



Aspen Fire Protection District Board of Directors Regular Monthly Meeting

MEETING DATE: November 9, 2021
MEETING TIME: 5:00pm

LOCATION: 420 E Hopkins

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

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

09 Meeting ID: 818 6625 0163 Passcode: 365443. 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 October 12th, 2021.
 - b) Motion to approve minutes from Special Meeting October 14th, 2021
- IV. Public Comment
- V. AVFD Inc. – Ryan Warren, President
- VI. North 40 Housing Project Update – Sebastian Wanatowicz
 - a) Project Budget Update
 - b) Project Contingency Reconciliation
 - c) Allowances Log Update
 - d) FCI Budget Reconciliation
- VII. Wildfire Community Action Fund – Ali Hager
 - a) Project Update
 - b) Policies and Procedures Review
- VIII. Strategic Plan Update / Staffing Review – DC Andersen
- IX. Financials
 - a) Monthly Financial Review
 - b) FPPA Volunteers – 3rd Quarter
 - c) 2022 Draft Budget Review
- X. Board Member Comments & Action Items
- XI. Staff Report
 - a) Fire Marshal/Prevention

- b) Training
 - c) Wildfire
 - i. Multi-Agency Beetle Kill Project
 - ii. Schedule wildfire mapping overview
 - d) Recruiting
- XII. CEO/Fire Chief & Good of District
- a) Bud Strong, Badge #1 Memorial – November 13th
 - b) Veteran’s Day – November 11th
 - c) Holiday Party
- XIII. Old Business
- a) Pano AI Rapid Wildfire Detection Project Update
 - i. Schedule Pano Project review
 - b) Aspen Fire Housing Guidelines and Rental Rates
 - c) North 40 Roofing Update
- XIV. New Business

Aspen Fire Protection District

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



Board of Directors Regular Meeting October 12, 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 5:02pm

Roll Call:

- Board of Directors Present: John Ward, Denis Murray, Stephen Wertheimer, Michael Buglione, Dave (Wabs) Walbert
- Board of Directors Absent:
- Staff/Volunteers Present: Rick Balentine, Jake Andersen, Nikki Lapin, Jan Schubert, Jan Legersky, Ryan Warren, Arnold Nimmo, Bruce Bradshaw, Mike Haman, Roya Beklik
- Public/Others: Richard Peterson, Sebastian Wanatowicz, Ali Hager

Approval of Minutes:

MOTION: Motion by Steve to approve minutes from: Regular meeting held on September 14th, 2021. Wabs second.

Discussion:

There was clarification made to the second motion that should have read "10kw", not 10,000kw. There was further discussion on the amended motion in regards to battery backup. Denis gave a recap as to where it stood after last meeting; moving PV panels back onto the Fire Place building, going to meet the minimum requirements of Pitkin County code, store 25% of panels on the building unless we can get it as a campus. At a minimum there will be 38kw on the roof, 10 kw of storage in the building. The original design of building did not include storage, so the equipment purchased that is onsite does not accommodate battery backup to every unit and will be a 30 week lead time. Due to the delay, it was determined to try get 10kw storage and match minimum requirement by Pitkin County. Sebastian confirmed that the easiest and cheapest way to do this would be to supply house panel that runs the garage, the building lights and some other backbone of the facility, to tie the battery to the main distribution panel instead of the 15 sub metered panels in the units.

Vote:All approved.

Public Comment: None

AVFD Inc., Ryan Warren: Not Present

- Ryan addressed the AVFD board being a sounding board for firefighters. There have been good meetings with Chief and DC Andersen. This has been effective with solving issues or parties feeling

like they have been heard. There was an incident involving a volunteer getting into issue with health insurance that ran into financial needs. A current member stepped forward with financial assistance and AVFD Inc. is going to match. The department has been gracious to discuss policies and procedures that may affect firefighters. This has been encouraging.

- There is continued concern in regards to rental rates with Fire Place housing.

North 40 Housing Project Update: Sebastian Wanatowicz

- Fire Place Project Update:
 - Curbs have been poured on the podium slab which is complete.
 - First building in southwest corner is being framed. Things are moving quickly.
- Fire Place Budget Review:
 - Project just had pay application #8 for a million dollars due to finish of concrete podium slab, finishing up excavation backfill, waterproofing up the sides of building and the framing package.
 - Sebastian reviewed the budget, allowance report and contingency reconciliation. He noted there may be large soft cost coming next for BG Works change order to redesign of the battery.

Wildfire Community Action Fund Project

- Rick gave a brief background about how this program has come to fruition. Ali Hager was introduced to the board. Rick recommended bringing on Ali as the potential Fuels Reduction Specialist for this proposed program. This would be a temporary, full-time position. A job description was included in the board packet. The salary for this position would be paid through the fund, so no out of pocket costs to the district. Her position will be solely fuel reductions, representing Aspen Fire at meetings throughout county and state, grant writing and fundraising for this fund.
- The goal of this program is to build a fire resilient community. Multi-jurisdictional teams are being made across the country. This position will pull these different agencies together.

MOTION: Motion by John to authorize the setup of a special revenue fund the Wildfire Community Action Fund Project and create a position for a Fuel Reduction Specialist. Michael second.

Discussion:

The board directed staff to put together policy and procedures for the program. These need to be in place before moving forward with hiring of consultants and/or raising of additional funds. Further discussion was to bring on Ali Hager to create procedures to administer funds, procedures to apply for grants and create list of projects.

Vote: Motion and second motion was withdrawn.

AMENDED

MOTION: Motion by Denis to establish a special revenue fund to promote wildfire resilience across the Aspen Fire Protection District through holistic fuels reduction, wildfire habitat improvement and water shed protection. John second.

Discussion: None

Vote: All approved

SECOND

MOTION: Motion by Denis is to hire a Fuels Reduction Specialist, Ali Hager, to implement policies and procedure for the Wildfire Community Action Fund Project with the maximum expenditures of \$50,000. John second

Discussion: None

Vote: All approved

Steve noted that once she comes back with policies and procedures, the maximum funding and expenditures can be lifted.

Strategic Plan and Staffing Review

- Strategic Plan: DC Andersen commented staff is ahead of schedule with multiple items on the strategic plan. They are functional and continuing to be updated.
- Staffing Review: Aspen Fire is one year in as a combination department. A mid-year review was given a few months back. DC Andersen discussed that we are not currently meeting the minimums and is looking at solutions. Data pulled for all of 2021 shows we have currently paid 1800 hours of overtime to cover shifts. We had 70 days understaffed and 90 days to pay overtime to keep stations open. DC Andersen will be working with officers and volunteers to see what solution may be. The volunteers have been stepping up to help.

Financials

- Monthly Financial Review:
 - Confirmed sale of two vehicles, ATV's and trailer. This will be reflected when check is received.
 - Worker's Compensation: This was under budgeted due to the adding of 9 firefighters in 2021. This was not originally budgeted.
 - Reviewed year to date expenses versus year-today budget.
- 2022 Draft Budget Review
 - Property Tax Revenue: Increased revenue on property tax is \$450,000 additional plus \$100,000 due to last year abatements.
 - Wages/Salaries: Increased by \$47,000. This is cost of living allowance. There is \$150,000 built in for overtime.
 - Health Insurance: There is a 5% increase. Staff is proposing STD/LTD and increasing the HSA contribution to be competitive.
 - Radio Cost: Proposed \$20,000 for radios. There was discussion of putting apparatus radios in apartments at station 65 due to challenge with reception.
 - Supplies/Expenses: Operational supplies under firefighter includes tools, gear and miscellaneous supplies.
 - Pano AI: Currently have \$20,000 budgeted. This amount is not set. It's been slow season for wildfire. Aspen Ski Company will be doing some burning, so Rick will be monitoring to see if PANO picks up any smoke. There is further discussion to have with Pano.
 - Honor Guard: Budget includes coast of travel and additional uniform items needed. The original honor guard budget came from board stipend. Board had voted not to take it and put toward honor guard.
 - Capital Acquisitions:

- Air Conditioning: Last year the board approved air conditioning for Woody Creek and North 40 bunk rooms, but not apartment upstairs. This budget includes air conditioning for bunk rooms at Headquarters and North 40 apartment.
 - Loft system: Proposing loft system at North 40 for extra storage.
 - Roof Replacement: Price has increased from last year.
- Overtime: The board would like to see this broken out as a different line item.
- The board would like to see a staffing plan by November meeting to discuss and review.
- Volunteer FPPA
 - There has not been a raise to the volunteer FPPA in the past six years. It is proposed to increase. Discussion of what that should look like.

MOTION: Motion by Wabs to raise FPPA payout to volunteers, that are eligible, to \$750 effective January 1, 2022. Steve second. Wabs recused himself due to being a recipient. All approved.

Board Comments & Action Items:

- Steve commented that he is pleased with progress of North 40 with timeline and budget. Rick acknowledged the work Denis has put in.
- Denis would like to see a demo on fire mapping, do testing on Pano AI or find out how it works during Aspen Ski Company's burns, and see a fire ordinance update sooner than later.
- John echoed Steve's comments in regards to North 40 project. Rick gave praise to John McBride for allowing the use of extra piece of land next door.
- Michael is on board with the project at North 40.

Staff Report:

- Fire Prevention: Jan reviewed numbers presented in the staff report. There will be ability to test Pano AI during Buttermilk burn. There have been more fire trainings going on. Denis suggested getting coordinates of the burn piles at Buttermilk.
- Training Report:
 - EMR practical was today. All passed except one.
 - In process of recruiting for next year. We were approached by CMC academy. There were 10 candidates interviewed with hope to bring on at least 6. The cost is approximately \$1,000 per student. The grant will not cover this cost. This will be an experimental project with many not living in district. There was discussion of out of district and are there bigger requirements and/or different benefits.
 - Staff is currently in the process of revamping the training program.
- New mission statement posted in conference room.
- Wildfire Assessments: These assessments can be booked online through Aspen Fire website. There was discussion of Aspen Fire working with City when tree mitigation is needed.

CEO/Fire Chief and Good of the District:

- Good of District: Rick included an email with pictures from a citizen that attended 9/11 Remembrance. Also, Roy Holloway was nominated for the Pitkin County Cares Greg Mace Award. Great turnout to show support.
- Captain Dan Palmer will be leaving as he accepted a Division Chief position with another agency. Rick and Jake will be reviewing this position and how to proceed.

Old Business:

- Aspen Fire Place Housing Guidelines and Rates: There will be a special work session on Thursday, October 14th.

- North 40 Roofing Update: Report was included in the board packet. Staff is working to get an RFP out.

MOTION: Motion by John to adjourn at 8:28pm. Wabs second. All approved.

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

Aspen Fire Protection District

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



Board of Directors Special Meeting October 14, 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 11:36am.

Roll Call:

- Board of Directors Present: John Ward, Denis Murray, Stephen Wertheimer, Michael Buglione, Dave (Wabs) Walbert
- Board of Directors Absent:
- Staff/Volunteers Present: Rick Balentine, Nikki Lapin, Ryan Warren, Larry Feinman, Bruce Bradshaw, Ken Josselyn, Thom Barr, Andrew Reid, Arnold Nimmo, Jack Orsi, Shawn Jones, Jake Spaulding, Elija Olmert, Will Hardenbergh, Drew Barr, Mike Tracey, Roya Beklik
- Public/Others:

Aspen Fire Place Housing Guidelines and Rates:

- Rick gave a quick review of potential costs and expenses associated with monthly and yearly costs to maintain the housing.
- Included in the board packet was a sample of another agencies housing program, APCA current guidelines and rates, and a budget/expense worksheet.
- There were many discussions around priority, length of leases, waiting lists, what happens when someone goes on probation, become disabled, terminates and/or retires.
- The board felt the priority and waterfall effect should be:
 - Volunteers
 - Career Firefighters
 - Aspen Fire Staff
 - Aspen First Responders
 - Governmental Agencies
 - General Public
- Leases should be yearly with automatic renewal if member is in good standing.
- The goal is to have heads on beds.
- It was suggested that units initially be filled with a combination of volunteers and career, possibly 75% volunteers, 25% career, followed by a waiting list.
- It was suggested to put together a Housing Committee.
- It was brought up to relook at the stationkeeper program.
- Rates: There were many ideas and suggestions about what rates should look like.
 - APCA can do the category qualifications.
 - Look at rates for volunteers versus career
 - It was suggested \$700/room and not use APCA rates.

- It was suggested putting a discount on the APCHA rates.
- It was suggested charging one category below what a member is qualified for.
- Many members spoke out with questions, concerns and suggestions:
 - Many members feel should be ½ of APCHA rates for volunteers and career. It will help with retention, recruiting. We don't need to make money off these units.
 - Many expressed the difficulty of living in this valley.
 - Our neighbors down road are asking much lower. We need to be competitive.
 - Members commented on the ability to be in the stationkeeper program, being able to save money and purchase employee housing in the district.
 - Recommended members continue to go through APCHA so to get in the system so they can be put into lottery to purchase.
 - Discussion of having a cap on the # of years, and/or be able to show progression of looking to purchase housing.
- The board would like to move forward with working on:
 - Determining operating costs and capital reserves
 - Length of time of 5 years
 - Multi-unit Policy
 - Immediate family and/or roommates, no subleasing
 - State statute for eviction as a municipality
 - Security deposits
 - Right to inspect units at anytime and/or terminate if unit is not taken care of
 - More rental rate discussions
 - Determination of percent of units for career and volunteers
 - Putting out a survey of interest once rates are determined
- Direction to staff: Schedule another work session to verify costs, framework for rates and put together a survey.
- It was suggested that the board work on the parameters for the rental part and staff form a focus group to work on guidelines to bring back to the board.

MOTION: Motion by John to adjourn at 1:47pm. Michael second. All approved.

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

AFPD - North 40 Housing - "Fire Place"
Monthly Budget Update - November 9, 2021

Description Scope of Work	Current Budget	Spent To Date 11/9/21	Balance To Complete	Clarifications & Remarks
Soft Cost Budget				
Architect Selection process		-	-	
Harry Teague	5,000.00	5,000.00	-	Conceptual drawings
Stryker/Brown	5,050.50	5,050.50	-	Conceptual drawings
		-	-	
Consultants		-	-	
BendonAdams - Land Consultant	20,000.00	18,810.48	1,189.52	
		-	-	
Type Five - Owners Rep.	245,087.24	144,243.86	100,843.38	Increased for Type Five
Stryker/Brown - Architects	862,151.49	796,588.43	65,563.06	655,067.49
KL&A Structural Engineer		-	-	78,000.00
BG Works - MEP		-	-	121,800.00
Confluence Architecture		-	-	7,284.00
Fee adjustment based on GMP cost of construction @ 4.4%	42,311.54	-	42,311.54	42,311.54
		-	-	
SGM	90,000.00	92,641.75	(2,641.75)	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
		-	-	
Special Inspections		-	-	
Kumar - Geo-Engineers	29,500.00	15,058.76	14,441.24	Allowance
Soils report		-	-	Budget included above
Soils testing		-	-	Budget included above
Materials testing		-	-	Budget included above
Special inspections		-	-	Budget included above
Waterproofing special inspections	12,400.00	1,900.00	10,500.00	\$17,748.62 Allowance
		-	-	
Miscellaneous fees		-	-	
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 - November 9, 2021

Description Scope of Work	Current Budget	Spent To Date 11/9/21	Balance To Complete	Clarifications & Remarks
Utilities		-	-	
		-	-	
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	30,928.23	(2,428.23)	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
		-	-	
Permit Fees		-	-	
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
		-	-	
Building permit change order fees	24,985.00	-	24,985.00	Allowance
Change order # 1 - Trash enclosure		-	-	
		-	-	
FF & E	5,000.00	-	5,000.00	Allowance
Bike racks		-	-	
Benches		-	-	
		-	-	
Insurances		-	-	
Builders Risk		-	-	In construction budget
Performance & payment Bond		-	-	In construction budget
General Liability insurance		-	-	In construction budget
		-	-	
Legal Fees		-	-	
Karp.Neu.Hanlon	20,000.00	7,940.00	12,060.00	Allowance
		-	-	
Staging Area		-	-	
Lease & insurance	20,000.00	-	20,000.00	Allowance
		-	-	
AFPD Contingencies	500,000.00		500,000.00	Allowance
Increase for Type Five (Owners Rep)	(55,087.24)	-	(55,087.24)	
SBA & KLA Fire Station Roof Solar Panel Structural Design	(5,000.00)	-	(5,000.00)	

AFPD - North 40 Housing - "Fire Place"
Monthly Budget Update - November 9, 2021

Description Scope of Work	Current Budget	Spent To Date 11/9/21	Balance To Complete	Clarifications & Remarks
BGBW Low Voltage Submittal Review	(3,250.00)		(3,250.00)	
Work completed by AFPD				
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
		-	-	
		-	-	
Soft Cost Total	2,852,708.86	2,105,767.47	746,941.39	
	2,865,919.00			
FCI Construction Budget				
FCI's GMP contract budget	14,208,446.00	-	14,208,446.00	Executed contract
PA # 1		172,411.70	(172,411.70)	Approved_03.23.21
PA # 2		261,922.60	(261,922.60)	Approved_04.15.21
PA # 3		512,340.70	(512,340.70)	Approved_05.05.21
PA # 4		377,720.95	(377,720.95)	Approved_06.07.21
PA # 5		604,975.15	(604,975.15)	Approved_07.12.21
PA # 6		540,510.10	(540,510.10)	Approved_08.12.21
PA # 7		782,648.95	(782,648.95)	Approved_09.10.21
PA # 8		1,007,517.75	(1,007,517.75)	Approved_10.06.21
PA # 9		1,174,010.95	(1,174,010.95)	Approved_11.04.22
Change Orders				
PCCO #1	40,378.00	-	-	Approved_04.21.21 [Drywell and Drain Pipe]
PCCO #2	29,878.82	-	-	Approved_06.15.21 [Permit Set Pricing]
PCCO #3	-			Approved_07.15.21
PCCO #4	-			Approved_10.18.22
PCCO #5	-			Approved_10.29.23
Construction Cost Total	14,278,702.82	5,434,058.85	8,774,387.15	
Grand Total	17,131,411.68	7,539,826.32	9,521,328.54	

Grand total 3/9/21

17,074,362.00

AFPD - North 40 Housing - "Fire Place"
Contingency Reconciliation Update - November 9, 2021

Description Scope of Work	Current Budget	Change to Contract Amounts	Balance To Complete
Soft Cost Budget			
AFPD Contingencies	500,000.00		
Consultants			
Type Five - Owners Rep.		(55,087.24)	
Stryker/Brown - Architects		(5,000.00)	
KL&A Structural Engineer		-	
BG Works - MEP		(3,250.00)	
SGM		(2,641.75)	
Special Inspections			
Waterproofing special inspections		5,348.62	
Utilities			
Holy Cross construction cost		(2,428.23)	
Soft Cost Total	-	(63,058.60)	-
FCI Construction Budget			
FCI's GMP contract budget			
Allowance #022		39,519.00	
Change Orders			
PCCO #1		(40,378.00)	
PCCO #2		(29,878.82)	
Construction Cost Total	-	(30,737.82)	-
Grand Total	-	(93,796.42)	406,203.58

Cost code	Description	Original Estimate	Approved Estimated Changes	Pending Estimate Changes	Amount Remaining
01 600001 OTH	Misc Site Demo/Foundation Drain Drywell	18,575.00	18,575.00	-	-
01 600002 OTH	Winter Conditions - Concrete Add Mix	36,656.00	-	-	36,656.00
01 600003 OTH	Winter Conditions - Concrete Heat	37,840.00	-	-	37,840.00
01 600004 OTH	Reshoring of Concrete Deck	15,000.00	-	-	15,000.00
01 600005 OTH	Misc Metals	28,024.00	823.00	-	27,201.00
01 600006 OTH	Stair Canopy - Structural Design	2,500.00	2,500.00	-	-
01 600007 OTH	Stair Canopy Structure (Steel)	35,000.00	-	-	35,000.00
01 600008 OTH	Trash Enclosure Structure & Roof	37,127.00	37,127.00	-	-
01 600009 OTH	Composite Balcony/Walkway Slats	43,205.00	43,205.00	-	-
01 600010 OTH	Cost Impacts - Added Laundry Area Cabinets	5,000.00	5,000.00	-	-
01 600011 OTH	Misc Flashing	25,000.00	-	-	25,000.00
01 600012 OTH	Window & Sliding Door Package	85,000.00	85,000.00	-	-
01 600013 OTH	Temp Heating	52,500.00	14,933.00	-	37,567.00
01 600014 OTH	Signage	2,915.00	-	-	2,915.00
01 600015 OTH	Photovoltaic System	240,000.00	-	-	240,000.00
01 600016 OTH	Plumbing Fixture Package	125,000.00	125,000.00	-	-
01 600017 OTH	Snow Removal & Earthwork Winter Conditions	138,600.00	10,070.00	-	128,530.00
01 600018 OTH	Rock Removal	35,000.00	35,000.00	-	-
01 600019 OTH	Dewatering	20,420.00	20,420.00	-	-
01 600020 OTH	Irrigation System Design & Construction	45,000.00	45,000.00	-	-
01 600021	Wood Material Cost Increase	-	140,723.00	108,949.00	31,774.00
01 600022	Supplementary Funds - Project Credits	-	93,273.00	53,754.00	39,519.00
		1,028,362.00	676,649.00	162,703.00	657,002.00

		Initial	Change	Current
Base Contract		\$ 12,792,875		
	COR 01 - Additional Drywell		\$ 40,378	
	COR 02 - Foundation Drain and Pump		\$ 2,032	
	AL 07 - Added Scope in Permit Revision		\$ 27,849	
	Allowance Reconciliation to Date		\$ 448,355	
				\$ 13,311,490
Allowance 0001	MISC SITE DEMOLITION & FOUNDATION DRAIN DRYWELL	\$ 18,575		
	AL 03 - Fund additional drywell requirements.		\$ (11,075)	
	AL 07 - Fund final costs on site demo allowance.		\$ (7,500)	
				\$ -
Allowance 0002	WINTER CONDITIONS - CONCRETE ADD MIX	\$ 36,656		
				\$ 36,656
Allowance 0003	WINTER CONDITIONS - CONCRETE HEAT	\$ 37,840		
				\$ 37,840
Allowance 0004	RESHORING OF CONCRETE DECK	\$ 15,000		
				\$ 15,000
Allowance 0005	MISCELLANEOUS METALS	\$ 28,024		
	AL 27 - Added Bollards		\$ (823)	
				\$ 27,201
Allowance 0006	STAIR CANOPY-STRUCTURAL DESIGN	\$ 2,500		
	AL 02 - Fund Contract for Engineering Services		\$ (2,500)	
				\$ -
Allowance 0007	STAIR CANOPY STRUCTURE (STEEL)	\$ 35,000		
				\$ 35,000
Allowance 0008	TRASH ENCLOSURE STRUCTURE & ROOF	\$ 37,127		
	AL 07 - Reconcile final trash enclosure costs.		\$ (37,127)	
				\$ -
Allowance 0009	COMPOSITE BALCONY/WALKWAY SLATS	\$ 43,205		
	AL 17 - Balcony and Walkway Slats		\$ (43,205)	
				\$ -
Allowance 0010	COST IMPACTS-ADDED LAUNDRY AREA CABINETS	\$ 5,000		
	AL 07 - Reconcile final costs.		\$ (5,000)	
				\$ -
Allowance 0011	MISC FLASHING	\$ 25,000		
				\$ 25,000

Allowance 0012	WINDOW & SLIDING DOOR PACKAGE	\$	85,000		
	AL 05 - Fund Final Window Package			\$	(77,854)
	AL 07 - Offset balance towards permit pricing exercise.			\$	(7,146)
				\$	-
Allowance 0013	TEMPORARY HEATING	\$	52,500		
	AL 20 - Temping Heating Temp Gas Line			\$	(14,933)
				\$	37,567
Allowance 0014	SIGNAGE	\$	2,915		
				\$	2,915
Allowance 0015	PHOTOVOLTAIC SYSTEM	\$	240,000		
				\$	240,000
Allowance 0016	PLUMBING FIXTURE PACKAGE	\$	125,000		
	AL 06 -Fund Plumbing Fixture Package			\$	(124,990)
	AL 07 - Offset balance towards permit pricing exercise.			\$	(10)
				\$	-
Allowance 0017	SNOW REMOVAL & EARTHWORK WINTER CONDITIONS	\$	138,600		
	AL 01 - Winter Conditions Costs for February			\$	(8,390)
	AL 04 - Winter Conditions Costs for March			\$	(1,680)
				\$	128,530
Allowance 0018	ROCK REMOVAL	\$	35,000		
	AL 04 - March Rock Removal Costs			\$	(2,340)
	AL 09 - April Rock Removal Costs			\$	(1,240)
	AL 10 - May Rock Removal Costs			\$	(11,410)
	AL 19 - Final Reconciliation			\$	(20,010)
				\$	-
Allowance 0019	DEWATERING	\$	20,420		
	AL 07 - Offset balance towards permit pricing exercise.			\$	(20,420)
				\$	-
Allowance 0020	IRRIGATION SYSTEM DESIGN & CONSTRUCTION	\$	45,000		
	AL 07 - Offset balance towards permit pricing exercise.			\$	(45,000)
				\$	-
Allowance 0021	Wood Cost Escalation Allowance	\$	-		
	AL 07 - Added Allowance for Wood Escalation			\$	228,000
	AL 08 - Wood Escalation Costs			\$	(87,277)
	AL 28 - Warehouse Wood Storage			\$	(21,672)
				\$	119,051
Allowance 0022	Misc. Allowance	\$	-		
	COR 04 - One Line Change Credit			\$	27,787
	COR 05 - Board Form and Trench Drain Install Credit			\$	22,210
	AL 11 - Refrigerator Water Connection Costs			\$	(3,731)

AL 12 - Elevator Ventilation Costs	\$	(4,183)	
AL 13 - Concrete Sealer	\$	(11,480)	
AL 14 - Guardrail VE	\$	22,428	
AL 15 - Additional Site Camera	\$	(4,810)	
AL 16 - Fitness Room Fit out	\$	(20,348)	
AL 17 - Balcony Slat Savings	\$	5,839	
AL 18 - Driveway Snowmelt and Heat Trace	\$	38,270	
AL 19 - Final Rock Removal Reconciliation	\$	20,010	
AL 21 - 3" Spray Foam ILO Ridgid Type V	\$	5,104	
AL 22 - LDI Roof Evaluation at Aspen Village and Woody Creek	\$	(4,000)	
AL 23 - Add Vertical Bling Specification Change	\$	(2,109)	
AL 24 - PR 04 Low Voltage Design	\$	(19,548)	
AL 25 - Snowmelt Design Change	\$	(1,012)	
AL 26 - Added Charging Stations	\$	(14,971)	
AL 29 - Horizontal Blind Upgrade	\$	(1,701)	
			\$ 53,754

Construction Contingency	\$	387,206	
BVR 01 - Permit Pricing Exercise	\$	(114,329)	
BVR 02 - Waterproofing Subcontractor Defult	\$	(30,222)	
BVR 03 - Millwork Adds	\$	(6,756)	
BVR 04 - Damproofing	\$	(27,000)	
			\$ 208,899

Grand Total	\$	14,208,443	\$ 14,278,903
-------------	----	------------	---------------

WCAF Funding Update

- At the October meeting, our proposed “Wildfire Community Action Fund” (WCAF) had \$50,000 pledged.
- We have put together our “Policies & Procedures” for your consideration.
- Now, one month later, we have \$164,500 pledged!

Roaring Fork Valley Wildfire Collaborative:

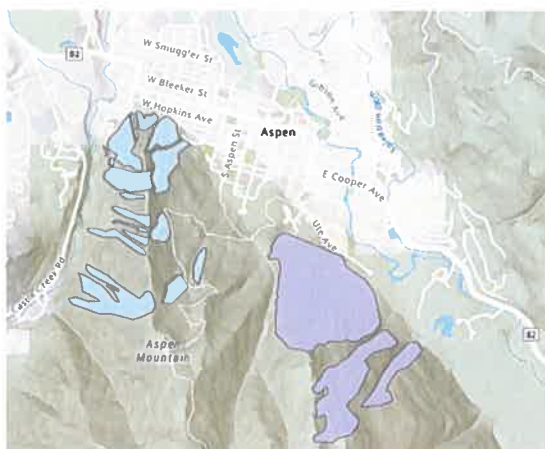
- On Tuesday, November 2, 2021, an initial meeting was held virtually.
- Attendees included (in many cases, multiple representatives attended from) City of Aspen, Pitkin County, National Forest Foundation, US Forest Service, US Department of Agriculture, Colorado State Forest Service, Carbondale Fire, Roaring Fork Fire, Aspen Skiing Company, Sunlight Mountain, ACES, Eagle County, Garfield County, Town of Snowmass Village, Wilderness Workshop, and of course, Aspen Fire.
- Ali Hager is AFPD’s designated representative and is now on the planning committee for future meetings.

Bark Beetle Project:

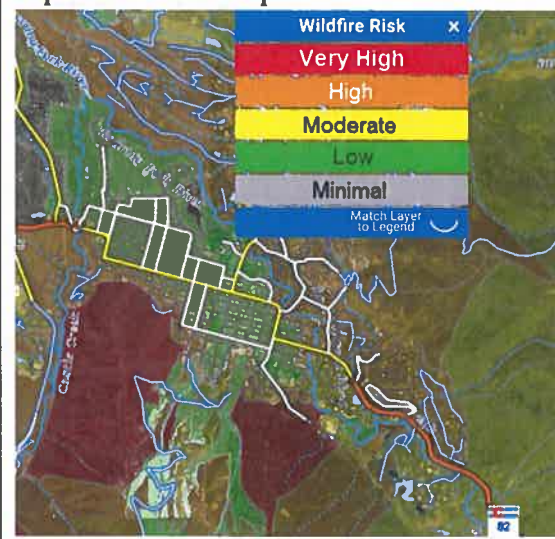
- AFPD is joining forces with CO State Forest Service, the City of Aspen, Pitkin County, ACES, and Aspen Skiing Company to address the Douglas Fir bark beetle epidemic near town.
- This problem has been documented by the state entomologist, through aerial survey and “ground truthing.” Large stands of beetle-kill trees are a prime fuel source to change fire behavior.
- Aspen Fire is invested in the reduction of future fuels and long term wildfire mitigation. In close coordination with our partners, Aspen Fire is helping to prevent a massive accumulation of future fuels in the Wildland Urban Interface directly around our town.
- Through this multi-agency collaboration, we have come up with a viable cost-share model to use hormone treatments on Shadow Mountain and near the Ute Trail to deter colonies of beetles that have shown signs of residency. Aspen Fire’s Wildfire Risk Map was critical in helping establish this project’s geographical boundaries.
- Forest treatment will begin in May 2022.

Proposed Bark Beetle MCH Treatment

As illustrated below, treatment areas directly coincide with AFPD’s high risk areas.



Aspen Fire Risk Map



Aspen Fire Protection District



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

Policies and Procedures

Wildfire Community Action Fund (WCAF)

The purpose of this document is to outline appropriate sources of income, fund management practices, expense parameters, and processes for the Wildfire Community Action Fund, created by board approval at the Aspen Fire Board of Directors meeting October 12, 2021. The guiding principle for this fund's use is meaningful fuels reduction, habitat improvement, and watershed protection across and surrounding Aspen Fire's district. The following policies and procedures are intended to reinforce the integrity of this fund and ensure the proper allocation of its resources.

1. Accounting Procedures

- Throughout the fiscal year, expenses are accrued into the month in which they are incurred. The books are closed no later than the last day of every month
- At the close of the fiscal year, this rule is not enforced. All expenses that should be accrued into the prior fiscal year, are so accrued, in order to ensure that year-end financial statements reflect all expenses incurred during the fiscal year. Year-end books are closed no later than 45 days after the end of the fiscal year.
- Revenue is recorded in the month in which it was received. Pledges will be accrued as per the fire district standard.
- Bank statements will be approved and reconciled no more than 30 days after the close of the month
- Audit will occur annually by the district's CPA as part of the district's yearly audit of all funds.

2. Record Keeping

- Documents will be retained in accordance with the State of Colorado's special district's management requirements.

3. Segregation of Funds and Duties

- WCAF funds, income, and expenses shall be accounted for separately from other fire district funds, income, and expenses.
- AFPD/ WCAF's financial oversight is distributed among multiple people including the fund manager and finance manager to help ensure protection from fraud and error. The distribution of duties aims for maximum protection of AFPD/ WCAF's assets while also considering efficiency of operations

4. Physical Security

- AFPD/ WCAF maintains physical security of its assets to ensure that only people who are authorized have physical or indirect access to money and other valuables.

5. WCAF Budget

- The program director will work with the Fire Chief/ CEO to ensure that the fund's annual operating budget is an accurate reflection of operating goals for the coming year. The

proposed WCAF operating budget for the upcoming fiscal year will be submitted prior to October 15 and approved as the final budget by December 15. Individual project budgets will be approved by the Fire Chief/ CEO.

6a. Program Income

1. Funds may be received in the form of grants or donations. Stock transfers will be recorded as income at fair value at the time of donation and monetized upon receipt. Other non-cash contributions will be recorded at fair value at the time of receipt.
2. Cash, Checks, and other donations will be processed by the Finance Manager.
 - a. WCAF must abide by regulations & restrictions set forth through grant agreements.
 - b. While donations may be earmarked for specific projects, donors may not dictate timing, location, or methods of fuels mitigation.
 - c. Donations may be tax deductible as this fund operates for the public good; therefore, no goods and services may be provided in exchange for contributions.

6b. Program Expenses

3. Funds shall be used only for wildfire mitigation programs and projects on public and private lands relevant to Aspen Fire's jurisdiction. This includes all lands within the fire district and may explicitly include adjacent lands that are likely to affect district lands if a wildfire occurs.
 - a. Such expenditures include, but are not limited to:
 - i. Staff wages, benefits, and employer taxes
 - ii. Consultant fees and contractor labor
 - iii. Wildfire mitigation planning
 - iv. On-the-ground fuels reduction work
 - v. Matching funding
 - vi. Forest health monitoring
 - vii. Administrative costs
 - viii. Reimbursement for any of the above
 - b. Funds used for land management will be guided by community stakeholders, forester prescriptions, and best practices.
4. The Fund Director's credit card limit will be \$5,000.00. Checks of or above \$5,000.00 must be signed by the Fire Chief. and either the AFD Board President or Board Treasurer.
5. Invoices will be prepared by the fund director or Finance Manager.

6. Internal Reporting

- Financial updates will be given to the district board at regularly scheduled monthly board meetings.

7. Payroll Funds

- In the event of a lack of funding to support the salary(s) of WCAF dependent employees, the WCAF project may be suspended and/or eliminated from AFD's organization.
- The Community Wildfire Resiliency Program Director is required to maintain 180 days of operating expenses within the WCAF.
 - The Director must notify the Fire Chief in writing if funding levels drop below this threshold.

8. Operating Reserve & Asset Management

- Operational reserve funds may be deposited into a ColoTrust account.

Aspen Fire Protection District



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

To: Aspen Fire Board of Directors

From: Jacob Andersen, Deputy Chief of Operations

Position Statement on Staffing Solution

I humbly ask that you read and consider this recommendation for the addition of 1 Lieutenant and 1 Firefighter per shifts A, B, and C (total of 6 FTEs) for FY 2022 along with the addition of up to 14 additional volunteer members over the next two years. We have displayed the need for these additions to work towards our goal of meeting basic NFPA response time standards. Furthermore, we possess the revenue in 2022 to support them.

A gap analysis of current operations and optimal performance was executed by the operations division in alignment with our strategic plan to ensure we are delivering the highest level of service within our organization's capabilities. This analysis revealed that while response times have improved significantly with minimal staff added to stations, **we remain deficient in effective response force of appropriate personnel within both NFPA 1710 (career) and 1720 (volunteer) Standards.** This analysis also revealed that within our Urban (St61) and Suburban (St62) response areas, **both of these standards can be met with the addition of staff or volunteers to equal 4 person companies located at each station mentioned above.** These 8 staff or volunteers coupled with at least 7 off duty volunteers will meet the Volunteer NFPA Standard 1720 by providing a response of 15 personnel within 9 minutes for St 61.

Our response area, which is concentrated between the Brush Creek Rd intersection on Highway 82 and the Stillwater Rd intersection on Highway 82, is accessible from each of these stations within 5:20 seconds of Turnout and Travel Time. With crews of 4 staffed within these stations, we can meet the base-level NFPA Standard of getting 4 personnel on scene to the majority of our All-calls within the prescribed time of 5:20. Currently, our average response time is approximately 10 minutes to get 4 Firefighters on scene. Our goal of getting 4 personnel on scene is important because it allows for operation within an IDLH environment by providing for "2 in, 2 out" which is mandated by OSHA and supported by the NFPA. Essentially, until 4 personnel are on-scene you are unable to execute interior firefighting. Adhering to "2 in, 2 out" keeps our firefighters safe and is the only approved way for firefighters to actually enter a burning building without a known rescue) These stations and their associated response areas bifurcate at, or near, the roundabout. Providing 4 person companies within these stations allows us to respond in a professional and timely manner to both the downtown core and

the airport, North 40, and immediate portions of Highway 82 down valley of the roundabout within mentioned NFPA standards.

The addition of 1 Lieutenant per shift provides company level leadership to crews at both stations. This is important both on and off the fireground and is essential for continued employee development and increased operational safety. On a fire scene, company officers provide experience, oversight, and initial command of operations and ensure crews are taken care of and accounted for correctly. On other calls such as auto accidents they serve as incident commander and oversee operations on scene ensuring efficient incident stabilization and scene safety. On medical calls company level leadership provides incident level supervision and can aid in assisting newer members with navigating complex scenes and the family tragedies that we are more frequently tasked with as we run more EMS calls (up 220% from 2020). At the station Lieutenants are focused on crew development and aid our firefighters with career progression and also help to manage personnel issues and organizational risk within the HR realm. In an attempt to remain light administratively Aspen Fire has assigned programs to each of the shifts. Wildland, Fleet/facilities, and Fire and EMS training have been delegated to the line level instead of assigning each of these specialties to a higher level administrative chief officer. The savings in doing so pays for this position by itself.

The addition of one firefighter per shift helps to ensure that the company officer can truly act as a leader while the firefighter can drive apparatus and aid in training other career and volunteer members. Having three firefighters per shift allows us to employ one firefighter in each specialty on each shift. Career tracks of Prevention, Engineer, and Medical are currently being developed as a pathway for our employees to progress forward while simultaneously providing support to essential portions of our operations. These career tracks also support the prevention division by assisting them with ever increasing demand of inspections and public education while remaining focused on placing boots on the ground and people at the door of our community members when they call for help. The addition of this position will help ensure that our currently targeted bare minimum staffing level to keep both staffed stations open is met. It may also allow us to deploy on wildland assignments to aid our employees and volunteers in gaining valuable experience that can only be gained when and where the fires are burning. A main reason Aspen Fire did not deploy wildland resources on major incidents this year outside of our district is because as the manager of our operations I didn't feel it was appropriate to send staff and volunteers out of district when we were unable to properly staff stations and/or keep stations open.

An overall goal of the Aspen Fire Executive Team is to remain "floor-centered" and employee-focused while remaining light at the top providing only essential administrative support for operational personnel. Programs of Fleet/Facilities, Wildland Fire, Training, Quartermaster, Public Outreach, and many more are handled by operational floor personnel to aid in keeping the pyramid in the correct orientation. While this results in additional duties and workload for our employees, it also allows for professional development and for our organization to place our greatest emphasis on direct service delivery to our community members. Aspen Fire is very light at the top and focused directly on placing our public servants in the places where they matter most; in direct service to our community.

Aspen Fire has a few longstanding traditions. Being an all-volunteer organization is one of those traditions of which we are most proud. A tradition that I am even more proud of is our constant and resolute commitment to always show up for our community. Our community has changed drastically over the past two decades and so have their needs. Structure fires reach flashover (full room

combustion) in about 3 minutes and 30 seconds. Compare this to a few decades ago when fires took nearly 30 minutes or more to reach flashover. Back then, natural fibers were the primary driver of fires and fires matured much more slowly. Now, fires are fully developed in under 5 minutes, create over 200 times more smoke and are capable of trapping people in their rooms or upstairs much more easily, necessitating a more rapid response of a minimum of 4 people to make any sort of meaningful impact.

During the strategic plan our community focus group identified Fire Suppression as their number one expectation of our services and EMS followed with a close second. We have increased our EMS response by over 2 times what it was previously just this year alone and have increased the training level of our employees and volunteers. When forced to compare Priorities in the Strategic Plan, our Community Focus Group placed "Improve Major Incident Response" first, "Ensure Technical Competency of Personnel" second, "Improve Interagency cooperation" third, "Improve Fire District Response time" fourth, and then placed "Contain Cost to Taxpayer" fifth while placing "Equipment/Facilities Well Maintained/Reliable" last. To me this means that our community expects a high level of service, response and competency and possesses the willingness to pay what is needed to ensure this occurs. Aspen was recently ranked "The No. 1 Best Small City in the US" in the Conde Nast Readers' Choice awards. As our city solidifies its place amongst the best places to live in the US and the world, we are obligated to continuously improve our services to keep pace with the company we keep, not just locally, but internationally. We cannot serve the best small city in the US at the level it deserves, or even at the basic NFPA standards, if we are not adequately staffed with firefighter leadership, capacity for "2 in, 2 out," and meeting the basics of NFPA Standards in regard to response times and staffing.

In 2020, AFD was presented with an Organizational Assessment from third party company ESCI. On Page 48 of this plan ESCI outlines "Option 3" suggesting two 4 person companies deployed at Stations 61 and 62. They also state the following:

"Although this option does not bring AFD into full compliance with NFPA 1720 or ISO criteria, it does provide a significant improvement in the ability to handle both current and future service demand. It also represents an entry point for AFD to begin the development of a deployment system based upon industry best practices. Whether or not AFD implements this option today or in the near future, some variant of this deployment model should be adopted for the district to operate more effectively, safely, and efficiently. This option represents the absolute minimum staffing levels advisable in a fire rescue system."

ESCI states we should adopt some version of this model to operate more safely, effectively and efficiently. This is our "entry point" to operate within industry best practices and stated by them this is the "absolute minimum staffing level advisable in a fire rescue system." This recommendation is congruent with my own assessment of a safe and effective system that is also efficient and reasonable from a cost perspective. An argument could be made with relative ease to staff each of our 5 stations with 4 personnel 24/7 based on property value within the district alone, which would require a substantial additional investment in additional personnel. I would believe that staffing model to be excessive, even if justifiable. However, I see the addition of two 4 person companies based out of our suburban and urban stations partially staffed with and supported by our incredible volunteers as the perfect balance between safety, service, and fiscally conservative decision making.

While our first year as a combination department has been a huge success, in general, we have identified some issues with our current staffing model. A proposed solution to those is detailed above. I mentioned in the last meeting that we have already exceeded 2000 hours of OT this year and have had numerous days where we had to staff below minimum qualifications to keep stations open and have had to close stations on other days. While the cost containment portion of this information deserves attention and remedy, the most concerning aspects of this for me are the workload we are placing on our current career staff and volunteers. Some career staff have worked over 200 hours per pay period during several pay periods this year and some volunteer officers have worked up to 5 times their shift requirement to keep stations open and operating with many other members stepping up to help keep our service levels up. We have paid OT to keep a station open nearly 100 days this past 10 months. While this number is significant it is actually artificially low due to all the days we kept stations open without an Officer, Apparatus Driver, or EMT. Our staffing target for this year was bare bones to begin with and with our current staffing model we could not even consistently provide that level of service. The staffing effort covered by our incredible people this year is admirable but unsustainable and presents a major safety issue moving forward in addition to not even approaching meeting any OSHA or NFPA standard or industry best practice. Decisive action to ensure our community receives the service level they are paying for and that they deserve is needed. Our employees and volunteers have stepped up big time and we are still unable to fulfill our obligations.

While I believe this proposal to be necessary, it is not without risk. The vast majority of negative feedback surrounding this revolves around culture and potential perception of some volunteer members to feel less needed and important which could lead to decreased involvement. Ensuring increased participation opportunities and a focus on retention of volunteers will be paramount as we employ a staffing model which increases station staffing with volunteers or with career personnel. The reality is that even with two 4 person companies, volunteer response is still absolutely necessary and expected at the same levels as today, or greater. Another benefit of this response model is that instead of arriving when the fire has already engulfed a large portion of the building we will arrive at a time when we can actually make a significant impact in survivability and property conservation. Under this model, our volunteers will truly get an opportunity to get inside and really knock a fire back or to continue operations without losing water and having to back out. A bare minimum response to a low-risk occupancy structure fire is 15 personnel to fill all critical incident tasks. Many of our buildings greatly exceed "low risk" in size and complexity level. Many of our other All-calls including vehicles and gas leaks also require a large force to be effective. 8 personnel ready to respond with apparatus from stations represents the first punch in a firefight or other emergency but would prove woefully insufficient as an entire response. Recruiting and retaining a strong, involved, empowered, and valued volunteer response force remains a focal point for our response planning and future sustainability. At our operations meeting on 11/3/21 we discussed this staffing plan and the myriad of potential issues surrounding approval of this proposal and the risks of not approving this proposal. Our members were supportive of each other and there was a general understanding that moving forward in this direction is necessary. Many great potential solutions were brought up and I was honestly stunned by the level of support given for additional career staff. Lengthy and productive conversation ensued as to how to best engage our volunteers in a way that is in alignment with organizational goals and provides our community with the services needed. I am highly encouraged by our memberships ability to communicate respectfully with each other and engage in meaningful dialog regarding how we best move forward into a bright future that addresses the needs of our vastly changing community while honoring our roots and always remembering where we came from.

Safety. Our board of directors, showcasing their obvious and deep care for our members and for our community, insisted on adding "Safety" to our core values. When the strategic planning process was built out safety was implicit within almost all the tasks, objectives and goals but it wasn't explicitly written anywhere. Rightly so, our board insisted that we add this as a labeled and outright value. It is within the guidance of all our values that I bring forth this proposal but with the safety of our employees and our community as my center guidepost. After 10 minutes survivability in a structure fire for our community members plummets. Over half of firefighter maydays occur with the first arriving unit. To show up for our community we must show up on time. For our firefighters to operate safely and within federal law we have to provide them with 2in/2out coverage at a bare minimum from the outset of an incident which is when it is most dangerous and also when we can make the greatest impact. Gordan Graham, an expert on high risk emergency services activities, refers to these situations as "High Risk, Low Frequency, No discretionary time." It is these "HRLFNDTs" that usually harm or kill firefighters. As firefighters, we risk a lot when we know there may be a savable life. We don't do it very often, and we don't have time to sit around and think about different options and possible consequences because the situations we encounter often demand immediate action. Our All-Calls fall right into this HRLFNDT category. When faced with these situations we rely on our recognition-primed decision making, slideshows from past incidents or our training, to aid us in making split second judgements and moving forward with purpose. The quality of the slideshow is directly related to the quality of the decision and subsequent action. The more experience and training a member has the more likely they are to make the correct decision and solve the problem correctly and safely. Moving toward our proposed model by hiring a Lieutenant and an additional firefighter per shift allows us to ensure we meet our staffing minimums, address succession planning for our future, and provide the level of service and professionally excellent response that our community deserves.

This recommendation is provided in congruence with Aspen Fire's Mission to "Protect our community and environment by providing education, prevention, and response through professional excellence!" and also in alignment with our value of placing **People** first as our most valuable asset. The addition of these staff allows us to operate with better **Safety** practices and will move us toward allowing our employees, both career and volunteer to maintain **Balance** in their lives which will lead to higher retention and satisfaction. With **Compassion** and **Respect** for our community and for those that may disagree with this proposal, I move forward in alignment with my **Integrity** in doing what I truly believe to be the best thing for our community and our organization. We, as Aspen Fire, have committed to **Growth** and to **Forward-Thinking**. Within the spirit of our mission and values, I humbly ask that you consider and approve this proposal.

If you have any questions or concerns, please reach out to me. I welcome challenges to this proposal and hold myself accountable to being able to prove this need as a fiscally responsible proposal that increases service and safety. I believe deeply in this direction and welcome the opportunity to explain to you in greater depth why. Thank you for your time.

At your service,



Jake Andersen

2022 Staffing Proposal and 2024+ Vision

2021 Staffing Model

Station 61	Station 62
Career Firefighter/EMT	Career Captain
Career Firefighter/EMT	Volunteer Firefighter/EMR

2022 Staffing Model (Proposed)

Station 61	Station 62
Career Lieutenant/EMT	Career Captain
Career Firefighter/EMT (Medical)	Career Firefighter/EMT (Prevention)
Career Firefighter/EMT (Engineer)	Volunteer Firefighter/EMR

Total

Year	Battalion Chief	Captain	Lieutenant	Firefighter	Total FTEs	Volunteers
2021	0	3	0	6	9	40
2022	0	3	3 (add 3)	9 (add 3)	15	50 (add 10)

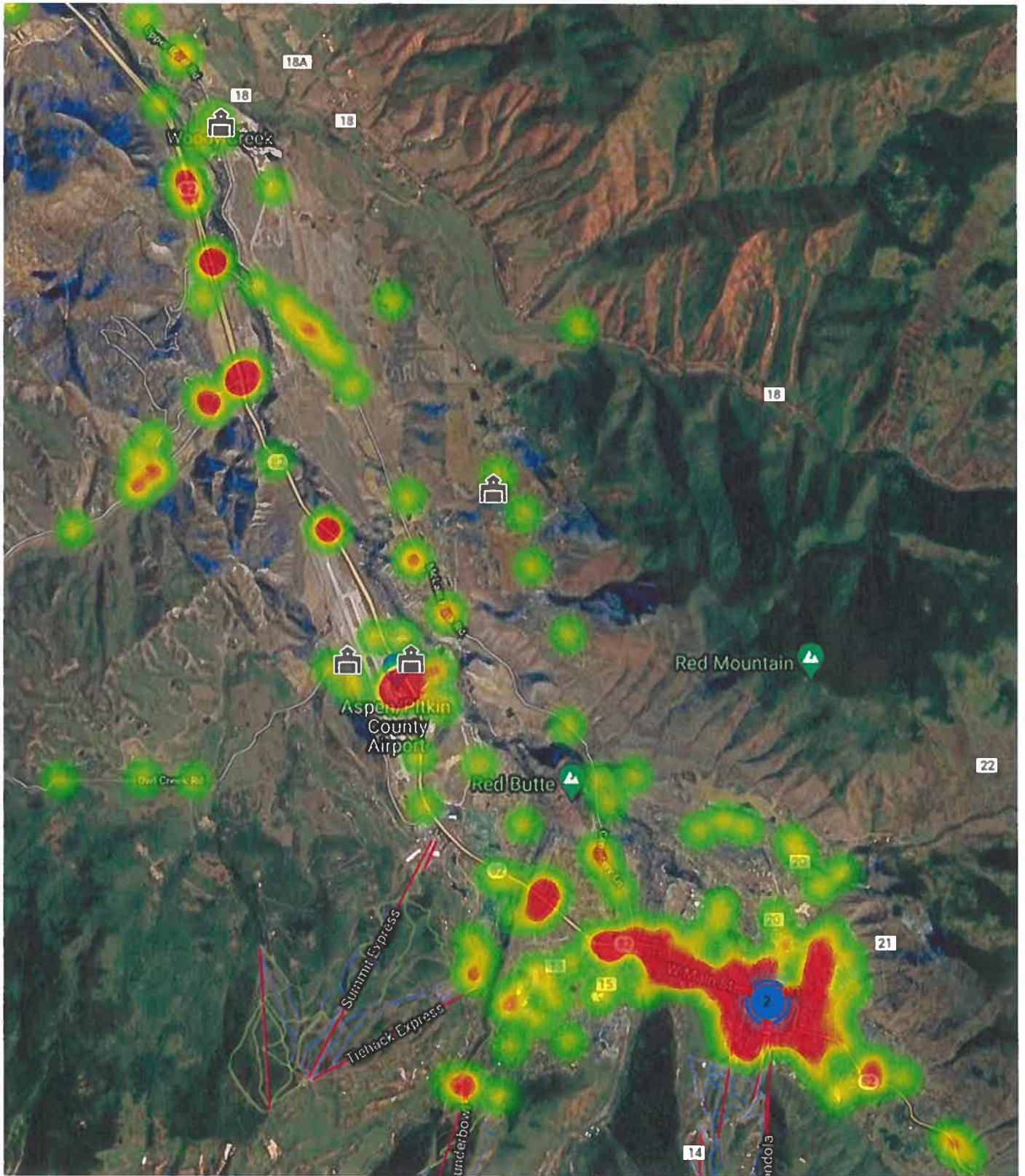
VISION

Vision 2024 Staffing Model (NFPA 1710/1720 Compliant Vision)

Station 61	Station 62
	Battalion Chief
Lieutenant	Lieutenant
Engineer	Engineer
Firefighter/EMT	Firefighter/EMT
Vol. Firefighter/EMR	Vol. Firefighter/EMR
** Minimum of 7 additional volunteers to respond from out of station	

** In 2024, with crews of 4 at Stations 61 and 62 we will meet or exceed the NFPA 1710 and 1720 response time requirement of 4 personnel on scene within 5:20 seconds of dispatch for 90% of our calls and 15 personnel on scene within 9 minutes for Urban area (Station 61) and Suburban area (Station 62). The goal for 2024 vision is to meet NFPA 1710/1720 base standard and remain majority volunteer. This is only one potential way to achieve this goal. Many other great ideas have been brought forward and the time between 2022 and 2024 will be used to vet and ground proof these other concepts.

All-Call Heat Map



Reasoning for this proposal

ESCI May 2020 Study

Figure 36: Financial Impacts of Option 3

	Option 3					
	Decision Units	Unit Cost	Actual FTEs	Total Cost	Onboarding	Total Cost
Station 61 (4 FF/EMT per shift)	4	\$343,688	15.00	\$1,374,750	\$112,500	\$1,487,250
Station 62 (4 FF/EMT per shift)	4	\$343,688	15.00	\$1,374,750	\$112,500	\$1,487,250
District Total FY 2020	8	\$687,376	30	\$2,749,500	\$225,000	\$2,974,500

“Although this option does not bring AFPD into full compliance with NFPA 1720 or ISO criteria, it does provide a significant improvement in the ability to handle both current and future service demand. It also represents an entry point for AFPD to begin the development of a deployment system based upon industry best practices. Whether or not AFPD implements this option today or in the near future, some variant of this deployment model should be adopted for the District to operate more effectively, safely, and efficiently. This option represents the absolute minimum staffing levels advisable in a fire rescue system.” – (Pg 48, ESCI May 2020 Study, Staffing Option 3)

NFPA 1710 Summary

Company Staffing 1710 (Crew Size)

Engine = minimum 4 on duty

- High volume/geographic restrictions = 5 minimum on duty
- Tactical hazards dense urban area = 6 minimum on duty

Truck = minimum 4 on duty

- High volume/geographic restrictions = 5 minimum on duty
- Tactical hazards dense urban area = 6 minimum on duty

Low hazard (residential single-family dwellings 1200sf)

Medium hazard (three story garden apartments or strip malls)

High hazard structures (high-rise buildings)

Initial Alarm Deployment (*number of fire fighters including officers)

- Low hazard = 15 Fire fighters
- Medium hazard = 28 Fire fighters
- High hazard = 43 Fire fighters

Response Times

First Engine Arrive on Scene

- 240 sec (4 min)

Initial Full Alarm (Low and Medium Hazard)

- 480 sec (8 min)

Initial Full Alarm – High Hazard/ High-Rise Time

- 610 sec (10 min 10 sec)

NFPA 1720 Summary

Staffing and Response Times

Demand Zone ^{***}	Demographics	Minimum Staff ^b	Response Time ^c	Meets Objective
Urban area	>1000 people/mi ²	15	9	90%
Suburban area	500-1000 people/mi ²	10	10	80%
Rural area	<500 people/mi ²	6	14	80%
Remote area	Travel distance ≥ 8 m	4	Directly dependent on travel distance	90%
Special risks	Determined by AHJ	Determined by AHJ based on risk	Determined by AHJ	90%

^{*} A jurisdiction can have more than one demand zone.

^b Minimum staffing includes members responding from the AHJ's department and automatic aid.

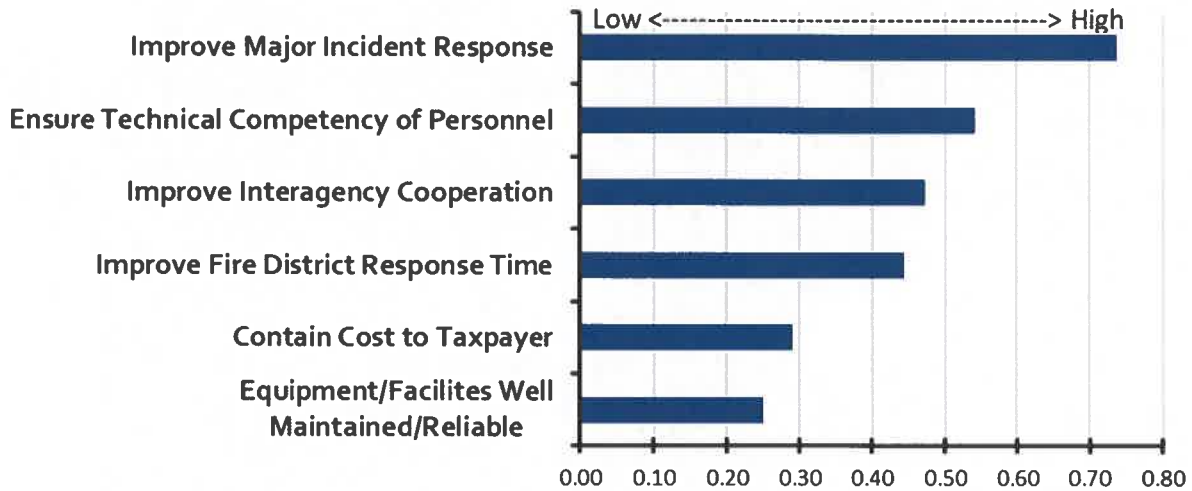
^c Response time begins upon completion of the dispatch.

AFD Response Times

Times	NFPA Standard	AFPD 2021	AFPD ESCI Report
All-Call Turnout Time	1:20	4:42	07:30
All-Call Travel Time	4:00	5:43	13:41
All-Call Response Time	5:20	10:25 -5:05	21:11 -16:09
<u>Fires Only</u>			
All-Call Fire Turnout Time	1:20	3:05	09:28
All-Call Fire Travel Time	4:00	7:39	15:12
All-Call Fire Response Time	5:20	10:44 -5:24	24:40 -19:38

Customer Centered Strategic Plan

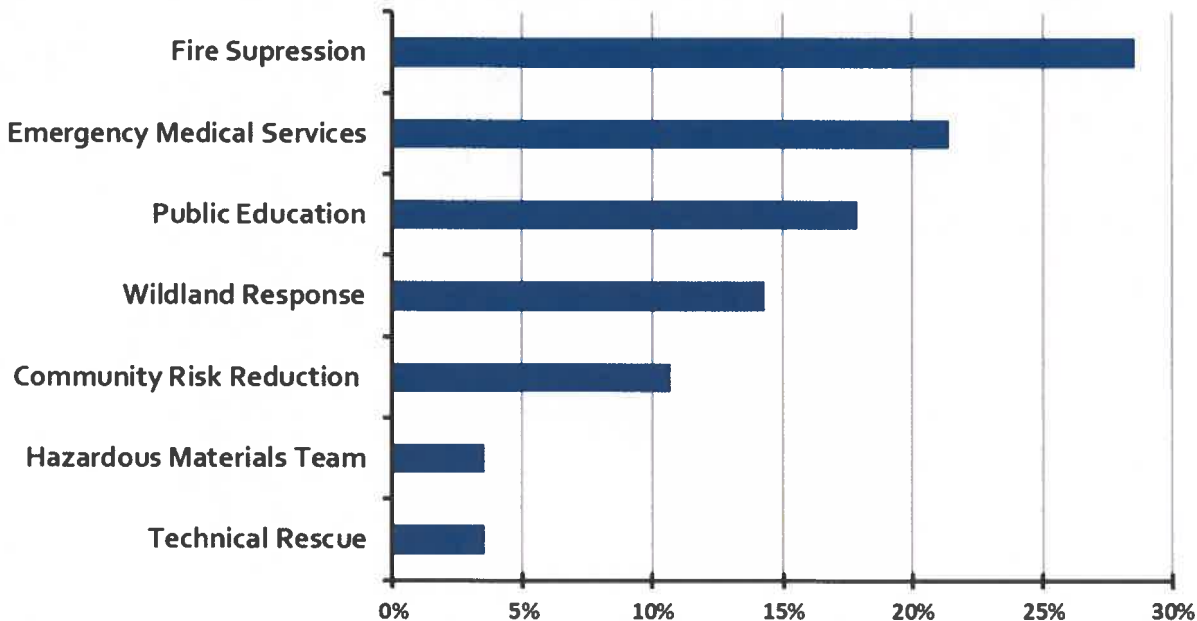
Figure 1: Citizen Planning Priorities (pg10, AP Triton, Strategic Plan)



“The planning priorities were presented as a forced ranking of major incident response, response times, technical competency, equipment/stations, interagency cooperation, and cost containment. The respondents compared each planning element against all others and were forced to choose the more important of the two compared elements. Each element was compared to all others in the set.”

“Continued evaluation of opportunities to improve response times was a general expectation of the citizen forum.”

Figure 2: Community Survey Identifying Priority of Services (pg12, AP Triton, Strategic Plan)



OSHA Mandate – 2 in/ 2 out

“The safety of firefighters engaged in interior structural firefighting is the major focus of paragraph (g)(4) of the OSHA Respiratory Protection standard. This provision requires that at least two employees enter the Immediately Dangerous to Life or Health (IDLH) atmosphere and remain in visual or voice contact with each other at all times. It also requires that at least two employees be located outside the IDLH atmosphere, thus the term, "two in/two out". This assures that the "two in" can monitor each other and assist with equipment failure or entrapment or other hazards, and the "two out" can monitor those in the building, initiate rescue, or call for back-up.” (Letter from John B. Miles, Jr. Directorate of Compliance Programs, OSHA to Kurt Varone)

Current Staffing Impacts

2065.5 hours of OT total through September. 1,683 hours directly related to PTO usage or covering the 4th(volunteer) slot to keep a station open. The remainder of the hours relate to trainings, meetings, covid testing, etc.

Also, in 2021 (January – October):

70+ days with staffing below minimum qualifications(No EMT, Officer, Driver/Operator, Qualified FF, etc.)

90+ days where we had to pay OT to keep station open

9 days we have had to close a station

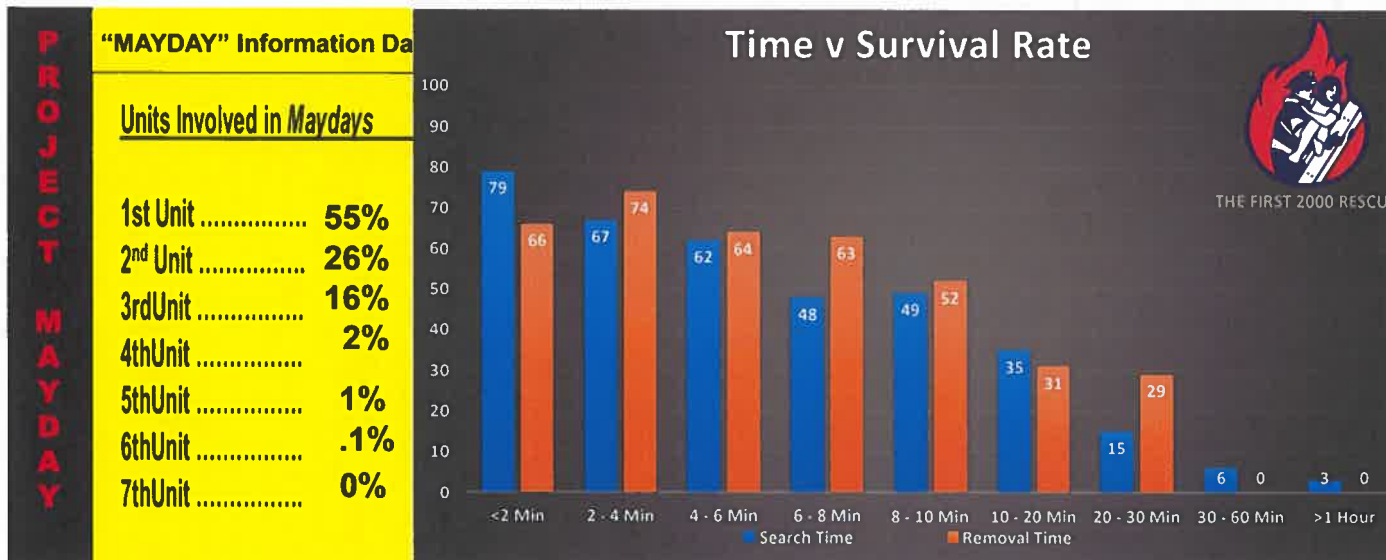
Modern -vs- Legacy Home Furnishings

Time to Flashover: Legacy (natural fibers): ~ 30 minutes

Modern (Synthetic materials) < 5 minutes



Public and Firefighter Safety



Home fire deaths

For more information, review the full reports by the Federal Emergency Management Agency, the National Fire Incident Reporting System (NFIRS), and the National Safety Council:

- One civilian fire-related death occurs every 144 minutes or a little over every two hours.
- In 2018, 82 firefighters died while on duty.
- Home fires account for 92% of civilian fire deaths.
- On average, seven people die in a fire a day.
- House fires cause an average of 2,620 civilian deaths each year.
- The majority of home fire deaths are caused by smoke inhalation.
- Every year 500 children (14 and younger) are killed by fire.
- More than 50% of children ages 5 and younger die while asleep during a fire.
- One civilian fire-related injury occurs every 35 minutes, or a little every half hour.

COST BREAKDOWN

ADDITIONAL LIEUTENANTS & FIREFIGHTERS

		SALARY + BENEFITS + EMPLOYER TAXES
Full-Time Lieutenant #1	Member with Family	\$125,792.75
Full-Time Lieutenant #2	Member with Spouse	\$123,282.85
Full-Time Lieutenant #3	Member Only	\$114,543.40
Full-Time Firefighter/EMT #1	Member with Family	\$109,338.77
Full-Time Firefighter/EMT #2	Member with Spouse	\$106,828.87
Full-Time Firefighter/EMT #3	Member Only	\$98,089.42
	TOTAL COST/YEAR	\$677,876.06

Aspen Fire Protection District
Balance Sheet
As of October 31, 2021

Oct 31, 21

ASSETS

Current Assets

Checking/Savings

GENERAL FUND BANK ACCTS

10100 · Alpine Bank--GF Checking	857.45
10401 · ColoTrust--GF General	2,255,713.03
10406 · ColoTrust--GF Emerg Reserve	251,876.47
10407 · ColoTrust--GF Operations Resrv	1,211,538.04
10409 · ColoTrust--GF FPPA	7,331.09
10545 · Grand Junction Fed Credit Union	83.55

Total GENERAL FUND BANK ACCTS 3,727,399.63

CAPITAL ACQ. FUND BANK ACCTS

10700 · Alpine Bank--Cap Acq. Checking	16,846.75
10801 · ColoTrust--Cap Acq	229,692.32

Total CAPITAL ACQ. FUND BANK ACCTS 246,539.07

HOUSING FUND BANK ACCOUNTS

10890 · Alpine Bank--Housing Checking	356,683.68
10901 · ColoTrust--Housing	712,139.76
10905 · ColoTrust (UMB)-Construction	10,760,753.18
10906 · ColoTrust (UMB)--Cert Principal	9.75
10907 · ColoTrust (UMB)--Cert Interest	7.13

Total HOUSING FUND BANK ACCOUNTS 11,829,593.50

WILDFIRE C.A. FUND BANK ACCTS

Alpine Bank--WCAF Checking	4,500.00
----------------------------	----------

Total WILDFIRE C.A. FUND BANK ACCTS 4,500.00

DEBT SERVICE FUND BANK ACCTS

11201 · ColoTrust--Debt Service	2,047,039.22
---------------------------------	--------------

Total DEBT SERVICE FUND BANK ACCTS 2,047,039.22

Total Checking/Savings 17,855,071.42

Accounts Receivable

ACCOUNTS RECEIVABLE

12235 · Receivable due - Pitkin County	6,190.74
12252 · Receivable due - AFD Staff	1,340.17

Total ACCOUNTS RECEIVABLE 7,530.91

Total Accounts Receivable 7,530.91

Balance Sheet

As of October 31, 2021

Oct 31, 21

Other Current Assets	
GENERAL FUND (Asset)	
10450 · Property Tax Receivable	43,387.16
Total GENERAL FUND (Asset)	<u>43,387.16</u>
BOND DEBT SERVICE FUND (Asset)	
10750 · Property Tax Receivable	11,870.11
Total BOND DEBT SERVICE FUND (Asset)	<u>11,870.11</u>
10671 · Prepaid Expenses--General Fund	19,387.58
10672 · Apparatus Deposits--CA Fund	782,343.00
Total Other Current Assets	<u>856,987.85</u>
Total Current Assets	<u>18,719,590.18</u>
Fixed Assets	
GENERAL FIXED ASSET GROUP	
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
Total GENERAL FIXED ASSET GROUP	<u>15,633,410.26</u>
Total Fixed Assets	<u>15,633,410.26</u>
Other Assets	
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	632,000.00
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
Total Other Assets	<u>1,204,889.54</u>
TOTAL ASSETS	<u><u>35,557,889.98</u></u>

Balance Sheet

As of October 31, 2021

Oct 31, 21

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Other Current Liabilities

CURRENT LIABILITIES

20125 · State Unemployment Accrual	385.46
20140 · Section 125 Accrual	-23,047.90
20162 · Vol FFs Insurances Accrual	8,859.08
20310 · Federal Withholding Tax Accrual	-100.00
20317 · AVFD T-shirt Sales (+) Accrual	3,367.36
21000 · Deferred Revenue--Prop. Tax	43,387.16

Total CURRENT LIABILITIES 32,851.16

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

Total Other Current Liabilities 75,972.43

Total Current Liabilities 75,972.43

Long Term Liabilities

BOND DEBT SERVICE FUND (Liab.)

22000 · Deferred Revenue--Prop.Tax	11,870.11
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.) 5,887,048.02

HOUSING DEBT SERVICE (Liab.)

22902 · COPs Payable	13,305,000.00
22903 · Current Portion - COPs Payable	550,000.00
22904 · COPs Premium	1,836,645.45

Total HOUSING DEBT SERVICE (Liab.) 15,691,645.45

Balance Sheet

As of October 31, 2021

	<u>Oct 31, 21</u>
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
Total Long Term Liabilities	<u>22,886,063.88</u>
Total Liabilities	<u>22,962,036.31</u>
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	<u>11,876,157.30</u>
3900 · Retained Earnings	2,576,633.32
Net Income	-1,856,936.95
Total Equity	<u>12,595,853.67</u>
TOTAL LIABILITIES & EQUITY	<u><u>35,557,889.98</u></u>

Aspen Fire Protection District
Profit & Loss Budget Performance
October 2021

	<u>Oct 21</u>	<u>Jan - Oct 21</u>	<u>YTD Budget</u>	<u>Annual Budget</u>
Income				
GENERAL (Income)				
31100 · General Property Tax				
31102 · Allocation--to Cap Acq Fund	0.00	600,000.00	530,000.00	600,000.00
31103 · Allocation--to Housing Fund	0.00	1,100,000.00	880,000.00	1,100,000.00
31104 · Allocation--to GF General	36,994.96	3,551,897.34	2,864,326.40	3,580,408.00
31105 · Allocation--to GF Emerg Reserve	0.00	50,000.00	40,000.00	50,000.00
31106 · Allocation--to GF Ops Reserve	0.00	200,000.00	160,000.00	200,000.00
31107 · Allocation--to GF FPPA Annual	0.00	250,000.00	200,000.00	250,000.00
31109 · Allocation--for Treasurer Fee	1,889.24	303,192.24	253,526.68	304,232.00
Total 31100 · General Property Tax	<u>38,884.20</u>	<u>6,055,089.58</u>	<u>4,927,853.08</u>	<u>6,084,640.00</u>
31200 · Specific Ownership Taxes	24,302.01	175,208.68	154,166.68	185,000.00
36100 · Interest Earned--Prop. Taxes	1,636.50	12,109.26	8,333.34	10,000.00
36200 · Interest on Investments	53.09	474.66	8,333.34	10,000.00
37100 · Delinquent Taxes	-2,996.18	-3,772.47	-3,333.34	-4,000.00
38000 · North 40 Lease to County	4,139.88	41,329.60	41,829.18	50,195.00
38010 · County Share of Expenses @N40	0.00	20,450.75	25,000.00	30,000.00
38015 · Tenants' Rent & Utilities @Stwd	1,740.50	12,238.25	3,333.34	4,000.00
38020 · Tenants' Rent @ N40 & Woody Crk	1,986.00	12,192.00		
38050 · WFAC (Wildfire Mapping) Project	0.00	41,180.00	40,000.00	40,000.00
38100 · Other Income (vs. Expense)	-3,500.00	0.00		
38101 · Grants	0.00	10,538.96	33,333.34	40,000.00
38103 · CDPS DFPC--Cooperator Incident	0.00	2,154.15	83,333.34	100,000.00
38109 · Donations/Contrib (GF-Assigned)	0.00	54,198.97		
38110 · Sprinkler Permit Fees(PlansChk)	2,055.77	34,953.59	29,166.68	35,000.00
Total GENERAL (Income)	<u>68,301.77</u>	<u>6,468,345.98</u>	<u>5,351,348.98</u>	<u>6,584,835.00</u>
Total Income	<u>68,301.77</u>	<u>6,468,345.98</u>	<u>5,351,348.98</u>	<u>6,584,835.00</u>
Gross Profit	<u>68,301.77</u>	<u>6,468,345.98</u>	<u>5,351,348.98</u>	<u>6,584,835.00</u>
Expense				
PERSONNEL - District Staff				
41110 · Wages - Career Duty FFs	-29,191.96	544,939.06	577,568.00	693,080.00
41115 · Overtime - Career Duty FFs	90,309.00	90,309.00	100,000.00	120,000.00
41111 · Salaries & Wages-All Other Paid	68,172.20	570,052.96	704,720.00	845,664.00
41120 · Misc. Payroll Expenses	84.00	1,263.20	1,000.00	1,200.00
41125 · Employer SUI--Staff	385.46	3,624.91	4,259.18	5,111.00
41130 · Retirement Plan--401(a)	9,732.13	98,709.89	97,415.00	116,898.00
41132 · Pension Plan--FPPA SWDB	7,737.04	70,820.11	84,239.18	101,087.00
41135 · Employer Medicare--Staff	1,897.96	17,867.20	20,588.34	24,706.00
41140 · All Insurances & HSA Contrib.	25,264.16	200,075.39	217,888.34	261,466.00
41141 · Board Match--457(b) Plan	2,460.46	23,965.96	25,585.00	30,702.00
41142 · Fit/Wellness Allowance--Staff	0.00	6,825.01	17,333.34	20,800.00
41143 · Health Insur--Staff Dependents	5,228.04	49,026.41	48,824.18	58,589.00
41144 · Benefits Contingency - PTO Cash	0.00	47,638.98	20,236.68	24,284.00
Total PERSONNEL - District Staff	<u>182,078.49</u>	<u>1,725,118.08</u>	<u>1,919,657.24</u>	<u>2,303,587.00</u>

Aspen Fire Protection District
Profit & Loss Budget Performance
October 2021

	<u>Oct 21</u>	<u>Jan - Oct 21</u>	<u>YTD Budget</u>	<u>Annual Budget</u>
ADMINISTRATION				
41149 · County Treasurer Fee	1,889.24	303,192.24	253,572.50	304,287.00
41150 · Employer Medicare--AVFD+	0.00	263.78	2,083.34	2,500.00
41155 · Employer Social Security--AVFD+	746.33	5,776.19	12,500.00	15,000.00
41160 · Employer SUI--AVFD+	0.00	54.58	520.84	625.00
41146 · Employee Wellness Program	0.00	2,595.75	6,666.68	8,000.00
41200 · Other Expense (vs. Income)	1,401.83	23,734.55		
41209 · WFAC (Wildfire Mapping) Project	320.00	3,456.11	33,333.34	40,000.00
41210 · Contr Labor/ Special Projects	4,263.00	19,851.52	37,500.00	45,000.00
41211 · Supplies & Expenses	1,494.78	21,379.45	19,353.34	23,224.00
41212 · Telephone Expense	2,746.08	26,610.85	25,000.00	30,000.00
41214 · Info. Systems & Support	2,573.00	26,322.89	25,000.00	30,000.00
41500 · Audit & Budget	0.00	17,360.00	15,000.00	18,000.00
41510 · Insurance				
Gen Liability/Accident & Other	0.00	36,891.00	41,666.68	50,000.00
Workers' Comp	0.00	71,115.95	37,500.00	45,000.00
Total 41510 · Insurance	0.00	108,006.95	79,166.68	95,000.00
41520 · Legal	188.50	21,641.55	20,833.34	25,000.00
41770 · Equip Repair/Replace	0.00	0.00	4,166.68	5,000.00
41820 · Staff Vehicle Expense				
Maint. Labor--at County Fleet	40.00	1,920.00		
41820 · Staff Vehicle Expense - Other	1,189.66	9,882.11	14,166.68	17,000.00
Total 41820 · Staff Vehicle Expense	1,229.66	11,802.11	14,166.68	17,000.00
41840 · Administrative	6,552.41	40,993.01	37,500.00	45,000.00
41920 · Capital Outlay - Computers +	0.00	2,200.00	20,833.34	25,000.00
Total ADMINISTRATION	23,404.83	635,241.53	607,196.76	728,636.00
PERSONNEL - Volunteer Staff				
41860 · Vol. Fit/Wellness Allowance	5,200.00	20,800.00	40,083.34	48,100.00
41861 · Volunteer Health Insur/HSA/HRA	18,697.14	137,150.29	257,635.00	309,162.00
41870 · Volunteer Health Screenings	0.00	1,094.60	4,166.68	5,000.00
41875 · LOSAP	0.00	46,500.00	33,000.00	33,000.00
41877 · Volunteer Shift Incentives	250.00	3,550.00		
41892 · ALL Volunteer Incentives	0.00	0.00	66,666.68	80,000.00
Total PERSONNEL - Volunteer Staff	24,147.14	209,094.89	401,551.70	475,262.00

Aspen Fire Protection District
Profit & Loss Budget Performance
October 2021

	<u>Oct 21</u>	<u>Jan - Oct 21</u>	<u>YTD Budget</u>	<u>Annual Budget</u>
FIRE FIGHTING				
42205 · Firefighters' Logistics/Support	673.40	13,406.09	20,833.34	25,000.00
42206 · Uniforms	624.47	27,282.35	25,000.00	30,000.00
42211 · Operational Supplies & Expenses	0.00	75,301.19	104,166.68	125,000.00
42212 · Rescue Supplies & Expenses	640.00	5,380.37	12,500.00	15,000.00
42213 · EMS Supplies & Expenses	1,173.42	10,054.14	12,500.00	15,000.00
42214 · Wildfire Supplies & Expenses	0.00	8,376.86	8,333.34	10,000.00
42215 · Wildfire Program (Seasonal FFs)	0.00	690.00	21,875.00	25,000.00
42220 · Pano AI Project	0.00	40,000.00		
42300 · Fuel	1,244.10	11,157.16	12,500.00	15,000.00
42400 · Subscriptions & Dues	664.92	1,489.92	1,250.00	1,500.00
42402 · Honor Guard	630.51	6,541.20	6,250.00	7,500.00
Total FIRE FIGHTING	<u>5,650.82</u>	<u>199,679.28</u>	<u>225,208.36</u>	<u>269,000.00</u>
TRAINING				
44102 · EMS Training & Records	723.26	13,722.17	20,000.00	24,000.00
44103 · FF Training & Records	901.51	19,609.61	35,000.00	42,000.00
44211 · Supplies & Expenses	1,746.54	8,611.40	8,333.34	10,000.00
Total TRAINING	<u>3,371.31</u>	<u>41,943.18</u>	<u>63,333.34</u>	<u>76,000.00</u>
FIRE PREVENTION				
43200 · Training	1,163.33	2,035.91	4,166.68	5,000.00
43211 · Supplies & Expenses	2,492.71	11,301.77	7,500.00	9,000.00
43212 · Public Fire Education	706.00	3,018.00	5,000.00	6,000.00
43214 · Advertising—Public Education	634.00	4,769.00	10,000.00	12,000.00
Total FIRE PREVENTION	<u>4,996.04</u>	<u>21,124.68</u>	<u>26,666.68</u>	<u>32,000.00</u>
COMMUNICATIONS				
45211 · Supplies & Expenses	0.00	3,137.40	8,333.34	10,000.00
45300 · Administration				
County Dispatch Services	0.00	24,410.00	37,500.00	45,000.00
County Radio Services	0.00	24,488.00	25,000.00	30,000.00
Total 45300 · Administration	<u>0.00</u>	<u>48,898.00</u>	<u>62,500.00</u>	<u>75,000.00</u>
45910 · Radio Capital Outlay	0.00	21,529.16	16,666.68	20,000.00
Total COMMUNICATIONS	<u>0.00</u>	<u>73,564.56</u>	<u>87,500.02</u>	<u>105,000.00</u>
CDPS COOPERATOR INCIDENTS				
42600 · Cooperator Incident—Misc.	0.00	0.00	7,000.00	8,000.00
42601 · Cooperator Incident—Personnel	0.00	0.00	36,750.00	42,000.00
Total CDPS COOPERATOR INCIDENTS	<u>0.00</u>	<u>0.00</u>	<u>43,750.00</u>	<u>50,000.00</u>
REPAIR SERVICES (Fleet & Equip)				
46200 · Pump & Equipment Testing	4,686.24	16,950.55	19,166.68	23,000.00
46211 · Supplies & Expenses & Parts	2,269.94	32,486.46	25,000.00	30,000.00
46212 · Out-source Maint& Repair				
Labor—at County Fleet	5,280.00	56,408.00		
46212 · Out-source Maint& Repair - Other	0.00	2,205.85	70,833.34	85,000.00
Total 46212 · Out-source Maint& Repair	<u>5,280.00</u>	<u>58,613.85</u>	<u>70,833.34</u>	<u>85,000.00</u>
Total REPAIR SERVICES (Fleet & Equip)	<u>12,236.18</u>	<u>108,050.86</u>	<u>115,000.02</u>	<u>138,000.00</u>

Aspen Fire Protection District
Profit & Loss Budget Performance
October 2021

	<u>Oct 21</u>	<u>Jan - Oct 21</u>	<u>YTD Budget</u>	<u>Annual Budget</u>
STATIONS, BUILDINGS & GROUNDS				
Headquarters Station				
48209 · Alarm Monitoring and T&I--HQ	0.00	0.00	1,416.68	1,700.00
48210 · Repairs & Maint. - Headquarters	501.91	9,342.63	19,166.68	23,000.00
48211 · Supplies & Exp. - Headquarters	461.84	8,293.11	10,000.00	12,000.00
48214 · Utilities - Headquarters	2,649.03	33,588.75	30,000.00	36,000.00
48215 · Cleaning - Headquarters	540.00	5,996.40	8,333.34	10,000.00
Total Headquarters Station	<u>4,152.78</u>	<u>57,220.89</u>	<u>68,916.70</u>	<u>82,700.00</u>
North 40 Station				
48309 · Alarm Monitoring and T&I--N40	0.00	0.00	1,000.00	1,200.00
48311 · Repairs & Maint. - North 40	3,283.65	17,878.11	16,666.68	20,000.00
48315 · Supplies & Expenses - North 40	225.10	4,399.43	10,000.00	12,000.00
48320 · Utilities - North 40	3,699.36	30,334.24	31,666.68	38,000.00
Total North 40 Station	<u>7,208.11</u>	<u>52,611.78</u>	<u>59,333.36</u>	<u>71,200.00</u>
Aspen Village Substation				
48016 · Supplies & Exp.- Aspen Village	0.00	96.18	1,666.68	2,000.00
48400 · Utilities - Aspen Village	433.24	4,878.17	4,541.68	5,450.00
48409 · Alarm Monitoring and T&I--AV	0.00	656.00	625.00	750.00
48410 · Repairs & Maint.- Aspen Village	100.00	4,317.00	16,666.68	20,000.00
Total Aspen Village Substation	<u>533.24</u>	<u>9,947.35</u>	<u>23,500.04</u>	<u>28,200.00</u>
Starwood Substation				
48411 · Tenants' Rent - Starwood	2,613.00	10,452.00	833.34	1,000.00
48412 · Utilities & Expenses - Starwood	446.68	8,664.23	6,666.68	8,000.00
Total Starwood Substation	<u>3,059.68</u>	<u>19,116.23</u>	<u>7,500.02</u>	<u>9,000.00</u>
Woody Creek Substation				
47301 · Supplies & Exp. - Woody Creek	0.00	1,096.77	1,250.00	1,500.00
47302 · Utilities - Woody Creek	666.79	7,800.48	7,416.68	8,900.00
47309 · Alarm Monitoring and T&I--WC	0.00	656.00	708.34	850.00
47310 · Repairs & Maint. - Woody Creek	100.00	9,601.05	4,166.68	5,000.00
Total Woody Creek Substation	<u>766.79</u>	<u>19,154.30</u>	<u>13,541.70</u>	<u>16,250.00</u>
Total STATIONS, BUILDINGS & GROUNDS	<u>15,720.60</u>	<u>158,050.55</u>	<u>172,791.82</u>	<u>207,350.00</u>
TRANSFER TO OTHER FUNDS				
49502 · Transfer to CapAcquisition Fund	0.00	600,000.00	530,000.00	600,000.00
49503 · Transfer to Housing Fund	0.00	1,100,000.00	880,000.00	1,100,000.00
49507 · Xfer to Emergency Reserve Fund	0.00	50,000.00	40,000.00	50,000.00
49508 · Xfer to Operations Reserve Fund	0.00	200,000.00	160,000.00	200,000.00
49509 · Xfer to FPPA Annual Accrual Fnd	0.00	0.00	200,000.00	250,000.00
49515 · Contribution--FPPA Vol. Pension	0.00	545,000.00		
Total TRANSFER TO OTHER FUNDS	<u>0.00</u>	<u>2,495,000.00</u>	<u>1,810,000.00</u>	<u>2,200,000.00</u>
Total Expense	<u>271,605.41</u>	<u>5,666,867.61</u>	<u>5,472,655.94</u>	<u>6,584,835.00</u>
Net Income	<u><u>-203,303.64</u></u>	<u><u>801,478.37</u></u>	<u><u>-121,306.96</u></u>	<u><u>0.00</u></u>

Aspen Fire Protection District
Profit & Loss Budget Performance
October 2021

	<u>Oct 21</u>	<u>Jan - Oct 21</u>	<u>YTD Budget</u>	<u>Annual Budget</u>
Income				
CAPITAL ACQUISITION (Income)				
30075 · General Property Tax Allocation	0.00	600,000.00	530,000.00	600,000.00
30085 · Donations/Contrib (CA-Assigned)	0.00	12,000.00		
30100 · Sale of Apparatus	34,426.00	34,426.00		
60100 · Interest on Investments	4.13	35.92	3,333.34	4,000.00
Total CAPITAL ACQUISITION (Income)	<u>34,430.13</u>	<u>646,461.92</u>	<u>533,333.34</u>	<u>604,000.00</u>
Total Income	<u>34,430.13</u>	<u>646,461.92</u>	<u>533,333.34</u>	<u>604,000.00</u>
Gross Profit	34,430.13	646,461.92	533,333.34	604,000.00
Expense				
CAPITAL ACQ. Fund (Expenses)				
60110 · Cap. Outlay/Equipment/Projects				
equiping Engines 61 + 62	48,741.51	48,741.51	0.00	100,000.00
air conditioning @Stations62+63	0.00	28,295.33	33,333.34	40,000.00
replacement Engine 62	0.00	782,343.00	781,239.00	781,239.00
new fleet vehicle(s)	-1,106.41	51,824.30	41,666.68	50,000.00
replacement roof @ N40	9,836.00	13,436.00		
Total 60110 · Cap. Outlay/Equipment/Projects	<u>57,471.10</u>	<u>924,640.14</u>	<u>856,239.02</u>	<u>971,239.00</u>
Total CAPITAL ACQ. Fund (Expenses)	<u>57,471.10</u>	<u>924,640.14</u>	<u>856,239.02</u>	<u>971,239.00</u>
Total Expense	<u>57,471.10</u>	<u>924,640.14</u>	<u>856,239.02</u>	<u>971,239.00</u>
Net Income	<u><u>-23,040.97</u></u>	<u><u>-278,178.22</u></u>	<u><u>-322,905.68</u></u>	<u><u>-367,239.00</u></u>

Aspen Fire Protection District
Profit & Loss Budget Performance
October 2021

	<u>Oct 21</u>	<u>Jan - Oct 21</u>	<u>YTD Budget</u>	<u>Annual Budget</u>
Income				
HOUSING (Income)				
31175 · General Property Tax Allocation	0.00	1,100,000.00	916,666.68	1,100,000.00
31190 · Interest on Investments	55.12	1,807.10	41,666.68	50,000.00
Total HOUSING (Income)	<u>55.12</u>	<u>1,101,807.10</u>	<u>958,333.36</u>	<u>1,150,000.00</u>
Total Income	<u>55.12</u>	<u>1,101,807.10</u>	<u>958,333.36</u>	<u>1,150,000.00</u>
Gross Profit	55.12	1,101,807.10	958,333.36	1,150,000.00
Expense				
HOUSING Fund (Expenses)				
70100 · North 40 Project--Soft Costs				
Architectural Services	0.00	75,373.09		
Construction Mgmt. Services	7,025.25	66,112.12		
Other Services / Fees	3,437.32	331,786.27		
Total 70100 · North 40 Project--Soft Costs	<u>10,462.57</u>	<u>473,271.48</u>		
70200 · North 40 Project--Construction	1,007,517.75	4,260,048.90	9,791,666.68	11,750,000.00
70300 · COPs--Lease Payments				
70301 · Interest Payments	0.00	271,525.00	271,525.00	543,050.00
70302 · Principal Payments	0.00	0.00	0.00	550,000.00
Total 70300 · COPs--Lease Payments	<u>0.00</u>	<u>271,525.00</u>	<u>271,525.00</u>	<u>1,093,050.00</u>
70305 · Bank (UMB) Sweep / Admin Fees	0.00	599.08	5,791.68	6,950.00
Total HOUSING Fund (Expenses)	<u>1,017,980.32</u>	<u>5,005,444.46</u>	<u>10,068,983.36</u>	<u>12,850,000.00</u>
Total Expense	<u>1,017,980.32</u>	<u>5,005,444.46</u>	<u>10,068,983.36</u>	<u>12,850,000.00</u>
Net Income	<u><u>-1,017,925.20</u></u>	<u><u>-3,903,637.36</u></u>	<u><u>-9,110,650.00</u></u>	<u><u>-11,700,000.00</u></u>

Aspen Fire Protection District
Profit & Loss Budget Performance
October 2021

	<u>Oct 21</u>	<u>Jan - Oct 21</u>	<u>YTD Budget</u>	<u>Annual Budget</u>
Income				
WILDFIRE COMM. ACTION (Income)				
Contributions Received	4,500.00	4,500.00		
Total WILDFIRE COMM. ACTION (Income)	<u>4,500.00</u>	<u>4,500.00</u>		
Total Income	<u>4,500.00</u>	<u>4,500.00</u>		
Gross Profit	<u>4,500.00</u>	<u>4,500.00</u>		
Net Income	<u><u>4,500.00</u></u>	<u><u>4,500.00</u></u>		

Aspen Fire Protection District
Profit & Loss Budget Performance
 October 2021

	<u>Oct 21</u>	<u>Jan - Oct 21</u>	<u>YTD Budget</u>	<u>Annual Budget</u>
Income				
BOND DEBT SERVICE FUND (Income)				
35100 · General Property Tax	7,073.07	1,101,426.25	906,261.68	1,087,514.00
35200 · Specific Ownership Taxes	4,420.56	31,870.61	29,166.68	35,000.00
35210 · Interest Earned--Prop. Taxes	297.69	2,202.47	1,666.68	2,000.00
35250 · Interest on Investments	28.99	250.58	5,833.34	7,000.00
35700 · Delinquent Taxes	-545.01	-686.21	-4,166.68	-5,000.00
Total BOND DEBT SERVICE FUND (Income)	<u>11,275.30</u>	<u>1,135,063.70</u>	<u>938,761.70</u>	<u>1,126,514.00</u>
Total Income	<u>11,275.30</u>	<u>1,135,063.70</u>	<u>938,761.70</u>	<u>1,126,514.00</u>
Gross Profit	11,275.30	1,135,063.70	938,761.70	1,126,514.00
Expense				
BOND DEBT SERVICE Fund (Expns.)				
50005 · County Treasurer Fee	343.66	55,150.94	45,313.34	54,376.00
50010 · Interest Payments	0.00	95,812.50	95,812.50	191,625.00
50011 · Principal Payments	0.00	0.00	0.00	880,000.00
50020 · Fees & Expenses	0.00	200.00	200.00	200.00
Total BOND DEBT SERVICE Fund (Expns.)	<u>343.66</u>	<u>151,163.44</u>	<u>141,325.84</u>	<u>1,126,201.00</u>
Total Expense	<u>343.66</u>	<u>151,163.44</u>	<u>141,325.84</u>	<u>1,126,201.00</u>
Net Income	<u><u>10,931.64</u></u>	<u><u>983,900.26</u></u>	<u><u>797,435.86</u></u>	<u><u>313.00</u></u>

**Fire and Police Pension Association
Aspen FPD Volunteers 711-5
For the Nine Months Ending September 30, 2021**

Beginning Balance	\$3,565,402.00
Plan Direct Inflows and Outflows	
Member Contributions	
Employer Contributions	\$545,000.00
Contributions from the SWDD Plan	
Refunds	
Affiliations/(Disaffiliations)	
Plan Transfers	
Net Benefits	(\$228,857.97)
Plan Directed Expenses	(\$1,300.00)
State Funding	
Plan Direct Inflows and Outflows Sub-Total	\$314,842.03
Allocated Income and Expense	
Interest	\$8,111.82
Dividends	\$13,494.76
Other Income	\$10,756.47
Net Change Accrued Income	\$1,012.47
Unrealized Gain/Loss	\$199,015.92
Realized Gain/Loss	\$207,872.84
Defined Contribution Earnings (Net)	
Investment Expenses	(\$21,373.90)
Direct Expense Allocation	(\$1,035.27)
Other Expenses	(\$9,531.82)
Allocated Income and Expense Sub-Total	\$408,323.29
Ending Balance	\$4,288,567.32

MEMORANDUM

To: Affiliated FPPA Volunteer Pension Plan Employers
From: Peggy Job, Senior Accountant
Re: Nine months ended September 30, 2021
 Allocation Report, Annual Contributions Received & Direct Expense Allocation Summary
Date: 10/26/21

Allocation Report

Investment Performance

Your plan assets are commingled for investment purposes in the Members' Benefit Investment Fund – Long Term Pool (“Pool”). Returns for the Pool are as follows (returns for periods longer than one year are annualized):

As of 9/30/2021	Quarter	Year to Date	1 Year	3 Years	5 Years
Total Pool Net of Investment Expense*	1.54%	11.32%	21.97%	11.71%	11.04%

*FPPA Administrative Expenses are not included in the Total Pool Net of Investment Expense percentages.

The table below summarizes expenses as a percentage of net assets for the Pool:

Year	FPPA Administrative Expense*	Investment Management Expense	Total Expense Ratio
YTD 9-30-2021	0.08%	0.53%	0.61%
2020	0.13%	0.79%	0.92%
2019	0.13%	0.80%	0.93%
2018	0.16%	0.88%	1.04%
2017	0.23%	0.89%	1.12%
2016	0.24%	0.79%	1.03%

How to Calculate Your Plan Specific Expense Ratio

Your Allocation Report may reflect expenses specific to your plan such as actuarial expense and legal fees as well as expenses you directed FPPA to pay from your plan assets. These expenses are reflected in the line items *Plan Directed Expenses* and *Direct Expense Allocation*. As such, your plan’s administrative expenses may differ from the Pool. In order to calculate your plan’s administrative expense ratio, you will need to add the line items *Plan Directed Expenses*, *Direct Expense Allocation* and *Allocated Fees & Expenses* and divide by the *Ending Balance*.

Allocation Methodology

Investment Expenses and *Allocated Fees & Expenses* are separately allocated and separately reported in the Allocation Report. The *Investment Expenses* are allocated to each plan based on the plan’s proportion of total assets. The *Allocated Fees & Expenses* are allocated based on the plan’s proportion of total membership, including active, inactive and retired members as of December 31 of the prior year as defined by the guidelines within the Comprehensive Annual Financial Report. Member counts may be adjusted during the year for plan affiliation, disaffiliation, or reentry.

Review of the Report

Review the items *Member Contributions*, *Employer Contributions*, *Refunds*, *Affiliations*, *Net Benefits*, *Plan Directed Expenses* and *State Funding* and confirm that these amounts are correct year-to-date. **If any**

amount is not correct, please send a written response to FPPA by November 30, 2021. If FPPA does not receive a response by November 30, 2021, you are confirming that these report items are correct.

Annual Contributions Received

FPPA provides a schedule of your 2021 contributions received by FPPA year to date. This schedule compares contributions received in the current year to the actuarial required contributions for 2021. **Please be aware that this report shows contributions based on the date received by FPPA and does not consider if contributions relate to a prior year.** All required contributions were due to FPPA before December 31, 2021 to be included in this report. *Please be aware that most state matching funds received from DOLA for 2020 were received by FPPA in 2021. These will be included in the 2021 reports and support.*

Direct Expense Allocation Summary

Direct Expense Allocation

FPPA provides a summary of expenses directly allocated to your plan, payments received related to these expenses and the related annual budgeted amounts. These costs are identified as direct plan expenses and are charged directly to the plan as a reduction of plan assets. They are reflected in the *Direct Expense Allocation* row of your Allocation Report. You may contact me to request a detailed summary of these allocated expenses.

The direct expense allocation is comprised of costs for audit and actuarial services. The audit services relate to the SOC 1 Type 2 report over the operating effectiveness of FPPA's controls for processing data and transactions related to your plan. The SOC 1 Type 2 report has been provided since 2014 to assist employers in reporting in accordance with Governmental Accounting Standards Board Statement No. 68 (GASB 68), *Accounting and Financial Reporting for Pensions*. Actuarial services include the biennial funding valuation report (issued in odd years for Volunteer Firefighter plans and even years for Old Hire plans) and the annual GASB 68 report. Actuarial services are provided by Gabriel Roeder Smith & Co. Audit services are provided by Eide Bailly LLP.

The Colorado Revised Statutes allow FPPA to allocate expenses that are directly related to the administration of the local affiliated plans from those plan's assets. For additional information, please see C.R.S. 31-31-701(7)(a)(VI) for old hire plans and C.R.S. 31-31-705(2)(f) for volunteer fire plans.

Payment of Settlor Expenses

Please discuss these direct plan expenses with your legal counsel to determine if they are a "settlor" expense. The Department of Labor believes that the employer should bear the cost of settlor expenses. If you agree, you should reimburse the plan for these expenses. This payment is in addition to any employer contributions made to the plan or as determined by the actuary (the actuarially determined contribution).

To reimburse the plan for these costs, please send payment via ACH or wire to FPPA. These payments need to be identified separately from your actuarial required contribution in order to net out the expense. Please contact FPPA for ACH or wire Instructions.

If you have any questions regarding your allocation report or the direct allocated plan expenses, please call me at 303-770-3772 in Metro Denver or 800-332-3772 or email me at pjob@fppaco.org.

Allocation Report Descriptions

This report provides the beginning of year plan balance, year-to-date totals, and an ending plan balance as of the report date

Beginning Balance	Plan assets at the beginning of the year
Plan Direct Inflows and Outflows	
Member Contributions	Member Contributions made to the plan
Employer Contributions	Employer Contributions made to the plan
Contributions from the SWDD Plan	Contributions received for a member on disability rolling to a normal retirement
Refunds	Member withdrawal of funds from the plan
Affiliations/(Disaffiliations)	Plan affiliation or disaffiliation or idle funds distribution (typically a Volunteer Fire Plan matter)
Net Benefits	Benefits paid to retired members
Plan Directed Expenses	Payments from plan assets directed by the department Examples: legal, actuarial, and insurance expense
State Funding	State funding for volunteer plans
Plan Direct Inflows and Outflows Sub-Total	Sub-Total of the above activity
Allocated Income and Expense	
Interest*	Interest on investments
Dividends*	Dividends on investments
Other Income*	Other investment income
Net Change Accrued Income*	Change in accrued earnings for interest and dividends
Unrealized Gain/Loss*	Unrealized Gain/Loss on investments
Realized Gain/Loss*	Realized Gain/Loss on investments
Defined Contribution Earnings (Net)	Not applicable for Defined Benefit plans
Investment Expenses	Allocated share of FPPA investment expense
Direct Expense Allocation	Expenses directly allocated to the plan Examples: actuarial and audit fees
Other Expenses	Allocated share of FPPA administrative expense
Allocated Income and Expense Sub-Total	Sub-Total of the above activity
Ending Balance	Plan assets at period end

** Allocated from the Fire & Police Members' Benefit Investment Fund – Long Term Pool.*

**Fire and Police Pension Association
 Direct Expense Allocation Summary
 Aspen FPD Volunteers 711-5
 For the Nine Months Ending September 30, 2021**

Type of Expense	2021 Budget	Year-to-Date Expenses	Payment of 2021 Expenses
Actuarial Expenses	\$1,316.52	\$877.68	
Audit Expenses	\$146.43	\$157.59	
Other Asset Allocation Study Expenses			
Total Direct Allocated Expenses & Payments	\$1,462.95	\$1,035.27	

Actuarial expenses may exceed the budget related to asset allocation studies and implementation.

Contact Peggy Job at 720-479-2345 to obtain a detailed expense listing.

Fire and Police Pension Association

Volunteer Fire Pension Plan Contributions ASPEN FPD 711-5

For the Reporting Period: 01/01/2021 through 09/30/2021

Deposit Date	Employer Contributions	State Matching Funds	Total Remittance
04/16/2021	\$295,000.00	\$0.00	\$295,000.00
05/14/2021	\$250,000.00	\$0.00	\$250,000.00
Total Remittance			\$545,000.00
Calculated Contribution per the 01/01/2019 Actuarial Study			\$122,174.00
Difference Over/(Under)			\$422,826.00

Note: The Calculated Contribution amount is due to FPPA before 12/31/2021

ASPEN FIRE PROTECTION DISTRICT

2022 PROPOSED BUDGET -- DRAFT #3 (11/9/2021)

GENERAL FUND

PAGE 2

	2020 ACTUAL	2021 ESTIMATED	2022 PROPOSED	2021 AS APPROVED
ADMINISTRATION				
41149 - County Treasurer Fee	295,123	304,232	327,044	304,287
41150 - Employer Medicare--AVFD+	1,655	1,500	2,000	2,500
41155 - Employer Social Security--AVFD+	15,908	10,000	12,000	15,000
41160 - Employer SUI--AVFD+	342	300	500	625
41146 - Employee Wellness Program	1,495	5,000	8,000	8,000
41200 - Other Expense (vs. Income)	78,744	22,333	-	-
41209 - WFAC (Wildfire Mapping) Project	15,570	41,181	-	40,000
41210 - Contract Labor / Special Projects	33,413	45,000	40,000	45,000
41211 - Supplies & Expenses	25,088	24,000	25,278	23,224
41212 - Telephone Expense	31,370	32,000	30,000	30,000
41214 - Info. Systems & Support	25,023	32,000	35,000	30,000
41500 - Audit & Budget	16,697	17,360	18,000	18,000
41510 - Insurance				
Gen Liability/Accident & Other	37,427	40,000	45,000	50,000
Workers' Comp	35,445	85,000	90,000	45,000
41520 - Legal	22,160	28,000	25,000	25,000
41770 - Equip Repair/Replace	3,558	4,000	5,000	5,000
41810 - Election	13,816	-	16,000	-
41820 - Staff Vehicle Expense	12,753	13,000	10,000	17,000
41840 - Administrative	39,576	45,000	45,000	45,000
41920 - Capital Outlay - Computers +	9,375	25,000	20,000	25,000
Total ADMINISTRATION	714,538	774,906	753,822	728,636
VOLUNTEER BENEFITS				
41860 - Volunteer Fitness/Wellness Allowance	42,604	40,000	42,000	48,100
41861 - Volunteer Health Insur/HSA/HRA	233,405	200,000	352,950	309,162
41870 - Volunteer Health Screenings	824	1,500	2,000	5,000
41875 - LOSAP	22,000	46,500	34,750	33,000
41877 - Volunteer Shift Incentives	725	4,000		
41880 - EMS Incentive Program	16,150	18,063		
41890 - FFII Proficiency Incentive	7,225	8,288		
41891 - Officer & D/O Incentives	1,900	3,000		
41892 - ALL Volunteer Incentives (Shifts+Quals+Points)			40,000	80,000
Total VOLUNTEER BENEFITS	324,833	321,351	471,700	475,262
FIRE FIGHTING				
42205 - Firefighters' Logistics/Support	17,800	25,000	25,000	25,000
42206 - Uniforms	30,572	30,000	20,000	30,000
42211 - Operational Supplies & Expenses	107,220	125,000	125,000	125,000
42212 - Rescue Supplies & Expenses	25,637	15,000	15,000	15,000
42213 - EMS Supplies & Expenses	7,121	15,000	15,000	15,000
42214 - Wildfire Supplies & Expenses	16,252	10,000	10,000	10,000
42215 - Wildfire Program (Seasonal FFs +)	2,310	690	-	25,000
42220 - Pano AI Project		50,000	60,000	-
42300 - Fuel	10,019	13,000	15,000	15,000
42400 - Subscriptions & Dues	3,238	1,500	1,500	1,500
42402 - Honor Guard	7,511	8,500	5,000	7,500
Total FIRE FIGHTING	227,680	293,690	291,500	269,000

ASPEN FIRE PROTECTION DISTRICT

2022 PROPOSED BUDGET -- DRAFT #3 (11/9/2021)

GENERAL FUND

PAGE 3

	2020 ACTUAL	2021 ESTIMATED	2022 PROPOSED	2021 AS APPROVED
TRAINING				
44102 - EMS Training & Records	10,326	20,000	24,000	24,000
44103 - FF Training & Records	18,482	25,000	50,000	42,000
44211 - Supplies & Expenses	9,736	10,000	10,000	10,000
Total TRAINING	38,544	55,000	84,000	76,000
FIRE PREVENTION				
43200 - Training	4,955	3,000	6,000	5,000
43211 - Supplies & Expenses	3,324	12,000	9,000	9,000
43212 - Public Fire Education	128	4,500	6,000	6,000
43214 - Advertising--Public Education	5,697	8,000	12,000	12,000
Total FIRE PREVENTION	14,104	27,500	33,000	32,000
COMMUNICATIONS				
45211 - Supplies & Expenses	8,255	8,000	8,000	10,000
45300 - Administration				
County Dispatch Services	42,007	40,000	50,000	45,000
County Radio Services	23,775	25,000	30,000	30,000
45910 - Radio Capital Outlay	12,465	25,000	20,000	20,000
Total COMMUNICATIONS	86,502	98,000	108,000	105,000
CDPS COOPERATOR INCIDENTS				
42600 - Cooperator Incident--Misc.	15,928	-	-	-
42601 - Cooperator Incident--Personnel	81,049	-	-	-
Total FF COOPERATIVE AGREEMENT	96,977	-	-	50,000
REPAIR SERVICES (Fleet & Equip)				
46200 - Pump & Equipment Testing	17,167	23,000	23,000	23,000
46211 - Supplies & Expenses & Parts	41,111	35,000	28,000	30,000
46212 - Out-source Maint& Repair	107,276	75,000	75,000	85,000
Total REPAIR SERVICES (Fleet & Equip)	165,554	133,000	126,000	138,000



MEETING MINUTES
Multi-Agency Beetle Meeting
Held on September 29, 2021, 10:00 am
At Hallam Lake

Attendees:

Doug Leyva, Timber and Fuels Program Manager, White River National Forest
David Coon: City Forester, City of Aspen Parks Department
John Spiess: Open Space and Natural Resource Manager, City of Aspen Parks Department
Austin Weiss: Director of Parks and Recreation, City of Aspen
Gary Tennenbaum: Director, Pitkin County Open Space and Trails
Liza Mitchell: Natural Resource Planner and Ecologist, Pitkin County Open Space and Trails
Adam McCurdy: Forest and Climate Program, Aspen Center for Environmental Studies
Rick Ballentine: Fire Chief, Aspen Fire Protection District
Joe DeMoor: Aspen Mountain Trails Crew, Aspen Skiing Company
Aaron Smith: Aspen Skiing Company
Mac Smith: Aspen Skiing Company

Welcome and Introductions:

John Spiess began the meeting and reviewed goals before turning it over to David Coon.

Goals of this Meeting:

- Identify the areas of work
- Outline the process
- Understand the timeframe: short term, long term
- Understand the costs
- Develop talking points for organizations

David reviewed Aspen Mountain as the area of concern and its significance as Aspen's primary viewshed and adjacent ski area. It is an area in which forests contain a high percentage of Douglas fir and where many stakeholder interests come together. He shared maps indicating potential treatment areas, including a 2021 map made by Dan West (of Colorado State Forest Service) using Landfire data. An overlay highlighted potential treatment zones in the Ute Trail and Shadow mountain areas. These vegetation maps have lower accuracy because local aerial surveys were conducted at higher altitudes.

Toward understanding costs, David provided figures for MCH treatment and monitoring:

Ute Trail Area, Approx. 345 acres

Material cost: 25 packets per acre, \$2.05 each = \$17,700

Labor (contracted): 45 min per acre, \$72 per hr = \$18,600

Labor Alt. (staff/volunteer): \$2,000 est. event costs = \$2,000

Total Ute Trail per year = \$36,300 / \$19,700 alt.

Shadow Mountain Area, Approx. 205 acres

Material cost: 25 packets per acre, \$2.05 each = \$10,500

Labor (contracted): 45 min. per acre, \$72/acre = \$11,070

Labor Alt. (staff/volunteer): \$1,500 est. event costs = \$1,500

Total Shadow Mountain per year \$21,600 / \$12,000 alt.

Monitoring

Material cost: 6-8 traps w/ install help from CSFS \$300

Labor (contracted): 4 months weekly monitoring at \$440/wk = \$7,500

Labor (contracted) alt.: 4 months *bi-weekly* monitoring at \$440/week = \$3,750

Labor Alt. (staff/volunteer): share trap emptying duties at least 4-way = \$0.00

Total Monitoring = \$7,800 / \$4,150 alt. / \$300 alt.

TOTAL FIRST-YEAR PROGRAM COST = \$65,700

A discussion followed in which participants shared input and questions toward developing a plan. The following summary organizes discussions by theme.

Management strategies and planning rationales

In addition to MCH, other strategies were discussed, including tree removal, tarping, and burning. MCH treatment seems to be the most practical and effective approach, given the steep terrain of the focus areas.

Aaron asked whether extensive existing mortality indicates it is too late to treat. David and Adam mentioned that compared to the Frying Pan valley and other decimated areas, it is not too late and beetle impacts can become far worse than what we're currently seeing on Aspen mountain. Rick asked whether MCH treatment buys time or saves trees long term. Adam explained that investing in ongoing management and monitoring is shown to be a successful approach in other similar efforts. Depending on moisture and other conditions, treatment should continue until trees are no longer vulnerable and/or beetle populations are sufficiently reduced. Monitoring is key to guiding management year after year and helps determine when treatment may conclude.

Planning toward ordering packets and securing contracted labor:



Discussion addressed vegetation composition and topography, and whether/how to obtain more accurate information. Doug suggested asking Dan how valuable it would be to obtain more accurate aerial survey vegetation maps. Ground surveying on foot and use of drones were discussed as approaches for gathering better forest composition information. Additional research steps were discussed, including assessments of topography, better estimates of needed packet quantities, and the fact that very steep slope angles can involve greater land area per acre. Dan mentioned crews typically begin at the top of a slope and move laterally downward as they apply packets. Packets do not need to be on host species; they just need to be in the most effective locations.

For ground truthing, Doug advised walking through focus areas to get a sense of terrain and traveling on it, density of dead trees, and species composition. Liza suggested using a drone and offered to follow up on availability of the County's drone. Rick offered the Fire Department's drone as an alternative. The group suggested drone surveying as a first step in ground truthing. Gary suggested that gaining a more accurate sense of the number of packets to order would be another benefit.

An order for packets will be placed in January (delay delivery until April), and packets will be installed in April (possibly into May depending on temperatures). Packet installation in April would likely be done on skis; terrain/slope, tree density, and avalanche safety were noted as considerations. Doug advised ordering more packets for the first treatment year rather than less because it is important not to fall short of treating the entire planned area thoroughly. Leftover packets may be kept in cold storage for subsequent years. Aspen Skiing Company may have available cold storage space; this needs confirmation.

Doug advised using contracted labor for the first year to ensure that packet installation is done correctly; in subsequent years, use volunteers for the simpler job of removing old packets and replacing them with new ones. Contractors are currently planning their jobs for next spring; secure arrangements soon. David suggested reaching out to a contractor (up the Crystal Valley) who conducted previous local work. Joe added that Aspen Skiing Company trail crews would likely be available to assist with packet installation work; they could potentially work with contracted crews. Doug mentioned flexibility in timing is important due to correlations between temperatures, snowpack melt and beetle activity.

Doug mentioned contractors will require slope analysis and boundaries of treatment areas, and this group should have someone out with contracted crews to make sure they are working within boundaries. He added that many contractors do this type of work yearly across the country; put out a request for bids. Roaring Fork Outdoor Volunteers was mentioned as a potential local volunteer workforce.

Costs

Aaron asked how labor costs were derived. David explained that per hour costs were provided by Dan West. The group expressed that costs seem manageable and that organizations are likely to participate. Doug mentioned outfitting volunteers is an additional cost, including buying hammers and other supplies. Rick suggested including wildfire mitigation as part of the effort and asked about any state grants for such work. Doug added that keeping forests healthy is the best wildfire mitigation strategy.

John mentioned planning for five years of beetle management work would cost approximately \$345,000. Gary mentioned labor costs for the Smuggler Mountain project were lower after the first year; replacing packets in subsequent years is less time consuming than initial installation.

Removal of infested host trees by helicopter was discussed. Helicopters cost \$6,000/hour; scale of work must be large enough for these crews to take on the job, and staging costs must be factored in. Gary said the terrain would require any tree removal to be done by helicopter.

Aaron suggested involving the community in fundraising. Gary added timing is not critical; any funds raised can be used in subsequent years. Adam mentioned fundraising could center on keeping this project going; the project has begun and we know it's effective.

Developing public outreach plans

Toward working on this topic for the next meeting, rationales and considerations were shared. Doug mentioned MCH packet use is neither new nor uncertain; it is proven very effective and this reinforces the validity of the plan. Gary suggested using the Smuggler Mountain project as an example of a successful local effort on a larger scale, and that associated wildfire mitigation benefits of the MCH plan will appeal to the community. In comparison, allowing the Douglas fir stands to die presents a much greater wildfire risk situation. MCH as an effective tool is appropriate for preserving Aspen Mountain as a primary, high value viewshed. Adam added that we can actually control Douglas fir beetle in this important area because of the effectiveness of MCH, in contrast to spruce beetles for which good control tools do not exist.

Aaron mentioned the importance of adding adjacent landowners into the conversation, based on pushing beetles and the need for community cooperation.

Talking points for organizations

David prompted the group to share thoughts on a unified message for organizations that communicates what the plan will do (and also what it will *not* do).

Key points were shared:



- BOCC and City Council will look to this group to respond to public concern; MCH gives us a basis for a solid plan.
- \$65,000 is a big number, but it is in line with the resources we aim to protect.
- Provide context within the greater region; for example, the Frying Pan Valley shows how quickly beetles spread and how extensive impacts can be. Emphasize that the beetles will not go away.
- Compare cost/effort of MCH treatment with consequences of allowing beetles to run their course, ie. viewshed, fire hazard impacts, etc.
- Targeted education will be needed as the public will be confused by the various beetle species and their specific control strategies/tools.
- Forest management is never done; forests are always living, growing, changing.
- Emphasize MCH is not feasible on a forest scale; this project targets a high value viewshed area only.
- Communicate that this is a climate change issue. Trees become more vulnerable as they are increasingly stressed by hot, dry conditions.
- We're helping this targeted resource (Aspen Mtn.) weather the storm of drought conditions that have made the trees more susceptible to beetles. The plan protects the trees through that period until beetle populations return to low levels and/or moister periods allow trees' defenses to recover.
- Educate about the big picture: healthy forests, watersheds, etc.
- Communicate with adjacent landowners; learn what control measures they may be doing as well and provide information and access to MCH.
- Provide landowners with contact for Kami Long, Forester, Colorado State Forest Service; she is the contact for landowners for grants and sourcing packets.

Actionable Items, Assignments:

- Ground truthing/mapping: Drone – County, AFPD
- Draft talking points for organizations/boards – ACES, COA
- Speak with Boards - everyone
- Cost sharing strategy - everyone
- Research contractors: COA, Doug USFS
- Cold storage: ASC

Next Meeting Date: November 3, 2021, 10:00am – 12:00pm, at Hallam Lake

- Message to Community
- Finalize packet quantities

COST SHARING

City of Aspen	\$15,000
Aspen Skiing Company	\$15,000
Pitkin County	\$15,000
AFPD	\$10,000
ACES	\$5,000
<u>USFS</u>	<u>\$10,000</u>
TOTAL =	\$70,000

****Note:** The above figures represent 1 year of treatment. It is anticipated that the costs listed above will be re-occurring for a minimum of five years.