Metro District substation and is currently conducting outreach for the North 40 Substation development. We have extensive experience working in Aspen and beyond, working on complex community outreach initiatives.

BendonAdams is a small firm of three people. Chris Bendon and Sara Adams are highly qualified principals of the firm with extensive local experience facilitating land use approvals. Reilly Thimons is a planner and public outreach specialist who brings strategic awareness to the team. We understand the nuances of conversations around change in small communities, and the importance of conducting well balanced, equitable, and inclusive outreach campaigns.

We have worked with Sikora Associates LLC to provide a blended approach with BendonAdams providing insights on local stakeholders and support for the proposed community input meetings. Additionally, our team will support Fire District staff with communications surrounding engagement efforts hosting one-on-one sessions with Board members, and two open house style meetings to collect input and share findings with the greater Aspen community. The content of these meetings will supplement the Community Input Meetings and Public Input Online Surveys serving to provide another channel for the public to engage on the future direction of Fire District initiatives.

We understand how important it is to manage costs and be clear regarding expectations. In that light, we have significantly reduced our hourly rate and proposed a flat-fee of \$10,000 as a way for you to avoid budget surprises. We have provided a summary of core services below for your review.

We propose the following scope of services for Community Outreach Services:

- **Kick-Off Meeting.** This will consist of a meeting with Fire District Staff and Sikora Associates LLC to confirm project scope and approach, team expectations, and deliverables. Estimate 2 hr.
- **Stakeholder Mapping Exercise.** This will consist of working with Sikora Associates LLC and Fire District Staff to identify appropriate stakeholders for the one-on-one interviews, community input meetings, and open house meetings. Estimate 2-3 hrs.
- **Community Outreach and Communications Plan.** This will consist of a formal plan outlining the proposed activities, anticipated stakeholders, and communications with the public / media throughout the project. Estimate 6-8 hrs.
- **Community Input Meeting Support.** Community awareness and support will be a critical component of moving forward with the Fire District's initiatives including the potential to bring on paid firefighters. We will provide insights and support to Sikora Associates LLC in hosting three community input meetings, assisting in meeting facilitation, development of materials, and feedback analysis where appropriate. Estimate 12 -15 hrs.
- **Board One-on-One Sessions.** This consists of informal sit-down meetings with Fire District Board members to discuss previous volunteer report findings and ongoing outreach efforts. Estimate 12-14 hrs.
- **Client Preparation for Board Meeting.** We will prepare members of the volunteer crew and staff for the Board meeting. We will provide a script or talking points and prepare responses to anticipated questions. Estimate 3-4 hrs.
- **Board Presentation.** BendonAdams will provide materials and support as necessary for a formal presentation to the Fire District Board. Estimate 6-8 hrs.
- **Project Coordination.** This task incorporates coordination throughout the process including internal reviews of the public feedback, summaries of discussions with Board members, coordinating schedules, and providing status updates to the Fire District as needed. Estimate 10-12hrs. Printing reimbursable, \$500.

We prefer a simple contract and are amenable to accommodating specific contractual needs. We are able to amend the contract as needed to limit or expand the scope of services based on your needs prior to contract approval.

We plan on attending the August 13th Board meeting and are happy to answer questions prior to or during the meeting. This is a great project and we look forward to collaborating with the Aspen Fire District and Sikora Associates LLC to provide a greater understanding of community and Fire District needs.

Kind Regards,



Chris Bendon, AICP
BendonAdams, LLC



Reilly Thimons
BendonAdams, LLC

BACKGROUND

For over 135 years, the Aspen Fire Protection District (Aspen Fire) has served the cities of Aspen and Woody Creek as well as 87 square miles of wildlands and recreational space. According to the Aspen Chamber fact sheet, the year-round population of the City of Aspen is about 6,660; another roughly 10,000 people live in the Roaring Fork Valley and unincorporated Pitkin County. These year-round residents are joined by about 15,000 to 20,000 visitors a day. Again, according to the Aspen Chamber fact sheet, the average daily population in the City of Aspen is nearly 21,000 and, counter to the ski-city image, the heaviest days for visitation occur in July and early August.

Aspen Fire “Strives to Save” both people and property. Much of the property in the Aspen area is high end (thus a recent push for affordable housing for volunteers). The District estimates it protects over \$25 billion in property. In addition to residential property, an airport, hospital, recreation centers, day camps, conference centers, and theatre are protected by the District along with about 50 lodging properties, 80 restaurants and bars, and over 230 shops/boutiques serving residents and tourists visiting the area. Finally, the District is nestled in the spectacular White River National Forest and surrounded by beautiful wildlands and mountain peaks; so, the District also “serves” the wildlands along with humans.

Aspen Fire currently responds to a range of needs via traditional fire suppression, prevention, and EMS expertise as well as swift water rescue, wildland fire, hazmat, aircraft incidents, and technical rope rescue services. Between 35-40 volunteers support the needs of the community, staffing four stations at a part-time level; that is, there is not 24-hour coverage at any of the four stations. A fifth station will be brought on line later this summer. The volunteer pool is dedicated and well-trained; however, recruitment of needed personnel can be challenging and there are concerns that the current staffing model limits the response time and service levels to the Aspen community. As a result, the District has been considering a shift to a “combination” District; i.e., one that is still served largely by a volunteer force, but contains a backbone of about 8 paid positions to ensure 24/7 response that meets NFPA standards.

Meeting or exceeding NFPA standards is an important objective for any District/Department that seeks to be a professional, community-focused organization. However, equally important are the standards and expectations of the community itself. After reviewing a report recently submitted by a volunteer steering committee, Aspen Fire’s Board and leadership decided to initiate a process to obtain community input into the decision to add paid firefighters to the District. A recent mill levy increase was strongly supported by voters and included the addition of paid personnel along with numerous other projects and investments including the construction of affordable housing units for volunteers. Because the mill levy increase included other large scale, tangible initiatives, District leaders believe it is prudent to circle back to voters, taxpayers, and community leaders to ensure any substantive changes to staffing are understood and supported.

This proposal offers a series of research steps that will provide valid and reliable data for decision-making around this specific topic as well as tap attitudes and opinions regarding more general service and resource issues.

GENERAL APPROACH

Major initiatives that involve people can generate strong emotions. A shift from volunteer to combination District is not just a numbers game. It reflects a fundamental shift in the culture of the organization. There will be passionate voices both pro- and con-. However, these voices, while often quite visible, may or may not represent what the majority of community members perceive or want. A methodologically rigorous program of research conducted by an experienced, but neutral, third-party is often needed to ensure the quieter majority voice is heard accurately and unfiltered.

The term “community” is nebulous and usually reflects a heterogenous mix of groups and people. To ensure that unique perspectives of specific groups are heard, we will independently assess the perceptions of the following key stakeholders:

1. District Residents, specifically defined as homeowners/property taxpayers
2. Small/Medium Business Owners and Non-Profit Leaders
3. Community Leaders/Influencers which can include local government representatives, school district leaders, large business/non-profit leaders (e.g., Aspen Chamber Resort Association, Aspen Institute, Aspen Business Center, Aspen Skiing Company), HOA leaders and other prominent/visible citizen influencers

A fourth key member of the Aspen Fire community is the internal stakeholder: volunteers and leaders of the District itself. Internal perspectives and voices can have substantial impact on external stakeholder perceptions and, without widespread willingness to make change, the shift (or not) to a combination district will be difficult regardless of external stakeholder views. We recognize the focus of “community input/outreach” is primarily to the outside community, so we offer an option for internal stakeholder input as part of this proposal rather than incorporating it into the core project.

Our recommended approach is to utilize unstructured/qualitative methods first, followed by structured/quantitative methods such as surveys. An initial focus on unstructured discussions

1. Opens the door to real input. Issues often emerge from citizens that are unexpected. As District leaders and fire service consultants we can be overly focused on certain topics or specific service nuances. Our immersion in our work can blind us to what matters most to those who are not deeply engaged in the fire service. First and foremost, unstructured discussions let the voice of the “typical” citizen be fully heard and prevents us from unintentionally structuring the input process to focus on issues that matter only to us.
2. Identifies what citizens know/don’t know about the District. Misunderstandings or gaps identified via these conversations help us better understand “top-of-mind” opinions; i.e., do citizens have a negative perception primarily due to misperceptions or due to true service issues? Knowledge of gaps can also focus tactics for subsequent community outreach/education efforts. For example, funding is often misunderstood by citizens. Education around any proposed change in service provisioning needs to be placed in context of what citizens (mis)perceive about District funding sources and levels.
3. Provides deeper insights into the “why’s” behind initial responses to service issues or proposed changes to service. These deeper insights help us understand rather than simply describe citizen opinion. That is, rather than simply quantifying that “most citizens don’t like X or Y,” probing questions can uncover the drivers of these preferences. These deeper attitudes and

perceptions are often the root cause of resistance (or enthusiasm). These attitude drivers can then be more effectively addressed in subsequent community outreach and/or service changes.

4. Serves as a foundation for survey design. As experts in the fire service we are used to certain terms and concepts that are unfamiliar to the typical citizen. If we design a survey based on our expertise, citizens can be confused or frustrated. Many will do their best to provide an answer to our technical or jargon-laden questions, but their answers will be inaccurate or invalid because they are literally guessing versus answering. Conversations with citizens help us identify the language and concepts that make sense to them. In effect, an unstructured process provides us the means of translating our fire service lingo into citizen-friendly language; clarity of terms and concepts means our data will be more valid, reliable, unbiased, and useful as a reflection of citizen opinion.

Topics for unstructured discussions typically include knowledge and “top-of-mind” perceptions of the District, service experiences and evaluations, needs and expectations for level and types of service, review and assessment of actual service levels and resources, and discussion of perceived future demand issues. Discussions for Aspen Fire will be particularly focused on District resources: first, what are the assumptions of community members regarding how the District is staffed and funded; second, how do they perceive/evaluate actual staffing/funding resources relative to service needs of the community; and, finally, what are perceptions of/reactions to the possibility of adding paid personnel to the District. Because there are several other initiatives being implemented or considered by the District, we will tailor the discussion guide to ensure coverage of other topics suggested by District leaders.

In sum, our approach is based on decades of organizational research experience as well as graduate level training in research methodology. Aspen Fire is making decisions about potential changes that not only impact funding/community opinion, but can shift the culture of the organization. Fundamental change can generate strong emotions. It is critical that District Leaders have solid data for decision-making – figuratively the ability to “take it to the bank” versus reliance on anecdotal or “loudest voice wins” decision-making. The steps outlined below are designed to generate unfiltered and reliable voice of the stakeholder input for the District.

SPECIFIC PROJECT STEPS

Step 1: Project Kick-off.

Sikora Associates, LLC will coordinate and lead a telephone conference call with District Leaders to confirm objectives, approach, timeline, and resource requirements.

Step 2: Baseline Information.

A review will be conducted of existing documents and materials such as the Volunteer Committee Report, Board Minutes, Service Plans, website, etc. to establish baseline knowledge of the District and its services.

Step 3: Insights and Input from Community Leaders

As noted above, there are some stakeholders who are substantially more influential in the community and/or District than others. Sikora Associates, LLC will work with District leaders to identify 10-15 individuals who should provide deeper and/or more impactful feedback. Because these individuals can be somewhat protective of their standing in the community, we utilize one-to-one interviews for data collection versus a group format. Input from these individuals is tightly protected as confidential and anonymous – that is, the source of specific input will not be divulged to District leaders or the community via formal or informal reporting. This protection gives individuals the freedom to be frank and, perhaps, “go against the grain” and move away from the politically savvy response.

Interviews will ideally be conducted face-to-face, i.e., during the same timeframe as the Community Input Meetings, by a skilled, experienced interviewer. However, these individuals often have innumerable requests for their time and, when combined with vacations or events, scheduling requests must be flexible. Telephone interviews will be used for those unable to accommodate a face-to-face meeting.

Interviews typically last about 45 minutes to an hour and are directed by an unstructured interview guide that includes key topics and questions yet allows for flexibility for unexpected feedback. With explicit interviewee permission, interviews are recorded for analysis purposes only. Again, interviews are treated as anonymous and confidential, so the “raw data” of recordings and transcripts will not be shared with the District or community. Reporting will include themes and representative comments. This material will also serve as input into survey design. A topline of key findings will be provided as soon as possible after the interviews are complete so District leaders are aware of any urgent issues or concerns from this stakeholder group. Full analysis will be integrated into the final report at the end of the project.

Step 4: Community Input Meetings

We propose three Community Input Meetings: two with homeowners (one in the City of Aspen and one in the Woody Grove area) and one with local business owners/non-profit representatives. Sikora Associates, LLC recommends separating residential and business participants as these groups typically have different needs, perceptions of, and attitudes toward their fire service. Keeping the groups separate allows us to clearly differentiate unique concerns and opinions.

Group size can range from 10-25; we will divide larger groups into manageable group discussion sizes via a table discussion/report out process if needed. Each Input Session will be led by a skilled facilitator and last for approximately 2.0 hours allowing for unstructured discussion as well as structured presentations of information. These meetings are typically scheduled outside of normal working hours to accommodate citizen work schedules, e.g., Saturdays and evenings. However, lunch and/or breakfast meetings can be arranged if those time slots are better suited to participant schedules.

We assume department administrative personnel will assist in logistics such as recruiting participants, scheduling, securing meeting locations, and public advertising. Sikora Associates, LLC will facilitate these group meetings with the presence of one organization representative, usually the Chief or a Chief Officer, to act only as a technical resource to answer questions the facilitator is unable to answer. We strongly recommend that no other District representatives (Board, Volunteers, Officers) attend the meetings to encourage frank discussion by participants.

Step 5: Public Input Online Surveys

Based on feedback from the above interviews and input sessions, along with direction from District leaders, two online surveys will be developed to obtain input from a broader spectrum of community members. These surveys will offer quantitative feedback to the department and provide a more inclusive process for engaging the larger community with future changes. While there is likely to be substantial overlap between residential and business survey design, we recommend separate surveys (separate URLs) to ensure specific topics of interest to one or the other group are adequately covered without fatiguing disinterested respondents.

The surveys will include primarily close-ended questions (ratings, ranking, yes/no) around familiarity with, usage of, and attitudes toward fire service and the District. Public awareness, evaluation of, and priorities for service types and levels as well as their understanding of staffing and funding will also be included in the questionnaire. And, of course, specific lines of questioning would focus on the possibility of adding paid firefighters to the District. Two to three open-ended questions will be included to allow community members the opportunity to add detail or explanation for overall reactions, provide accolades, and/or raise concerns about their fire service.

Sikora Associates, LLC will collaboratively design the questionnaires with District leadership. The survey URLs will be promoted via the department's website and social media, local newspapers, homeowners' associations, and with posters or flyers provided at community sites such as libraries, grocery stores, and recreation centers. Business participants can be solicited via the Chamber of Commerce and civic groups such as Rotary or Lions clubs.

Participants would be assured of confidentiality and no attempt would be made to connect specific individuals with their answers. Data collection and analysis would be managed by Sikora Associates, LLC. Topline reports would include summaries of each close-ended question. We anticipate sharing results of key questions (i.e., support of paid fire personnel) within a week of close of survey. A more detailed analysis and review of open-ended feedback would be integrated into the final report.

Optional: Internal Community Online Survey.

While a Volunteer Steering Committee has already researched the topic of paid firefighters and provided their findings to the Board, this group of 16 may or may not reflect attitudes of all personnel. In order to provide members of the District's internal community an opportunity to participate in this input process, Sikora Associates, LLC can work with District leaders to develop an online survey for internal audiences. The survey will allow us to quantify overall volunteer/staff perceptions of the proposed shift to a combination district and can also obtain feedback related to personnel engagement and other District initiatives and priorities. Respondent anonymity is paramount in an internal survey, particularly if topics are volatile. No identifying information will be gathered about respondents.

FINAL DELIVERABLES and RESOURCE REQUIREMENTS

Sikora Associates, LLC will provide topline reports for each of the above Steps as well as an integrative report that summarizes all project input and provides recommendations to District Leadership. A formal presentation to the Board can be provided if desired, either in person or via conference call. Because Sikora Associates, LLC is a research firm, not a marketing/public relations agency, we anticipate working

with individuals or organizations selected by the District to help integrate research findings into a solid communications/outreach strategy.

Cost of the Core Project (Steps 1-5 and Final Deliverables) is estimated at **\$18,500**.

This estimate includes all design, data collection, analysis, reporting, and project management as well as 5 hours of post-research consultation time with marketing or PR professionals. Any changes to the above components will require a re-estimate of costs. **Terms:** 33% billed upon project approval, 33% after Community Meetings/onsite data collection, balance upon report delivery.

Costs for Optional Components:

Internal Community Online Survey = \$1,850

Presentation of results to Board/Interested parties = \$750 (includes deck prep and presentation time)

Additional consulting time (beyond 5 hours) with Marketing/PR representatives = \$100/hour

Travel is not included in the above costs and would be billed separately as incurred. Sikora Associates, LLC is located in Boulder, CO. We anticipate traveling by car to Aspen for in-person meetings and are very conscious of managing costs on behalf of our fire district clients. Your resources should be allocated as much as possible to your community, not to posh hotels or lavish meals for consultants.

Timeline

The following timeline assumes project approval by August 16th. Delays in approval will require revision of the timeline.

Step 1 – Project Kickoff	Week of Aug 20
Step 2 – Baseline Information	Week of Aug 20
Step 3 – Leader Interviews	Early-Mid Sept
Step 4 – Community Input Meetings	Early-Mid Sept
Step 5 – Public Input Survey Fielded	Early October
Optional Internal Survey Fielded	Early October
Analysis and Report Generation	Late October
Report Delivery	Early November
Presentation (optional)	TBD

*onsite work will occur during a 3-day (two night) block within this timeframe

We are honored to have the opportunity to offer this proposal to the Aspen Fire Protection District. We are dedicated to providing the highest possible return on your research dollar as we greatly value the service you provide to the community. We look forward to working with you as you continuously seek to “Strive to Save” your residents, businesses, visitors, and environment.

The signatures below signify agreement to the services outlined in this proposal.

 Patricia B. Sikora, Ph.D.
 Sikora Associates, LLC

 Chief Rick Balentine
 Aspen Fire Protection District

 Date

 Date



About Dr. Patricia (Pat) B. Sikora

Dr. Sikora has over 30 years' experience conducting research for and consulting with corporations, non-profits, and public sector organizations. Her areas of expertise include customer engagement, employee engagement, brand evaluation, organizational identity, and culture assessment.

As a freelance consultant for the last 20 years, her clients include Fortune 500 tier firms such as Microsoft, International Hotel Group, ToysRUs, Hospital Corporation of America, Xerox Corporation, and Bayer Pharmaceuticals as well dozens of entrepreneurial start-ups, government agencies, non-profits, and foundations. She has administered innumerable small- and large-scale surveys, conducted hundreds of executive level in-depth interviews and focus groups, and provided methodological guidance and analytical support to some of the nation's most sophisticated research firms.

Recently, Dr. Sikora has had the opportunity to work with fire districts located in urban, suburban, small town, and rural environments supporting post-merger integration, pre-consolidation exploration, and strategic planning initiatives (internal assessment and community input processes). In her face-to-face discussions with over 300 fire service personnel, Dr. Sikora has identified pivotal dynamics in front line engagement and morale. She has been an invited speaker for the Colorado State Fire Chiefs Critical Issues Briefings and the Colorado Fire Leadership Challenge Chiefs II Symposia sharing her insights on organizational culture and leadership in the fire service.

Dr. Sikora earned her Ph.D. in Social Psychology from the University of Colorado in 2002 receiving the Albert Heyer Award for excellence in applied and organizational research. She has a Masters in Urban Affairs from UW-Milwaukee, and graduated Magna Cum Laude from Carroll College, Waukesha, WI with a Bachelor of Science in Biology. She has published and presented numerous peer-reviewed papers and served as a statistical consultant on a National Institute of Health grant regarding the impacts of downsizing on employee health and wellbeing. A co-authored book based on this research "Turbulence: Boeing and the State of American Workers and Managers" was released by Yale University Press in 2010 receiving top reviews from numerous outlets, including the New York Times.



Multichannel strategy for Aspen Fire Department

The Aspen Fire Department services a population spanning about 86 square miles, with property values stretching upwards of \$80 billion. With recent funding from the approved levy, the department has a great opportunity to begin to establish an engagement strategy and ongoing communications program with residents of Aspen. The data from that engagement can help to inform decision-making around future growth of the department.

The Digital Engagement Services team at Granicus is laser-focused on helping governments realize the full potential of digital. We believe in digital's potential to transform the human experience, to promote connection, access, transparency and progress. And we collaborate with public servants to harness that potential so you can continue to serve the greater good. We collaborate with you to adopt new tools, culture, processes and approaches to keep pace with these rising expectations from your constituents.

We understand your vision to deliver a survey to the community to voice their opinion about what the fire department does and what they would like them to do. That information can be used to provide direction to the board for decisions on hiring, adding stations, and other future-shaping decision points for the Aspen Fire Department.

We also see the opportunity to use this survey as a means of building an ongoing engagement with your residents, as well as other potential stakeholders such as vacationers, local media, or municipal leaders. This digital program can help the department facilitate ongoing community outreach, creating a feedback loop and fostering a continued sense of trust and reliability between the fire department and the community you serve.

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Saint Paul, MN 55102
651.726.7309

U.K.

The Beehive, City Place,
Gatwick, RH6 0PA
0800.032.5769

We take a strategy-first approach to digital communications planning, first working to understand your key audiences and your current state of communications, however small or novice that may be, by reviewing any relevant content or data and interviewing key stakeholders.

We'll use this foundation to craft a strategy blueprint to first identify, then segment your various audiences. We'll use data and research to dive deeper, past the demographics, to understand the needs, motivations and behaviors of these various audience segments to ensure your communications are timely and relevant. Our blueprint will offer strategies to overcome any speedbumps in the customer journey, with a particular eye toward creating opportunities for capturing audience.

During our discovery, we may also confirm your need for hosting a community forum. If that's the case, we will work with you to identify the right partners and strategy for media training and events planning.

Our strategy blueprint will help you and your stakeholders understand your various audiences and how to speak with them, what content they need and where in their journey they need it. The plan would include audience segmentation and persona development, messaging frameworks and journey maps for each persona to show the idealized touchpoints.

We anticipate initial campaign work to grow your subscriber database through audience capture efforts, then deliver the survey to the community, then use that data to inform future communications campaigns and strategies.

The goal of the items outlined in the following proposal is to provide the Aspen Fire Department with guidance and hands-on work to maximize your outreach efforts. The proposed inclusions are cornerstones of a strong digital communications strategy.

Inclusions

Granicus will conduct a strategic assessment and provide a set of foundational communications deliverables. These deliverables will set the Aspen Fire Department up for future outreach success by providing a solid set of building blocks. These foundational pieces will act as a base for digital outreach initiatives. Granicus will:

Strategy Fundamentals

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- Conduct up to one (1) 2-hour discovery session with key stakeholders within the Aspen Fire Department.
- Assess and audit any relevant data and content, as well as your team's skills and processes.
- **Deliverable:** Key findings report including current state analysis, gap analysis and key insights

Strategy Blueprint

- **Deliverable:** Up to one (1) strategic blueprint to include:
 - Up to three (3) citizen journey maps for three (3) key audience personas, with recommendations to optimize your signup flow
 - Recommendations based on data and content audit
 - Messaging framework
 - Performance benchmarks and plan for reporting
 - Overarching approach for multiple multi-channel campaigns
 - Strategic recommendations for account configuration to optimize results

Following the development of the strategy blueprint, we will work with you to determine the exact scope and details for the execution phases of work, which may include a combination of the following:

Foundational Outreach & Development

- Welcome Campaigns
 - Provide copy and creative for up to two (2) welcome campaigns
 - Deploy Welcome Campaign through automated Advanced Package functionality or manually.
 - Provide performance report
- Re-engagement Campaigns
 - Provide copy and creative for up to three (3) re-engagement campaigns
 - Deploy Re-engagement Campaign through automated Advanced Package functionality or manually.
 - Provide performance report

Programmatic Execution

- Develop, Execute and Optimize up to four (4) programmatic campaigns (could include campaigns for audience capture and survey delivery)

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- Provide performance report
- Messaging developed for email, SMS and social channels

Quarterly Strategy Sessions

- Conduct up to four (4) 3-hour sessions with your broader team. Perfect for ongoing cross-functional knowledge-sharing, problem-solving, program innovation, product adoption, blueprint development, and journey mapping

Quarterly Reporting

- Optimize ongoing communication and outreach efforts by receiving data-driven insights on engagement performance, audience growth, subscriber activity, internal technology adoption
 - Customized data reports with strategic trend analysis, short-term and long-term recommendations, key findings

Skills Building

- Conduct up to two (2) 1.5-hour training session
- Provide session recording and presentation materials

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OLD

Granicus Proposal for Aspen Fire Protection District

Granicus Contact

Name: Eli Eaton

Phone: 415-408-7931

Email: eli.eaton@granicus.com

Proposal Details

Quote Number: Q-70007

Prepared On: 6/7/2019

Valid Through: 7/30/2019

Tier: Up to 5000 Subscribers

Pricing

Payment Terms: Net 30 (Payments for subscriptions are due at the beginning of the period of performance.)

Currency: USD

Period of Performance: The term of the Agreement will commence on the date this document is signed and will continue for 36 months.

Domains Included for the Communications Cloud

The subscription includes the following domain(s) and subdomain(s): <http://www.aspenfire.com/>

One-Time Fees

Solution	Billing Frequency	Quantity/Unit	One-Time Fee
Interactive Text - Setup and Configuration	Up Front	1 Each	\$2,650.95
Interactive Text - Online Training	Up Front	1 Each	\$500.00
Communications Cloud - Setup and Configuration	Up Front	1 Each	\$2,400.00
Communications Cloud - Online Training	Up Front	1 Each	\$500.00
Advanced Package - Setup and Configuration	Up Front	1 Each	\$600.00
Advanced Package - Online Training	Up Front	1 Each	\$500.00
SUBTOTAL:			\$116,309.88

One-Time Fees			
Solution	Billing Frequency	Quantity/Unit	One-Time Fee
Communicator Capacity Building/Best Practices DES-Onl-Tier 3	Up Front	1 Each	\$21,624.00
Audience Acceleration - Tier 2	Up Front	1 Each	\$19,822.00
Engagement Management DES - Tier 2	Up Front	1 Each	\$24,464.93
Engagement Strategy DES - Tier 4	Up Front	1 Each	\$43,248.00
SUBTOTAL:			\$116,309.88

Annual Fees for New Subscriptions			
Solution	Billing Frequency	Quantity/Unit	Annual Fee
Interactive Text	Annual	1 Each	\$5,891.00
Communications Cloud	Annual	1 Each	\$6,000.00
Communications Cloud Advanced Package	Annual	1 Each	\$1,500.00
SUBTOTAL:			\$13,391.00

Remaining Period(s)		
Solution(s)	Year 2	Year 3
Interactive Text	\$6,303.37	\$6,744.61
Communications Cloud	\$6,420.00	\$6,869.40
Communications Cloud Advanced Package	\$1,605.00	\$1,717.35
SUBTOTAL:	\$14,328.37	\$15,331.36

Product Descriptions

Name	Description
Interactive Text	<p>Enhanced direct communications channel for priority alerts and reminders via two-way, Interactive Text Messaging. Interactive Text Messaging will enable the client to deliver bite-sized information directly to the public, recruit and enroll stakeholders in programs, and receive actionable feedback. Interactive Text Messaging includes:</p> <ul style="list-style-type: none">• Up to one Interactive Text Messaging account• Two-way Interactive Text Message management and delivery• Up to 500,000 SMS messages per year from a shared short code within the U.S. (international numbers not supported)• Dashboard with automated, real-time reporting, and webhook access• Unlimited campaigns• Advanced skip logic, photo messaging, and voicemail• Up to one hour of Web-hosted training for staff to use and administer Interactive Text Messaging <p><i>Photo message capture is available and counts as two messages per submitted photo. Messages not used in the period of performance will not carry over to the following year. Custom shortcodes, webhook configuration, and full read and write API access is available for an additional fee.</i></p>
Interactive Text - Setup and Configuration	<p>Implementation includes:</p> <ul style="list-style-type: none">• Access to an implementation consultant for up to 90 days• Access to existing Web-based documentation around standard functions and capabilities
Interactive Text - Online Training	<p>Provides a balance of Product knowledge and industry best practices to a specific audience. Sessions are delivered by product experts via videoconferencing technology.</p>

Product Descriptions

Name	Description
Communications Cloud	<p>The Cloud is a Software-as-a-Service (SaaS) solution that enables government organizations to connect with more people. By leveraging the Cloud, the client will be able to utilize a number of different outreach mediums, including email, SMS/text messages, RSS feeds, and social media integration to connect with its target audiences. The Cloud includes:</p> <ul style="list-style-type: none">• Unlimited email sends with industry-leading delivery and management of all bounces• Support to upload and migrate existing email lists• Access to participate in the GovDelivery Network• Ability to send mass notifications to multiple devices• 24/7 system monitoring, email and phone support during business hours, auto-response to inbound messages from end users, and emergency support• Text-to-subscribe functionality• Up to 2 Web-hosted training sessions annually• Up to 50 administrators• Up to 1 GovDelivery account(s)• Access to a complete archive of all data created by the client for 18 months (rolling)• Up to 3 hours of message template and integration development• Up to 100 subscription topics• Up to 100,000 SMS/text messages per year from a shared short code within the United States* <p>*International numbers are not supported. SMS/text messages not used in the period of performance will not carry over to the following year.</p>
Communications Cloud - Setup and Configuration	<p>The Cloud is a Software-as-a-Service (SaaS) solution that enables government organizations to connect with more people. By leveraging the Cloud, the client will be able to utilize a number of different outreach mediums, including email, SMS/text messages, RSS feeds, and social media integration to connect with its target audiences. The Cloud setup and configuration includes:</p> <ul style="list-style-type: none">• The implementation consultant will be assigned to Recipient during the setup process for up to 90 days• Unlimited access to Web-based recorded trainings and online help for administrations on the following topics: standard Messaging, the GovDelivery Network, Automation, Mobile and Analytics• Up to 2 Web-hosted training sessions that must be used within 180 days of Kickoff• Up to 5 hours of message template and integration development that must be used within 90 days of Kickoff
Communications Cloud - Online Training	<p>Provides a balance of Product knowledge and industry best practices to a specific audience. Sessions are delivered by product experts via videoconferencing technology.</p>

Product Descriptions

Name	Description
Communications Cloud Advanced Package	<p>The Advanced Cloud Module gives government communicators better insight into the needs of citizens and improves their ability to enhance online transactions, promote behavior change through public awareness, and improve citizen engagement. The Advanced Cloud Module adds streamlined marketing capabilities that incorporate greater degrees of audience segmentation, personalization, message testing, and mobile engagement. The Advanced Cloud Module includes:</p> <ul style="list-style-type: none"> • Dynamic segmentation around bulletins, engagement, and question (e.g. zip code) • Canned campaigns for re-engagement and new subscriber onboarding • Testing: Simple (A/B, 10/10/80) <p><i>A subscription for the Advanced Cloud Module is dependent on an active license for the GovDelivery Communications Cloud.</i></p>
Advanced Package - Setup and Configuration	<p>Implementation includes:</p> <ul style="list-style-type: none"> • Access to an implementation consultant for up to 90 days • Access to online training documentation around advanced account functions and capabilities • Up to 2 Web-hosted training sessions within 180 days of kickoff • Up to 5 hours of message template and integration development within 90 days of kickoff <p><i>The implementation process takes four to six weeks, on average, depending on the availability of stakeholders and/or current GovDelivery Communications Cloud experience.</i></p>
Advanced Package - Online Training Communicator Capacity Building/ Best Practices DES-Onl-Tier 3	<p>Provides a balance of Product knowledge and industry best practices to a specific audience. Sessions are delivered by product experts via videoconferencing technology.</p> <p>Access to an Engagement Strategist for project duration to provide customized guidance of engagement best practices, hold online session(s), deliver best practices guide, supporting materials, and session recording (if applicable). Assumes a 9-month level of effort (consecutive or nonconsecutive) to be completed within the contract period</p>
Audience Acceleration - Tier 2	<p>Audience Acceleration includes: Consultation with an Engagement Strategist to assess target audience segments and current capture methods, access to the GovDelivery Network for cross-promotional opportunities, A/B tests to maximize audience acquisition , recommendations for improving subscriber capture on included domain's volume of new subscribers. Assumes a 6-month level of effort (consecutive or nonconsecutive) to be completed within the contract period. Audience Acceleration is dependent on an active license for the GovDelivery Communications Cloud.</p>
Engagement Management DES - Tier 2	<p>Access to an Engagement Strategist to execute outreach initiatives, develop and deploy outreach messages, perform A/B testing and audience segmentation, and deliver engagement performance report. Assumes a 6-month level of effort (consecutive or nonconsecutive) to be completed within the contract period</p>

Product Descriptions

Name	Description
Engagement Strategy DES - Tier 4	Access to an Engagement Strategist to assess customer's engagement goals, metrics and outcomes, consult on existing content and data to identify improvements, provide recommendations for engagement optimization, and deliver engagement performance report. Assumes a 12-month level of effort (consecutive or nonconsecutive) to be completed within the contract period.

Terms and Conditions

- Link to Terms: https://granicus.com/pdfs/Master_Subscription_Agreement.pdf
- This quote is exclusive of applicable state, local, and federal taxes, which, if any, will be included in the invoice. It is the responsibility of Aspen Fire Protection District to provide applicable exemption certificate(s).
- Any lapse in payment may result in suspension of service and will require the payment of a setup fee to reinstate the subscription.
- If submitting a Purchase Order, please include the following language: All pricing, terms and conditions of quote Q-70007 dated 6/7/2019 are incorporated into this Purchase Order by reference.
- Granicus Communications Suite Subscriber Information.
 - Data provided by the client and contact information gathered through the client's own web properties or activities will remain the property of the client ("Direct Subscriber"), including any and all personally identifiable information (PII). Granicus will not release the data without the express written permission of the client, unless required by law.
 - Granicus shall: (i) not disclose the client's data except to any third parties as necessary to operate the Granicus Products and Services (provided that the client hereby grants to Granicus a perpetual, non-cancelable, worldwide, non-exclusive license to utilize any data, on an anonymous or aggregate basis only, that arises from the use of the Granicus Products by the client, whether disclosed on, subsequent to, or prior to the Effective Date, to improve the functionality of the Granicus Products and any other legitimate business purpose, including the right to sublicense such data to third parties, subject to all legal restrictions regarding the use and disclosure of such information).
- Data obtained through the Granicus Advanced Network.
 - Granicus offers a SaaS product, known as the Communications Cloud, that offers Direct Subscribers recommendations to subscribe to other Granicus client's digital communication (the "Advanced Network"). When a Direct Subscriber signs up through one of the recommendations of the Advanced Network, that subscriber is a "Network Subscriber" to the agency it subscribed to through the Advanced Network.
 - Network Subscribers are available for use while the client is under an active subscription with Granicus. Network Subscribers will not transfer to the client upon termination of any Granicus Order, SOW, or Exhibit. The client shall not use or transfer any of the Network Subscribers after termination of its Order, SOW, or Exhibit placed under this agreement. All information related to Network Subscribers must be destroyed by the client within 15 calendar days of the Order, SOW, or Exhibit placed under this agreement terminating.
 - Opt-In. During the last 10 calendar days of the client's subscription, the client may send an opt-in email to Network Subscribers that shall include an explanation of the client's relationship with Granicus terminating and that the Network Subscribers may visit the client's website to subscribe to further updates from the client in the future. Any Network Subscriber that does not opt-in will not be transferred with the subscriber list provided to the client upon termination.

Agreement and Acceptance

By signing this document, the undersigned certifies they have authority to enter the agreement. The undersigned also understands the services and terms.

Billing Information

Name:

Phone:

Email:

Address:

Aspen Fire Protection District

Signature:

Name:

Title:

Date:



GovDelivery Communications Cloud

Digital communications platform for government

Communications Cloud is a marketing-automation platform that enables government organizations to quickly and easily connect with more constituents. As the only FedRAMP-certified marketing-automation platform, Communications Cloud is the most-secure marketing solution available for public sector organizations.

Craft messages in custom-built branded templates to provide a consistent and familiar experience for audiences across all platforms. Engage citizens with content by sending messages to a specific segment of your audience and save valuable time by crafting a single message and sharing through email, text and social media instantly.

Grow an audience through text-to-subscribe, social media promotion, other government agencies through the GovDelivery Network and by leveraging website traffic with attention-commanding subscription strategies. The simple sign-up process allows constituents to opt into receiving communication on the topics that matter to them, simultaneously allowing your organization to divide constituent subscribers by interests.

Communications Cloud delivers messaging at a higher rate, keeping emails out of spam folders and handling unsubscribes, bounces and inactive emails, allowing communicators to focus on content.

Available reports on open and click-through rates provide insight into message success and allow for continuous improvements to a marketing strategy to make each touch better than the last.

GOVDELIVERY NETWORK

Further build out subscriber lists through cross-promotion opportunities with nearby and related organizations by leveraging the GovDelivery Network, which includes over 1,800 organizations with more than 150 million citizens. With more than 50,000 new people signing up for messages from government through Granicus' solutions every day, organizations using Communications Cloud have increased subscribers by up to 500 percent.



Email, text message and social media communications



Secured with FedRAMP certification



Audience growth opportunities/strategies



Customizable, branded templates



Manage emails - inbox placement, deliverability



Open, click-through, and bounce rate reporting



Advanced Package for Communications Cloud

Improve communications strategy with advanced marketing techniques

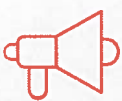
Take Communications Cloud capabilities to the next level, without creating more work. Cut through the noise and reach citizens with the right information at the right time in the way they want it with proven approaches such as greater audience segmentation, personalization, message testing and automation.

Advanced Package's prebuilt onboarding and re-engagement campaigns allow communicators to build a strong relationship with citizens from first interaction or nudge unresponsive recipients into reactivation. Take campaigns one step further by building custom campaigns that automate your team's marketing plan with custom messages and delivery schedules.

Further break down audiences into complex segments and deliver customized messaging

that appeals completely to personal needs of constituents rather than partially to huge populations. Segments can be built using existing Communications Cloud data or from other collected demographic information via the Granicus Connect tool. Ultimately, organizations have the power to target and refine their audience beyond topic subscriptions, allowing communicators to maximize their reach and engagement efforts.

Perform simple tests to learn what really resonates with citizens. Send two message versions with varying language or design adjustments to random audience samples, and then take immediate advantage of these insights by sending the best version to the remaining population.



Drive engagement with proven marketing techniques



Use A/B testing to improve tactics and messaging



Built-in campaigns welcome and re-engage subscribers



Dynamic segmentation boosts communication efforts



Interactive Text

Utilize two-way text messaging to engage and inform the public

Interactive Text's web platform sends, receives, and analyzes text messages so organizations can reach citizens with the technology already in their pocket. When citizens initiate a text conversation, the program engages them in dialogue through dynamic responses and prompts, gathering information and feedback.

With thoughtful promotion, Interactive Text opens communication for greater participation from all citizens; it solicits simple opinions from groups who may be easier to reach and/or more open to interacting on a mobile device than other platforms.

Start short conversations and follow up on program results with the collected feedback from Interactive Text. Survey responses are displayed for easy review on an intuitive dashboard, breaking down information into easy-to-read graphs and charts. Where email, web and social media interactions fall short, Interactive Text can help fill the gaps.

TRY INTERACTIVE TEXT NOW!



Text "Granicus"
to 667873



Higher response rate



Share information or links on demand



Open an automated dialogue



Responses compiled in simple graphs and charts



Export data to CSV or via developer API



Multilingual options