

**INTER-CANYON FIRE PROTECTION DISTRICT
BOARD OF DIRECTORS
STRATEGIC PLANNING MEETING AGENDA
11030 Kitty Dr., Aspen Park, CO 80433 * 303-697-4413
September 17, 2016**

- 1. Preliminary Review of Proposed Budget**

- 2. 2016-2017 Goals**
 - a. Capital Budgeting**
 - b. Training**
 - c. Condition of Apparatus**

- 3. Years 3-5 Goals**

- 4. Radio System Upgrades and Dispatch Consolidation**

- 5. Recruitment and Retention**

- 6. Strengthening Relationships With Other Districts**

**INTER-CANYON FIRE PROTECTION DISTRICT
BOARD OF DIRECTORS
MINUTES OF STRATEGIC PLANNING MEETING
11030 Kitty Drive Aspen Park, CO 80433
September 17, 2016**

1A. The Strategic Planning Meeting was call to order by Leslie Caimi at 09:20 hours at 11030 Kitty Drive, Aspen Park, CO 80433

1B. Board Members Present:

Leslie Caimi, President
Karl Firor, Treasurer
Jennifer Volkman, Secretary
Ralph Dreher, Director
Kerry Prielipp, Director

Board Members Absent

None

Officers Present:

Chief Skip Shirlaw
DC Dan Hatlestad
TC Donna Simpson
FM Randy Rudloff

1C. Guests Present

None

2A. Preliminary Review of Proposed Budget

2016-2017 Goals

- a. Capital Budgeting**
- b. Training**
- c. Condition of Apparatus**

Years 3-5 Goals

Radio System Upgrades and Dispatch Consolidation

Recruitment and Retention

Strengthening Relationships With Other Districts

Karl Firor began by indicating he used Chief Shirlaw' s numbers to create a budget, putting numbers into budget groupings previously used. \$50k in training budget is a lump sum number to be broken out as

needed. \$80k total budget for firefighting. Karl reviewed attached preliminary budget. Karl took into account an increase of 5% in expenses and 16% increase in property values this year. Ambulance revenue is down. We are working with a budget of \$1M. \$955 includes the pension. In seven years theoretically, from the last actuarial report the pension number will go down to \$30k. If the District does not get money from the state, which is a possibility, figure it is a 10 year number rather than 7 years to catch up. \$25k is all that is needed for current pensioners.

If we take these numbers, bottom line we are at about \$100k per year of discretionary money. Chief Shirlaw asked if bunker gear is included. Karl responded yes bunker gear is a yearly figure. At year end we have \$800k in bank. \$700 moving into next year before revenue starts breaks down to \$250k into rainy day area, \$250k goes into capital reserves \$300k moving into next year. \$100k is not allocated anywhere, where do we allocate these funds?

Chief Shirlaw asked if this includes trucks. Karl confirmed yes, in capital reserves. Do we want to add \$50k per year in to grow capital? Chief Shirlaw, looking at long term sees personnel as an issue. The low percentage of in district volunteer trend is continuing, we need to bring more people in. The District should consider paid staff in 3 areas. One, Randy Rudloff will be retiring at some point, a Fire Marshal position should be in place, two, a wildland specialist, three, an EMS Director. DC Hatlestad noted at least an EMT daytime responder, in district, even better. We could spread hours out over a week to have 7 day coverage. DC Hatlestad recommended an EMS Director should be a paramedic. We will need to consider a mill increase for 3 people. Karl noted we are talking \$75k per position. Chief Shirlaw agreed, paramedics in town can make \$80k +. Kerry noted it would be justified as an enhancement to the community.

Chief Shirlaw stated education needs to start now in order to look for a mill increase. Karl agreed we need to let the public know what the money is for specifically. This is what we are doing with Open Houses and communication. We need to do our homework and our leg work. Kerry suggested recruiting 3 or so citizens to join in with asking for the mill. Chief Shirlaw agreed it would be helpful for citizens to go back to the community and get the message out. DC Hatlestad commented a merger with Indian Hills Fire should also be considered. In addition to a mill levy increase ia merger with IHFR should be in the plan. The ICFPD board will need to reach out to the board at IHFR. Relations are improving. IHFR is in need of volunteers as well. The board needs to reach out and make that proposal. Lakewood and Bancroft merged to improve service. Edgewater, Sheridan and Wheatridge could not afford to maintain their departments. If with huge commercial structures they cannot maintain, how can we with no commercial structures. Chief Shirlaw noted ICFPD and IHFR are currently more blended.

Karl clarified a merger could cause complications with the difference in mill levy and suggested use of other terminology may be considered, i.e. authority. The process of authority can alleviate some of those issues. IHFR mill may be more. Chief Shirlaw indicated a merger could make for a larger budget. An IGA would be easier. We will need to go thru the political route in order to merge. TC Simpson advised there are differences in philosophy, these would have to be ironed out among leadership prior to merging. There are differences in academy requirements and training requirements. Karl asked if IH firefighters are participating with ICFPD. Response was only 2 with dual membership. DC Hatlestad advised ICFPD highway safety policy was too much for the IHFR Chief. Cultural differences are a big issue. IH mill levy is 12. Chief Shirlaw observed taxes for Indian Hills residence would go down yet service would go up, ICFPD residence taxes would stay the same yet the budget would go up. Karl asked

at what level are discussions about merging at this point. Chief Shirlaw explained there is a big brother, little brother issue, the issue is internal and needs work from the top down. ICFPD would lose several IHFR members by bringing training to ICFPD level. DC Hatlestad noted medical direction is separate and intent to match was met with internal resistance. TC Simpson asked what is ICFPD willing to compromise on? What level of certification are we comfortable with. Karl commented we would have to provide a period of time for people to obtain certifications. Chief Shirlaw advised Chief Carson and himself met to talk about these topics the first of the year. Dialogue will continue with Chief Carson and mutual attendance of trainings will be a start in 2017. Karl noted Chief Carson should be talking with his board at which point the boards could begin discussion.

DC Hatlestad recommends after Chief conversations, ICFPD board needs to step in. Kerry asked Jennifer to attend workshops related to merging at the SDA Conference and provide feedback. We could work on a potential 2 year plan. DC Hatlestad suggested bumping the mill levy up to 12 to match IHFR which would also make things easier in the future. Chief Shirlaw indicated he sees a mill merger in a 3 to 5 year range. Karl noted ICFPD mill levy is roughly 10 and basically it provides a \$1M budget. If we raise one mill it is an additional \$100k. If you are adding 3 paid positions there are financial limitations.

Chief Shirlaw indicated he believes there is an interim period, 3 things, residency program meaning someone living at the station and responding to calls, maintenance, etc. someone like Caleb might jump at the opportunity, it would require infrastructure, space, a bedroom. In the immediate future we would be filling the gap now, other districts have residency programs. Geographically out of district people, young adults struggling to find a place may be candidates. Chief Shirlaw stated he thinks this is worth exploring, it would require an extension of existing buildings. Chief Shirlaw stated the District needs a training facility and agrees with Dan it should be central in the District, however there is no place central available. Cost of land is \$400k for 1.5 acres, where 4 to 5 acres is really needed. There are properties for sale at the top of Deer Creek, currently at \$950k. Then the neighbors would have to approve a building in the middle of the neighborhood. The District has property at Station 3. Karl asked how many acres are at 3. Unknown. Chief Shirlaw indicated he would like a 30 to 40 foot size building. Benefits are huge. Trainings require props, a few hours of set up. With the right building clean up would not necessarily be needed. We lack in call response due to low call volume. We could offer professional training to keep these people engaged. Ralph advised he met with state engineers about exit from station 3 onto the highway as it is dangerous to cross. 3 engineers will only approve the flashing light currently there. If there is a training building, highway access must be addressed. Chief Shirlaw responded we are not adding people. CDOT is not likely to help. DC Hatlestad noted the IDFPD policy where it is stated apparatus cannot turn northbound on a non-emergency response.

Karl asked what costs are expected to be. Karl noted it could be several years out. One, we have \$100k for a training building and when we add paid people this is a yearly issue. TC Simpson indicated ECFR will have academies every other year causing ICFPD to have to do an academy every other year. Chief Shirlaw stated he would like ICFPD to be a center of training. Kerry asked if ECFR or Evergreen are already a training center. Response was no. TC Simpson indicated more space is needed, for wildland training we really need the USFS to assist. Chief Shirlaw indicated he is working on these issues and is building relationships with USFS and North Fork Fire.

DC Hatlestad voiced his concern is, as Chief Shirlaw indicated, the location of the training. It is a long lonely time waiting for a response from this end of the District. It is 30 minutes from Station 3 to Station

4. If we put a training building and a residency program, living space will be required at Station 3. The other end of the District would not be covered. Chief Shirlaw agreed as far as response Station 4 would also be important for residency. Chief Shirlaw stated he would like to see residency as a priority. Chief Shirlaw advised discussion took place at the officers meeting in regard to bringing on an out of district supervisor. Karl asked if Jennifer could take a look at information about residency programs at the SDA Conference and find out more about residency programs other districts may have. DC Hatlestad advised Evergreen Fire has an issue with response near I-70 as most responders live on the south end where homes are more affordable.

If the residency is not successful, out of district members can still stay at stations. Down the longer road there may be an EMS corridor, ICFDP will have infrastructure in place. DC Hatlestad noted there was not strategic thinking in the past as you look at Station 1 construction. Chief Shirlaw added this also builds into merging with IHFR and proximity to all parts of their district. Kerry asked about collective visions matching up to both comparable national and regional trends as well as types of calls and citizen demand. Chief Shirlaw responded in some aspects ICFPD is behind other districts both regionally and nationally. ECFR has rooms for volunteers. EMS calls will increase. There will be a trend and a push toward community paramedic programs. DC Hatlestad advised community paramedic programs are a fairly new process. The programs are helping senior citizens manage their health care. An additional certification to paramedic is required. The idea is we get calls on falls and the management of medications. There is confusion by elderly in managing medication and post-surgery care. We would check basics, we would create a contractual relationship with medical entities i.e. Kaiser. It then becomes a home nursing situation. We cannot support a community paramedic program in our existing model. This could be something down the road to provide income within the EMS organization. Our community is aging. Cars are better built and fewer people are injured in car accidents. Managing our aging community should be considered in future planning.

Chief Shirlaw would like to start with:

1. Merger, mill levy, begin meetings with IHFR over the next year.
2. Get quotes on a training building and residency. What amount are we looking at? An early quote 5 years ago was \$50k. Now Station 1 remodel at \$68k

Kerry inquired about equipment in the long range plan. Chief Shirlaw sees 2026 as a time when the District may need to start replacing apparatus. As we are not putting miles on, there may be more maintenance need. An engine and an ambulance may be needed in 2026. Engine 632 and 635 may need replacement. Refurbishing 5 is the best option. DC Hatlestad suggested they become reserve apparatus, potentially positioned at the training facility. This would also lower ISO ratings. The refurbishment will pay off in 2 areas. TC Simpson noted she has made an effort to rotate training locations to ensure trucks are used.

Chief Shirlaw noted we are hitting recruitment and retention and a lot of angles. Our struggle is to get people in and to keep them here. Karl asked how retention is going. Chief Shirlaw responded the survey results put out by Dave Wurts indicate we are trending up, he is hearing more positive feedback. DC Hatlestad noted the process of change after the MacBean incident was difficult and we have gotten thru that. Trend is up as we improve training etc. Karl noted with a merger the Chief and Board must feed down as difference could bring problems to ICFPD. DC Hatlestad confirmed the issues with culture

will be an issue. We will provide a 3 year time frame for people to bring up certification levels. TC Simpson noted IHFR firefighter Mark Forgy came to ICFPD for better training standards and is taking some of that back to IHFR now. DC Hatlestad confirmed firefighters are aware of their issues. Skip added we have a lot of opportunities over time to build relationships. Skip emphasized how we changed our training sheets and are responding to people, making things better. TC Simpson commented one area to improve on retention, would be to provide family appreciation. Spouses have a big influence on member participation and we need to do a better job of making it known we appreciate their support role as well. Chief Shirlaw noted we have placed BBQ's at the stations, we would like to have more family dinners at the stations and at business meetings.

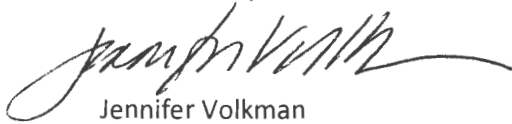
Chief Shirlaw asked if he can move forward with getting quotes. All agreed, yes, please. Chief Shirlaw indicated he has a very rough quote for a training building at the \$100k range. Kerry commented, in closing on initial swag we are aligned on the budget. Karl is thinking 10% into a wish list. Chief Shirlaw noted we will need to look at academy costs for next year as well as communications maintenance costs. TC Simpson indicated \$20k to 25K for academy. Hazmat has been added to the training budget. Karl inquired as to if another \$15k should be added to training. Confirmed. We have numbers we can move around depending on how things flow. Karl confirmed training items from Chief Shirlaw did not include academy run by ICFPD, \$65k should cover additional costs.

3. Adjournment

There being no further business before the Board, the meeting was adjourned at 11:15 hours.

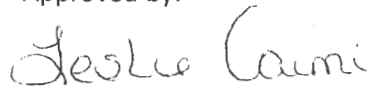
Minutes by Kelley D. Cross, District Administrator

Submitted by:



Jennifer Volkman
Secretary

Approved by:



Leslie Caimi
President

Inter-Canyon Fire Protection District

InterCanyon Fire District
Proposed Budget -

	Final Budget Calendar Year 2016	5% Increase Proposed Calendar Year 2017	Proposed Calendar Year 2018	Proposed Calendar Year 2019	Proposed Calendar Year 2020
Revenues					
Taxes:					
Property Taxes	\$897,544				
Specific Ownership Taxes					
Other	\$107,435				
Total Revenue	\$1,004,979	\$1,055,228	\$1,107,989	\$1,183,389	\$1,221,558
Expenditures/Expenses					
Current:					
Administration	\$451,878	\$452,000	\$474,600	\$498,330	\$523,247
Firefighting	\$60,000	\$60,700	\$64,735	\$68,972	\$69,420
Firefighting Equipment	\$65,000	\$66,000	\$68,800	\$61,740	\$64,827
Communications	\$65,000	\$40,000	\$42,000	\$44,100	\$46,305
Emergency Medical Services	\$40,000	\$20,000	\$21,000	\$22,050	\$23,153
Stations Expense	\$75,000	\$84,000	\$98,700	\$103,635	\$108,817
Pension Contribution	\$105,679	\$105,679	\$105,679	\$105,679	\$105,879
Training Expense	\$50,000	\$50,000	\$52,500	\$55,125	\$57,881
Equipment Maintenance		\$57,000	\$59,850	\$62,843	\$65,985
Total Current	\$862,557	\$955,379	\$997,964	\$1,042,473	\$1,089,313
Capital Outlay/Reserves	\$11,000				
Debt Service	\$145,000				
Total Expenditures/Expenses	\$1,018,557	\$955,379	\$997,964	\$1,042,473	\$1,089,313
Excess (deficiency) of revenues over (under) expenditures	(\$13,578)	\$99,849	\$110,125	\$120,916	\$132,245
Beginning Cash Balance		\$18,826	\$18,675	\$1,028,800	\$1,149,716
Cash in Bank 9/14/16	\$1,189,505				
Cash Requirements - Operations					
September	\$50,000				
October	\$50,000				
November	\$50,000				
December	\$50,000				
Station Improvements	\$65,000				
Pension Plan	\$105,679				
Projected Cash Requirements - 2016	\$370,679				
Projected Cash Balance - End of Year	\$818,826	\$18,675	\$1,028,800	\$1,149,716	\$1,281,961

Administration	
Election	\$15,000
Other Adm	\$437,000
Total Adm	\$452,000
Fire Fighting	
Fire Fighting	\$35,000
Wildland	\$10,000
HART/SAR	\$3,500
FF Reward	\$14,000
Clothing	\$7,200
Wellness	\$11,000
Total Firefighting	\$80,700
EMS	
EMS	\$20,000
Training Dept	
Training	\$38,000
Conferences	\$8,000
Meals	\$4,000
Total Training	\$50,000
Communications	
Jeffcom	\$20,000
Other	\$20,000
Total Communications	\$40,000
Equipment	
Bunker Gear	\$50,000
SCBA Bottles/Masks	\$6,000
Total Equipment	\$56,000
Station Expenses	
Station 1	\$94,000
Station 2	
Station 3	
Station 4	
Station 5	
Total Station Expense	\$94,000
Pension Expense	\$105,679
Equipment Maintenance	\$57,000
Total Expenses	\$955,379