



# Aspen Fire Protection District Board of Directors Regular Monthly Meeting

MEETING DATE: October 13, 2020  
MEETING TIME: 5:00 pm

LOCATION: 420 E Hopkins

**Due to COVID-19, this meeting will be held virtually through Zoom. To join, please go to: <https://zoom.us/j/81572926868> Meeting ID: 815 729 268 68. Please contact Nikki Lapin, District Administrator at [nikki.lapin@aspensfire.com](mailto:nikki.lapin@aspensfire.com) if you need additional information.**

## AGENDA

- I. Meeting called to order
- II. Roll Call
- III. Swear in Stephen Wertheimer
- IV. Approval of Minutes
  - a) Motion to approve minutes from Special Meeting held September 4, 2020.
  - b) Motion to approve minutes from Special Meeting held September 8, 2020.
  - c) Motion to approve minutes from Regular Meeting held September 8, 2020.
  - d) Motion to approve minutes from Special Meeting held September 9, 2020.
  - e) Motion to approve minutes from Special Meeting held September 14, 2020.
  - f) Motion to approve minutes from Special Meeting held October 8, 2020.
- V. Strategic Planning Interviews:
  - a) AP Triton (20 minutes)
  - b) Stephanie Zaza (20 minutes)
- VI. President, AVFD Inc.
- VII. Public Comment
- VIII. Good of District
- IX. Financials
- X. Board Member Comments & Action Items
  - a) Starwood Lease
- XI. CEO/Fire Chief
- XII. Training Report

**XIII. Old Business**

- a) SAFER Grant
- b) North 40 Housing Project

**XIV. New Business**

# Aspen Fire Protection District

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## Board of Directors Special Meeting September 4, 2020

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

**Meeting called to order by John at 2:07pm**

### **Roll Call:**

- Board of Directors Present: John Ward, Denis Murray, Dave (Wabs) Walbert, Michael Buglione
- Board of Directors Absent: None
- Staff/Volunteers Present: Rick Balentine, Parker Lathrop, Nikki Lapin
- Public/Others: Karl Hanlon, Chris Bendon, Wayne Stryker, Paul Broome, Bill Marone

**MOTION: Motion by John to move into Executive Session with attorney for public entity for the purposes of receiving legal advice in regards to North 40 Housing project and for final submission to BOCC by end of the day.**

**MOTION: Motion by John to come out of Executive Session. Michael second.**

**MOTION: Motion by John to adjourn. Denis second. All approved.**

# Aspen Fire Protection District

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## Board of Directors Special Meeting September 8, 2020

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

**Meeting called to order by John at 11:05am**

### **Roll Call:**

- Board of Directors Present: John Ward, Denis Murray, Dave (Wabs) Walbert, Michael Buglione (arrived late)
- Board of Directors Absent: None
- Staff/Volunteers Present: Rick Balentine, Parker Lathrop
- Public/Others: Karl Hanlon, Bill Marone

### **Interviews with GF Woods and FCI**

**MOTION:** Motion by John to move into Executive Session for interviews with General Contractors for the North 40 Housing Project pursuant to § 24-6-402(4)(e), C.R.S., determining positions relative to matters that may be subject to negotiations; developing strategy for negotiations; and instruction negotiators. This is being held in executive session subject to negotiations as contractors may be providing proprietary information and costs, which will develop into the contract. Wabs second. All approved.

# Aspen Fire Protection District

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## Board of Directors Regular Meeting September 08, 2020

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

**Meeting called to order by John at 5:05pm**

### **Roll Call:**

- Board of Directors Present: John Ward, Denis Murray, Dave (Wabs) Walbert, Michael Buglione
- Board of Directors Absent: None
- Staff/Volunteers Present: Rick Balentine, Parker Lathrop, Nikki Lapin, Jan Schubert, Roya Beklik, Ken Josselyn
- Public/Others: Karl Hanlon, Jackie Francis, Lisa Hancock, Mark (didn't not receive last name-N40 homeowner)

### **Approval of Minutes:**

**MOTION: Motion by Michael to approve minutes from the following meetings: Regular Meeting August 11, 2020, Special Meeting August 17, 2020 and Special Meeting August 25, 2020. Denis second. All approved.**

**President, AVFD Inc: Not present**

### **Public Comment:**

- Jackie Francis, North 40 Homeowner: Jackie spoke in opposition to the project with concern about size and cost.
- Lisa Hancock, North 40 Homeowner: Lisa spoke in opposition of the project. She is upset with how things are being handled and believes there is more options for the AFPD board to look at. She expressed concerns on the cost.

### **Good of District:**

- 9/11 Annual Ceremony: Will be held Friday, September 11, 2020. Grassroots TV will be filming for a replay throughout the day.
- Monthly Operations Meeting: During the September 2<sup>nd</sup> meeting, 10 new volunteers were sworn in.

- 24/7 Coverage Update: Station 61 and Station 62 are being covered by both 9 career firefighters and volunteers. They are all working well together. Ken gave an overview view of impromptu training held September 7<sup>th</sup>.
- Incident on Independence Pass: Parker gave an overview of the incident with car going over Independence Pass. Aspen Fire played a crucial part in the rescue.
- Wildfire Severity Patrol and Wildfire Curbside Assessments: Both programs are currently in place with 2 or 3 people. Receiving more requests for individual wildfire home assessments.
- ISO Rating Review: Staff is working on 30 plus hydrant tests for the report.

### **Financials:**

- 2021 Draft Budget and 2020 Revised Budget: Rick suggested a special meeting to review. The actual valuations are delayed until October which is a critical part of the budget.

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

- Open Board Seat: John reached out to Dr. Fahy with no response. Staff will put an ad in the paper calling for interested parties. Notice of Interest will be due back to District Administrator by September 25<sup>th</sup>. Board will interview each interested person in a public meeting.

### **CEO/Fire Chief:**

- Strategic Planning Proposals: Several options were presented in the board packet. Two are new and two were original proposals from last year, but pricing didn't change. Board agreed to remove Granicus due to price. It was suggested giving ESCI report to BendonAdams and adding a small interview to the next meeting with all other companies.
- Health Insurance: Nikki gave an overview of current status on health insurance. Western Slopes Health Care Group will be dissolving and we will be moving as a group to Public Sector.

### **Training Report:**

- Report was included in the board packet. Firefighter I course just finished and Firefighter II course has started. Emergency Medical Responder will start in October. Jeff Edelson and Scott Arthur are currently part-time co-training Captains.

### **Old Business:**

- Starwood Lease: Staff is working on a revised plan in regards to rent.
- Airport MOU: This has been completed and can be removed from future agendas.
- SAFER Grant: Did not receive this time around.

### **New Business:**

- Honor Guard is currently under the district. Looking at moving it under AVFD Inc.

**No Executive Session was needed**

**MOTION: Motion by Michael to adjourn at 6:33pm. Wabs second. All approved.**

# Aspen Fire Protection District

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## Board of Directors Special Meeting September 9, 2020

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

**Meeting called to order by John at 11:04am**

### **Roll Call:**

- Board of Directors Present: John Ward, Denis Murray, Dave (Wabs) Walbert, Michael Buglione (arrived late)
- Board of Directors Absent: None
- Staff/Volunteers Present: Rick Balentine, Parker Lathrop
- Public/Others: Karl Hanlon, Bill Marone

### **Interviews with: RA Nelson and Shaw Construction**

**MOTION: Motion by John to move into Executive Session for interviews with General Contractors for the North 40 Housing Project pursuant to § 24-6-402(4)(e), C.R.S., determining positions relative to matters that may be subject to negotiations; developing strategy for negotiations; and instruction negotiators. This is being held in executive session subject to negotiations as contractors may be providing proprietary information and costs, which will develop into the contract. Wabs second. All approved.**

# Aspen Fire Protection District

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## Board of Directors Special Meeting September 14, 2020

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

**Meeting called to order by John at 4:16pm**

### **Roll Call:**

- Board of Directors Present: John Ward, Denis Murray, Dave (Wabs) Walbert, Michael Buglione
- Board of Directors Absent: None
- Staff/Volunteers Present: Rick Balentine, Parker Lathrop
- Public/Others: Karl Hanlon, Robert Gilfillan, Tamara Bujakowski, Sam Meyer, Paul Broome, E Walton, Ryan Warren, Greg Woods, Jim Hamilton

### **Review and Select General Contractors**

- Paul sent out some updated information to the board and clarified the spreadsheets that were sent out. Today shows adjusted general conditions. Looks at each line item and added/deleted accordingly to give apples to apples comparison.
- Ryan Warren provided comments to Rick. Ryan spoke to experience as a construction lawyer and expressed concerns with Shaw Construction.
- Paul spoke to the subject of finance stability with all the contractors. This was part of RFQ.
- Board ranked contractors: FCI 14, RA Nelson 12, GF Woods 9, Shaw Construction 5

**MOTION: Motion by John to authorize Karl Hanlon, Rick Balentine and Paul Broome to move forward with negotiation of contract with FCI and bring the contract back to the board. Michael second. All approved.**

**MOTION: Motion by Wabs to adjourn at 11:28pm. Michael second. All approved.**



# Aspen Fire Protection District

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## Board of Directors Special Meeting October 8, 2020

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

**Meeting called to order by John at 4:16pm**

### **Roll Call:**

- Board of Directors Present: John Ward, Denis Murray, Dave (Wabs) Walbert, Michael Buglione
- Board of Directors Absent: None
- Staff/Volunteers Present: Rick Balentine, Parker Lathrop
- Public/Others: Karl Hanlon

### **Interviews for Open Board Seat**

- Board reviewed questions to ask and established a process.
- Interviewed the following candidates: Lisa Hancock, Jess Graber, Chris Bendon, Stephen Wertheimer, Damian O'Doherty and Russell Shaffran.

**MOTION: Motion by John for move forward with Stephen Wertheimer. Michael second. All approved.**

**MOTION: Motion by Wabs to adjourn. Michael second. All approved.**

# Aspen Fire Protection District Balance Sheet

As of September 30, 2020

Sep 30, 20

## ASSETS

### Current Assets

#### Checking/Savings

##### GENERAL FUND BANK ACCTS

10100 · Alpine Bank--GF Checking	56,873.23
10401 · ColoTrust--GF General	1,539,587.38
10406 · ColoTrust--GF Emerg Reserve	201,809.23
10407 · ColoTrust--GF Operations Resrv	1,686,109.46
10409 · ColoTrust--GF FPPA	389,285.51
10545 · Grand Junction Fed Credit Union	83.25
10552 · Alpine Bank--HITF Aguilar	16,502.67
10553 · Alpine Bank--HITF Barr	13,001.35

Total GENERAL FUND BANK ACCTS 3,903,252.08

##### CAPITAL ACQ. FUND BANK ACCTS

10700 · Alpine Bank--Cap Acq. Checking	72,527.31
10801 · ColoTrust--Cap Acq	1,114,510.73

Total CAPITAL ACQ. FUND BANK ACCTS 1,187,038.04

##### DEBT SERVICE FUND BANK ACCTS

11105 · Alpine Bank--Debt Service MM	4,120.87
11201 · ColoTrust--Debt Service	2,001,623.15

Total DEBT SERVICE FUND BANK ACCTS 2,005,744.02

##### HOUSING FUND BANK ACCOUNTS

10890 · Alpine Bank--Housing Checking	62,121.95
10901 · ColoTrust--Housing	1,985,067.25
10905 · ColoTrust (UMB)-Construction	15,289,400.00
10907 · ColoTrust (UMB)--Cert Interest	44.71

Total HOUSING FUND BANK ACCOUNTS 17,336,633.91

Total Checking/Savings 24,432,668.05

#### Accounts Receivable

##### ACCOUNTS RECEIVABLE

12235 · Receivable due - Pitkin County	7,879.16
12252 · Receivable due - AVFD Members	3,951.36

Total ACCOUNTS RECEIVABLE 11,830.52

**Aspen Fire Protection District**  
**Balance Sheet**  
 As of September 30, 2020

	<u>Sep 30, 20</u>
Total Accounts Receivable	11,830.52
Other Current Assets	
GENERAL FUND (Asset)	
10450 · Property Tax Receivable	78,452.05
Total GENERAL FUND (Asset)	78,452.05
BOND DEBT SERVICE FUND (Asset)	
10750 · Property Tax Receivable	15,148.00
Total BOND DEBT SERVICE FUND (Asset)	15,148.00
10671 · Prepaid Expenses—General Fund	11,184.58
Total Other Current Assets	104,784.63
Total Current Assets	24,549,283.20
Fixed Assets	
GENERAL FIXED ASSET GROUP	
10600 · Fire Trucks & Equip	4,332,952.30
10610 · Building Improvements	1,293,009.40
10615 · Buildings	13,398,373.00
10640 · Firefighting Equipment	360,679.98
10650 · Administrative	374,807.41
10660 · Construction in Progress	271,791.06
10665 · Land - North 40	1,700,000.00
10669 · Accumulated Depreciation	-7,018,899.04
Total GENERAL FIXED ASSET GROUP	14,712,714.11
Total Fixed Assets	14,712,714.11
Other Assets	
10593 · Deferred Refunding Cost	1,574,234.68
10594 · Deferred Refunding Costs-Accum.	-1,193,173.24
90101 · VPF-Def Oflow-Pens Exper Diff	24,593.00
90102 · VPF-Def Oflow-Pens Chg Assum	76,589.00
90103 · VPF-Def Oflow-Pens Inv Ret Diff	185,094.00
90105 · VPF-Def Oflow-Pens Contr After	582,000.00
90111 · SWDB-Def Oflow-Pens Exper Diff	63,270.34
90112 · SWDB-Def Oflow-Pens Chg Assum	47,686.24
90113 · SWDB-Def Oflow-Pens Inv Ret Dif	38,734.07
90115 · SWDB-Def Oflow-Pens Chg Propor	18,389.00
90116 · SWDB-Def Oflow-Pens Contr After	21,766.92
Total Other Assets	1,439,184.01
<b>TOTAL ASSETS</b>	<b><u>40,701,181.32</u></b>

Aspen Fire Protection District  
**Balance Sheet**  
As of September 30, 2020

Sep 30, 20

**LIABILITIES & EQUITY**

**Liabilities**

**Current Liabilities**

**Other Current Liabilities**

**CURRENT LIABILITIES**

20135 · HSAs Accrual	208.34
20140 · Section 125 Accrual	5.51
20162 · Health Insur Accrual--AVFD	-1,488.96
20163 · FPPA Accrual	0.04
20314 · Stationkeepers' Fund Accrual	30,500.01
20317 · AVFD T-shirt Sales (+) Accrual	343.62
21000 · Deferred Revenue--Prop. Tax	78,452.05

**Total CURRENT LIABILITIES** 108,020.61

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

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

**Total Other Current Liabilities** 152,562.75

**Total Current Liabilities** 152,562.75

**Long Term Liabilities**

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

22000 · Deferred Revenue--Prop.Tax	15,148.00
23000 · Bonds Payable	5,730,000.00
23010 · Current Portion - Bonds Payable	855,000.00
22900 · Bond Premium	1,100,512.25
22901 · Bond Premium- Accumulate Amort.	-899,466.33

**Total BOND DEBT SERVICE FUND (Liab.)** 6,801,193.92

**HOUSING DEBT SERVICE (Liab.)**

22902 · COPs Payable	13,855,000.00
22903 · Current Portion - COPs Payable	520,000.00
22904 · COPs Premium	1,836,645.45

**Total HOUSING DEBT SERVICE (Liab.)** 16,211,645.45

Aspen Fire Protection District  
**Balance Sheet**  
As of September 30, 2020

	<u>Sep 30, 20</u>
90200 · VPF--Net Pension Liability	1,535,914.00
90202 · VPF--Def Iflow--Pens Chg Assum	80,761.00
90210 · SWDB--Net Pension Liability	49,239.58
90211 · SWDB-Def Iflow-Pens Exp Diff	526.29
90214 · SWDB-Def Iflow-Pens Act/Rep Dif	9,259.76
90215 · SWDB-Def Iflow-Pens Chg Propor	39,481.97
90220 · Compensated Absences / PTO	158,417.78
<b>Total Long Term Liabilities</b>	<u>24,886,439.75</u>
<b>Total Liabilities</b>	25,039,002.50
<b>Equity</b>	
<b>FUND BALANCES</b>	
30005 · LT Assets minus LT Debt	-7,903,918.70
30015 · Capital Acq. Fund Balance	655,027.00
30020 · Debt Svc Fund Balance	1,091,188.00
30025 · Housing Fund Balance	17,021,048.00
30300 · Net Pension Liab. & Deferrals	-860,120.00
30600 · Contingency Reserve (TABOR)	186,000.00
37500 · GF - Unrestricted Fund Balance	1,664,931.00
37501 · GF - Restricted Fund Balance	22,002.00
<b>Total FUND BALANCES</b>	<u>11,876,157.30</u>
<b>Net Income</b>	<u>3,786,021.52</u>
<b>Total Equity</b>	<u>15,662,178.82</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u><u>40,701,181.32</u></u>

## Aspen Fire Protection District Profit & Loss Budget Performance September 2020

	Sep 20	Jan - Sep 20	YTD Budget	Annual Budget
<b>Income</b>				
<b>GENERAL (Income)</b>				
<b>31100 · General Property Tax</b>				
31102 · Allocation--to Cap Acq Fund	12,414.00	600,000.00	450,000.00	600,000.00
31103 · Allocation--to Housing Fund	22,324.00	1,070,000.00	802,500.02	1,070,000.00
31104 · Allocation--to GF General	6,450.40	2,395,591.79	1,844,141.26	2,458,855.00
31105 · Allocation--to GF Emerg Reserve	5,764.00	100,000.00	75,000.01	100,000.00
31106 · Allocation--to GF Ops Reserve	21,781.00	1,075,000.00	806,250.01	1,075,000.00
31107 · Allocation--to GF FPPA Annual	10,601.00	382,000.00	286,500.01	382,000.00
31109 · Allocation--for Treasurer Fee	4,325.51	292,716.14	224,442.00	299,256.00
<b>Total 31100 · General Property Tax</b>	<b>83,659.91</b>	<b>5,915,307.93</b>	<b>4,488,833.31</b>	<b>5,985,111.00</b>
31200 · Specific Ownership Taxes	18,111.59	123,385.44	90,000.00	120,000.00
36100 · Interest Earned--Prop. Taxes	3,267.62	8,708.12	4,500.00	6,000.00
36200 · Interest on Investments	284.99	8,823.74	26,250.02	35,000.00
37100 · Delinquent Taxes	-452.62	-72,381.10	-2,250.00	-3,000.00
38000 · North 40 Lease to County	4,070.68	36,548.48	36,825.02	49,100.00
38010 · County Share of Expenses @N40	7,879.16	20,857.50	22,500.00	30,000.00
38015 · Tenants' Share of Expenses@Stwd	456.26	2,533.16	3,000.01	4,000.00
38050 · WFAC (Wildfire Mapping) Project	0.00	56,750.00	41,250.00	55,000.00
38110 · Sprinkler Permit Fees(PlansChk)	751.66	13,215.13	37,500.02	50,000.00
<b>Total GENERAL (Income)</b>	<b>118,029.25</b>	<b>6,113,748.40</b>	<b>4,748,408.38</b>	<b>6,331,211.00</b>
<b>Total Income</b>	<b>118,029.25</b>	<b>6,113,748.40</b>	<b>4,748,408.38</b>	<b>6,331,211.00</b>
<b>Gross Profit</b>	<b>118,029.25</b>	<b>6,113,748.40</b>	<b>4,748,408.38</b>	<b>6,331,211.00</b>
<b>Expense</b>				
<b>PERSONNEL - District Staff</b>				
41110 · Salaries - Career Duty FFs	61,099.37	117,881.22		
41111 · Salaries - All Other Paid Staff	59,175.00	591,541.07	657,579.01	876,772.00
41120 · Misc. Payroll Expenses	0.00	481.00	900.00	1,200.00
41125 · Employer SUI--Staff	496.48	2,282.45	2,037.01	2,716.00
41130 · Retirement Plan--401(a)	13,261.52	65,850.32	64,878.02	86,504.00
41132 · Pension Plan--FPPA SWDB	5,964.77	27,050.57	21,340.52	28,454.00
41135 · Employer Medicare--Staff	2,436.61	11,221.75	9,844.51	13,126.00
41140 · All Insurances & HSA Contrib.	17,138.47	113,585.95	109,662.75	146,217.00
41141 · Board Match--457(b) Plan	2,509.23	13,084.54	12,143.25	16,191.00
41142 · Fit/Wellness Allowance--Staff	0.00	6,495.00	8,768.25	11,691.00
41143 · Health Insur--Staff Dependents	4,326.16	27,740.76	29,715.02	39,620.00
41144 · Benefits Contingency - PTO Cash	0.00	13,354.40	12,582.00	16,776.00
<b>Total PERSONNEL - District Staff</b>	<b>166,407.61</b>	<b>990,569.03</b>	<b>929,450.34</b>	<b>1,239,267.00</b>

## Aspen Fire Protection District Profit & Loss Budget Performance September 2020

	Sep 20	Jan - Sep 20	YTD Budget	Annual Budget
<b>ADMINISTRATION</b>				
41149 · County Treasurer Fee	4,325.51	292,716.14	224,442.00	299,256.00
41150 · Employer Medicare--AVFD+	0.00	225.64	1,875.01	2,500.00
41155 · Employer Social Security--AVFD+	2,847.77	9,854.81	11,199.01	14,932.00
41160 · Employer SUI--AVFD+	0.00	46.71	375.02	500.00
41146 · Employee Wellness Program	0.00	1,423.50	3,000.01	4,000.00
41209 · WFAC (Wildfire Mapping) Project	14,540.00	15,502.50	41,250.00	55,000.00
41210 · Contr Labor/ Special Projects	0.00	23,315.15	26,250.02	35,000.00
41211 · Supplies & Expenses	1,017.58	17,753.64	15,254.27	20,339.00
41212 · Telephone Expense	2,053.20	22,216.88	18,750.01	25,000.00
41214 · Info. Systems & Support	3,971.24	18,365.23	13,500.00	18,000.00
41500 · Audit & Budget	0.00	16,697.00	12,750.02	17,000.00
<b>41510 · Insurance</b>				
Gen Liability/Accident & Other	0.00	45,629.92	30,000.01	40,000.00
Workers' Comp	0.00	35,445.00	30,000.01	40,000.00
<b>Total 41510 · Insurance</b>	<b>0.00</b>	<b>81,074.92</b>	<b>60,000.02</b>	<b>80,000.00</b>
41520 · Legal	564.00	15,051.50	18,750.01	25,000.00
41770 · Equip Repair/Replace	0.00	3,557.52	3,000.01	4,000.00
41810 · Election	0.00	13,519.88	11,250.00	15,000.00
41815 · District Newsletter	0.00	0.00	3,750.02	5,000.00
<b>41820 · Staff Vehicle Expense</b>				
Maint. Labor--at County Fleet	0.00	2,420.00		
41820 · Staff Vehicle Expense - Other	647.89	6,717.34	12,750.02	17,000.00
<b>Total 41820 · Staff Vehicle Expense</b>	<b>647.89</b>	<b>9,137.34</b>	<b>12,750.02</b>	<b>17,000.00</b>
41840 · Administrative	1,902.95	38,862.66	30,000.01	40,000.00
41855 · Outsourced Plans Checks, FM	0.00	0.00	1,500.02	2,000.00
41920 · Capital Outlay - Computers +	2,985.00	8,393.21	15,000.02	20,000.00
<b>Total ADMINISTRATION</b>	<b>34,855.14</b>	<b>587,714.23</b>	<b>524,645.50</b>	<b>699,527.00</b>
<b>PERSONNEL - Volunteer Staff</b>				
41860 · Vol. Fit/Wellness Allowance	0.00	22,902.00	37,021.50	49,362.00
41861 · Volunteer Health Insur/HSA/HRA	12,504.63	184,255.15	224,235.00	298,980.00
41870 · Volunteer Health Screenings	135.38	824.38	3,000.01	4,000.00
41875 · LOSAP	0.00	22,000.00	20,250.00	20,250.00
41877 · Volunteer Shift Incentives	0.00	0.00	54,750.01	73,000.00
41880 · EMS Incentive Program	0.00	0.00	15,618.77	20,825.00
41890 · FFII Proficiency Incentive	0.00	0.00	9,562.50	12,750.00
41891 · Officer & D/O Incentive	0.00	0.00	7,500.01	10,000.00
<b>Total PERSONNEL - Volunteer Staff</b>	<b>12,640.01</b>	<b>229,981.53</b>	<b>371,937.80</b>	<b>489,167.00</b>

**Aspen Fire Protection District**  
**Profit & Loss Budget Performance**  
 September 2020

	<u>Sep 20</u>	<u>Jan - Sep 20</u>	<u>YTD Budget</u>	<u>Annual Budget</u>
<b>FIRE FIGHTING</b>				
42205 · Firefighters' Logistics/Support	-6,750.00	5,126.36	16,500.01	22,000.00
42206 · Uniforms	4,629.80	20,119.23	11,250.00	15,000.00
42211 · Operational Supplies & Expenses	36,041.98	101,408.07	56,250.00	75,000.00
42212 · Rescue Supplies & Expenses	280.87	27,253.57	7,500.01	10,000.00
42213 · EMS Supplies & Expenses	209.62	3,536.67	7,500.01	10,000.00
42214 · Wildfire Supplies & Expenses	400.00	13,028.74	4,875.02	6,500.00
42215 · Wildfire Program	2,050.00	2,310.00	33,750.00	45,000.00
42300 · Fuel	1,267.71	5,621.54	8,250.02	11,000.00
42400 · Subscriptions & Dues	0.00	1,238.00	900.00	1,200.00
42402 · Honor Guard	4,556.68	7,242.14	3,000.01	4,000.00
42900 · FF/Rescue Capital Outlay	0.00	0.00	7,500.01	10,000.00
<b>Total FIRE FIGHTING</b>	<b>42,686.66</b>	<b>186,884.32</b>	<b>157,275.09</b>	<b>209,700.00</b>
<b>TRAINING</b>				
44102 · EMS Training & Records	1,900.78	6,288.19	9,000.00	12,000.00
44103 · FF Training & Records	7,810.00	16,366.90	18,000.00	24,000.00
44211 · Supplies & Expenses	1,050.44	7,376.12	5,625.00	7,500.00
<b>Total TRAINING</b>	<b>10,761.22</b>	<b>30,031.21</b>	<b>32,625.00</b>	<b>43,500.00</b>
<b>FIRE PREVENTION</b>				
43200 · Training	0.00	3,353.00	6,000.02	8,000.00
43211 · Supplies & Expenses	0.00	3,130.14	6,750.00	9,000.00
43212 · Public Fire Education	0.00	1,242.27	4,500.00	6,000.00
43214 · Advertising--Public Education	-8,645.00	3,309.00	9,000.00	12,000.00
<b>Total FIRE PREVENTION</b>	<b>-8,645.00</b>	<b>11,034.41</b>	<b>26,250.02</b>	<b>35,000.00</b>
<b>COMMUNICATIONS</b>				
45211 · Supplies & Expenses	949.27	7,551.64	5,625.00	7,500.00
45300 · Administration				
County Dispatch Services	0.00	20,075.00	26,250.02	35,000.00
County Radio Services	0.00	23,775.00	26,250.02	35,000.00
<b>Total 45300 · Administration</b>	<b>0.00</b>	<b>43,850.00</b>	<b>52,500.04</b>	<b>70,000.00</b>
45910 · Radio Capital Outlay	0.00	12,464.52	15,000.02	20,000.00
<b>Total COMMUNICATIONS</b>	<b>949.27</b>	<b>63,866.16</b>	<b>73,125.06</b>	<b>97,500.00</b>
<b>CDPS COOPERATOR INCIDENTS</b>				
42600 · Cooperator Incident--Misc.	4,606.72	5,102.75		
42601 · Cooperator Incident--Personnel	43,869.27	56,302.16		
<b>Total CDPS COOPERATOR INCIDENTS</b>	<b>48,475.99</b>	<b>61,404.91</b>		
<b>REPAIR SERVICES (Fleet &amp; Equip)</b>				
46200 · Pump & Equipment Testing	0.00	5,145.00	11,250.00	15,000.00
46211 · Supplies & Expenses & Parts	4,361.64	24,465.43	22,500.00	30,000.00
46212 · Out-source Maint& Repair				
Labor--at County Fleet	8,470.00	46,227.50		
46212 · Out-source Maint& Repair - Other	195.00	18,167.61	56,250.00	75,000.00
<b>Total 46212 · Out-source Maint&amp; Repair</b>	<b>8,665.00</b>	<b>64,395.11</b>	<b>56,250.00</b>	<b>75,000.00</b>
<b>Total REPAIR SERVICES (Fleet &amp; Equip)</b>	<b>13,026.64</b>	<b>94,005.54</b>	<b>90,000.00</b>	<b>120,000.00</b>



## Aspen Fire Protection District Profit & Loss Budget Performance September 2020

	<u>Sep 20</u>	<u>Jan - Sep 20</u>	<u>YTD Budget</u>	<u>Annual Budget</u>
<b>STATIONS, BUILDINGS &amp; GROUNDS</b>				
<b>Aspen Village Substation</b>				
48016 · Supplies & Exp. - Aspen Village	0.00	756.86	375.02	500.00
48400 · Utilities - Aspen Village	280.63	3,815.89	4,087.52	5,450.00
48409 · Alarm Monitoring and T&I--AV	0.00	0.00	562.50	750.00
48410 · Repairs & Maint. - Aspen Village	900.00	34,429.53	7,500.01	10,000.00
<b>Total Aspen Village Substation</b>	<b>1,180.63</b>	<b>39,002.28</b>	<b>12,525.05</b>	<b>16,700.00</b>
<b>Headquarters Station</b>				
48209 · Alarm Monitoring and T&I--HQ	0.00	0.00	1,275.02	1,700.00
48210 · Repairs & Maint. - Headquarters	325.00	9,227.80	15,750.00	21,000.00
48211 · Supplies & Exp. - Headquarters	519.40	6,365.59	4,125.01	5,500.00
48214 · Utilities - Headquarters	1,919.68	28,739.27	27,000.00	36,000.00
48215 · Cleaning - Headquarters	1,692.00	9,451.00	6,000.02	8,000.00
<b>Total Headquarters Station</b>	<b>4,456.08</b>	<b>53,783.66</b>	<b>54,150.05</b>	<b>72,200.00</b>
<b>North 40 Station</b>				
48309 · Alarm Monitoring and T&I--N40	0.00	0.00	900.00	1,200.00
48311 · Repairs & Maint. - North 40	1,108.71	16,154.60	15,000.02	20,000.00
48315 · Supplies & Expenses - North 40	3,394.95	7,528.60	1,500.02	2,000.00
48320 · Utilities - North 40	3,488.27	28,155.07	27,150.02	36,200.00
<b>Total North 40 Station</b>	<b>7,991.93</b>	<b>51,838.27</b>	<b>44,550.06</b>	<b>59,400.00</b>
<b>Starwood Substation</b>				
48411 · Supplies & Exp. - Starwood	0.00	274.46	750.01	1,000.00
48412 · Utilities - Starwood	368.01	7,397.28	5,250.01	7,000.00
<b>Total Starwood Substation</b>	<b>368.01</b>	<b>7,671.74</b>	<b>6,000.02</b>	<b>8,000.00</b>
<b>Woody Creek Substation</b>				
47301 · Supplies & Exp. - Woody Creek	0.00	612.19	375.02	500.00
47302 · Utilities - Woody Creek	488.07	5,805.73	6,675.02	8,900.00
47309 · Alarm Monitoring and T&I--WC	0.00	0.00	637.51	850.00
47310 · Repairs & Maint. - Woody Creek	800.00	5,672.39	3,000.01	4,000.00
<b>Total Woody Creek Substation</b>	<b>1,288.07</b>	<b>12,090.31</b>	<b>10,687.56</b>	<b>14,250.00</b>
<b>Total STATIONS, BUILDINGS &amp; GROUNDS</b>	<b>15,284.72</b>	<b>164,386.26</b>	<b>127,912.74</b>	<b>170,550.00</b>
<b>TRANSFER TO OTHER FUNDS</b>				
49502 · Transfer to CapAcquisition Fund	12,414.00	600,000.00	450,000.00	600,000.00
49503 · Transfer to Housing Fund	22,324.00	1,070,000.00	802,500.02	1,070,000.00
49507 · Xfer to Emergency Reserve Fund	5,764.00	100,000.00	75,000.01	100,000.00
49508 · Xfer to Operations Reserve Fund	21,781.00	1,075,000.00	806,250.01	1,075,000.00
49509 · Xfer to FPPA Annual Accrual Fnd	10,601.00	382,000.00	286,500.01	382,000.00
<b>Total TRANSFER TO OTHER FUNDS</b>	<b>72,884.00</b>	<b>3,227,000.00</b>	<b>2,420,250.05</b>	<b>3,227,000.00</b>
<b>Total Expense</b>	<b>409,326.26</b>	<b>5,646,877.60</b>	<b>4,753,471.60</b>	<b>6,331,211.00</b>
<b>Net Income</b>	<b>-291,297.01</b>	<b>466,870.80</b>	<b>-5,063.22</b>	<b>0.00</b>

## Aspen Fire Protection District Profit & Loss Budget Performance September 2020


	<u>Sep 20</u>	<u>Jan - Sep 20</u>	<u>YTD Budget</u>	<u>Annual Budget</u>
<b>Income</b>				
<b>CAPITAL ACQUISITION (Income)</b>				
30075 · General Property Tax Allocation	12,414.00	600,000.00	450,000.00	600,000.00
30085 · Donations/Contrib (CA-Assigned)	0.00	45,000.00		
60100 · Interest on Investments	80.60	3,157.95	10,500.02	14,000.00
<b>Total CAPITAL ACQUISITION (Income)</b>	<u>12,494.60</u>	<u>648,157.95</u>	<u>460,500.02</u>	<u>614,000.00</u>
<b>Total Income</b>	<u>12,494.60</u>	<u>648,157.95</u>	<u>460,500.02</u>	<u>614,000.00</u>
<b>Gross Profit</b>	<u>12,494.60</u>	<u>648,157.95</u>	<u>460,500.02</u>	<u>614,000.00</u>
<b>Expense</b>				
<b>CAPITAL ACQ. Fund (Expenses)</b>				
<b>60110 · Cap. Outlay/Equipment/Projects</b>				
Station 64 build-out	0.00	0.00	135,000.00	180,000.00
drone program	0.00	5,239.36	15,000.02	20,000.00
new fleet vehicle(s)	0.00	0.00	75,000.01	100,000.00
emerg. backup power	0.00	0.00	9,000.00	12,000.00
replacement phone system	0.00	8,854.52	22,500.00	30,000.00
replacement roof @ N40	0.00	102,053.75	131,250.01	175,000.00
replacement Engine 61	0.00	0.00	562,500.00	750,000.00
<b>Total 60110 · Cap. Outlay/Equipment/Projects</b>	<u>0.00</u>	<u>116,147.63</u>	<u>950,250.04</u>	<u>1,267,000.00</u>
<b>Total CAPITAL ACQ. Fund (Expenses)</b>	<u>0.00</u>	<u>116,147.63</u>	<u>950,250.04</u>	<u>1,267,000.00</u>
<b>Total Expense</b>	<u>0.00</u>	<u>116,147.63</u>	<u>950,250.04</u>	<u>1,267,000.00</u>
<b>Net Income</b>	<u><u>12,494.60</u></u>	<u><u>532,010.32</u></u>	<u><u>-489,750.02</u></u>	<u><u>-653,000.00</u></u>

## Aspen Fire Protection District Profit & Loss Budget Performance September 2020

	<u>Sep 20</u>	<u>Jan - Sep 20</u>	<u>YTD Budget</u>	<u>Annual Budget</u>
<b>Income</b>				
<b>HOUSING (Income)</b>				
31175 · General Property Tax Allocation	22,324.00	1,070,000.00	802,500.02	1,070,000.00
31190 · Interest on Investments	1,253.55	72,619.54	225,000.00	300,000.00
<b>Total HOUSING (Income)</b>	<u>23,577.55</u>	<u>1,142,619.54</u>	<u>1,027,500.02</u>	<u>1,370,000.00</u>
<b>Total Income</b>	<u>23,577.55</u>	<u>1,142,619.54</u>	<u>1,027,500.02</u>	<u>1,370,000.00</u>
<b>Gross Profit</b>	23,577.55	1,142,619.54	1,027,500.02	1,370,000.00
<b>Expense</b>				
<b>HOUSING Fund (Expenses)</b>				
70100 · North 40 Pre-Construction				
Architectural Services	28,295.00	414,651.85		
Construction Mgmt. Services	4,845.00	51,566.24		
Other Services / Fees	7,707.05	87,741.30		
<b>Total 70100 · North 40 Pre-Construction</b>	<u>40,847.05</u>	<u>553,959.39</u>		
70200 · North 40 Construction	0.00	0.00	4,500,000.00	6,000,000.00
70300 · COPs--Lease Payments	0.00	265,358.75	0.00	1,064,684.00
70305 · Bank (UMB) Sweep Fees	127.86	7,716.15	0.00	0.00
<b>Total HOUSING Fund (Expenses)</b>	<u>40,974.91</u>	<u>827,034.29</u>	<u>4,500,000.00</u>	<u>7,064,684.00</u>
<b>Total Expense</b>	<u>40,974.91</u>	<u>827,034.29</u>	<u>4,500,000.00</u>	<u>7,064,684.00</u>
<b>Net Income</b>	<u><u>-17,397.36</u></u>	<u><u>315,585.25</u></u>	<u><u>-3,472,499.98</u></u>	<u><u>-5,694,684.00</u></u>

## Aspen Fire Protection District Profit & Loss Budget Performance September 2020

	<u>Sep 20</u>	<u>Jan - Sep 20</u>	<u>YTD Budget</u>	<u>Annual Budget</u>
<b>Income</b>				
<b>BOND DEBT SERVICE FUND (Income)</b>				
35100 · General Property Tax	14,989.54	1,059,859.65	802,814.26	1,070,419.00
35200 · Specific Ownership Taxes	3,245.10	22,107.26	30,000.01	40,000.00
35210 · Interest Earned—Prop. Taxes	585.47	1,560.24	1,050.02	1,400.00
35250 · Interest on Investments	143.88	5,280.83	21,000.01	28,000.00
35700 · Delinquent Taxes	-81.10	-12,968.70	-1,500.02	-2,000.00
<b>Total BOND DEBT SERVICE FUND (Income)</b>	<u>18,882.89</u>	<u>1,075,839.28</u>	<u>853,364.28</u>	<u>1,137,819.00</u>
<b>Total Income</b>	<u>18,882.89</u>	<u>1,075,839.28</u>	<u>853,364.28</u>	<u>1,137,819.00</u>
<b>Gross Profit</b>	<u>18,882.89</u>	<u>1,075,839.28</u>	<u>853,364.28</u>	<u>1,137,819.00</u>
<b>Expense</b>				
<b>BOND DEBT SERVICE Fund (Expns.)</b>				
50005 · County Treasurer Fee	775.01	52,446.63	40,140.76	53,521.00
50010 · Interest Payments	0.00	108,637.50	108,637.50	217,275.00
50011 · Principal Payments	0.00	0.00	0.00	855,000.00
50020 · Fees & Expenses	0.00	200.00	150.02	200.00
<b>Total BOND DEBT SERVICE Fund (Expns.)</b>	<u>775.01</u>	<u>161,284.13</u>	<u>148,928.28</u>	<u>1,125,996.00</u>
<b>Total Expense</b>	<u>775.01</u>	<u>161,284.13</u>	<u>148,928.28</u>	<u>1,125,996.00</u>
<b>Net Income</b>	<u><u>18,107.88</u></u>	<u><u>914,555.15</u></u>	<u><u>704,436.00</u></u>	<u><u>11,823.00</u></u>

**From:** Stephanie Zaza [stephzaza@gmail.com](mailto:stephzaza@gmail.com)   
**Subject:** revised AFD strategic planning proposal  
**Date:** October 8, 2020 at 4:44 PM  
**To:** [rick.balentine@aspenfire.com](mailto:rick.balentine@aspenfire.com)

SZ

Dear Rick,

Thank you so much for your call today. I know it's been a long, hot summer and I truly appreciate all that you and your colleagues throughout the valley and state have been doing to keep us safe!

I've revised and attached the proposal for strategic planning as you requested during our call this morning. Please let me know if you need anything else prior to your board meeting next week. One thing that would be helpful for me to understand is whether this project would be under your or John's direction. I really just need to know who will serve as the primary point of contact. In general, I find it works most effectively if my client is the person who has to carry out the implementation of strategy once the planning work is done, rather than the board chair. However, if you and John prefer for John to be the driving force, that's fine with me. I just need to know who to call at each step along the way and it's best to have a single point of contact so things to get out of alignment.

The proposal I developed was based solely on input from John. It is ALL modifiable both before and during the contract. If there are elements you and the board agree are unnecessary, we can take them out. If there are additional elements to include, we can add them in. This will be your strategic plan, so I want to provide whatever facilitation and consultation will get you and the board to the result that works for you.

I look forward to hearing back from you after your board meeting next week.

Best,  
Stephanie

\*\*\*

**Stephanie Zaza, MD, MPH**  
**Facilitation, Strategy, and Public Health Consultant**  
**M: 404-816-0350**  
**E: [stephzaza@gmail.com](mailto:stephzaza@gmail.com)**



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

**Proposal for Aspen Fire Protection District  
2021 Strategic Planning  
October 8, 2020**

**Background:**

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

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

“AFPD’s current mission is to:

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

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

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

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

**Requirement:**

The Chair of the APFD Board of Directors requests consultation and facilitation to develop a long-term strategic plan that addresses 1) the overall mission of APFD; 2) the values or guiding principles of APFD; and 3) the 5-year vision, goals, and priority strategies to meet the mission. All work including development of the strategic plan elements and approval by the APFD is to be completed by 6 months from the desired start date.

**Proposal:**

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

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

Continued next page

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

**Cost Estimate:**

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

**Invoicing:**

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

**Contract and Invoicing Information:**

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





**AP TRITON**  
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August 21, 2020

Rick Balentine, CEO/Fire Chief  
Aspen Fire Department  
420 East Hopkins Avenue  
Aspen, CO 91502

RE: Proposal to Conduct a Customer-Centered Strategic Plan

Dear Chief Balentine:

Enclosed you will find our proposal to conduct a Customer-Centered Strategic Plan for the Aspen Fire Department (aka: Aspen Fire Protection District). We are confident we can help you develop a comprehensive strategic plan that will meet the needs of your department.

Should you elect to have us proceed with this, we have assigned Richard Buchanan as the Senior Project Manager. As you are aware, Rich was the Project Manager for your previous Organizational Assessment study and is very familiar with the Aspen Fire Department.

If you have questions or would like to proceed forward on this project, please contact Rich at (303) 250-0209 or at [rbuchanan@aptriton.com](mailto:rbuchanan@aptriton.com). We appreciate your consideration of our proposal.

Respectfully,



Kurt P. Henke  
Principal / Managing Partner

Enclosure



**Aspen Fire Department**  
**Aspen, Colorado**

Proposal to conduct a

**Customer-Centered  
Strategic Plan**

**August 2020**



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## Contents

<b>Project Understanding &amp; Approach</b> .....	<b>2</b>
Understanding of the Project .....	2
AP Triton’s Approach .....	3
Best Practices & National Standards .....	4
<b>Project Scope of Work</b> .....	<b>5</b>
Section One—Project Preparation.....	5
Section Two—Customer-Centered Environment Assessment.....	5
Section Three—Planning Workshop .....	7
Section Four—Publication of the Strategic Plan.....	10
<b>Project Fee Proposal</b> .....	<b>11</b>
<b>About AP Triton Consulting</b> .....	<b>12</b>
Contact Information.....	12
About AP Triton.....	12
Conflict of Interest Statement.....	12
Insurance .....	13
Litigation.....	13
<b>Appendix 1: Qualifications of the Project Team</b> .....	<b>14</b>
<b>Appendix 2: Projects &amp; Experience</b> .....	<b>17</b>
<b>Appendix 3: Client References</b> .....	<b>19</b>

## Project Understanding & Approach

### Understanding of the Project

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

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

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

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

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

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

## AP Triton's Approach

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

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

## **Best Practices & National Standards**

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

## Project Scope of Work

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

### Section One—Project Preparation

#### Task 1-A: Project Initiation & Scheduling

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

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

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

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

### Section Two—Customer-Centered Environment Assessment

#### Task 2-A: Member Survey

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

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

**Task 2-B: Environmental Scan**

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

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

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

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

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

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



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

The process will seek to identify:

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

### Section Three—Planning Workshop

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

#### Task 3-A: Mission, Vision, & Values

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

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

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

### **Task 3-B: Internal & External Assessments**

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

#### ***Internal Assessment***

- Strengths of the organization
- Weaknesses of the organization

#### ***External Assessment***

- Opportunities facing the organization
- Threats challenging the organization

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

### **Task 3-C: Goals & Objectives**

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

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

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

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

### **Task 3-D: Outcome/Performance Metrics**

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

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

#### ***Special Note:***

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

## Section Four—Publication of the Strategic Plan

### Task 4-A: Identification of Responsibility & Timelines

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

### Task 4-B: Publication of Final Strategic Plan Report

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

## Project Fee Proposal

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

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

### Payment Schedule & Invoicing

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

### Cost Quotation Information

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

## About AP Triton Consulting

### Contact Information

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

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

### About AP Triton

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

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

### Conflict of Interest Statement

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

## **Insurance**

Certificates of insurance are available upon request.

## **Litigation**

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

## Appendix 1: Qualifications of the Project Team

### Rich Buchanan

#### Senior Project Manager



#### Summary of Qualifications

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

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

#### Educational Background

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

#### Professional Experience

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

#### Relevant Experience

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

#### Associated Professional Accomplishments

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

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



## Kurt Latipow

### Senior Consultant



#### Summary of Qualifications

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

#### Work Experience

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

#### Education

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

#### Publications and Instructor Experience

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

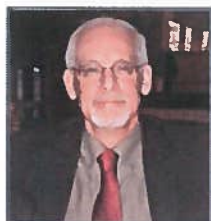
#### Professional Affiliations

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

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

## John A. Stouffer

### Senior Consultant



#### Summary of Qualifications

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

#### Professional Experience

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

#### Educational Background & Certifications

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

#### Associated Professional Accomplishments

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

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

## Appendix 2: Projects & Experience

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

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

## Project Types

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

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

## Appendix 3: Client References

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

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

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

San Bernardino County Fire Protection District (California)			
<b>Project Title &amp; Description:</b> <b>EMS Valuation/Assessment Study</b>			
AP Triton conducted an assessment of the financial structure of the San Bernardino County ambulance system to determine which areas could be subject to competitive bid, the value of the system, the resources needed to provide services to those areas, the cost to implement those services, the time needed to secure equipment, the continued operating costs, and the ability to provide additional services to enhance system delivery.			
<b>Contact Name/Title:</b>	Mark Hartwig, Fire Chief	<b>Year:</b>	2019
<b>Client Phone:</b>	805.681.5501		
<b>Client E-Mail:</b>	Mark.Hartwig@sbcfire.com (now at Santa Barbara)		

Anaheim Fire Department (California)			
<b>Project Title &amp; Description:</b> <b>Ambulance Feasibility and Optimization Study</b>			
AP Triton conducted an ambulance feasibility and optimization study for the City of Anaheim which resulted in the Anaheim Fire Department changing their ambulance system to a model that would give them more control over the system. This also allowed them to increase the amount of unit hours in the system while at the same time increasing the revenue above expenses by approximately \$3 million a year that can now be reinvested into system enhancement. It should be noted City of Anaheim provides protection to Disneyland.			
<b>Contact Name/Title:</b>	Pat Russell, Fire Chief	<b>Year:</b>	2019
<b>Client Phone:</b>	(714) 765-4000		
<b>Client E-Mail:</b>	prussell2@anaheim.net		

Lincoln Fire & Rescue Department (Nebraska)			
<b>Project Title &amp; Description:</b> <b>EMS Billing Rate Study</b>			
AP Triton conducted a thorough billing rate analysis and provided recommendations to the City of Lincoln Fire & Rescue Department for use in evaluation of current and future billing rates and billing and collection processes. The study additionally included evaluations of the contracts with rural agencies providing ambulance services in the surrounding counties.			
<b>Contact Name/Title:</b>	Michael DeSpain, Fire Chief	<b>Year:</b>	2019
<b>Client Phone:</b>	402.441.7363		
<b>Client E-Mail:</b>	MDespain@lincoln.ne.gov		

Missouri Fire Chiefs Association (Missouri)			
<b>Project Title &amp; Description:</b> <b>Ground Emergency Medical Transport (GEMT)</b>			
<p>AP Triton was contracted to write enabling legislation for federal Medicaid reimbursement for public agency ambulance providers in Missouri and to assist with implementation of the program. Upon enactment of the legislation, AP Triton then developed the cost reports for the Missouri fire departments to use when requesting federal reimbursement, following all rules and guidelines from the Centers for Medicare and Medicaid Services (CMS). The cost reports take into account a department's total annual costs for providing prehospital EMS and ambulance services.</p>			
<b>Contact Name/Title:</b>	Paul Berardi, President. Missouri Fire Chiefs	<b>Year:</b>	2018
<b>Client Phone:</b>	573.348.1221		
<b>Client E-Mail:</b>	pberadri@obfire.net		

# Aspen Fire Protection District

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



## Board of Directors Special Meeting September 9, 2020

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

**Meeting called to order by John at 11:04am**

### **Roll Call:**

- Board of Directors Present: John Ward, Denis Murray, Dave (Wabs) Walbert, Michael Buglione (arrived late)
- Board of Directors Absent: None
- Staff/Volunteers Present: Rick Balentine, Parker Lathrop
- Public/Others: Karl Hanlon, Bill Marone

**MOTION:** Motion by John to move into Executive Session for interviews with General Contractors for the North 40 Housing Project pursuant to § 24-6-402(4)(e), C.R.S., determining positions relative to matters that may be subject to negotiations; developing strategy for negotiations; and instruction negotiators. This is being held in executive session subject to negotiations as contractors may be providing proprietary information and costs, which will develop into the contract. Wabs second. All approved.



# Award Letter

U.S. Department of Homeland Security  
Washington, D.C. 20472

Effective date: 09/11/2020

Jan Schubert  
ASPEN FIRE PROTECTION DISTRICT  
420 E. HOPKINS AVE  
ASPEN, CO 81611



EMW-2019-FF-01556

Dear Jan Schubert,

Congratulations on behalf of the Department of Homeland Security. Your application submitted for the Fiscal Year (FY) 2019 Staffing for Adequate Fire and Emergency Response (SAFER) Grant funding opportunity has been approved in the amount of \$1,298,384.08 in Federal funding.

Before you request and receive any of the Federal funds awarded to you, you must establish acceptance of the award through the FEMA Grants Outcomes (FEMA GO) system. By accepting this award, you acknowledge that the terms of the following documents are incorporated into the terms of your award:

- Summary Award Memo - included in this document
- Agreement Articles - included in this document
- Obligating Document - included in this document
- 2019 SAFER Notice of Funding Opportunity (NOFO) - incorporated by reference

Please make sure you read, understand, and maintain a copy of these documents in your official file for this award.

Sincerely,

A handwritten signature in black ink, appearing to read "Christopher Logan", is positioned below the "Sincerely," text.

Christopher Logan  
Acting Assistant Administrator  
Grant Programs Directorate

# Summary Award Memo

**Program:** Fiscal Year 2019 Staffing for Adequate Fire and Emergency Response

**Recipient:** ASPEN FIRE PROTECTION DISTRICT

**DUNS number:** 019181783

**Award number:** EMW-2019-FF-01556

## Summary description of award

The purpose of the SAFER Grant Program is to provide funding directly to fire departments and volunteer firefighter interest organizations to assist in increasing the number of firefighters to help communities meet industry minimum standards and attain 24-hour staffing to provide adequate protection from fire and fire-related hazards, and to fulfill traditional missions of fire departments. After careful consideration, FEMA has determined that the recipient's project or projects submitted as part of the recipient's application and detailed in the project narrative as well as the request details section of the application — including budget information — was consistent with the SAFER Grant Program's purpose and was worthy of award.

Except as otherwise approved as noted in this award, the information you provided in your application for FY2019 Staffing for Adequate Fire and Emergency Response (SAFER) funding is incorporated into the terms and conditions of this award. This includes any documents submitted as part of the application.

## Amount awarded

The amount of the award is detailed in the attached Obligating Document for Award.

The following is the approved budget for this award (including Federal share plus your cost share, if applicable) and summarizes the financial aspects of the grant:

Object Class	First Year	Second Year	Third Year	Fourth Year	Total
Personnel	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Fringe benefits	\$99,000.00	\$198,000.00	\$297,000.00	\$396,000.00	\$990,000.00
Travel	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Equipment	\$32,096.00	\$32,096.00	\$32,096.00	\$32,096.00	\$128,384.00
Supplies	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Contractual	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Construction	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Other	\$0.00	\$20,000.00	\$60,000.00	\$100,000.08	\$180,000.08
Indirect charges	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Federal	\$131,096.00	\$250,096.00	\$389,096.00	\$528,096.08	\$1,298,384.08
Non-federal	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>Total</b>	<b>\$131,096.00</b>	<b>\$250,096.00</b>	<b>\$389,096.00</b>	<b>\$528,096.08</b>	<b>\$1,298,384.08</b>
Program Income					\$0.00

2 C.F.R. § 200.308 identifies the limits to the changes that can be made and when prior approval is required from FEMA, but this provision does not apply to the breakdown by year. If you have questions about which changes require FEMA's prior approval, please contact your Grants Management Specialist.

## Approved scope of work

After review of your application, FEMA has approved the below scope of work. Justifications are provided for any differences between the scope of work in the original application and the approved scope of work under this award. You must submit scope or budget revision requests for FEMA's prior approval, via an amendment request, as appropriate per 2 C.F.R. § 200.308 and the FY2019 SAFER NOFO.

Approved request details:

## Recruitment and Retention

## Length of Service Award Program (LOSAP) or Retirement

## Program

### Length of Service Award Program (LOSAP)

#### DESCRIPTION

The Aspen Fire Protection Districts seeks SAFER funds to support the LOSAP benefits of volunteer firefighters who join the District during the period of performance. During this time, the District has set a goal to recruit and retain 8 volunteer firefighters each year, or 32 total. Per the IRS requirements, LOSAP benefits do not exceed \$6,000 per year per volunteer. The AFPD LOSAP program does not provide benefits to new volunteers in their first year of service, hence a Y1 cost of \$0. In the second year, the first cohort of volunteers may each receive up to half of the maximum LOSAP benefit (8 VF x \$2,500) and the Y2 recruits will not receive anything. In a volunteer's third year of service, and in all subsequent years, they become eligible to receive the full LOSAP amount. Therefore, in Y3 the first cohort of volunteers will receive \$5,000 (\$40,000), the second cohort will receive \$2,500 (\$20,000), and the third cohort will receive nothing (\$0). In Y4, the project team anticipates a LOSAP cost of \$100,000 which reflects the full LOSAP value for the first two cohorts (16VF x \$5,000), the third year cohort who will receive half the LOSAP maximum (8VF x \$2,500), and the newest cohort of volunteers who will receive \$0.

YEAR	QUANTITY	UNIT PRICE	TOTAL
1	0	\$0.00	\$0.00
2	8	\$2,500.00	\$20,000.00
3	16	\$3,750.00	\$60,000.00
4	24	\$4,166.67	\$100,000.08
TOTAL	48		\$180,000.08

#### BUDGET CLASS

Other

## Insurance packages

## Health/Dental

All health

### DESCRIPTION

The AFPD seeks to recruit and retain 32 new volunteer firefighters during the 48 month period of performance. Each firefighters (new, existing, paid and volunteer) is provided a full health insurance benefits package valued at \$12,375 per firefighter per year.

YEAR	QUANTITY	UNIT PRICE	TOTAL
1	8	\$12,375.00	\$99,000.00
2	16	\$12,375.00	\$198,000.00
3	24	\$12,375.00	\$297,000.00
4	32	\$12,375.00	\$396,000.00
TOTAL	80		\$990,000.00

### BUDGET CLASS

Fringe benefits

## Personal Protective Equipment (PPE)

### Full Set - Structural Personal Protective Equipment (PPE)

### DESCRIPTION

The AFPD seeks to recruit and retain a total of 32 new volunteers during the period of performance or 8 new volunteers annually. Each volunteer will require a set of structural PPE valued at \$4,012 per set and includes one SCBA mask/face piece, one pair of pants, one coat, one helmet, two hoods, one pair of boots, two pairs of gloves, one pair of goggles, and one pair of suspenders.

YEAR	QUANTITY	UNIT PRICE	TOTAL
1	8	\$4,012.00	\$32,096.00
2	8	\$4,012.00	\$32,096.00
3	8	\$4,012.00	\$32,096.00
4	8	\$4,012.00	\$32,096.00
TOTAL	32		\$128,384.00

### BUDGET CLASS

Equipment

## **Agreement Articles**

**Program:** Fiscal Year 2019 Staffing for Adequate Fire and Emergency Response

**Recipient:** ASPEN FIRE PROTECTION DISTRICT

**DUNS number:** 019181783

**Award number:** EMW-2019-FF-01556

## **Table of contents**

<b>Article 1 Assurances, Administrative Requirements, Cost Principles, Representations and Certifications</b>	
<b>Article 2 DHS Specific Acknowledgements and Assurances</b>	
<b>Article 3 Acknowledgement of Federal Funding from DHS</b>	
<b>Article 4 Activities Conducted Abroad</b>	
<b>Article 5 Age Discrimination Act of 1975</b>	
<b>Article 6 Americans with Disabilities Act of 1990</b>	
<b>Article 7 Best Practices for Collection and Use of Personally Identifiable Information (PII)</b>	
<b>Article 8 Civil Rights Act of 1964 – Title VI</b>	
<b>Article 9 Civil Rights Act of 1968</b>	
<b>Article 10 Copyright</b>	
<b>Article 11 Debarment and Suspension</b>	
<b>Article 12 Drug-Free Workplace Regulations</b>	
<b>Article 13 Duplication of Benefits</b>	
<b>Article 14 Education Amendments of 1972 (Equal Opportunity in Education Act) – Title IX</b>	
<b>Article 15 Energy Policy and Conservation Act</b>	
<b>Article 16 False Claims Act and Program Fraud Civil Remedies</b>	
<b>Article 17 Federal Debt Status</b>	
<b>Article 18 Federal Leadership on Reducing Text Messaging while Driving</b>	
<b>Article 19 Fly America Act of 1974</b>	
<b>Article 20 Hotel and Motel Fire Safety Act of 1990</b>	
<b>Article 21 Limited English Proficiency (Civil Rights Act of 1964, Title VI)</b>	
<b>Article 22 Lobbying Prohibitions</b>	
<b>Article 23 National Environmental Policy Act</b>	
<b>Article 24 Nondiscrimination in Matters Pertaining to Faith-Based Organizations</b>	
<b>Article 25 Non-supplanting Requirement</b>	
<b>Article 26 Notice of Funding Opportunity Requirements</b>	
<b>Article 27 Patents and Intellectual Property Rights</b>	
<b>Article 28 Procurement of Recovered Materials</b>	
<b>Article 29 Rehabilitation Act of 1973</b>	

<b>Article</b>	<b>Reporting of Matters Related to Recipient Integrity and Performance</b>
<b>30</b>	
<b>Article</b>	<b>Reporting Subawards and Executive Compensation</b>
<b>31</b>	
<b>Article</b>	<b>SAFECOM</b>
<b>32</b>	
<b>Article</b>	<b>Terrorist Financing</b>
<b>33</b>	
<b>Article</b>	<b>Trafficking Victims Protection Act of 2000 (TVPA)</b>
<b>34</b>	
<b>Article</b>	<b>Universal Identifier and System of Award Management (SAM)</b>
<b>35</b>	
<b>Article</b>	<b>USA Patriot Act of 2001</b>
<b>36</b>	
<b>Article</b>	<b>Use of DHS Seal, Logo and Flags</b>
<b>37</b>	
<b>Article</b>	<b>Whistleblower Protection Act</b>
<b>38</b>	
<b>Article</b>	<b>Acceptance of Post Award Changes</b>
<b>39</b>	
<b>Article</b>	<b>Prior Approval for Modification of Approved Budget</b>
<b>40</b>	
<b>Article</b>	<b>Disposition of Equipment Acquired Under the Federal Award</b>
<b>41</b>	
<b>Article</b>	<b>Environmental Planning and Historic Preservation</b>
<b>42</b>	



<p><b>Article 1</b></p>	<p><b>Assurances, Administrative Requirements, Cost Principles, Representations and Certifications</b></p> <p>DHS financial assistance recipients must complete either the Office of Management and Budget (OMB) Standard Form 424B Assurances – Non-Construction Programs, or OMB Standard Form 424D Assurances – Construction Programs, as applicable. Certain assurances in these documents may not be applicable to your program, and the DHS financial assistance office (DHS FAO) may require applicants to certify additional assurances. Applicants are required to fill out the assurances applicable to their program as instructed by the awarding agency. Please contact the DHS FAO if you have any questions. DHS financial assistance recipients are required to follow the applicable provisions of the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards located at Title 2, Code of Federal Regulations (C.F.R.) Part 200, and adopted by DHS at 2 C.F.R. Part 3002.</p>
<p><b>Article 2</b></p>	<p><b>DHS Specific Acknowledgements and Assurances</b></p> <p>All recipients, subrecipients, successors, transferees, and assignees must acknowledge and agree to comply with applicable provisions governing DHS access to records, accounts, documents, information, facilities, and staff. 1. Recipients must cooperate with any compliance reviews or compliance investigations conducted by DHS. 2. Recipients must give DHS access to, and the right to examine and copy, records, accounts, and other documents and sources of information related to the federal financial assistance award and permit access to facilities, personnel, and other individuals and information as may be necessary, as required by DHS regulations and other applicable laws or program guidance. 3. Recipients must submit timely, complete, and accurate reports to the appropriate DHS officials and maintain appropriate backup documentation to support the reports. 4. Recipients must comply with all other special reporting, data collection, and evaluation requirements, as prescribed by law or detailed in program guidance. 5. Recipients of federal financial assistance from DHS must complete the DHS Civil Rights Evaluation Tool within thirty (30) days of receipt of the Notice of Award or, for State Administering Agencies, thirty (30) days from receipt of the DHS Civil Rights Evaluation Tool from DHS or its awarding component agency. Recipients are required to provide this information once every two (2) years, not every time an award is made. After the initial submission for the first award under which this term applies, recipients are only required to submit updates every two years, not every time a grant is awarded. Recipients should submit the completed tool, including supporting materials to <a href="mailto:CivilRightsEvaluation@hq.dhs.gov">CivilRightsEvaluation@hq.dhs.gov</a>. This tool clarifies the civil rights obligations and related reporting requirements contained in the DHS Standard Terms and Conditions. Subrecipients are not required to complete and submit this tool to DHS. The evaluation tool can be found at <a href="https://www.dhs.gov/publication/dhs-civil-rights-evaluation-tool">https://www.dhs.gov/publication/dhs-civil-rights-evaluation-tool</a>. 6. The DHS Office for Civil Rights and Civil Liberties will consider, in its discretion, granting an extension if the recipient identifies steps and a timeline for completing the tool. Recipients should request extensions by emailing the request to <a href="mailto:CivilRightsEvaluation@hq.dhs.gov">CivilRightsEvaluation@hq.dhs.gov</a> prior to expiration of the 30-day deadline.</p>
<p><b>Article 3</b></p>	<p><b>Acknowledgement of Federal Funding from DHS</b></p> <p>Recipients must acknowledge their use of federal funding when issuing statements, press releases, requests for proposal, bid invitations, and other documents describing projects or programs funded in whole or in part with federal funds.</p>
<p><b>Article 4</b></p>	<p><b>Activities Conducted Abroad</b></p> <p>Recipients must ensure that project activities carried on outside the United States are coordinated as necessary with appropriate government authorities and that appropriate licenses, permits, or approvals are obtained.</p>

<b>Article 5</b>	<p><b>Age Discrimination Act of 1975</b>  Recipients must comply with the requirements of the Age Discrimination Act of 1975, Pub. L. No. 94-135 (1975) (codified as amended at Title 42, U.S. Code, § 6101 et seq.), which prohibits discrimination on the basis of age in any program or activity receiving federal financial assistance.</p>
<b>Article 6</b>	<p><b>Americans with Disabilities Act of 1990</b>  Recipients must comply with the requirements of Titles I, II, and III of the Americans with Disabilities Act, Pub. L. No. 101-336 (1990) (codified as amended at 42 U.S.C. §§ 12101–12213), which prohibits recipients from discriminating on the basis of disability in the operation of public entities, public and private transportation systems, places of public accommodation, and certain testing entities.</p>
<b>Article 7</b>	<p><b>Best Practices for Collection and Use of Personally Identifiable Information (PII)</b>  Recipients who collect PII are required to have a publicly available privacy policy that describes standards on the usage and maintenance of the PII they collect. DHS defines personally identifiable information (PII) as any information that permits the identity of an individual to be directly or indirectly inferred, including any information that is linked or linkable to that individual. Recipients may also find the DHS Privacy Impact Assessments: Privacy Guidance and Privacy Template as useful resources respectively.</p>
<b>Article 8</b>	<p><b>Civil Rights Act of 1964 – Title VI</b>  Recipients must comply with the requirements of Title VI of the Civil Rights Act of 1964 (codified as amended at 42 U.S.C. § 2000d et seq.), which provides that no person in the United States will, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal financial assistance. DHS implementing regulations for the Act are found at 6 C.F.R. Part 21 and 44 C.F.R. Part 7.</p>
<b>Article 9</b>	<p><b>Civil Rights Act of 1968</b>  Recipients must comply with Title VIII of the Civil Rights Act of 1968, Pub. L. No. 90-284, as amended through Pub. L. 113-4, which prohibits recipients from discriminating in the sale, rental, financing, and advertising of dwellings, or in the provision of services in connection therewith, on the basis of race, color, national origin, religion, disability, familial status, and sex (see 42 U.S.C. § 3601 et seq.), as implemented by the U.S. Department of Housing and Urban Development at 24 C.F.R. Part 100. The prohibition on disability discrimination includes the requirement that new multifamily housing with four or more dwelling units—i.e., the public and common use areas and individual apartment units (all units in buildings with elevators and ground-floor units in buildings without elevators)—be designed and constructed with certain accessible features. (See 24 C.F.R. Part 100, Subpart D.)</p>
<b>Article 10</b>	<p><b>Copyright</b>  Recipients must affix the applicable copyright notices of 17 U.S.C. §§ 401 or 402 and an acknowledgement of U.S. Government sponsorship (including the award number) to any work first produced under federal financial assistance awards.</p>

<b>Article 11</b>	<b>Debarment and Suspension</b>
Recipients are subject to the non-procurement debarment and suspension regulations implementing Executive Orders (E.O.) 12549 and 12689, which are at 2 C.F.R. Part 180 as adopted by DHS at 2 C.F.R. Part 3000. These regulations restrict federal financial assistance awards, subawards, and contracts with certain parties that are debarred, suspended, or otherwise excluded from or ineligible for participation in federal assistance programs or activities.	
<b>Article 12</b>	<b>Drug-Free Workplace Regulations</b>
Recipients must comply with drug-free workplace requirements in Subpart B (or Subpart C, if the recipient is an individual) of 2 C.F.R. Part 3001, which adopts the Government-wide implementation (2 C.F.R. Part 182) of Sec. 5152-5158 of the Drug-Free Workplace Act of 1988 (41 U.S.C. §§ 8101-8106).	
<b>Article 13</b>	<b>Duplication of Benefits</b>
Any cost allocable to a particular federal financial assistance award provided for in 2 C.F.R. Part 200, Subpart E may not be charged to other federal financial assistance awards to overcome fund deficiencies; to avoid restrictions imposed by federal statutes, regulations, or federal financial assistance award terms and conditions; or for other reasons. However, these prohibitions would not preclude recipients from shifting costs that are allowable under two or more awards in accordance with existing federal statutes, regulations, or the federal financial assistance award terms and conditions.	
<b>Article 14</b>	<b>Education Amendments of 1972 (Equal Opportunity in Education Act) – Title IX</b>
Recipients must comply with the requirements of Title IX of the Education Amendments of 1972, Pub. L. No. 92-318 (1972) (codified as amended at 20 U.S.C. § 1681 et seq.), which provide that no person in the United States will, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any educational program or activity receiving federal financial assistance. DHS implementing regulations are codified at 6 C.F.R. Part 17 and 44 C.F.R. Part 19.	
<b>Article 15</b>	<b>Energy Policy and Conservation Act</b>
Recipients must comply with the requirements of the Energy Policy and Conservation Act, Pub. L. No. 94- 163 (1975) (codified as amended at 42 U.S.C. § 6201 et seq.), which contain policies relating to energy efficiency that are defined in the state energy conservation plan issued in compliance with this Act.	
<b>Article 16</b>	<b>False Claims Act and Program Fraud Civil Remedies</b>
Recipients must comply with the requirements of the False Claims Act, 31 U.S.C. §§ 3729-3733, which prohibits the submission of false or fraudulent claims for payment to the federal government. (See 31 U.S.C. §§ 3801-3812, which details the administrative remedies for false claims and statements made.)	
<b>Article 17</b>	<b>Federal Debt Status</b>
All recipients are required to be non-delinquent in their repayment of any federal debt. Examples of relevant debt include delinquent payroll and other taxes, audit disallowances, and benefit overpayments. (See OMB Circular A-129.)	
<b>Article 18</b>	<b>Federal Leadership on Reducing Text Messaging while Driving</b>
Recipients are encouraged to adopt and enforce policies that ban text messaging while driving as described in E.O. 13513, including conducting initiatives described in Section 3(a) of the Order when on official government business or when performing any work for or on behalf of the federal government.	

**Article 19 Fly America Act of 1974**

Recipients must comply with Preference for U.S. Flag Air Carriers (air carriers holding certificates under 49 U.S.C. § 41102) for international air transportation of people and property to the extent that such service is available, in accordance with the International Air Transportation Fair Competitive Practices Act of 1974, 49 U.S.C. § 40118, and the interpretative guidelines issued by the Comptroller General of the United States in the March 31, 1981, amendment to Comptroller General Decision B-138942.

**Article 20 Hotel and Motel Fire Safety Act of 1990**

In accordance with Section 6 of the Hotel and Motel Fire Safety Act of 1990, 15 U.S.C. § 2225a, recipients must ensure that all conference, meeting, convention, or training space funded in whole or in part with federal funds complies with the fire prevention and control guidelines of the Federal Fire Prevention and Control Act of 1974, (codified as amended at 15 U.S.C. § 2225.)

**Article 21 Limited English Proficiency (Civil Rights Act of 1964, Title VI)**

Recipients must comply with Title VI of the Civil Rights Act of 1964, (42 U.S.C. § 2000d et seq.) prohibition against discrimination on the basis of national origin, which requires that recipients of federal financial assistance take reasonable steps to provide meaningful access to persons with limited English proficiency (LEP) to their programs and services. For additional assistance and information regarding language access obligations, please refer to the DHS Recipient Guidance: <https://www.dhs.gov/guidance-published-help-department-supported-organizations-provide-meaningful-access-people-limited> and additional resources on <http://www.lep.gov>.

**Article 22 Lobbying Prohibitions**

Recipients must comply with 31 U.S.C. § 1352, which provides that none of the funds provided under a federal financial assistance award may be expended by the recipient to pay any person to influence, or attempt to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with any federal action related to a federal award or contract, including any extension, continuation, renewal, amendment, or modification.

**Article 23 National Environmental Policy Act**

Recipients must comply with the requirements of the National Environmental Policy Act of 1969 (NEPA), Pub. L. No. 91-190 (1970) (codified as amended at 42 U.S.C. § 4321 et seq.) and the Council on Environmental Quality (CEQ) Regulations for Implementing the Procedural Provisions of NEPA, which require recipients to use all practicable means within their authority, and consistent with other essential considerations of national policy, to create and maintain conditions under which people and nature can exist in productive harmony and fulfill the social, economic, and other needs of present and future generations of Americans.

**Article 24 Nondiscrimination in Matters Pertaining to Faith-Based Organizations**

It is DHS policy to ensure the equal treatment of faith-based organizations in social service programs administered or supported by DHS or its component agencies, enabling those organizations to participate in providing important social services to beneficiaries. Recipients must comply with the equal treatment policies and requirements contained in 6 C.F.R. Part 19 and other applicable statutes, regulations, and guidance governing the participations of faith-based organizations in individual DHS programs.

<b>Article 25</b>	<b>Non-supplanting Requirement</b>	Recipients receiving federal financial assistance awards made under programs that prohibit supplanting by law must ensure that federal funds do not replace (supplant) funds that have been budgeted for the same purpose through non-federal sources.
<b>Article 26</b>	<b>Notice of Funding Opportunity Requirements</b>	All the instructions, guidance, limitations, and other conditions set forth in the Notice of Funding Opportunity (NOFO) for this program are incorporated here by reference in the award terms and conditions. All recipients must comply with any such requirements set forth in the program NOFO.
<b>Article 27</b>	<b>Patents and Intellectual Property Rights</b>	Recipients are subject to the Bayh-Dole Act, 35 U.S.C. § 200 et seq, unless otherwise provided by law. Recipients are subject to the specific requirements governing the development, reporting, and disposition of rights to inventions and patents resulting from federal financial assistance awards located at 37 C.F.R. Part 401 and the standard patent rights clause located at 37 C.F.R. § 401.14.
<b>Article 28</b>	<b>Procurement of Recovered Materials</b>	States, political subdivisions of states, and their contractors must comply with Section 6002 of the Solid Waste Disposal Act, Pub. L. No. 89-272 (1965), (codified as amended by the Resource Conservation and Recovery Act, 42 U.S.C. § 6962.) The requirements of Section 6002 include procuring only items designated in guidelines of the Environmental Protection Agency (EPA) at 40 C.F.R. Part 247 that contain the highest percentage of recovered materials practicable, consistent with maintaining a satisfactory level of competition.
<b>Article 29</b>	<b>Rehabilitation Act of 1973</b>	Recipients must comply with the requirements of Section 504 of the Rehabilitation Act of 1973, Pub. L. No. 93-112 (1973), (codified as amended at 29 U.S.C. § 794,) which provides that no otherwise qualified handicapped individuals in the United States will, solely by reason of the handicap, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal financial assistance.
<b>Article 30</b>	<b>Reporting of Matters Related to Recipient Integrity and Performance</b>	If the total value of any currently active grants, cooperative agreements, and procurement contracts from all federal awarding agencies exceeds \$10,000,000 for any period of time during the period of performance of this federal award, then the recipients must comply with the requirements set forth in the government-wide Award Term and Condition for Recipient Integrity and Performance Matters located at 2 C.F.R. Part 200, Appendix XII, the full text of which is incorporated here by reference in the award terms and conditions.
<b>Article 31</b>	<b>Reporting Subawards and Executive Compensation</b>	Recipients are required to comply with the requirements set forth in the government-wide award term on Reporting Subawards and Executive Compensation located at 2 C.F.R. Part 170, Appendix A, the full text of which is incorporated here by reference in the award terms and conditions.

**Article 32 SAFECOM**

Recipients receiving federal financial assistance awards made under programs that provide emergency communication equipment and its related activities must comply with the SAFECOM Guidance for Emergency Communication Grants, including provisions on technical standards that ensure and enhance interoperable communications.

**Article 33 Terrorist Financing**

Recipients must comply with E.O. 13224 and U.S. laws that prohibit transactions with, and the provisions of resources and support to, individuals and organizations associated with terrorism. Recipients are legally responsible to ensure compliance with the Order and laws.

**Article 34 Trafficking Victims Protection Act of 2000 (TVPA)**

Recipients must comply with the requirements of the government-wide financial assistance award term which implements Section 106(g) of the Trafficking Victims Protection Act of 2000 (TVPA), codified as amended at 22 U.S.C. § 7104. The award term is located at 2 C.F.R. § 175.15, the full text of which is incorporated here by reference.

**Article 35 Universal Identifier and System of Award Management (SAM)**

Recipients are required to comply with the requirements set forth in the government-wide financial assistance award term regarding the System for Award Management and Universal Identifier Requirements located at 2 C.F.R. Part 25, Appendix A, the full text of which is incorporated here by reference.

**Article 36 USA Patriot Act of 2001**

Recipients must comply with requirements of Section 817 of the Uniting and Strengthening America by Providing Appropriate Tools Required to Intercept and Obstruct Terrorism Act of 2001 (USA PATRIOT Act), Pub. L. No. 107-56, which amends 18 U.S.C. §§ 175-175c.

**Article 37 Use of DHS Seal, Logo and Flags**

Recipients must obtain permission from their DHS FAO prior to using the DHS seal(s), logos, crests or reproductions of flags or likenesses of DHS agency officials, including use of the United States Coast Guard seal, logo, crests or reproductions of flags or likenesses of Coast Guard officials.

**Article 38 Whistleblower Protection Act**

Recipients must comply with the statutory requirements for whistleblower protections (if applicable) at 10 U.S.C § 2409, 41 U.S.C. § 4712, and 10 U.S.C. § 2324, 41 U.S.C. §§ 4304 and 4310.

**Article 39 Acceptance of Post Award Changes**

In the event FEMA determines that changes are necessary to the award document after an award has been made, including changes to period of performance or terms and conditions, recipients will be notified of the changes in writing. Once notification has been made, any subsequent request for funds will indicate recipient acceptance of the changes to the award. Please call the FEMA/GMD Call Center at (866) 927-5646 or via e-mail to ASK-GMD@dhs.gov if you have any questions.

**Article 40 Prior Approval for Modification of Approved Budget**

Before making any change to the DHS/FEMA approved budget for this award, you must request prior written approval from DHS/FEMA where required by 2 C.F.R. § 200.308. DHS/FEMA is also utilizing its discretion to impose an additional restriction under 2 C.F.R. § 200.308(e) regarding the transfer of funds among direct cost categories, programs, functions, or activities. Therefore, for awards with an approved budget where the Federal share is greater than the simplified acquisition threshold (currently \$250,000), you may not transfer funds among direct cost categories, programs, functions, or activities without prior written approval from DHS/FEMA where the cumulative amount of such transfers exceeds or is expected to exceed ten percent (10%) of the total budget DHS/FEMA last approved. You must report any deviations from your DHS/FEMA approved budget in the first Federal Financial Report (SF-425) you submit following any budget deviation, regardless of whether the budget deviation requires prior written approval.

**Article 41 Disposition of Equipment Acquired Under the Federal Award**

When original or replacement equipment acquired under this award by the recipient or its subrecipients is no longer needed for the original project or program or for other activities currently or previously supported by DHS/FEMA, you must request instructions from DHS/FEMA to make proper disposition of the equipment pursuant to 2 C.F.R. § 200.313.

**Article 42 Environmental Planning and Historic Preservation**

DHS/FEMA funded activities that may require an EHP review are subject to FEMA's Environmental Planning and Historic Preservation (EHP) review process. This review does not address all Federal, state, and local requirements. Acceptance of Federal funding requires recipient to comply with all Federal, state and local laws. Failure to obtain all appropriate federal, state and local environmental permits and clearances may jeopardize Federal funding. DHS/FEMA is required to consider the potential impacts to natural and cultural resources of all projects funded by DHS/FEMA grant funds, through its EHP Review process, as mandated by the National Environmental Policy Act; National Historic Preservation Act of 1966, as amended; National Flood Insurance Program regulations; and, any other applicable laws and Executive Orders. To access the FEMA's Environmental and Historic Preservation (EHP) screening form and instructions go to the DHS/FEMA website at: <https://www.fema.gov/media-library/assets/documents/90195>. In order to initiate EHP review of your project(s), you must complete all relevant sections of this form and submit it to the Grant Programs Directorate (GPD) along with all other pertinent project information. Failure to provide requisite information could result in delays in the release of grant funds. If ground disturbing activities occur during construction, applicant will monitor ground disturbance, and if any potential archeological resources are discovered, applicant will immediately cease work in that area and notify the pass-through entity, if applicable, and DHS/FEMA.

## Obligating document

<b>1. Agreement No.</b> EMW-2019-FF-01556	<b>2. Amendment No.</b> N/A	<b>3. Recipient No.</b> 846014460	<b>4. Type of Action</b> AWARD	<b>5. Control No.</b> WX02931N2020T		
<b>6. Recipient Name and Address</b> ASPEN FIRE PROTECTION DISTRICT 420 E HOPKINS AVE ASPEN, CO 81611		<b>7. Issuing FEMA Office and Address</b> Grant Programs Directorate 500 C Street, S.W. Washington DC, 20528-7000 1-866-927-5646		<b>8. Payment Office and Address</b> FEMA, Financial Services Branch 500 C Street, S.W., Room 723 Washington DC, 20742		
<b>9. Name of Recipient Project Officer</b> Jan Schubert	<b>9a. Phone No.</b> 9709203780	<b>10. Name of FEMA Project Coordinator</b> Staffing for Adequate Fire and Emergency Response (SAFER) Grant Program		<b>10a. Phone No.</b> 1-866-274-0960		
<b>11. Effective Date of This Action</b> 09/11/2020	<b>12. Method of Payment</b> OTHER - FEMA GO	<b>13. Assistance Arrangement</b> COST SHARING	<b>14. Performance Period</b> 12/10/2020 to 12/09/2024 <b>Budget Period</b> 12/10/2020 to 12/09/2024			
<b>15. Description of Action a. (Indicate funding data for awards or financial changes)</b>						
<b>Program Name Abbreviation</b>	<b>Assistance Listings No.</b>	<b>Accounting Data(ACCS Code)</b>	<b>Prior Total Award</b>	<b>Amount Awarded This Action + or (-)</b>	<b>Current Total Award</b>	<b>Cumulative Non-Federal Commitment</b>
SAFER	97.083	2020-F9-GF01 - P431-xxxx-4101-D	\$0.00	\$1,298,384.08	\$1,298,384.08	\$0.00
Totals			\$0.00	\$1,298,384.08	\$1,298,384.08	\$0.00
<b>b. To describe changes other than funding data or financial changes, attach schedule and check here:</b> N/A						
<b>16. FOR NON-DISASTER PROGRAMS: RECIPIENT IS REQUIRED TO SIGN AND RETURN THREE (3) COPIES OF THIS DOCUMENT TO FEMA (See Block 7 for address)</b> This field is not applicable for digitally signed grant agreements						



<b>17. RECIPIENT SIGNATORY OFFICIAL (Name and Title)</b>	<b>DATE</b>
<b>18. FEMA SIGNATORY OFFICIAL (Name and Title)</b>	<b>DATE</b>
<b>Christopher Logan, Acting Assistant Administrator Grant Programs Directorate</b>	<b>09/11/2020</b>

----- Forwarded message -----

From: FireGrants <[FireGrants@fema.dhs.gov](mailto:FireGrants@fema.dhs.gov)>

Date: Wed, Sep 16, 2020 at 10:32 AM

Subject: Welcome - FY 2019 SAFER Grant

To: Hankerson, Kenyata <[kenyata.hankerson@fema.dhs.gov](mailto:kenyata.hankerson@fema.dhs.gov)>

## Congratulations on being selected to receive a FY 2019 SAFER Grant award!

Your SAFER Program Office Point of Contact (POC) will be Kenyata Hankerson, (202) 826-5712, [kenyata.hankerson@fema.dhs.gov](mailto:kenyata.hankerson@fema.dhs.gov).

The SAFER Program Office is responsible for the programmatic monitoring of this grant. They will be reviewing your payment requests, performance reports, amendment requests, and providing support throughout the grant's period of performance.

This e-mail and its attachments contain information that you need to know in order to be successful with this grant.

If you have not already done so, you will need to officially accept or reject the grant award within the FEMA Grants Outcomes ([FEMA GO](https://go.fema.gov)) system accessible at <https://go.fema.gov>. If no action is taken within thirty (30) days from the date of notification of award on 09/16/2020, the system will retract the award. If you need additional time to make a decision, please let your SAFER POC know.

Be sure to print and carefully read your Award Package, which is available in [FEMA GO](https://go.fema.gov). The Award Package may contain adjustments or special conditions that were added during the award process. To access the Award Package and the updated application, please refer to the *Award Package* section of the attached User Guide.

Please carefully read the attached User Guide as it contains important information to help you successfully manage your grant, including grant requirements, deadlines, and detailed instructions about how to submit reports and requests in FEMA GO. In addition to your grant award and the FY 2019 SAFER Notice of Funding Opportunity (also attached), you should refer to the User Guide (attached) anytime you have questions about this grant. You should also share the User Guide with any personnel that will be involved in the grant management or that will be providing information (e.g., contractors, departments/organizations participating in the grant [regional and interest organizations], etc.) to you about the grant.

Under this grant, you have a 90-day recruitment period to gather resources and initiate processes needed to implement SAFER Grant activities. The recruitment period started on the date the application was approved for award and ends with the start date of the performance period; therefore, the 90-day recruitment period has already begun. You can find your grant period of performance (POP) in a number of places in [FEMA GO](https://go.fema.gov), including the Grant Landing Page. Please see the *Period of Performance* section of the User Guide for additional information.

If your department can begin implementing your awarded recruitment or retention activities before the end of the 90-day recruitment period, you can start the POP early. In order to start the POP early you **must** submit an official amendment request to change the start date. **The amendment must be submitted in FEMA GO at least two weeks prior to the start of the original POP. Amendments submitted after the POP has begun will not be approved.**

All grant activities and grant related costs implemented or incurred during the 90-day recruitment period are eligible **only** if you submit an amendment to start your POP early.

As a reminder, all procurement activities must be conducted in accordance with Federal Procurement Standards at 2 C.F.R. § 200.317 – 200.326. If you will be using or hiring a contractor under a SAFER grant, you must verify that the contractor is not suspended or debarred from participating in specified federal procurement or non-procurement transactions pursuant to 2 CFR § 180.300 and you must follow all Federal Procurement Standards. You may search for any suspensions or debarments at [www.SAM.gov](http://www.SAM.gov). Additionally, we highly recommend that you do not enter into any contracts prior to the start date of the grant period of performance. Only costs incurred between the period of performance start and end dates are allowable for reimbursement.

Additionally, all activities funded by this grant must be governed by formally adopted Standard Operating Procedures (SOPs). If you will be hiring a Recruitment and Retention Coordinator, Program Manager, Grant Administrator, or any employee who will be receiving a salary and/or benefits from SAFER grant funds, the employee must be appointed, or hired, in the same manner in which the your department/organization would have hired an employee whose salary is paid with non-federal funds.

Finally, please make sure to advise your SAFER POC in a timely manner if you encounter any issue that will prevent you from meeting the requirements of this grant. Please remember to include your grant number on all correspondence and e-mails.

Thank you for participating in the SAFER grant program and congratulations again on your award!

Thank you,

AFG Help Desk, Assistance to Firefighters Grant Program | Grant Programs Directorate | Resilience

Help Desk: (866) 274-0960

[firegrants@fema.dhs.gov](mailto:firegrants@fema.dhs.gov)

Federal Emergency Management Agency  
[fema.gov](http://fema.gov)