



# Aspen Fire Protection District Board of Directors Regular Monthly Meeting

MEETING DATE: April 13, 2021  
MEETING TIME: 5:00pm

LOCATION: 420 E Hopkins

**Due to COVID-19 restrictions, public is welcome to join this meeting virtually through Zoom. To join, please go to:**

<https://us02web.zoom.us/j/81866250163?pwd=eVEvSkRrdDZNYW9BZ0dwY0dUSkphdz>

**09 Meeting ID: 818 6625 0163 Passcode: 365443. Please contact Nikki Lapin, District Administrator at [nikki.lapin@aspensfire.com](mailto:nikki.lapin@aspensfire.com) if you need additional information.**

## AGENDA

- I. Meeting called to order
- II. Roll Call
- III. Approval of Minutes
  - a) Motion to approve minutes from Regular Meeting March 9, 2021.
  - b) Motion to approve minutes from Special Meeting March 30, 2021.
  - c) Motion to approve minutes from Work Session April 8, 2021.
- IV. Public Comment
- V. Paul Backes – McMahan & Associates: 2020 Audited Financial Statements
- VI. AVFD Inc. – Ryan Warren, President
- VII. North 40 Housing Project Update – Paul Broome/Sebastian Wanatowicz
  - a) Project Budget Update
- VIII. Financials
- IX. Board Member Comments & Action Items
  - a) Chief Milestones
- X. Fire Marshal Report
- XI. Training Report
- XII. CEO/Fire Chief & Good of District
  - a) Strategic Plan
- XIII. Old Business

XIV. New Business

a) Fire Place Housing Guidelines

XV. **Executive Session: Pursuant to §24-6-402(4)(f) (I), C.R.S., to discuss personnel matters not specific to any individual employee who has requested the matter to be in open session, more specifically concerning three month review of the Fire Chief**

# Aspen Fire Protection District

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



## Board of Directors Regular Meeting March 9, 2021

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

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

### **Roll Call:**

- Board of Directors Present: John Ward, Denis Murray, Dave (Wabs) Walbert, Michael Buglione, Stephen Wertheimer
- Board of Directors Absent: None
- Staff/Volunteers Present: Rick Balentine, Nikki Lapin, Jan Schubert, Ryan Warren, Ken Josselyn, Marc Zachary, Jake Andersen, Arnold Nimmo, Roya Beklik, Daniel Palmer
- Public/Others: Karl Hanlon, Paul Broome, David Krause, Parker Lathrop

### **Approval of Minutes:**

**MOTION: Motion by Denis to approve minutes from Regular Meeting held on February 9, 2021. Wabs second. Discussion: Rick clarified for the board that Jeff Edelson has stepped down as Training Captain. He will continue to help with IT and larger training when needed as a contractor. He also has his Fire Inspector III in case Jan Legersky needs his assistance. Jan Legersky is now a certified Fire Inspector III. Jeff Edelson will also continue as a volunteer firefighter. All approved.**

**Public Comment:** None

### **AVFD Inc., Ryan Warren**

- Scholarships: The scholarship committee was formed and is meeting this week to discuss applicants. There are six applicants for the Willard Clapper Scholarship and two for the Doug Pumpelly Scholarship.
- Community Events: It is the goal of the organization to start doing more community events this spring and summer as things begin to open up.
- Cadet Program: This program may be better suited under the district.
- Issues/Concerns: AVFD Inc. will be the voice of the firefighters. The first meeting with the firefighters will be on March 17<sup>th</sup>. Issues and concerns will be brought to the Chief on a monthly basis. In terms of bring issues and concerns to the Chief, this is where it will normally stop. If it is felt that satisfaction is not being received from the Chief, that is when it may come to the AFPD Board during this slot. This should be a rare event. AVFD Inc. feels most issues and concerns can be handled with the Chief. Ryan expressed to the board some feedback he has been receiving from some firefighters. There was much discussion around whether there should be a vote of confidence or no confidence of the Chief annually as there was in later years. Followed was discussion of what type of information and when information should be brought to AFPD Board from AVFD Inc. Board.

### **North 40 Housing Project Update: Paul Broome**

- North 40 Housing Budget: No major changes. Paul pointed out that water proofing special inspections was added in (Page 2). There was a consensus between the design team, contractor and ownership to solicit quotes for a consultant to inspect the installation of the roof during construction. The water, gas and electric lines that were covered by the district were added into the budget. There is a complete GMP contract with a cost of \$14,208,443 with a total budget of \$17,074,361. The difference is \$60,000 from last month. Paul suggested moving forward any increases or decreases are accounted for in the contingencies.
- Permit Status: A permit can be expected within next few days. They have been prepping the site.
- Request for Proposal for Owner's Representative: Paul will be available until April 23<sup>rd</sup>, with limited email service after that date. It was decided to push the application deadline to March 24<sup>th</sup> with a special meeting to be held by the board on Tuesday, March 30<sup>th</sup> at noon, to review applications.
- The board commended Paul on his work with this project.

**MOTION: Motion by Denis to approve FCI contract as presented March 9<sup>th</sup> to build North 40 Housing Project. John second. All approved.**

- Occupancy Covenant Agreement: This was informational and included in the board packet. No actions needed. There will be further discussion in the future as to the progression of who will have priority.
- Surety Performance Bond: This was informational and included in the board packet. No actions needed.

### **Financials:**

**MOTION: Motion by Denis to assign Steve Wertheimer as Treasurer to the board. John second. All approved.**

- 2020 Financial Audit: The auditors will be presenting the draft audit for 2020 at the April meeting. Jan noted that the end of year budget balance will be \$295,000.
- FPPA 4<sup>th</sup> Quarter Report: This was informational and included in the board packet. No action needed. Made 13.6% last year.

### **Board Comments & Action Items:**

- New Deputy Chief of Operations: Welcome to Jake Andersen. He expressed excitement about coming on board.
- Dave (Wabs) Walbert: Wabs commented on the article in the Aspen Times in regards to misinformation presented by other agencies as it pertains for ESCI report, Auto Aid and Mutual Aid. Rick gave some clarification and history of the Mutual Aid and Auto Aid agreements. The relationship is good; we call them, they come – they call us, we go. Aspen Fire is now doing more Auto Aid with Aspen Ambulance as well. There was much discussion over the newspaper article and incorrect information being represented. It was suggested that John write a letter to the editor on behalf of the board highlighting our positives as a district.
- Denis Murray: Denis requested the board start working on Fire Place Housing Guidelines. This will be added to the next agenda.
- Chief Contact: This was included in the board packet. The board discussed in length measurable goals and milestones for the Chief along with what review should look like. It was suggested including a 360 degree review. John commented that the Chief is making progress. It was suggested extending the contract longer than six months.

**MOTION:** John made a motion to extend the Chief's contract from six month to one year effective January 1, 2021 to December 31, 2021 with addendum to the current memorandum for operational goals that are measurable to track improvement. Steve second. Discussion: There was suggestion of improving the data tracking. It was decided each board member give their additions within the next 7 days. All approved.

- Rick will put together a report on where he stands on the goals and milestones listed.

#### **Fire Marshal Report:**

- Smuggler Incident: Jan is working with Jay Parker to put together a safety plan and will be planning a site visit. They will no longer store or use explosives in the mine. The plan will be shared with Pitkin County Emergency Manager for their review. It will also go to the Board of County Commissioners.
- The board requested a report on how many plans are reviewed per month.

#### **Training Report:**

- 2021 Training Schedule: This was added to the board packet.
- Probie Class: Classes have started. Encouraging members to help out with this training. Scott Arthur, Charlie Curtis and Nikki Lapin have been vital in putting together this program. The Hiring Committee recommended 12 applicants. The cost of new volunteers will be covered by grant received.
- COVID: A new SOP went out in regards to vaccinated members. They will not need masks on inside, but will still be required to have masks on in public and in apparatus. The department is looking forward to having more social events in the near future. This is a big part of member relations.
- State Live Burn Trailer: This will be available in July. Rick is working with Carolyn at Aspen Airport to do cross training.

#### **CEO/Fire Chief & Good of District**

- Personnel Update: A press release has been put out welcoming Jacob Andersen as the new Deputy Chief of Operations.
- New Recruits: There will be information put out on the 12 new recruits.
- Cadet Program: It was expressed the importance of this program running under the District. Staff will be researching more information.

#### **Old Business:**

- Umbrella Roofing: There is another issue with leaks at North 40. Rick gave an overview of situation and requested direction from the board. A letter from Umbrella was included in the board packet. It was suggested getting an expert opinion on whether a replacement is needed or not. Rick has received a bid from a company to oversee.
- Strategic Plan: Board will meet with Triton during a special meeting April 8<sup>th</sup>. There's been two surveys put out to the community and members and one community meeting so far during this process.

#### **New Business:**

- North 40 Parking: This will be limited. There will be no more overnight parking. CMC has given Aspen Fire six spots to use. John McBride has allowed use of his property for dumping snow.

- Letter of Intent to participate in Pitkin County Multi-Jurisdictional Hazard Mitigation Plan: Included in the board packet for informational purposes. No action needed.
- John noted he would like to see Cadet Program move forward and the 360 degree review.

**MOTION: Motion by Wabs to adjourn at 7:55pm. Denis second. All approved.**

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

# Aspen Fire Protection District

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## Board of Directors Special Meeting March 30, 2021

The Board of Directors of the Aspen Fire Protection District met for a special meeting. The meeting was open to the public virtually via Zoom.

**Meeting called to order by John at 12:06pm**

### **Roll Call:**

- Board of Directors Present: John Ward, Denis Murray, Dave (Wabs) Walbert, Michael Buglione, Stephen Wertheimer
- Board of Directors Absent: None
- Staff/Volunteers Present: Rick Balentine, Nikki Lapin
- Public/Others: Richard Peterson, Paul Broome

### **Request for Proposal Owner's Representative:**

- Three companies submitted proposals: Project Resource Company, Dynamic Program Management and Type Five Custom Builders.
- Paul Broome presented a question-and-answer overview from each company, proposals from each company and a comparison worksheet.

**MOTION:** Motion by John to go with Project Resource with caveat that Don Carpenter is the primary project manager. Discussion: There was discussion if Don is not able to commit, then Type Five would be the next option. Further discussion was had on whether it was fair to have Don change his proposal. Motion did not pass due to lack of second.

**MOTION:** Motion by Denis to go with Type Five and not to exceed the hourly estimate to manage through certificate of occupancy. Second by Wabs. Discussion: It was suggested talking with Sebastian getting the first few months down and not to exceed the total fee of \$153,823. Suggested he bill hourly with not to exceed \$153,823.

### **AMENDED**

**MOTION:** Amended Motion by Denis to hire Type Five with caveat the number is not to exceed \$153,823 and it is hourly billing until that number is reached and upon completion of final punch list. Michael second. All approved.

- Paul Broome will contact Type Five Custom Builders.

**MOTION:** Motion by John to adjourn at 12:59pm. Wabs second. All approved.

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

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## Board of Directors Work Session April 8, 2021

The Board of Directors of the Aspen Fire Protection District met for a work session. The meeting was open to the public virtually via Zoom.

**Meeting called to order by John at 05:04pm**

### **Roll Call:**

- Board of Directors Present: John Ward, Denis Murray, Dave (Wabs) Walbert, Michael Buglione, Stephen Wertheimer
- Board of Directors Absent: None
- Staff/Volunteers Present: Rick Balentine, Jake Andersen, Nikki Lapin, Dan Palmer, Ken Josselyn, Bruce Bradshaw
- Public/Others: Karl Hanlon, Rich Buchanan (Triton), Steve Hall (Triton) Carolyn Sackariason

### **Strategic Planning with Triton:**

- Rich Buchanan and Steve Hall presented an overview of the strategic planning process, the work that has been done thus far, what to expect in the next couple days and how the finishing product will come together. The purpose of this process is to develop a strategic plan to guide the efforts of the Aspen Fire Protection District over the next five years.
- Over the next couple days, Triton will work with staff. Approximately 95% of this document will be written by the members of Aspen Fire. A draft form will be given to the board by the end of the weekend but will not be for publication. The board will have as long as needed to review the document and make any revisions. Once the board has made the revisions, it will go back to Triton for final.
- Rich and Steve presented information from the community survey, member survey and feedback from the community committee that met with Triton. They did a comparison between community priorities and member priorities.

**MOTION: Motion by Steve to adjourn at 7:09pm. Wabs second. All approved.**

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



**AFPD - North 40 Housing - "Fire Place"  
Monthly Budget Update - April 13, 2021**

Description Scope of Work	Current Budget	Spent To Date 4/5/21	Balance To Complete	Clarifications & Remarks
<b>Soft Cost Budget</b>				
<b>Architect Selection process</b>		-	-	
Harry Teague	5,000.00	5,000.00	-	Conceptual drawings
Stryker/Brown	5,050.50	5,050.50	-	Conceptual drawings
		-	-	
<b>Consultants</b>		-	-	
BendonAdams - Land Consultant	20,000.00	18,810.48	1,189.52	
		-	-	
Type Five - Owners Rep.	245,087.24	91,264.24	153,823.00	Increased for Type Five
Stryker/Brown - Architects	861,763.14	730,791.54	130,971.60	654,679.14
KL&A Structural Engineer		-	-	78,000.00
BG Works - MEP		-	-	121,800.00
Confluence Architecture		-	-	7,284.00
Fee adjustment based on GMP cost of construction @ 4.4%	42,311.41	-	42,311.41	42,311.41
		-	-	
SGM	90,000.00	86,773.50	3,226.50	Allowance
Civil Design		-	-	Cost included above
Traffic Study		-	-	Cost included above
Surveying		-	-	Prior to construction
Final Plat	5,000.00	-	5,000.00	Allowance
		-	-	
Land Design 39 - WELS permit	5,500.00	4,490.00	1,010.00	Need to update drawings
Hines Irrigation - WELS permit	2,650.00	2,650.00	-	Complete
		-	-	
Kubed - Fire sprinkler design	1,750.00	1,750.00	-	Complete
		-	-	
<b>Special Inspections</b>		-	-	
Kumar - Geo-Engineers	29,500.00	3,638.75	25,861.25	Allowance
Soils report		-	-	Budget included above
Soils testing		498.50	(498.50)	Budget included above
Materials testing		-	-	Budget included above
Special inspections		-	-	Budget included above
Waterproofing special inspections	17,748.62	-	17,748.62	Allowance - If selected
		-	-	
<b>Miscellaneous fees</b>		-	-	
Aspen Reprographics	3,500.00	1,145.84	2,354.16	Allowance
Aspen Times	1,500.00	1,409.29	90.71	Allowance
Stewart Title	300.00	300.00	-	Complete
Pitkin County	2,654.00	2,654.00	-	Complete
City of Aspen development review	37,604.20	37,604.20	-	Complete

**AFPD - North 40 Housing - "Fire Place"**  
**Monthly Budget Update - April 13, 2021**

Description Scope of Work	Current Budget	Spent To Date 4/5/21	Balance To Complete	Clarifications & Remarks
		-	-	
<b>Utilities</b>		-	-	
Water tap fees	330,021.60	330,021.60	-	Complete
Sewer tap fees	145,621.59	145,621.59	-	Complete
Holy Cross deposit	30,500.00	30,500.00	-	Complete
Holy Cross, return deposit	(28,500.00)	(28,500.00)	-	Complete
Holy Cross construction cost	28,500.00	28,500.00	-	Complete
Phone	5,000.00	-	5,000.00	Allowance
CTV	5,000.00	-	5,000.00	Allowance
Black hills - gas line re-location	1,000.00	1,000.00	-	Complete
		-	-	
<b>Permit Fees</b>		-	-	
Building permit & plan check fees	243,025.00	243,025.00	-	Complete
Permit intake fee	60,750.00	60,750.00	-	Complete
Access permit	675.75	675.75	-	Complete
Use tax		-	-	NIC
GIS fee	200.00	200.00	-	Complete
Road impact fees	60,530.13	60,530.13	-	Complete
		-	-	
<b>Building permit change order fees</b>	24,985.00	-	24,985.00	Allowance
Change order # 1 - Trash enclosure		-	-	
		-	-	
<b>FF &amp; E</b>	5,000.00	-	5,000.00	Allowance
Bike racks		-	-	
Benches		-	-	
		-	-	
<b>Insurances</b>		-	-	
Builders Risk		-	-	In construction budget
Performance & payment Bond		-	-	In construction budget
General Liability insurance		-	-	In construction budget
		-	-	
<b>Legal Fees</b>		-	-	
Karp.Neu.Hanlon	20,000.00	7,940.00	12,060.00	Allowance
		-	-	
<b>Staging Area</b>		-	-	
Lease & insurance	20,000.00	-	20,000.00	Allowance
		-	-	
<b>AFPD Contingencies</b>	500,000.00	-	500,000.00	Allowance
Increase for Type Five (Owners Rep)	(55,087.24)	-	(55,087.24)	
		-	-	

**AFPD - North 40 Housing - "Fire Place"**  
**Monthly Budget Update - April 13, 2021**

Description Scope of Work	Current Budget	Spent To Date 4/5/21	Balance To Complete	Clarifications & Remarks
		-	-	
<b>Work completed by AFPD</b>		-	-	
Re-locate water line	65,931.80	65,931.80	-	Complete
Re-locate gas line	16,931.01	16,931.01	-	Complete
Lower electric vault	8,915.25	8,915.25	-	Complete
		-	-	
		-	-	
<b>Soft Cost Total</b>	<b>2,865,919.00</b>	<b>1,965,872.97</b>	<b>900,046.03</b>	
	<b>2,865,919.00</b>			
<b>FCI Construction Budget</b>				
<b>FCI's GMP contract budget</b>	<b>14,208,443.00</b>	<b>-</b>	<b>14,208,443.00</b>	Executed contract
PA # 1		172,411.70	(172,411.70)	
PA # 2		261,922.60	(261,922.60)	
		-	-	
		-	-	
<b>Construction Cost Total</b>	<b>14,208,443.00</b>	<b>434,334.30</b>	<b>13,774,108.70</b>	
<b>Grand Total</b>	<b>17,074,362.00</b>	<b>2,400,207.27</b>	<b>14,674,154.73</b>	

Grand total 3/9/21

17,074,362.00

Aspen Fire Protection District  
**Balance Sheet**  
As of March 31, 2021  
Mar 31, 21

**ASSETS**

**Current Assets**

**Checking/Savings**

**GENERAL FUND BANK ACCTS**

10100 · Alpine Bank--GF Checking	110,731.86
10401 · ColoTrust--GF General	709,818.01
10406 · ColoTrust--GF Emerg Reserve	251,855.27
10407 · ColoTrust--GF Operations Resrv	1,211,436.96
10409 · ColoTrust--GF FPPA	257,328.41
10545 · Grand Junction Fed Credit Union	83.40
10553 · Alpine Bank--HITF Barr	6,000.99

**Total GENERAL FUND BANK ACCTS** 2,547,254.90

**CAPITAL ACQ. FUND BANK ACCTS**

10700 · Alpine Bank--Cap Acq. Checking	9,697.46
10801 · ColoTrust--Cap Acq	344,667.49

**Total CAPITAL ACQ. FUND BANK ACCTS** 354,364.95

**DEBT SERVICE FUND BANK ACCTS**

11201 · ColoTrust--Debt Service	1,373,931.95
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**Total DEBT SERVICE FUND BANK ACCTS** 1,373,931.95

**HOUSING FUND BANK ACCOUNTS**

10890 · Alpine Bank--Housing Checking	157,483.33
10901 · ColoTrust--Housing	1,233,557.11
10905 · ColoTrust (UMB)-Construction	14,328,450.12
10906 · ColoTrust (UMB)--Cert Principal	9.75
10907 · ColoTrust (UMB)--Cert Interest	6.29

**Total HOUSING FUND BANK ACCOUNTS** 15,719,506.60

**Total Checking/Savings** 19,995,058.40

**Accounts Receivable**

**ACCOUNTS RECEIVABLE**

12235 · Receivable due - Pitkin County	27,541.94
12252 · Receivable due - AFD Staff	-1,462.96
12504 · Receivable due - Grants	21,945.17

**Total ACCOUNTS RECEIVABLE** 48,024.15

**Total Accounts Receivable** 48,024.15

Aspen Fire Protection District  
**Balance Sheet**  
As of March 31, 2021

	<u>Mar 31, 21</u>
<b>Other Current Assets</b>	
<b>GENERAL FUND (Asset)</b>	
10450 · Property Tax Receivable	4,337,674.76
<b>Total GENERAL FUND (Asset)</b>	<u>4,337,674.76</u>
<b>BOND DEBT SERVICE FUND (Asset)</b>	
10750 · Property Tax Receivable	793,004.74
<b>Total BOND DEBT SERVICE FUND (Asset)</b>	<u>793,004.74</u>
10671 · Prepaid Expenses--General Fund	19,387.58
10672 · Apparatus Deposits--CA Fund	782,343.00
<b>Total Other Current Assets</b>	<u>5,932,410.08</u>
<b>Total Current Assets</b>	25,975,492.63
<b>Fixed Assets</b>	
<b>GENERAL FIXED ASSET GROUP</b>	
10600 · Fire Trucks & Equip	4,429,722.00
10610 · Building Improvements	1,293,009.40
10615 · Buildings	13,398,373.00
10640 · Firefighting Equipment	375,665.98
10650 · Administrative	374,807.41
10660 · Construction in Progress	1,738,302.29
10665 · Land - North 40	1,700,000.00
10669 · Accumulated Depreciation	-7,676,469.82
<b>Total GENERAL FIXED ASSET GROUP</b>	<u>15,633,410.26</u>
<b>Total Fixed Assets</b>	15,633,410.26
<b>Other Assets</b>	
10593 · Deferred Refunding Cost	1,574,234.68
10594 · Deferred Refunding Costs-Accum.	-1,299,064.71
90103 · VPF-Def Oflow-Pens Inv Ret Diff	118,082.00
90105 · VPF-Def Oflow-Pens Contr After	382,000.00
90111 · SWDB-Def Oflow-Pens Exper Diff	70,656.34
90112 · SWDB-Def Oflow-Pens Chg Assum	39,642.24
90113 · SWDB-Def Oflow-Pens Inv Ret Dif	0.07
90115 · SWDB-Def Oflow-Pens Chg Propor	20,909.00
90116 · SWDB-Def Oflow-Pens Contr After	48,429.92
<b>Total Other Assets</b>	<u>954,889.54</u>
<b>TOTAL ASSETS</b>	<u><u>42,563,792.43</u></u>

Aspen Fire Protection District  
**Balance Sheet**  
As of March 31, 2021

Mar 31, 21

**LIABILITIES & EQUITY**

**Liabilities**

**Current Liabilities**

**Accounts Payable**

2002 · 20120 - Accts Payable--CA Fund 21,038.74

**Total Accounts Payable** 21,038.74

**Other Current Liabilities**

**CURRENT LIABILITIES**

20135 · HSAs Accrual 1,133.34

20140 · Section 125 Accrual -5,769.78

20162 · Vol FFs Insurances Accrual 944.85

20310 · Federal Withholding Tax Accrual -100.00

20314 · Stationkeepers' Fund Accrual 5,499.01

20317 · AVFD T-shirt Sales (+) Accrual 57.75

21000 · Deferred Revenue--Prop. Tax 4,337,674.76

21010 · Deferred Revenue--Other 21,256.00

**Total CURRENT LIABILITIES** 4,360,695.93

23050 · Accrued Int. Payable--Bond Debt 43,121.27

**Total Other Current Liabilities** 4,403,817.20

**Total Current Liabilities** 4,424,855.94

**Long Term Liabilities**

**BOND DEBT SERVICE FUND (Liab.)**

22000 · Deferred Revenue--Prop. Tax 793,004.74

23000 · Bonds Payable 4,850,000.00

23010 · Current Portion - Bonds Payable 880,000.00

22900 · Bond Premium 1,100,512.25

22901 · Bond Premium- Accumulate Amort. -955,334.34

**Total BOND DEBT SERVICE FUND (Liab.)** 6,668,182.65

**Aspen Fire Protection District**  
**Balance Sheet**  
 As of March 31, 2021

	Mar 31, 21
<b>HOUSING DEBT SERVICE (Liab.)</b>	
22902 · COPs Payable	13,305,000.00
22903 · Current Portion - COPs Payable	550,000.00
22904 · COPs Premium	1,836,645.45
<b>Total HOUSING DEBT SERVICE (Liab.)</b>	15,691,645.45
90200 · VPF--Net Pension Liability	880,302.00
90202 · VPF--Def Iflow--Pens Chg Assum	180,279.00
90210 · SWDB--Net Pension Liability	-20,877.42
90211 · SWDB-Def Iflow-Pens Exp Diff	409.29
90213 · SWDB-Def Iflow-Pens Inv Ret Dif	32,820.00
90214 · SWDB-Def Iflow-Pens Act/Rep Dif	7,951.76
90215 · SWDB-Def Iflow-Pens Chg Propor	33,325.97
90220 · Compensated Absences / PTO	193,159.81
<b>Total Long Term Liabilities</b>	23,667,198.51
<b>Total Liabilities</b>	28,092,054.45
<b>Equity</b>	
<b>FUND BALANCES</b>	
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
<b>Total FUND BALANCES</b>	11,876,157.30
3900 · Retained Earnings	2,576,633.32
Net Income	18,947.36
<b>Total Equity</b>	14,471,737.98
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>42,563,792.43</b>

**Aspen Fire Protection District**  
**Profit & Loss Budget Performance**  
March 2021

	<u>Mar 21</u>	<u>Jan - Mar 21</u>	<u>YTD Budget</u>	<u>Annual Budget</u>
<b>Income</b>				
<b>GENERAL (Income)</b>				
<b>31100 · General Property Tax</b>				
31102 · Allocation--to Cap Acq Fund	350,000.00	600,000.00	285,000.00	600,000.00
31103 · Allocation--to Housing Fund	500,000.00	500,000.00	110,000.00	1,100,000.00
31104 · Allocation--to GF General	80,974.58	72,755.52	358,040.80	3,580,408.00
31105 · Allocation--to GF Emerg Reserve	50,000.00	50,000.00	5,000.00	50,000.00
31106 · Allocation--to GF Ops Reserve	200,000.00	200,000.00	20,000.00	200,000.00
31107 · Allocation--to GF FPPA Annual	250,000.00	250,000.00	25,000.00	250,000.00
31109 · Allocation--for Treasurer Fee	75,320.64	88,046.46	76,058.06	304,232.00
<b>Total 31100 · General Property Tax</b>	<u>1,506,295.22</u>	<u>1,760,801.98</u>	<u>879,098.86</u>	<u>6,084,640.00</u>
31200 · Specific Ownership Taxes	20,081.84	52,312.63	46,250.06	185,000.00
36100 · Interest Earned--Prop. Taxes	11.42	12.33	2,500.03	10,000.00
36200 · Interest on Investments	25.08	157.62	2,500.03	10,000.00
37100 · Delinquent Taxes	105.91	115.27	-1,000.03	-4,000.00
38000 · North 40 Lease to County	4,139.88	12,350.44	12,548.81	50,195.00
38010 · County Share of Expenses @N40	8,675.00	8,675.00	7,500.00	30,000.00
38015 · Tenants' Share of Expenses@Stwd	1,702.83	3,878.83	1,000.03	4,000.00
38050 · WFAC (Wildfire Mapping) Project	0.00	41,180.00	40,000.00	40,000.00
38100 · Other Income (vs. Expense)	708.00	2,124.00		
38101 · Grants	0.00	0.00	10,000.03	40,000.00
38103 · CDPS DFPC--Cooperator Incident	0.00	0.00	25,000.03	100,000.00
38109 · Donations/Contrib (GF-Assigned)	274.49	4,198.97		
38110 · Sprinkler Permit Fees(PlansChk)	14,717.22	14,717.22	8,750.06	35,000.00
<b>Total GENERAL (Income)</b>	<u>1,556,736.89</u>	<u>1,900,524.29</u>	<u>1,034,147.91</u>	<u>6,584,835.00</u>
<b>Total Income</b>	<u>1,556,736.89</u>	<u>1,900,524.29</u>	<u>1,034,147.91</u>	<u>6,584,835.00</u>
<b>Gross Profit</b>	<u>1,556,736.89</u>	<u>1,900,524.29</u>	<u>1,034,147.91</u>	<u>6,584,835.00</u>
<b>Expense</b>				
<b>PERSONNEL - District Staff</b>				
41110 · Wages - Career Duty FFs	54,755.67	167,536.57	203,270.06	813,080.00
41111 · Salaries & Wages-All Other Paid	46,539.65	139,615.35	211,416.00	845,664.00
41120 · Misc. Payroll Expenses	434.20	652.20	300.00	1,200.00
41125 · Employer SUI--Staff	288.22	1,005.21	1,277.81	5,111.00
41130 · Retirement Plan--401(a)	7,449.36	28,828.39	29,224.50	116,898.00
41132 · Pension Plan--FPPA SWDB	5,919.70	18,090.37	25,271.81	101,087.00
41135 · Employer Medicare--Staff	1,419.47	4,954.35	6,176.53	24,706.00
41140 · All Insurances & HSA Contrib.	15,423.90	51,269.94	65,366.53	261,466.00
41141 · Board Match--457(b) Plan	1,883.60	6,608.89	7,675.50	30,702.00
41142 · Fit/Wellness Allowance--Staff	0.00	0.00	5,200.03	20,800.00
41143 · Health Insur--Staff Dependents	3,822.84	10,765.23	14,647.31	58,589.00
41144 · Benefits Contingency - PTO Cash	0.00	43,216.55	6,071.06	24,284.00
<b>Total PERSONNEL - District Staff</b>	<u>137,936.61</u>	<u>472,543.05</u>	<u>575,897.14</u>	<u>2,303,587.00</u>



## Aspen Fire Protection District Profit & Loss Budget Performance March 2021

	Mar 21	Jan - Mar 21	YTD Budget	Annual Budget
<b>ADMINISTRATION</b>				
41149 · County Treasurer Fee	75,320.64	88,046.46	76,071.75	304,287.00
41150 · Employer Medicare--AVFD+	0.00	0.00	625.03	2,500.00
41155 · Employer Social Security--AVFD+	441.17	1,235.27	3,750.00	15,000.00
41160 · Employer SUI--AVFD+	0.00	0.00	156.28	625.00
41146 · Employee Wellness Program	0.00	581.55	2,000.06	8,000.00
41200 · Other Expense (vs. Income)				
COVID-related reimps--part 3	0.00	15,858.64		
Total 41200 · Other Expense (vs. Income)	0.00	15,858.64		
41209 · WFAC (Wildfire Mapping) Project	0.00	0.00	10,000.03	40,000.00
41210 · Contr Labor/ Special Projects	0.00	0.00	11,250.00	45,000.00
41211 · Supplies & Expenses	2,238.54	8,008.56	5,806.03	23,224.00
41212 · Telephone Expense	2,448.46	7,716.54	7,500.00	30,000.00
41214 · Info. Systems & Support	5,708.99	11,824.99	7,500.00	30,000.00
41500 · Audit & Budget	12,800.00	12,800.00	4,500.00	18,000.00
41510 · Insurance				
Gen Liability/Accident & Other	0.00	0.00	12,500.06	50,000.00
Workers' Comp	0.00	45,538.00	11,250.00	45,000.00
Total 41510 · Insurance	0.00	45,538.00	23,750.06	95,000.00
41520 · Legal	2,748.00	7,480.00	6,250.03	25,000.00
41770 · Equip Repair/Replace	0.00	0.00	1,250.06	5,000.00
41820 · Staff Vehicle Expense	387.31	649.66	4,250.06	17,000.00
41840 · Administrative	3,333.29	10,114.34	11,250.00	45,000.00
41920 · Capital Outlay - Computers +	0.00	0.00	6,250.03	25,000.00
<b>Total ADMINISTRATION</b>	<b>105,426.40</b>	<b>209,854.01</b>	<b>182,159.42</b>	<b>728,636.00</b>
<b>PERSONNEL - Volunteer Staff</b>				
41860 · Vol. Fit/Wellness Allowance	0.00	0.00	12,025.03	48,100.00
41861 · Volunteer Health Insur/HSA/HRA	15,978.47	50,527.94	77,290.50	309,162.00
41870 · Volunteer Health Screenings	0.00	0.00	1,250.06	5,000.00
41875 · LOSAP	0.00	0.00	33,000.00	33,000.00
41892 · ALL Volunteer Incentives	0.00	0.00	20,000.06	80,000.00
<b>Total PERSONNEL - Volunteer Staff</b>	<b>15,978.47</b>	<b>50,527.94</b>	<b>143,565.65</b>	<b>475,262.00</b>
<b>FIRE FIGHTING</b>				
42205 · Firefighters' Logistics/Support	618.08	1,569.25	6,250.03	25,000.00
42206 · Uniforms	6,863.08	11,212.00	7,500.00	30,000.00
42211 · Operational Supplies & Expenses	15,452.61	24,002.61	31,250.06	125,000.00
42212 · Rescue Supplies & Expenses	0.00	774.00	3,750.00	15,000.00
42213 · EMS Supplies & Expenses	814.74	1,633.26	3,750.00	15,000.00
42214 · Wildfire Supplies & Expenses	2,621.93	2,621.93	2,500.03	10,000.00
42215 · Wildfire Program (Seasonal FFs)	0.00	0.00	0.00	25,000.00
42300 · Fuel	887.33	1,684.36	3,750.00	15,000.00
42400 · Subscriptions & Dues	0.00	825.00	375.00	1,500.00
42402 · Honor Guard	0.00	0.00	1,875.00	7,500.00
<b>Total FIRE FIGHTING</b>	<b>27,257.77</b>	<b>44,322.41</b>	<b>61,000.12</b>	<b>269,000.00</b>

## Aspen Fire Protection District Profit & Loss Budget Performance March 2021

	Mar 21	Jan - Mar 21	YTD Budget	Annual Budget
<b>TRAINING</b>				
44102 · EMS Training & Records	1,130.48	2,331.48	6,000.00	24,000.00
44103 · FF Training & Records	2,015.60	2,985.60	10,500.00	42,000.00
44211 · Supplies & Expenses	0.00	7,089.94	2,500.03	10,000.00
<b>Total TRAINING</b>	<b>3,146.08</b>	<b>12,407.02</b>	<b>19,000.03</b>	<b>76,000.00</b>
<b>FIRE PREVENTION</b>				
43200 · Training	0.00	624.58	1,250.06	5,000.00
43211 · Supplies & Expenses	10.00	2,209.47	2,250.00	9,000.00
43212 · Public Fire Education	706.00	706.00	1,500.00	6,000.00
43214 · Advertising--Public Education	512.50	1,242.50	3,000.00	12,000.00
<b>Total FIRE PREVENTION</b>	<b>1,228.50</b>	<b>4,782.55</b>	<b>8,000.06</b>	<b>32,000.00</b>
<b>COMMUNICATIONS</b>				
45211 · Supplies & Expenses	1,226.50	1,326.50	2,500.03	10,000.00
45300 · Administration				
County Dispatch Services	0.00	0.00	11,250.00	45,000.00
County Radio Services	0.00	0.00	7,500.00	30,000.00
<b>Total 45300 · Administration</b>	<b>0.00</b>	<b>0.00</b>	<b>18,750.00</b>	<b>75,000.00</b>
45910 · Radio Capital Outlay	0.00	4,917.16	5,000.06	20,000.00
<b>Total COMMUNICATIONS</b>	<b>1,226.50</b>	<b>6,243.66</b>	<b>26,250.09</b>	<b>105,000.00</b>
<b>CDPS COOPERATOR INCIDENTS</b>				
42600 · Cooperator Incident--Misc.	0.00	0.00	0.00	8,000.00
42601 · Cooperator Incident--Personnel	0.00	0.00	0.00	42,000.00
<b>Total CDPS COOPERATOR INCIDENTS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>50,000.00</b>
<b>REPAIR SERVICES (Fleet &amp; Equip)</b>				
46200 · Pump & Equipment Testing	0.00	3,600.00	5,750.06	23,000.00
46211 · Supplies & Expenses & Parts	5,685.88	8,893.46	7,500.00	30,000.00
46212 · Out-source Maint& Repair				
Labor--at County Fleet	4,120.00	4,920.00		
46212 · Out-source Maint& Repair - Other	0.00	0.00	21,250.03	85,000.00
<b>Total 46212 · Out-source Maint&amp; Repair</b>	<b>4,120.00</b>	<b>4,920.00</b>	<b>21,250.03</b>	<b>85,000.00</b>
<b>Total REPAIR SERVICES (Fleet &amp; Equip)</b>	<b>9,805.88</b>	<b>17,413.46</b>	<b>34,500.09</b>	<b>138,000.00</b>

**Aspen Fire Protection District**  
**Profit & Loss Budget Performance**  
March 2021

	<u>Mar 21</u>	<u>Jan - Mar 21</u>	<u>YTD Budget</u>	<u>Annual Budget</u>
<b>STATIONS, BUILDINGS &amp; GROUNDS</b>				
<b>Headquarters Station</b>				
48209 · Alarm Monitoring and T&I--HQ	0.00	0.00	425.06	1,700.00
48210 · Repairs & Maint. - Headquarters	668.20	4,309.89	5,750.06	23,000.00
48211 · Supplies & Exp. - Headquarters	1,516.07	2,454.87	3,000.00	12,000.00
48214 · Utilities - Headquarters	1,983.31	15,623.22	9,000.00	36,000.00
48215 · Cleaning - Headquarters	496.00	1,736.00	2,500.03	10,000.00
<b>Total Headquarters Station</b>	<u>4,663.58</u>	<u>24,123.98</u>	<u>20,675.15</u>	<u>82,700.00</u>
<b>North 40 Station</b>				
48309 · Alarm Monitoring and T&I--N40	0.00	0.00	300.00	1,200.00
48311 · Repairs & Maint. - North 40	3,964.93	7,122.96	5,000.06	20,000.00
48315 · Supplies & Expenses - North 40	1,214.97	2,024.17	3,000.00	12,000.00
48320 · Utilities - North 40	3,271.63	11,076.21	9,500.06	38,000.00
<b>Total North 40 Station</b>	<u>8,451.53</u>	<u>20,223.34</u>	<u>17,800.12</u>	<u>71,200.00</u>
<b>Aspen Village Substation</b>				
48016 · Supplies & Exp.- Aspen Village	0.00	0.00	500.06	2,000.00
48400 · Utilities - Aspen Village	629.36	2,064.02	1,362.56	5,450.00
48409 · Alarm Monitoring and T&I--AV	0.00	0.00	187.50	750.00
48410 · Repairs & Maint.- Aspen Village	660.00	3,407.00	5,000.06	20,000.00
<b>Total Aspen Village Substation</b>	<u>1,289.36</u>	<u>5,471.02</u>	<u>7,050.18</u>	<u>28,200.00</u>
<b>Starwood Substation</b>				
48411 · Supplies & Exp. - Starwood	95.64	2,708.64	250.03	1,000.00
48412 · Utilities - Starwood	1,232.15	4,112.21	2,000.06	8,000.00
<b>Total Starwood Substation</b>	<u>1,327.79</u>	<u>6,820.85</u>	<u>2,250.09</u>	<u>9,000.00</u>
<b>Woody Creek Substation</b>				
47301 · Supplies & Exp. - Woody Creek	0.00	0.00	375.00	1,500.00
47302 · Utilities - Woody Creek	885.07	2,883.58	2,225.06	8,900.00
47309 · Alarm Monitoring and T&I--WC	0.00	0.00	212.53	850.00
47310 · Repairs & Maint. - Woody Creek	507.50	2,840.50	1,250.06	5,000.00
<b>Total Woody Creek Substation</b>	<u>1,392.57</u>	<u>5,724.08</u>	<u>4,062.65</u>	<u>16,250.00</u>
<b>Total STATIONS, BUILDINGS &amp; GROUNDS</b>	<u>17,124.83</u>	<u>62,363.27</u>	<u>51,838.19</u>	<u>207,350.00</u>
<b>TRANSFER TO OTHER FUNDS</b>				
49502 · Transfer to CapAcquisition Fund	350,000.00	600,000.00	285,000.00	600,000.00
49503 · Transfer to Housing Fund	500,000.00	500,000.00	110,000.00	1,100,000.00
49507 · Xfer to Emergency Reserve Fund	50,000.00	50,000.00	5,000.00	50,000.00
49508 · Xfer to Operations Reserve Fund	200,000.00	200,000.00	20,000.00	200,000.00
49509 · Xfer to FPPA Annual Accrual Fnd	250,000.00	250,000.00	25,000.00	250,000.00
<b>Total TRANSFER TO OTHER FUNDS</b>	<u>1,350,000.00</u>	<u>1,600,000.00</u>	<u>445,000.00</u>	<u>2,200,000.00</u>
<b>Total Expense</b>	<u>1,669,131.04</u>	<u>2,480,457.37</u>	<u>1,547,210.79</u>	<u>6,584,835.00</u>
<b>Net Income</b>	<u>-112,394.15</u>	<u>-579,933.08</u>	<u>-513,062.88</u>	<u>0.00</u>

## Aspen Fire Protection District Profit & Loss Budget Performance March 2021

	<u>Mar 21</u>	<u>Jan - Mar 21</u>	<u>YTD Budget</u>	<u>Annual Budget</u>
<b>Income</b>				
<b>CAPITAL ACQUISITION (Income)</b>				
30075 · General Property Tax Allocation	350,000.00	600,000.00	285,000.00	600,000.00
60100 · Interest on Investments	1.16	10.41	1,000.03	4,000.00
<b>Total CAPITAL ACQUISITION (Income)</b>	<u>350,001.16</u>	<u>600,010.41</u>	<u>286,000.03</u>	<u>604,000.00</u>
<b>Total Income</b>	<u>350,001.16</u>	<u>600,010.41</u>	<u>286,000.03</u>	<u>604,000.00</u>
<b>Gross Profit</b>	350,001.16	600,010.41	286,000.03	604,000.00
<b>Expense</b>				
<b>CAPITAL ACQ. Fund (Expenses)</b>				
60110 · Cap. Outlay/Equipment/Projects				
equiping Engines 61 + 62	0.00	0.00	0.00	100,000.00
air conditioning @Stations61+63	18,722.49	18,722.49	10,000.03	40,000.00
replacement Engine 62	0.00	782,343.00	781,239.00	781,239.00
new fleet vehicle(s)	0.00	0.00	12,500.06	50,000.00
<b>Total 60110 · Cap. Outlay/Equipment/Projects</b>	<u>18,722.49</u>	<u>801,065.49</u>	<u>803,739.09</u>	<u>971,239.00</u>
<b>Total CAPITAL ACQ. Fund (Expenses)</b>	<u>18,722.49</u>	<u>801,065.49</u>	<u>803,739.09</u>	<u>971,239.00</u>
<b>Total Expense</b>	<u>18,722.49</u>	<u>801,065.49</u>	<u>803,739.09</u>	<u>971,239.00</u>
<b>Net Income</b>	<u><u>331,278.67</u></u>	<u><u>-201,055.08</u></u>	<u><u>-517,739.06</u></u>	<u><u>-367,239.00</u></u>

## Aspen Fire Protection District Profit & Loss Budget Performance March 2021

	<u>Mar 21</u>	<u>Jan - Mar 21</u>	<u>YTD Budget</u>	<u>Annual Budget</u>
<b>Income</b>				
<b>HOUSING (Income)</b>				
31175 · General Property Tax Allocation	500,000.00	500,000.00	275,000.06	1,100,000.00
31190 · Interest on Investments	238.15	1,286.12	12,500.06	50,000.00
<b>Total HOUSING (Income)</b>	<u>500,238.15</u>	<u>501,286.12</u>	<u>287,500.12</u>	<u>1,150,000.00</u>
<b>Total Income</b>	<u>500,238.15</u>	<u>501,286.12</u>	<u>287,500.12</u>	<u>1,150,000.00</u>
<b>Gross Profit</b>	500,238.15	501,286.12	287,500.12	1,150,000.00
<b>Expense</b>				
<b>HOUSING Fund (Expenses)</b>				
<b>70100 · North 40 Pre-Construction</b>				
Architectural Services	5,695.74	21,494.16		
Construction Mgmt. Services	4,547.50	13,132.50		
Other Services / Fees	184,525.73	307,609.48		
<b>Total 70100 · North 40 Pre-Construction</b>	<u>194,768.97</u>	<u>342,236.14</u>		
70200 · North 40 Construction	172,411.70	172,411.70	2,937,500.06	11,750,000.00
<b>70300 · COPs--Lease Payments</b>				
70301 · Interest Payments	0.00	0.00	0.00	543,050.00
70302 · Principal Payments	0.00	0.00	0.00	550,000.00
<b>Total 70300 · COPs--Lease Payments</b>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1,093,050.00</u>
70305 · Bank (UMB) Sweep / Admin Fees	120.50	362.54	1,737.56	6,950.00
<b>Total HOUSING Fund (Expenses)</b>	<u>367,301.17</u>	<u>515,010.38</u>	<u>2,939,237.62</u>	<u>12,850,000.00</u>
<b>Total Expense</b>	<u>367,301.17</u>	<u>515,010.38</u>	<u>2,939,237.62</u>	<u>12,850,000.00</u>
<b>Net Income</b>	<u><u>132,936.98</u></u>	<u><u>-13,724.26</u></u>	<u><u>-2,651,737.50</u></u>	<u><u>-11,700,000.00</u></u>

**Aspen Fire Protection District**  
**Profit & Loss Budget Performance**  
 March 2021

	<u>Mar 21</u>	<u>Jan - Mar 21</u>	<u>YTD Budget</u>	<u>Annual Budget</u>
<b>Income</b>				
<b>BOND DEBT SERVICE FUND (Income)</b>				
35100 · General Property Tax	273,996.41	320,291.42	271,878.56	1,087,514.00
35200 · Specific Ownership Taxes	3,652.90	9,472.06	8,750.06	35,000.00
35210 · Interest Earned--Prop. Taxes	2.08	2.24	500.06	2,000.00
35250 · Interest on Investments	15.78	88.83	1,750.03	7,000.00
35700 · Delinquent Taxes	19.26	20.96	-1,250.06	-5,000.00
<b>Total BOND DEBT SERVICE FUND (Income)</b>	<u>277,686.43</u>	<u>329,875.51</u>	<u>281,628.65</u>	<u>1,126,514.00</u>
<b>Total Income</b>	<u>277,686.43</u>	<u>329,875.51</u>	<u>281,628.65</u>	<u>1,126,514.00</u>
<b>Gross Profit</b>	277,686.43	329,875.51	281,628.65	1,126,514.00
<b>Expense</b>				
<b>BOND DEBT SERVICE Fund (Expns.)</b>				
50005 · County Treasurer Fee	13,700.89	16,015.73	13,594.03	54,376.00
50010 · Interest Payments	0.00	0.00	0.00	191,625.00
50011 · Principal Payments	0.00	0.00	0.00	880,000.00
50020 · Fees & Expenses	200.00	200.00	200.00	200.00
<b>Total BOND DEBT SERVICE Fund (Expns.)</b>	<u>13,900.89</u>	<u>16,215.73</u>	<u>13,794.03</u>	<u>1,126,201.00</u>
<b>Total Expense</b>	<u>13,900.89</u>	<u>16,215.73</u>	<u>13,794.03</u>	<u>1,126,201.00</u>
<b>Net Income</b>	<u><u>263,785.54</u></u>	<u><u>313,659.78</u></u>	<u><u>267,834.62</u></u>	<u><u>313.00</u></u>

# ASPEN FIRE PROTECTION DISTRICT

## MEMORANDUM

DATE: April 9, 2021  
TO: Rick Balentine, Fire Chief  
FROM: Board of Directors  
RE: Employment Milestones

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Employee, Rick Balentine, Fire Chief shall meet the following goals and milestones:

1. Provide a reporting structure to demonstrate the organizational model of how events are to be managed.
  - a. Develop and implement a leadership development program for paid and volunteer staff.
  - b. Provide a list of suggestions on best practices to integrate the new paid staff with volunteer staff. Reference other departments as examples as necessary.
2. Provide at least one example of how you have involved an officer or staff member with a difficult decision.
  - a. At an operations meeting, individual meetings, or email to membership encourage staff to communicate with you and that you value their input. Provide one or more examples.
3. Provide documentation that you have contacted each of the members of the Public Safety Council.
  - a. Solicit feedback on how we, AFPD, could better communicate and collaborate with them.
  - b. Develop a three question survey for their leadership to complete and return to the District Board.
4. Provide to the Board documentation of where the development of our wildfire program is and where it is going in the future.
  - a. Develop a wildfire public outreach program.

- b. Provide a plan for how the emergency funds as part of the mill levy increase are to be used when and how.
5. Establish Key Performance Indicators (KPI) for AFPD.
  - a. Develop a peer group of similar departments to use for reference regarding Best Practices ad KPIs
  - b. Adopt KPIs (these should include NFPA) for Operations and Administration.
  - c. Implement plans to improve KPIs (e.g., response times).
  - d. Report quarterly to the Board regarding progress on meeting KPIs.
6. Provide documentation of AFPD's response times and how they compare to the NFPA standards.
  - a. Provide a plan to improve our response times to meet the NFPA standards or surpass them.
  - b. Develop a reporting mechanism to communicate expenditures and outcomes to the Board and public.
7. Provide draft 2022 budget to the board by the August meeting.
  - a. Include ideas to reduce our budget without reducing service.
8. Increase employee morale by 25% by the end of the second quarter by scheduling monthly team-building exercises and utilizing the SMART (Specific, Measurable, Attainable, Relevant and Timely) goal to build morale.
  - a. The increase in morale will be measured through employee satisfaction surveys completed at the end of Q2 and the end of Q4.
9. Develop and implement a junior firefighter program.
10. Provide a written narrative addressing completion of 2020 milestones.

Countersignature:

I, Rick Balentine understand and agree to undertake the above requirements during the current term of my employment.



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Rick Balentine, Fire Chief