



# Aspen Fire Protection District Board of Directors Regular Monthly Meeting

MEETING DATE: November 10, 2020  
MEETING TIME: 5:00pm

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. Public Comment
- IV. AVFD Inc.
- V. Approval of Minutes
  - a) Motion to approve minutes from Regular Meeting October 13, 2020
- VI. Good of District
- VII. North 40 Housing Project Update – Paul Broome
  - a) Budget update
  - b) Schedule update
  - c) Waterline location update
- VIII. Financials
  - a) Housing Project Finances
- IX. Board Member Comments & Action Items
  - a) Strategic planning: Vision and review of vendors.
  - b) AVFD Inc. Benevolent Fund request.
- X. CEO/Fire Chief
- XI. Training Report
- XII. Old Business
  - a) North 40 Stationkeeper Funds
- XIII. New Business

**XIV. Executive Session: Pursuant to CRS 24-6-402(4)(f) (I) to discuss personnel matters not specific to any individual employee who has requested the matter be in open session more specifically concerning review and direction for the Fire Chief**

# Aspen Fire Protection District

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



## Board of Directors Regular Meeting October 13, 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, Stephen Wertheimer
- Board of Directors Absent: None
- Staff/Volunteers Present: Rick Balentine, Parker Lathrop, Nikki Lapin, Jan Schubert, Mike Haman, Ken Josselyn
- Public/Others: Karl Hanlon, John Stouffer, Rich Buchanan, Stephanie Zaza

### **Oath of Office**

- Stephen Wertheimer took his Oath of Office.

### **Approval of Minutes:**

**MOTION:** Motion by John to approve minutes from the following meetings: Special Meeting September 4, Special Meeting September 8, Regular Meeting September 8, Special Meeting September 9, Special Meeting September 14 and Special Meeting October 8. Wabs second.

**Discussion:** Reviewed conversation from September 8<sup>th</sup> regular meeting in regards to Honor Guard moving under AVFD Inc. There are currently two retired members and a paid firefighter on Honor Guard. This could cause a conflict so it would clean things up moving it under AVFD Inc. John requested the wording for motion to accept Stephen Wertheimer be changed as follows: Motion by John to nominate Steve Wertheimer to fill the open board seat until the next regular board election.

**All approved.**

### **Strategic Planning Interviews**

- Rich Buchanan with AP Triton gave an overview of the tools AP Triton can offer. Rick was part of the ESCI team who did the recent organizational assessment of the district the end of 2019.
- Stephanie Zaza gave an overview of services she can provide. Stephanie worked with John Ward on the APCA strategic plan.

- The board discussed the two vendors. There was discussion about the possibility of using both companies. John requested this be added to the next meeting agenda on whether to hire an individual or both and what the time frame looks like. It was suggested the board put together their vision of a strategic plan.

**President, AVFD Inc:**

- Benevolent Fund: AVFD Inc. has interacted with the district on some benevolent fund donations. When COVID started, AVFD Inc. received many requests for help from volunteers. A total of \$17,000 have been distributed. AVFD Inc. requested funds for the district. It was suggested that there are funds available in Firefighter Logistic support. Karl Hanlon would like to look into further as to advise the board accordingly. It was requested adding this to the next regular board meeting.
- John requested that AVFD Inc. be moved to the top of agenda after public comment in the future.

**Public Comment:** None

**Good of District:**

- SAFER Grant: The district received \$1.3 million federal grant for recruitment and retainment for new volunteers starting December 2020. This will take care of up to 32 new volunteers over the next 4 years.
- The board requested a list of benefits and who receives them. The board will receive a Benefits Guide during the budget process to review.
- ISO Review: The Fire Prevention team is working on finishing hydrant testing. They were not able to do in the City due to water restrictions, but ISO is okay with that.

**Financials:**

- Housing Fund, COLA Trust Housing, COLA Trust Construction Fund: Jan explained the difference between the accounts. John would like to start tracking a separate financial statement for the housing project. Board has requested this be part of the board packet.
- Budget 2021 Preliminary: A work session is scheduled for November 5th at 11:00 - 1:00pm to discuss 2021 budget.
- Staff is working on finalization of wildfire reimbursement and roof repair reimbursement from County.
- Aspen Village cost for painting was \$34,000.
- Staff is working on amended budget for 2020.

**Board Comments & Action Items:**

- Welcome to Stephen Wertheimer.
- Congratulations to Jan Schubert and Rick Balentine for their work on SAFER Grant
- Denis commended Rick on all his work helping to get the housing project passed. Paul Broome has been outstanding and represented the interests of the district. The architectural team has been responsive now that we have direction.
- Stephen commented he will spend next several weeks getting up to speed.
- John thanked Stephen for accepting position.
- John addressed comments received during the discussion of hiring contractors. The comments made of Shaw Construction were from 10 years ago. They are a good contractor and would not

have been one of the four if we didn't think so. It was an unfair comment from the public and does not represent the thoughts of Aspen Fire Protection District board. This is a good project. John commended Rick on his work herding everyone.

- Starwood Lease: Rick and John met with Rick Crandall and George Gradow. They are super appreciative of the stationkeepers. Their guards are attending EMR with our volunteers. There was discussion again of rent. It was decided that  $\frac{1}{4}$  of rent of APCA for a total of \$435.50 per month for a 2-bedroom apartment would be acceptable. Starwood will still need to approve with their board.

**MOTION: Motion by John to charge Starwood stationkeepers  $\frac{1}{4}$  of APCA Category 3 rate for rent for a total of \$435.50 per month for a 2-bedroom apartment that will go to Starwood HOA to offset increased pay to their guards to be EMR certified. Rent will be effective January 1<sup>st</sup>, 2021 per their lease. Wabs second. All approved.**

### CEO/Fire Chief:

- North 40 Stationkeeper: Adrian has decided to resign from the department. He moved out without notice. Parker and Rick document items that need to be done. There is \$20,000 in the account, but per the lease this is tied to purchase of something within the district. There was discussion as to where this should be transferred. At one time it was suggested putting a housing fund together to give out low interest housing rates. Suggested using that to put in Benevolent Fund. Karl Hanlon will do some research and advise board further.
- North 40 Project: Rick would like to start giving some of these duties away in order to focus on the running of department. He spoke to Paul's capability. Rick's focus is getting career and volunteers working cohesively. John mentioned that FCI needs to be on top of community outreach and communication. Paul has been reaching out and FCI has a good outreach program.
- Rick gave the board an update on how things are working with the new structure. The goal is to keep 4 people staffed and get more volunteers to come to all calls. Keeping 4 people staffs has been a challenge and may require extra shifts. There are still tweaks to be made and improvement of communication.

### Training Report:

- Parker gave an update. Focus has been getting new people up to speed. EMR has been going on. Participation has been good, working on getting Volunteer Captains more involved. COVID has been a challenge and many trainings have been online. Now that there are more in person trainings, the Training Division is working on involving Captains.
- Officer Development training is coming up. There are currently 11 people signed up.
- Rookies are now doing shifts and finishing EMR, with Hazmat scheduled at end of year. They are eager to learn and be involved.

### Old Business:

- North 40 Project: The permit will be submitted this week. John McBride does not want to rent any extra property to use. Rick is working with Bridger Smith about a parcel of property to stage equipment on. FCI has a plan without it, but it would make things easier.
- Health Insurance: There is an IGA and Trust that needs to be signed.

**MOTION: Motion by Denis to authorize the board chair and Karl Hanlon to review and sign the IGA. Wabs second. All approved.**

**New Business:**

- John addressed current loans rates being low right now. There was discussion of is the board would like to issue remaining funds to have in case project comes in higher. Further discussion on if it makes sense to refinance. The board gave Rick direction to look into further and requested this topic be added to the next work session in November.

**MOTION: Motion by Wabs to adjourn at 7:57pm. Denis second. All approved.**

Aspen Fire Protection District  
**Balance Sheet**  
As of October 31, 2020

Oct 31, 20

**ASSETS**

Current Assets

Checking/Savings

**GENERAL FUND BANK ACCTS**

10100 · Alpine Bank--GF Checking	46,298.50
10401 · ColoTrust--GF General	1,289,674.55
10406 · ColoTrust--GF Emerg Reserve	201,821.84
10407 · ColoTrust--GF Operations Resrv	1,686,214.79
10409 · ColoTrust--GF FPPA	389,309.82
10545 · Grand Junction Fed Credit Union	83.35
10552 · Alpine Bank--HITF Aguilar	16,502.81
10553 · Alpine Bank--HITF Barr	13,501.47

**Total GENERAL FUND BANK ACCTS** 3,643,407.13

**CAPITAL ACQ. FUND BANK ACCTS**

10700 · Alpine Bank--Cap Acq. Checking	72,272.94
10801 · ColoTrust--Cap Acq	1,114,580.36

**Total CAPITAL ACQ. FUND BANK ACCTS** 1,186,853.30

**DEBT SERVICE FUND BANK ACCTS**

11105 · Alpine Bank--Debt Service MM	4,120.90
11201 · ColoTrust--Debt Service	2,010,133.84

**Total DEBT SERVICE FUND BANK ACCTS** 2,014,254.74

**HOUSING FUND BANK ACCOUNTS**

10890 · Alpine Bank--Housing Checking	56,314.79
10901 · ColoTrust--Housing	1,435,164.29
10905 · ColoTrust (UMB)-Construction	15,277,653.19
10907 · ColoTrust (UMB)--Cert Interest	44.71

**Total HOUSING FUND BANK ACCOUNTS** 16,769,176.98

**Total Checking/Savings** 23,613,692.15

Accounts Receivable

**ACCOUNTS RECEIVABLE**

12235 · Receivable due - Pitkin County	48,203.00
12252 · Receivable due - AVFD Members	292.86

**Total ACCOUNTS RECEIVABLE** 48,495.86

**Total Accounts Receivable** 48,495.86

Aspen Fire Protection District  
**Balance Sheet**  
As of October 31, 2020

	<u>Oct 31, 20</u>
<b>Other Current Assets</b>	
<b>GENERAL FUND (Asset)</b>	
10450 · Property Tax Receivable	50,273.65
<b>Total GENERAL FUND (Asset)</b>	<u>50,273.65</u>
<b>BOND DEBT SERVICE FUND (Asset)</b>	
10750 · Property Tax Receivable	10,099.21
<b>Total BOND DEBT SERVICE FUND (Asset)</b>	<u>10,099.21</u>
10671 · Prepaid Expenses-General Fund	11,184.58
<b>Total Other Current Assets</b>	<u>71,557.44</u>
<b>Total Current Assets</b>	23,733,745.45
<b>Fixed Assets</b>	
<b>GENERAL FIXED ASSET GROUP</b>	
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
<b>Total GENERAL FIXED ASSET GROUP</b>	<u>14,712,714.11</u>
<b>Total Fixed Assets</b>	14,712,714.11
<b>Other Assets</b>	
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
<b>Total Other Assets</b>	<u>1,439,184.01</u>
<b>TOTAL ASSETS</b>	<u><u>39,885,643.57</u></u>



**Aspen Fire Protection District**  
**Balance Sheet**  
 As of October 31, 2020

Oct 31, 20

**LIABILITIES & EQUITY**

**Liabilities**

**Current Liabilities**

**Other Current Liabilities**

**CURRENT LIABILITIES**

20125 · State Unemployment Accrual	399.05
20135 · HSAs Accrual	520.84
20162 · Health Insur Accrual--AVFD	-1,488.96
20314 · Stationkeepers' Fund Accrual	31,500.01
20317 · AVFD T-shirt Sales (+) Accrual	536.47
21000 · Deferred Revenue--Prop. Tax	50,273.65

**Total CURRENT LIABILITIES** 81,741.06

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

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

**Total Other Current Liabilities** 126,283.20

**Total Current Liabilities** 126,283.20

**Long Term Liabilities**

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

22000 · Deferred Revenue--Prop.Tax	10,099.21
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.)** 6,796,145.13

**HOUSING DEBT SERVICE (Liab.)**

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

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

90200 · VPF--Net Pension Liability 1,535,914.00

90202 · VPF--Def Iflow--Pens Chg Assum 80,761.00

90210 · SWDB--Net Pension Liability 49,239.58

90211 · SWDB-Def Iflow-Pens Exp Diff 526.29

90214 · SWDB-Def Iflow-Pens Act/Rep Dif 9,259.76

90215 · SWDB-Def Iflow-Pens Chg Propor 39,481.97

90220 · Compensated Absences / PTO 158,417.78

**Total Long Term Liabilities** 24,881,390.96

**Total Liabilities** 25,007,674.16

Aspen Fire Protection District  
**Balance Sheet**  
As of October 31, 2020

	<u>Oct 31, 20</u>
<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>3,001,812.11</u>
<b>Total Equity</b>	<u>14,877,969.41</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u><u>39,885,643.57</u></u>

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

	<u>Oct 20</u>	<u>Jan - Oct 20</u>	<u>YTD Budget</u>	<u>Annual Budget</u>
<b>Income</b>				
<b>GENERAL (Income)</b>				
<b>31100 · General Property Tax</b>				
31102 · Allocation--to Cap Acq Fund	0.00	600,000.00	500,000.00	600,000.00
31103 · Allocation--to Housing Fund	0.00	1,070,000.00	891,666.68	1,070,000.00
31104 · Allocation--to GF General	26,694.13	2,422,285.92	2,049,045.84	2,458,855.00
31105 · Allocation--to GF Emerg Reserve	0.00	100,000.00	83,333.34	100,000.00
31106 · Allocation--to GF Ops Reserve	0.00	1,075,000.00	895,833.34	1,075,000.00
31107 · Allocation--to GF FPPA Annual	0.00	382,000.00	318,333.34	382,000.00
31109 · Allocation--for Treasurer Fee	1,484.26	294,200.40	249,380.00	299,256.00
<b>Total 31100 · General Property Tax</b>	<u>28,178.39</u>	<u>5,943,486.32</u>	<u>4,987,592.54</u>	<u>5,985,111.00</u>
31200 · Specific Ownership Taxes	18,604.46	141,989.90	100,000.00	120,000.00
36100 · Interest Earned--Prop. Taxes	1,410.73	10,118.85	5,000.00	6,000.00
36200 · Interest on Investments	229.68	9,053.52	29,166.68	35,000.00
37100 · Delinquent Taxes	91.78	-72,289.32	-2,500.00	-3,000.00
38000 · North 40 Lease to County	4,070.68	40,619.16	40,916.68	49,100.00
38010 · County Share of Expenses @N40	0.00	20,857.50	25,000.00	30,000.00
38015 · Tenants' Share of Expenses@Stwd	0.00	2,533.16	3,333.34	4,000.00
38050 · WFAC (Wildfire Mapping) Project	0.00	56,750.00	48,125.00	55,000.00
38101 · Grants	20,000.00	20,000.00		
38109 · Donations/Contrib (GF-Assigned)	6,850.00	6,850.00		
38110 · Sprinkler Permit Fees(PlansChk)	0.00	13,215.13	41,666.68	50,000.00
<b>Total GENERAL (Income)</b>	<u>79,435.72</u>	<u>6,193,184.22</u>	<u>5,278,300.92</u>	<u>6,331,211.00</u>
<b>Total Income</b>	<u>79,435.72</u>	<u>6,193,184.22</u>	<u>5,278,300.92</u>	<u>6,331,211.00</u>
<b>Gross Profit</b>	79,435.72	6,193,184.22	5,278,300.92	6,331,211.00
<b>Expense</b>				
<b>PERSONNEL - District Staff</b>				
41110 · Salaries - Career Duty FFs	57,557.23	175,438.45		
41111 · Salaries - All Other Paid Staff	59,911.13	651,452.20	730,643.34	876,772.00
41120 · Misc. Payroll Expenses	30.62	511.62	1,000.00	1,200.00
41125 · Employer SUI--Staff	399.05	2,564.14	2,263.34	2,716.00
41130 · Retirement Plan--401(a)	9,939.11	75,789.43	72,086.68	86,504.00
41132 · Pension Plan--FPPA SWDB	5,804.22	32,854.79	23,711.68	28,454.00
41135 · Employer Medicare--Staff	1,960.89	12,615.49	10,938.34	13,126.00
41140 · All Insurances & HSA Contrib.	25,984.50	139,570.45	121,847.50	146,217.00
41141 · Board Match--457(b) Plan	2,221.59	15,306.13	13,492.50	16,191.00
41142 · Fit/Wellness Allowance--Staff	0.00	6,495.00	9,742.50	11,691.00
41143 · Health Insur--Staff Dependents	4,326.16	32,066.92	33,016.68	39,620.00
41144 · Benefits Contingency - PTO Cash	0.00	13,354.40	13,980.00	16,776.00
<b>Total PERSONNEL - District Staff</b>	<u>168,134.50</u>	<u>1,158,019.02</u>	<u>1,032,722.56</u>	<u>1,239,267.00</u>

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

	<u>Oct 20</u>	<u>Jan - Oct 20</u>	<u>YTD Budget</u>	<u>Annual Budget</u>
<b>ADMINISTRATION</b>				
41149 · County Treasurer Fee	1,484.26	294,200.40	249,380.00	299,256.00
41150 · Employer Medicare--AVFD+	0.00	792.79	2,083.34	2,500.00
41155 · Employer Social Security--AVFD+	1,723.24	11,578.05	12,443.34	14,932.00
41160 · Employer SUI--AVFD+	0.00	164.07	416.68	500.00
41146 · Employee Wellness Program	0.00	1,423.50	3,333.34	4,000.00
41209 · WFAC (Wildfire Mapping) Project	67.50	15,570.00	48,125.00	55,000.00
41210 · Contr Labor/ Special Projects	0.00	23,315.15	29,166.68	35,000.00
41211 · Supplies & Expenses	398.52	18,152.16	16,949.18	20,339.00
41212 · Telephone Expense	2,600.24	24,817.12	20,833.34	25,000.00
41214 · Info. Systems & Support	1,344.00	19,709.23	15,000.00	18,000.00
41500 · Audit & Budget	0.00	16,697.00	14,166.68	17,000.00
41510 · Insurance				
Gen Liability/Accident & Other	0.00	45,629.92	33,333.34	40,000.00
Workers' Comp	0.00	35,445.00	33,333.34	40,000.00
<b>Total 41510 · Insurance</b>	<b>0.00</b>	<b>81,074.92</b>	<b>66,666.68</b>	<b>80,000.00</b>
41520 · Legal	0.00	15,051.50	20,833.34	25,000.00
41770 · Equip Repair/Replace	0.00	3,557.52	3,333.34	4,000.00
41810 · Election	0.00	13,519.88	12,500.00	15,000.00
41815 · District Newsletter	0.00	0.00	4,166.68	5,000.00
41820 · Staff Vehicle Expense				
Maint. Labor--at County Fleet	0.00	2,420.00		
41820 · Staff Vehicle Expense - Other	438.49	7,155.83	14,166.68	17,000.00
<b>Total 41820 · Staff Vehicle Expense</b>	<b>438.49</b>	<b>9,575.83</b>	<b>14,166.68</b>	<b>17,000.00</b>
41840 · Administrative	9,722.82	48,585.48	33,333.34	40,000.00
41855 · Outsourced Plans Checks, FM	0.00	0.00	1,666.68	2,000.00
41920 · Capital Outlay - Computers +	0.00	8,393.21	16,666.68	20,000.00
<b>Total ADMINISTRATION</b>	<b>17,779.07</b>	<b>606,177.81</b>	<b>585,231.00</b>	<b>699,527.00</b>
<b>PERSONNEL - Volunteer Staff</b>				
41860 · Vol. Fit/Wellness Allowance	5,412.50	28,314.50	41,135.00	49,362.00
41861 · Volunteer Health Insur/HSA/HRA	19,375.76	203,630.91	249,150.00	298,980.00
41870 · Volunteer Health Screenings	0.00	824.38	3,333.34	4,000.00
41875 · LOSAP	0.00	22,000.00	20,250.00	20,250.00
41877 · Volunteer Shift Incentives	575.00	575.00	60,833.34	73,000.00
41880 · EMS Incentive Program	0.00	0.00	17,354.18	20,825.00
41890 · FFII Proficiency Incentive	0.00	0.00	10,625.00	12,750.00
41891 · Officer & D/O Incentive	0.00	0.00	8,333.34	10,000.00
<b>Total PERSONNEL - Volunteer Staff</b>	<b>25,363.26</b>	<b>255,344.79</b>	<b>411,014.20</b>	<b>489,167.00</b>

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

	<u>Oct 20</u>	<u>Jan - Oct 20</u>	<u>YTD Budget</u>	<u>Annual Budget</u>
<b>FIRE FIGHTING</b>				
42205 · Firefighters' Logistics/Support	1,503.80	6,630.16	18,333.34	22,000.00
42206 · Uniforms	3,699.50	23,818.73	12,500.00	15,000.00
42211 · Operational Supplies & Expenses	11,665.57	113,073.64	62,500.00	75,000.00
42212 · Rescue Supplies & Expenses	0.00	27,253.57	8,333.34	10,000.00
42213 · EMS Supplies & Expenses	6,253.07	9,789.74	8,333.34	10,000.00
42214 · Wildfire Supplies & Expenses	1,367.20	14,395.94	5,416.68	6,500.00
42215 · Wildfire Program	0.00	2,310.00	37,500.00	45,000.00
42300 · Fuel	1,551.46	7,173.00	9,166.68	11,000.00
42400 · Subscriptions & Dues	0.00	1,238.00	1,000.00	1,200.00
42402 · Honor Guard	0.00	7,242.14	3,333.34	4,000.00
42900 · FF/Rescue Capital Outlay	0.00	0.00	8,333.34	10,000.00
<b>Total FIRE FIGHTING</b>	<u>26,040.60</u>	<u>212,924.92</u>	<u>174,750.06</u>	<u>209,700.00</u>
<b>TRAINING</b>				
44102 · EMS Training & Records	3,125.00	9,413.19	10,000.00	12,000.00
44103 · FF Training & Records	2,424.90	18,791.80	20,000.00	24,000.00
44211 · Supplies & Expenses	7,382.89	14,759.01	6,250.00	7,500.00
<b>Total TRAINING</b>	<u>12,932.79</u>	<u>42,964.00</u>	<u>36,250.00</u>	<u>43,500.00</u>
<b>FIRE PREVENTION</b>				
43200 · Training	0.00	3,353.00	6,666.68	8,000.00
43211 · Supplies & Expenses	0.00	3,130.14	7,500.00	9,000.00
43212 · Public Fire Education	0.00	1,242.27	5,000.00	6,000.00
43214 · Advertising--Public Education	247.50	3,556.50	10,000.00	12,000.00
<b>Total FIRE PREVENTION</b>	<u>247.50</u>	<u>11,281.91</u>	<u>29,166.68</u>	<u>35,000.00</u>
<b>COMMUNICATIONS</b>				
45211 · Supplies & Expenses	113.34	7,664.98	6,250.00	7,500.00
45300 · Administration				
County Dispatch Services	0.00	20,075.00	29,166.68	35,000.00
County Radio Services	0.00	23,775.00	29,166.68	35,000.00
<b>Total 45300 · Administration</b>	<u>0.00</u>	<u>43,850.00</u>	<u>58,333.36</u>	<u>70,000.00</u>
45910 · Radio Capital Outlay	0.00	12,464.52	16,666.68	20,000.00
<b>Total COMMUNICATIONS</b>	<u>113.34</u>	<u>63,979.50</u>	<u>81,250.04</u>	<u>97,500.00</u>
<b>CDPS COOPERATOR INCIDENTS</b>				
42600 · Cooperator Incident--Misc.	4,585.67	9,688.42		
42601 · Cooperator Incident--Personnel	15,417.99	71,720.15		
<b>Total CDPS COOPERATOR INCIDENTS</b>	<u>20,003.66</u>	<u>81,408.57</u>		
<b>REPAIR SERVICES (Fleet &amp; Equip)</b>				
46200 · Pump & Equipment Testing	11,047.00	16,192.00	12,500.00	15,000.00
46211 · Supplies & Expenses & Parts	6,801.02	31,266.45	25,000.00	30,000.00
46212 · Out-source Maint& Repair				
Labor--at County Fleet	18,972.50	65,200.00		
46212 · Out-source Maint& Repair - Other	48.83	18,216.44	62,500.00	75,000.00
<b>Total 46212 · Out-source Maint&amp; Repair</b>	<u>19,021.33</u>	<u>83,416.44</u>	<u>62,500.00</u>	<u>75,000.00</u>
<b>Total REPAIR SERVICES (Fleet &amp; Equip)</b>	<u>36,869.35</u>	<u>130,874.89</u>	<u>100,000.00</u>	<u>120,000.00</u>

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

	Oct 20	Jan - Oct 20	YTD Budget	Annual Budget
<b>STATIONS, BUILDINGS &amp; GROUNDS</b>				
<b>Aspen Village Substation</b>				
48016 · Supplies & Exp.- Aspen Village	0.00	756.86	416.68	500.00
48400 · Utilities - Aspen Village	394.59	4,210.48	4,541.68	5,450.00
48409 · Alarm Monitoring and T&I--AV	725.00	725.00	625.00	750.00
48410 · Repairs & Maint.- Aspen Village	240.00	34,599.53	8,333.34	10,000.00
<b>Total Aspen Village Substation</b>	<b>1,359.59</b>	<b>40,291.87</b>	<b>13,916.70</b>	<b>16,700.00</b>
<b>Headquarters Station</b>				
48209 · Alarm Monitoring and T&I--HQ	1,392.50	1,392.50	1,416.68	1,700.00
48210 · Repairs & Maint. - Headquarters	7,332.28	16,560.08	17,500.00	21,000.00
48211 · Supplies & Exp. - Headquarters	438.00	6,803.59	4,583.34	5,500.00
48214 · Utilities - Headquarters	2,906.99	31,646.26	30,000.00	36,000.00
48215 · Cleaning - Headquarters	496.00	9,947.00	6,666.68	8,000.00
<b>Total Headquarters Station</b>	<b>12,565.77</b>	<b>66,349.43</b>	<b>60,166.70</b>	<b>72,200.00</b>
<b>North 40 Station</b>				
48309 · Alarm Monitoring and T&I--N40	1,040.00	1,040.00	1,000.00	1,200.00
48311 · Repairs & Maint. - North 40	8,070.01	24,224.61	16,666.68	20,000.00
48315 · Supplies & Expenses - North 40	968.12	8,496.72	1,666.68	2,000.00
48320 · Utilities - North 40	3,467.26	31,622.33	30,166.68	36,200.00
<b>Total North 40 Station</b>	<b>13,545.39</b>	<b>65,383.66</b>	<b>49,500.04</b>	<b>59,400.00</b>
<b>Starwood Substation</b>				
48411 · Supplies & Exp. - Starwood	0.00	274.46	833.34	1,000.00
48412 · Utilities - Starwood	445.46	7,842.74	5,833.34	7,000.00
<b>Total Starwood Substation</b>	<b>445.46</b>	<b>8,117.20</b>	<b>6,666.68</b>	<b>8,000.00</b>
<b>Woody Creek Substation</b>				
47301 · Supplies & Exp. - Woody Creek	0.00	612.19	416.68	500.00
47302 · Utilities - Woody Creek	484.50	6,290.23	7,416.68	8,900.00
47309 · Alarm Monitoring and T&I--WC	732.50	732.50	708.34	850.00
47310 · Repairs & Maint. - Woody Creek	16,100.00	21,842.39	3,333.34	4,000.00
<b>Total Woody Creek Substation</b>	<b>17,317.00</b>	<b>29,477.31</b>	<b>11,875.04</b>	<b>14,250.00</b>
<b>Total STATIONS, BUILDINGS &amp; GROUNDS</b>	<b>45,233.21</b>	<b>209,619.47</b>	<b>142,125.16</b>	<b>170,550.00</b>
<b>TRANSFER TO OTHER FUNDS</b>				
49502 · Transfer to CapAcquisition Fund	0.00	600,000.00	500,000.00	600,000.00
49503 · Transfer to Housing Fund	0.00	1,070,000.00	891,666.68	1,070,000.00
49507 · Xfer to Emergency Reserve Fund	0.00	100,000.00	83,333.34	100,000.00
49508 · Xfer to Operations Reserve Fund	0.00	1,075,000.00	895,833.34	1,075,000.00
49509 · Xfer to FPPA Annual Accrual Fnd	0.00	382,000.00	318,333.34	382,000.00
<b>Total TRANSFER TO OTHER FUNDS</b>	<b>0.00</b>	<b>3,227,000.00</b>	<b>2,689,166.70</b>	<b>3,227,000.00</b>
<b>Total Expense</b>	<b>352,717.28</b>	<b>5,999,594.88</b>	<b>5,281,676.40</b>	<b>6,331,211.00</b>
<b>Net Income</b>	<b>-273,281.56</b>	<b>193,589.34</b>	<b>-3,375.48</b>	<b>0.00</b>

## Aspen Fire Protection District Profit & Loss Budget Performance

October 2020

	<u>Oct 20</u>	<u>Jan - Oct 20</u>	<u>YTD Budget</u>	<u>Annual Budget</u>
<b>Income</b>				
<b>CAPITAL ACQUISITION (Income)</b>				
30075 · General Property Tax Allocation	0.00	600,000.00	500,000.00	600,000.00
30085 · Donations/Contrib (CA-Assigned)	0.00	45,000.00		
60100 · Interest on Investments	70.26	3,228.21	11,666.68	14,000.00
<b>Total CAPITAL ACQUISITION (Income)</b>	<u>70.26</u>	<u>648,228.21</u>	<u>511,666.68</u>	<u>614,000.00</u>
<b>Total Income</b>	70.26	648,228.21	511,666.68	614,000.00
<b>Gross Profit</b>	70.26	648,228.21	511,666.68	614,000.00
<b>Expense</b>				
<b>CAPITAL ACQ. Fund (Expenses)</b>				
<b>60110 · Cap. Outlay/Equipment/Projects</b>				
Station 64 build-out	0.00	0.00	150,000.00	180,000.00
drone program	0.00	5,239.36	16,666.68	20,000.00
new fleet vehicle(s)	0.00	0.00	83,333.34	100,000.00
emerg. backup power	0.00	0.00	10,000.00	12,000.00
replacement phone system	0.00	8,854.52	25,000.00	30,000.00
replacement roof @ N40	-47,948.00	54,105.75	145,833.34	175,000.00
replacement Engine 61	0.00	0.00	625,000.00	750,000.00
<b>Total 60110 · Cap. Outlay/Equipment/Projects</b>	<u>-47,948.00</u>	<u>68,199.63</u>	<u>1,055,833.36</u>	<u>1,267,000.00</u>
<b>Total CAPITAL ACQ. Fund (Expenses)</b>	<u>-47,948.00</u>	<u>68,199.63</u>	<u>1,055,833.36</u>	<u>1,267,000.00</u>
<b>Total Expense</b>	-47,948.00	68,199.63	1,055,833.36	1,267,000.00
<b>Net Income</b>	<u><u>48,018.26</u></u>	<u><u>580,028.58</u></u>	<u><u>-544,166.68</u></u>	<u><u>-653,000.00</u></u>

## Aspen Fire Protection District Profit & Loss Budget Performance

October 2020

	<u>Oct 20</u>	<u>Jan - Oct 20</u>	<u>YTD Budget</u>	<u>Annual Budget</u>
<b>Income</b>				
<b>HOUSING (Income)</b>				
31175 · General Property Tax Allocation	0.00	1,070,000.00	891,666.68	1,070,000.00
31190 · Interest on Investments	1,029.75	73,649.29	250,000.00	300,000.00
<b>Total HOUSING (Income)</b>	<u>1,029.75</u>	<u>1,143,649.29</u>	<u>1,141,666.68</u>	<u>1,370,000.00</u>
<b>Total Income</b>	<u>1,029.75</u>	<u>1,143,649.29</u>	<u>1,141,666.68</u>	<u>1,370,000.00</u>
<b>Gross Profit</b>	1,029.75	1,143,649.29	1,141,666.68	1,370,000.00
<b>Expense</b>				
<b>HOUSING Fund (Expenses)</b>				
<b>70100 · North 40 Pre-Construction</b>				
Architectural Services	47,603.32	462,255.17		
Construction Mgmt. Services	5,631.25	57,197.49		
Other Services / Fees	39,481.45	127,222.75		
<b>Total 70100 · North 40 Pre-Construction</b>	<u>92,716.02</u>	<u>646,675.41</u>		
70200 · North 40 Construction	475,643.19	475,643.19	5,000,000.00	6,000,000.00
70300 · COPs--Lease Payments	0.00	265,358.75	0.00	1,064,684.00
70305 · Bank (UMB) Sweep Fees	127.47	7,843.62	0.00	0.00
<b>Total HOUSING Fund (Expenses)</b>	<u>568,486.68</u>	<u>1,395,520.97</u>	<u>5,000,000.00</u>	<u>7,064,684.00</u>
<b>Total Expense</b>	<u>568,486.68</u>	<u>1,395,520.97</u>	<u>5,000,000.00</u>	<u>7,064,684.00</u>
<b>Net Income</b>	<u><u>-567,456.93</u></u>	<u><u>-251,871.68</u></u>	<u><u>-3,858,333.32</u></u>	<u><u>-5,694,684.00</u></u>



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

	<u>Oct 20</u>	<u>Jan - Oct 20</u>	<u>YTD Budget</u>	<u>Annual Budget</u>
<b>Income</b>				
<b>BOND DEBT SERVICE FUND (Income)</b>				
35100 · General Property Tax	5,048.80	1,064,908.45	892,015.84	1,070,419.00
35200 · Specific Ownership Taxes	3,333.40	25,440.66	33,333.34	40,000.00
35210 · Interest Earned—Prop. Taxes	252.76	1,813.00	1,166.68	1,400.00
35250 · Interest on Investments	125.26	5,406.09	23,333.34	28,000.00
35700 · Delinquent Taxes	16.44	-12,952.26	-1,666.68	-2,000.00
<b>Total BOND DEBT SERVICE FUND (Income)</b>	<u>8,776.66</u>	<u>1,084,615.94</u>	<u>948,182.52</u>	<u>1,137,819.00</u>
<b>Total Income</b>	<u>8,776.66</u>	<u>1,084,615.94</u>	<u>948,182.52</u>	<u>1,137,819.00</u>
<b>Gross Profit</b>	<u>8,776.66</u>	<u>1,084,615.94</u>	<u>948,182.52</u>	<u>1,137,819.00</u>
<b>Expense</b>				
<b>BOND DEBT SERVICE Fund (Expns.)</b>				
50005 · County Treasurer Fee	265.94	52,712.57	44,600.84	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	166.68	200.00
<b>Total BOND DEBT SERVICE Fund (Expns.)</b>	<u>265.94</u>	<u>161,550.07</u>	<u>153,405.02</u>	<u>1,125,996.00</u>
<b>Total Expense</b>	<u>265.94</u>	<u>161,550.07</u>	<u>153,405.02</u>	<u>1,125,996.00</u>
<b>Net Income</b>	<u><u>8,510.72</u></u>	<u><u>923,065.87</u></u>	<u><u>794,777.50</u></u>	<u><u>11,823.00</u></u>

# Aspen Fire Protection District

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



November 2020

Aspen Fire Board of Directors

RE: Monthly Training Report

Dear Board,

We have had an extremely past two months since our last report in September. We continue to use the large projector and screen in the bays at Station 62 to continue hosting in-person training. The highlights from the past two month are as follows:

- **September Monthly Training: Extrication.** We had great participation at the in-person Extrication class which lasted just over 3 hours for both sessions. We reviewed how to perform vehicle extrication safely, new vehicle technology and flipped multiple vehicles onto their side or roof to practice vehicle stabilization and extrication.
- **October Monthly Training: Fire Attack & Hose Loads:** We recently adopted new hose loads on our primary engines. We reviewed hose deployment, handling, advancement and how to re-load our hose. We also discussed tactical considerations of using FDCs and standpipes and how to use the new hose loads to improve operational efficiency in supplying the built in building systems with water.
- **In-Service Training:** Over the past two months we had in-service trainings on multiple topics which include but are not limited to hose handling, metal cutting tools/equipment, EMT/EMR medical topics, ladder operations, rope systems and Electric buses with RFTA.
- **Firefighter 2 Class:** We completed our FF2 course with seven AFD students. Most have completed their certification with a one person still needed to take the written exam and one who still needs to take the practical exam.
- **Emergency Medical Responder (EMR):** We successfully ran an EMR class with 24 students from multiple agencies throughout the valley. This course was a great effort on conjunction with Roaring Fork Fire Rescue to education our new responders.



- We've continued advanced training with both the volunteers and paid staff on the apparatus with numerous members recently being checked off to operation Ladder 61.
- Almost all firefighters have completed their JPRs already to renew their certifications that are coming up for renewal on Jan 1<sup>st</sup>. Usually we have a number of members still working on this, luckily we are ahead!

We are continuing to work with both our volunteer and paid firefighters. We are continuing to focus on the foundational skills of our members. The draft of our 2021 Training Schedule is just about complete and we appreciate your support with our 2021 Training budget request.

Please reach out with any questions.

Respectfully Submitted,

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

Jeff Edelson  
Captain, Training Division

**Fire and Police Pension Association  
Aspen FPD Volunteers 711-5  
For the Nine Months Ending September 30, 2020**

Beginning Balance	\$3,070,172.77
<b>Plan Direct Inflows and Outflows</b>	
Member Contributions	
Employer Contributions	
Contributions from the SWDD Plan	
Refunds	
Affiliations/(Disaffiliations)	
Net Benefits	(\$221,000.00)
Plan Directed Expenses	
State Funding	
Plan Direct Inflows and Outflows Sub-Total	<u>(\$221,000.00)</u>
<b>Allocated Income and Expense</b>	
Interest	\$7,528.25
Dividends	\$11,039.38
Other Income	\$6,924.81
Net Change Accrued Income	(\$597.92)
Unrealized Gain/Loss	\$33,179.90
Realized Gain/Loss	\$50,941.44
Defined Contribution Earnings (Net)	
Investment Expenses	(\$14,263.90)
Direct Expense Allocation	(\$366.34)
Other Expenses	(\$9,104.78)
Allocated Income and Expense Sub-Total	<u>\$85,280.84</u>
Ending Balance	<u><u>\$2,934,453.61</u></u>

**MEMORANDUM**

**To:** Affiliated FPPA Volunteer Pension Plan Employers  
**From:** Peggy Job, Senior Accountant  
**Re:** Third Quarter Ended September 30, 2020  
 Allocation Report, Annual Contributions Received & Direct Expense Allocation Summary  
**Date:** October 28, 2020

***Allocation Report***

**Investment Performance**

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

As of 9/30/2020	Quarter	Year to Date	1 Year	3 Years	5 Years
Total Pool Net of Investment Expense*	5.65%	3.67%	8.16%	7.54%	8.07%

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

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

Year	FPPA Administrative Expense*	Investment Management Expense	Total Expense Ratio
2020-Q3	0.09%	0.49%	0.58%
2019	0.13%	0.80%	0.93%
2018	0.16%	0.88%	1.04%
2017	0.23%	0.89%	1.12%
2016	0.24%	0.79%	1.03%

**How to Calculate Your Plan Specific Expense Ratio**

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

**Allocation Methodology**

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

**Review of the Report**

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

amount is not correct, please send a written response to FPPA by December 15, 2020. If FPPA does not receive a response by December 15, 2020, you are confirming that these report items are correct.

### ***Annual Contributions Received***

FPPA provides a schedule of your 2020 contributions received by FPPA year to date. This schedule compares contributions received in the current year to the actuarial required contributions for 2020. **Please be aware that this report shows contributions based on the date received by FPPA and does not consider if contributions relate to a prior year. . All required contributions are due to FPPA before December 31, 2020. Be sure to submit your Contributions Report and payment to be included in 2020 reporting no later than December 28, 2020.**

### ***Direct Expense Allocation Summary***

#### **Direct Expense Allocation**

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

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

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

#### **Payment of Settlor Expenses**

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

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

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

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## Allocation Report Descriptions

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

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

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**Fire and Police Pension Association  
 Direct Expense Allocation Summary  
 Aspen FPD Volunteers 711-5  
 For the Nine Months Ending September 30, 2020**

<b>Type of Expense</b>	<b>2020 Budget</b>	<b>Year-to-Date Expenses</b>	<b>Payment of 2020 Expenses</b>
Actuarial Expenses	\$306.91	\$224.70	
Audit Expenses	\$141.64	\$141.64	
Other Asset Allocation Study Expenses			
<b>Total Direct Allocated Expenses &amp; Payments</b>	<b>\$448.55</b>	<b>\$366.34</b>	

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

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



# Fire and Police Pension Association

## Volunteer Fire Pension Plan Contributions ASPEN FPD 711-5

For the Reporting Period: 01/01/2020 through 09/30/2020

<b>Deposit Date</b>	<b>Employer Contributions</b>	<b>State Matching Funds</b>	<b>Total Remittance</b>
No deposits received for the reporting period			
<b>Total Remittance</b>			\$0.00
<b>Calculated Contribution per the 01/01/2019 Actuarial Study</b>			\$122,174.00
<b>Difference Over/(Under)</b>			\$(122,174.00)

**Note: The Calculated Contribution amount is due to FPPA before 12/31/2020**

Cost Code	Description Scope of Work	Current Budget	Spent To Date	Balance To Complete	Clarifications & Remarks
	<b>Consultants</b>		-	-	
	Bendon-adams - Land Consultant	20,000.00	18,516.73	1,483.27	
			-	-	
	Broome Construction Management Inc. - Owners Rep.	190,000.00	61,577.99	128,422.01	
			-	-	
	Harry Teague	5,000.00	5,000.00	-	Conceptual drawings
			-	-	
	Stryker/Brown - Architects	858,722.34	652,367.70	206,354.64	
	KL&A Structural Engineer		-	-	
	BG Works - MEP		-	-	
			-	-	
	SGM	73,000.00	65,510.25	7,489.75	
	Civil Design		-	-	
	Traffic Study		-	-	
	Surveying		-	-	Prior to construction
	Final Plat	10,000.00	-	10,000.00	
			-	-	
	Kumar - Geo-Engineers	30,000.00	3,500.00	26,500.00	
	Soils report		-	-	
	Soils testing		-	-	
	Materials testing		-	-	
	Special inspections		-	-	
			-	-	
	Land Design 39 - WELS permit	4,500.00	3,500.00	1,000.00	Landscape design
	Hines Irrigation - WELS permit	2,650.00	2,650.00	-	Irrigation design
			-	-	
	Kubed	1,750.00	1,750.00	-	Fire sprinkler design
			-	-	
	<b>Miscellaneous fees</b>		-	-	
	Aspen Reprographics	3,500.00	1,145.84	2,354.16	
	Aspen Times	1,500.00	414.94	1,085.06	
	Stewart Title	300.00	300.00	-	
	Pitkin County	2,654.00	2,654.00	-	
	City of Aspen development review	37,604.20	37,604.20	-	
			-	-	
	<b>Utilities</b>		-	-	
	Water tap fees		330,021.60	(330,021.60)	
	Sewer tap fees		145,621.59	(145,621.59)	
	Holy Cross	30,500.00	30,500.00	-	
	Holy Cross, return deposit		(28,500.00)	28,500.00	

Cost Code	Description Scope of Work	Current Budget	Spent To Date	Balance To Complete	Clarifications & Remarks
	Phone	5,000.00	-	5,000.00	
	CTV	5,000.00	-	5,000.00	
	Black hills - gas line re-location	3,000.00	-	3,000.00	
			-	-	
	<b>Permit Fees</b>		-	-	
	Plan check fees		-	-	Included below
	Building permit fees	350,000.00	-	350,000.00	
	Impact fees		-	-	
	REMP fees		-	-	
	Deficiency fees		-	-	
	Land use fees		-	-	
	Use tax		-	-	Are we exempt?
	County P & Z review fees		-	-	
	Road impact fees	75,000.00	-	75,000.00	
			-	-	
	<b>Insurances</b>		-	-	
	Builders Risk	120,000.00	-	120,000.00	Per Moody for 2 years
	Performance & payment Bond	120,000.00	-	120,000.00	Per Moody insurance +/- 1%
	General Liability insurance		-	-	Included within the construction budget
			-	-	
	<b>Legal Fees</b>		-	-	
	Karp	25,000.00	4,863.00	20,137.00	
			-	-	
	<b>AFPD Contingencies</b>		-	-	
	Soft Cost contingencies 2%	40,000.00	-	40,000.00	
	Rock clause	200,000.00	-	200,000.00	
	Construction contingencies 2%	270,000.00	-	270,000.00	
	Winter conditions	500,000.00	-	500,000.00	
	<b>Soft Cost Total</b>	<b>2,984,680.54</b>	<b>1,338,997.84</b>	<b>1,645,682.70</b>	
	<b>Construction Budget</b>		-	-	
	Re-locate water line	66,000.00	-	66,000.00	
	Re-locate gas line	30,000.00	-	30,000.00	
	Lower electric vault	20,000.00	-	20,000.00	
			-	-	
	FCI's projected budget	13,500,000.00	-	13,500,000.00	
	<b>Construction Cost Total</b>	<b>13,616,000.00</b>	<b>-</b>	<b>13,616,000.00</b>	
	<b>Grand Total</b>	<b>16,600,680.54</b>	<b>1,338,997.84</b>	<b>15,261,682.70</b>	

ID	Task Name	Duration	Start	Finish	2022			
					Qtr 3	Qtr 4	Qtr 1	Qtr 2
1	PC- Pricing set submitted to General Contractors	1 day	Mon 10/26/20	Mon 10/26/20				
2	PC- FCI - Construction pricing	17 days	Tue 10/27/20	Wed 11/18/20				
3	PC- Submit the pre-submittal package to the County	1 day	Tue 11/3/20	Tue 11/3/20				
4	PC - Submit for permit	1 day	Mon 11/9/20	Mon 11/9/20				
5	PC- Permit review (Assume 2 months)	44 days	Tue 11/10/20	Fri 1/8/21				
6	PC- Review construction pricing	4 days	Thu 11/19/20	Tue 11/24/20				
7	PC- Value engineering/buyout	10 days	Wed 11/25/20	Tue 12/8/20				
8	PC- Issue final CD documents to FCI	10 days	Wed 12/9/20	Tue 12/22/20				
9	PC - FCI Finalize contract negotiations	10 days	Wed 12/23/20	Tue 1/5/21				
10	PC- Issuance of permit	1 day	Mon 1/11/21	Mon 1/11/21				
11	PC - Notice to proceed to FCI	1 day	Tue 1/12/21	Tue 1/12/21				
12	Construction Assume 16 months	346 days	Wed 1/13/21	Wed 5/11/22				
13	Const. - Owner occupy	5 days	Thu 5/12/22	Wed 5/18/22				

2021

Qtr 3 | Qtr 4 | Qtr 1 | Qtr 2 | Qtr 3 | Qtr 4

2022

Qtr 1 | Qtr 2 | Qtr 3 | Qtr 4

- Stryker/Brown Architects
- FCI
- Stryker/Brown Architects
- Stryker/Brown Architects
- Pitkin County
- Broome Construction Management Inc., S
- Aspen Fire District
- Stryker/Brown Architects
- Aspen Fire District/FCI
- Pitkin County
- Aspen Fire District
- FCI
- Aspen Fire

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



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)



20201008 AFPD  
strateg...a.docx

**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

Session 2	"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
Session 3	"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**  
VISION · INNOVATION · SOLUTIONS

1851 Heritage Lane, Ste 138 • Sacramento, CA 95815 • [www.APTriton.com](http://www.APTriton.com)

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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## 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, WFSST 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>			
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.			
<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		