

**INTER-CANYON FIRE PROTECTION DISTRICT
BOARD OF DIRECTORS
STRATEGIC MEETING AGENDA
8445 S. Highway 285, Morrison, CO 80465
November 4, 2019**

- 1. Call to Order**
 - a. Approval of Absences**
 - b. Guests**
- 2. Communications**
- 3. Building Contractor**
- 4. Potential IGA with Neighboring Districts**

**INTER-CANYON FIRE PROTECTION DISTRICT
BOARD OF DIRECTORS
MINUTES OF STRATEGIC MEETING
8445 S. Highway 285, Morrison, CO 80465
November 4, 2019**

1. Call to Order:

1A. The ICFPD Board meeting was called to order by Mike Swenson at 08:27 hours at 8445 S. Highway 285, Morrison, CO 80465

1B. Board Members Present:

Karl Firor, Treasurer

Michael Swenson. Secretary

Ralph Dreher, Director

Kerry Prielipp, Director

Mike Reddy, Director

2. Guests Present

Chief Skip Shirlaw

Battalion Chief Dan Hatlestad

Chief Shirlaw asked if everyone had a chance to review the strategic outline he prepared and noted a couple of minor errors. Directors indicated they have reviewed the documents. Chief Shirlaw noted we are continuing with work we are already doing. The 3 areas of focus are communications, facilities and working toward a merger/IGA with Elk Creek. Chief Shirlaw indicated he believes this needs to be the focus.

Chief Shirlaw noted we will continue to bring on volunteers and plan to re chassis the brush truck. Chief Shirlaw advised both he and Mike Swenson were selected to be a part of the task force with Commissioner Leslie Dahlkemper. Mike was unable to accept but Chief Shirlaw is now on the task force. Kerry Prielipp asked for clarification on whether citizens have input on the task force. Chief Shirlaw stated he will find out. Commissioner Dahlkemper reached out to fire departments. The WUI risk is a huge concern. Conifer has moved up to 2nd place for risk in the nation. Two thirds of Jeffco residents live in the WUI. There is a significant risk to our district. Chief Shirlaw noted Hayman fire in 2012, the risk encompasses areas from C470 to Kenosha. A fire would wipe this area out and would take years to rebuild. Commissioner Dahlkemper has been a part of several town hall meetings and has had a couple tours of the district. The reason for forming a task force is to create better fire defense, mitigation, etc. On the task force there are 5 area chiefs, paid and volunteer firefighters from neighboring districts as well as some residents.

We are looking at landscape resiliency. Hardening homes, defensible space. How can we provide quick response? We are waiting to see what happens with 1A on Nov 4th. If successful, up to \$5M would go toward the task force. There is work being done toward a national cohesive strategy to make WUI areas stronger and better prepared for fire. RMRI is an entity that may provide a lot of money for the area. USPP grant application in process. Kar Firor asked if funds would include communications. Chief Shirlaw responded, not directly. This is the 30k foot view. Park County, Platte Canyon, I70 south, c470, there are no boundaries. Plans include mitigating in smaller areas, all the

way down to the house. The plan includes 90 to 100 personnel working on fuel breaks, cutting trees and creating defensible space. All of this brings training and specialists to our area. Kerry Prielipp asked how much revenue the grant would provide. Chief Shirlaw responded it is unknown at this time as work only began in August/September. A presentation is scheduled for November 13. Kerry Prielipp noted it as a good backdrop to the strategic plan.

Chief Shirlaw continued with the strategic outline stating the first priority is communication. Please refer to the communications page in the strategic outline documents (attached). Chief Shirlaw recapped previous discussions on communications issues at the Deer Creek Fire where it was discovered communications was down during the fire. Thankfully, Chief McLaughlin of Elk Creek Fire had a repeater in his truck and IMT brought a mobile repeater the 2nd day. Communications are related to every line of duty death. We are looking at redoing wiring and grounding at Hilldale, there is very little space to work with. We are looking for redundancy. Two towers have been discovered, one at Double Header and one located at a property at Deer Creek intersection with Deer Creek. BC Hatlestad add these two towers would provide redundancy. There is a tower at Smokey Hill, we used to have equipment there. Jeffco owns the tower, we are also looking at that. We have requested Brian Singer and his group to do a study of ICFPD communications.

Chief Shirlaw would like the District to add a monitoring system. The system would monitor for power outages and let us know when the frequency is down. Cost is estimated at \$3k initial and \$720 per year, or \$14 per site, \$60 per month 4 sites. Alarms when channel or battery power is down. Kerry Prielipp inquired if there is any monitoring currently. Chief Shirlaw confirmed no. During the fire, Evergreen noticed red south west was down, this is how we found we were out. We currently have no way of knowing if there is a power outage until we key up.

Chief Shirlaw would like to assure the District is providing the best possible radios for firefighters. Currently radios are not the best as they are commercial grade and are not waterproof. Radios would be phased in at \$1200 to \$1500 per radio. Kerry Prielipp inquired as to how many we currently have. Chief Shirlaw stated approximately 50 or so. Ralph Dreher asked if there is still a generator. Chief Shirlaw replied yes and we are looking at putting a generator on the Hilldale tower. Again, we are limited in space.

Mike Swenson asked if the study would provide a program basis and is there room in our financial system to plug in recurring charges we can look at over time? Karl Firor confirmed yes, we can adjust the budget to include these additional costs. We have about \$140k beyond last year with tax revenue increase outside of operating expenses. We have \$300k in capital improvements. Karl has already assumed \$12,500 per month for a mortgage in the budget. Mike Swenson stated he agrees communications is #1. We will have to decide on a time frame to address each item. Karl Firor noted we may want to do more capital improvements than revenue stream. Karl confirmed we do have a down payment for construction however, we do not have numbers currently to resolve issues.

The plan for communications is a long-term financial plan. Chief Shirlaw anticipates spending \$120k in the first 6 months of 2020. Does not anticipate 40 new radios at once, more over time. Karl agreed we must resolve the lack of coverage. Chief Shirlaw stated the study takes about 3 to 4 months. Karl noted the \$120k would come out of the \$140k, some funds can come out of reserves. Do we need to look at capital spending versus increased personnel? Karl noted we can work on some of the smaller problems and work our way through. \$140k should be used for long term planning if assessed value stays up. Mike Swenson noted we have talked about grants, we can't build future on grants but grants are identifiable chunks of money.

Capital Expenditures – Chief Shirlaw stated he believes we have done our due diligence in reaching out to contractors. Of 6 to 10, F&D has been the only one who has responded and put together a good plan moving

forward. Chief Shirlaw would like to move forward with F&D. Drawings look to be about \$60k. Karl confirmed yes for complete, detailed plans. Construction is estimated at \$3M to \$5M. Chief Shirlaw is looking for construction at Stations 1 and 3 the same time. Chief Shirlaw hopes to move into the construction phase the latter half of 2020.

Other expenditures, apparatus. Chief Shirlaw suggested spreading the timeline out and possibly not putting funds toward apparatus as we look at merging with ECFR. We may reposition type 3's in the area. Apparatus will no longer be ICFPD expense alone. We still must be prepared and look at replacing a type 3 possibly in the latter part of 2020. The cost would be about \$400k. Karl Firor noted discussions about redoing the chassis. Chief Shirlaw responded chassis work will be done on brush trucks with a timeline for early spring in order to be ready for the fire season. Karl Firor commented we cannot rely on SVI timing. Chief Shirlaw stated he will be looking at every manufacturer out there, however Pierce will be too expensive. Kerry inquired as the cost of a new brush truck. Chief Shirlaw estimated \$200k plus. Kerry asked if we sell the existing and purchase a new one, are we better off. Chief Shirlaw responded the current truck is a 2002 and has some specific equipment, it is not a traditional truck. The truck has some down sides but has low mileage, there are no major issues and the truck has a good engine. Chief Shirlaw is not sure what it would sell for. With an IGA there will be a group effort. If no IGA, we will need to look at replacing an ambulance. Karl asked for an update on a time frame for Type 6. Chief Shirlaw advised SVI gave a 6-month timeline to re-chassis, a new one would take more like 8 months. Chief Shirlaw advised the oldest ambulance is a 2008. There have been many safety advances since then and we are looking at 2024. Karl asked if \$275k is about right. Chief Shirlaw agreed, maybe \$250k. Chief Shirlaw noted RETAC has been generous with ambulance grants, surrounding districts received 50 percent matching grants.

Chief Shirlaw stated he would like to be in station building phase in 2020. Mike Swenson stated we beat around the station builds at the last meeting and questioned how to get to signing a contract with F&D. We have some questions on their contract, do we need to have them at the next meeting. Chief Shirlaw responded if we have an agreement to move forward with F&D we could invite them to the next Board Meeting to review the contract and sign at the next meeting. Mike Reddy asked is there only one contractor, why is no one else interested. Chief Shirlaw stated there has been no interest. Kerry noted he reached out to 6 or so contractors and received no response. Mike Reddy stated he would like to make sure there is good documentation citing what happened at DIA. Mike Reddy stated documentation should include who was contacted and the results of each contact.

Chief Shirlaw explained F&D specializes in fire departments and special districts. F&D is involved in the project from signing the contract all the way through. It was noted there has been mixed results on feedback on F&D. BC Hatlestad stated the review of facilities was fantastic and noted deficits and safety issues. We are not within NFPA standards. Chief Shirlaw added stations are not ADA compliant. Kerry stated it is feasible to keep long term IGA's in view, the risk we face is we have nothing to compare to. Mike Swenson noted when we talk about what we are paying for – F&D is with us through the entire project. In whatever form you have notes or recollection, please formalize your contacts to Mike Reddy's point, we need to have documentation for inquires that may come up. Get this to Kelley.

Personnel in 2020. Chief Shirlaw requested approval to increase BC Hatlestad from 20 hours to 30 hours per week. This will provide time to work more on grants. Specifically, AFG, Assistance to Firefighter Grant, there is good opportunity for a construction grant. BC Hatlestad provides great education to our personnel. Also frees day to day duties for Chief Shirlaw to work on an IGA, the task force, etc. Chief Shirlaw noted as a side bar, we hired 2 new positions, captains and a chief. In one hiring we now send an ambulance to town and we are sending 3 paramedics to a call. We are responding quickly with people still in district and available. Great progress. Kerry asked if these would be daytime hours. Chief Shirlaw responded yes BC Hatlestad would be working 3 10-hour days. Mike Reddy

asked if Karl is good with the increase. Karl stated yes. All agreed the increase in hours is appropriate. Ralph noted over 50 years he learned these fire trucks don't run by themselves. The community is positive about supporting firefighters. Chief agreed retention is a huge issue. Chief Shirlaw reminded we did freeze the pension in 2017.

Consolidation. Chief Shirlaw stated the nation is facing a reduction in volunteers. We are not yet in a crisis but will be in a crisis in the next 5 to 10 years. Kerry agreed there is a cultural shift. North Fork, Elk Creek, Inter-Canyon and Indian Hills to some extent have been talking about consolidation over the past few years. ECFR recently reached out to us, this is a great thing. Chief Shirlaw does not want to wait for a crisis to address these issues. Currently Chief Shirlaw is regularly meeting with ECFR about this process. First steps, our EMS Captains are working together. We are collaborating on specifications on a new ambulance. We are combining trainings, we have the same medical director, our practices are close. Chief Shirlaw acknowledged his timing for July of 2020 is aggressive.

With an IGA, stations, personnel and apparatus are all a part of working together. There may be mods of 10 people working on fuels, training on wildland, cutting down trees and a resource to respond fires. We want mods here. During the Deer Creek Fire, 20 people from Elk Creek kept the fire out of the community. We will be running on calls together and housing crews. There would be crews at Station 1, this is important for residents especially on the other side of Deer Creek. Mike Swenson inquired as to a need for sleeping quarters for 10. Chief Shirlaw responded yes, we would have 6 bays at Station 1 with quarters for people to sleep in, washing clothes, etc. Will it be filled right away, no, but it will fill in the next several years. Mike Reddy commented it was interesting when Bancroft Lakewood merged. Everything was working until it became a political issue. There were 3 boards, including a joint board. All were represented by attorneys. Governor Romer asked Mike Reddy to work on bringing them together. Mike Reddy stated we need to throw something in on a board to-do's, we need to work on boards communicating. The board needs to get online and Mike stated he would like to work on this. Chief Shirlaw agreed the reasons for failure are ego and money. West Metro and Wheatridge had issues because a captain had been upset about losing rank. We all should want what is best for residents. We have agreed no one will lose their job or their pay. It is about taking people to lunch etc. Mike Swenson asked at what point do we engage attorneys. Chief Shirlaw responded we are getting to know each other at this point. We will need to write an IGA first, this can be a hiccup. Mike Reddy advised legal firms were also an issue, keep the legal outside as long as possible.

Chief Shirlaw continued, at Station 3 we will be looking for a helitac crew. We are working on academy, why would we not build 3 as a training facility. Station 3 would become a regional training for EMS, paramedic and EMT school. We are working on our relationship with Centura as well. Why would we not build a wildland training center here. Mike Reddy noted there is a need for incremental planning and design to extend and develop this. Chief Shirlaw stated he is pushing hard for a manned station to provide quick response to Highway 285. Kerry asked if there is a model for 24/7 build out, is there capacity for drop in ER facility? Chief Shirlaw responded this is part of what we are working with Centura, the locations would be in Conifer, more of a 20-year model where we do have this type of facility in Conifer. BC Hatlestad noted this planning makes crews more available. Kerry referenced SW Airline success due to people training alike, this eliminated the need to retrain on different apparatus etc. Chief Shirlaw advised Elk Creek Fire mill sunsets in 2023. We will need to work on a campaign ahead of time to educate the public for a vote. Kerry noted this is a strategic goal. Karl asked if Elk Creek is addressing issues with board members uninterested in merging. Chief Shirlaw confirmed yes. Karl noted one gentleman who was not positive about a merger, is he an outlier? Chief Shirlaw confirmed yes, board members are positive about merging. Mike Swenson agreed socialization in this is important, people want to hold on. Over time you can help people see benefits. Mike Reddy stated the work Chiefs are doing is very good. There should be annual reports about how well the process is going and Mike cautioned there will be fallout.

Mike Reddy asked what the plan is for extending out to Indian Hills and North Fork. Chief Shirlaw advised he and the Chief at North Fork have been talking for some time. There is some conflict between Elk Creek and North Fork. Indian Hills Chief Carson has announced his retirement. We would like to have a board member to reach out to Indian Hills. Mike Reddy stated he knows Scott Kellar on Indian Hills Board. BC Hatlestad noted board to board is much better visually. Kerry asked when is the retirement date? Chief Shirlaw advised at the end of the year. Mike Reddy inquired is the worst-case scenario to forward with only Elk Creek. Chief Shirlaw confirmed yes, we are moving ahead with Elk Creek Fire. Chief Shirlaw is moving toward IGA in June 2020. Please see attached document for timeline.

Kerry asked if Chief McLaughlin has documentation like this as well. Do they have capital expenditure plans? Chief Shirlaw confirmed yes, they are remodeling station 2 and plan to house their mod there. A new ambulance is in works as well. Mike Swenson asked if a joint training chief is hired, how does this effect our training captain? Chief Shirlaw advised it will free John to focus on training and making sure everyone is getting their certifications. The IGA can hire people. Chief Shirlaw explained each budget goes up to the IGA, ideally some of our board, some of each board would become the IGA board. We would keep our expenses. Karl added our overhead, note payable, commitments would be maintained under our cash flow and we would transfer what is beyond that to the IGA. Mike Reddy stated the IGA is not an entity, the IGA is the agreement itself. A taxing body will be created in order to consolidate. We need to look at this with DOLA. We need to ask do you keep the fire budget in district, does EMS become combined. Mike Swenson noted there will be residents paying different mill levies. Karl stated that is a problem with a true merger as the mill levies must be the same. Chief Shirlaw advised Elk Creek is going for 5 mills up to 12 mills, it would be an easier bump if we merge. We could go down to 12 mills in a merger. Chief Shirlaw added we are now both using Emergency Reporting, we are doing things purposely to align. North Fork is at 13 mills. Mike Reddy asked what Indian Hills mill is. Chief Shirlaw will have to check. Chief Shirlaw noted we are aligning practices to ensure a merge would not be so drastic. We all bring something to the table.

Mike Swenson stated the consolidation is a great idea. We need to put a snake on the ground. Kerry noted this is the clearest discussion we have had on the topic. Chief Shirlaw stated he would like to be ahead of the crisis. We have people bringing us quite a lot of experience. We will always need volunteers. We recognize we need the move. Mike Swenson noted we are coming from a position of strength, solid financial, good facilities that can be better. Why not build on this. Karl noted we do have the pension liability. Elk Creek Fire is better off, the debt level is nothing. Their pension is overfunded. We need to work our way thru that. Chief Shirlaw responded there is a good plan to address this issue. Chief Shirlaw looked at pension debt based off the roster. There is maybe 10 people on the roster that may make pension. Chief Shirlaw believes the pension will look better in 5 years. Karl agreed. DC Matt Araki asked what happens to pensions in a merger. Chief Shirlaw confirmed pensions will remain the same. Mike Reddy noted there was a substantial difference in Lakewood and Bancroft, it was a big point of conflict between boards. It can be worked out. It is about transitioning from what has been and what it needs to be.

Karl stated he specifically has no problem hiring F&D. Currently there is a generic contract. We need to meet and get specifics on the contract and then begin discussions about the contract. Mike Reddy stated he would like to review the contract. Kerry would recommend F&D update to a formal proposal and fine tune estimated numbers. Karl noted the design was substantially less in cost for Green Mountain Fire although some of the preliminary work was done. Kerry requested a proposal with Stations 1 and 3. Mike Reddy noted we will need to discuss with our attorney we are intending to contract. Chief Shirlaw asked if he should have F&D ready for board vote at the December Board meeting. Up to then, we will need to review the contract and have the attorney review. Chief Shirlaw stated he will reach out to F&D. Mike Swenson stated there might be a need to have another meeting. The December 2nd study session was move to December 4th at 8:00 Station 3 in order to meet with F&D.

To wrap up, we are moving forward with communications study. Chief Shirlaw will reach out to North Fork. Mike Reddy will contact Scott Kellar with Indian Hill. Approval was made for increase of hours for BC Hatlestad.

8. Public Comment

9. Adjournment

There being no further business before the Board, the meeting was adjourned at 11:16 hours.

Minutes by Kelley D. Wood, District Administrator

Submitted by:



Kerry Prielipp

Secretary, BOARD OF DIRECTORS

INTERCANYON FIRE PROTECTION DISTRICT

Attachments:

1. Meeting Agenda
2. Strategic Planning Documents

Approved by:



Karl Firor

Treasurer

Capital Expenditures:

Stations

- Hire engineering/General Contractor firm
- Plans/build for stations 1 and 3
- Begin construction
 - Cost for firm plans ~\$60,000
 - Construction costs estimated \$3-5 million
 - Timeline of plans to construction

Engine

- Begin the specs on a Type 3 engine working with neighboring districts
 - \$400,000

Brush Truck

- Re-chassis 651
 - \$150,000

Apparatus replacement timeline

- Working from a corridor coordinated plan for replacement. Working together to reduce costs and redundancy, increase efficiency, and create standardization.

Communications:

Statement:

Our top priority is the ICFPD VHF radio communications system. Historically we have put minimal finances towards communications and often completed the work with volunteer hours.

Communication breakdown has been linked to every near miss or line of duty death in fire, EMS, and wildland incidents.

Need:

- VHF radio communications is a top priority in 2020
- We need to ensure reliability as well as redundancy
- As close to 100% district coverage as possible with hand-held portable radios

Goal:

- By June of 2020 ICFPD will have completed a study of our current communications system identifying holes in coverage and listing options moving forward
 - Cost; ~\$20,000.00
- Purchase equipment for two tower sites;
 - Microwaves, antennas, repeaters, voters, back-up power, etc.
 - Cost; ~\$50,000 per site
- Monitoring system in place for each tower site
 - Ensures the system is running at peak performance and identifies outages immediately via text/email.
 - Cost ~\$720 year 4 sites
 - One-time fee \$3,000
- Tower site rental
 - Space is available on existing tower sites within the district
 - Rent is estimated to be \$500 per month for tower and site space
- Ensure a radio for each fire fighter/EMT
 - Have many in stock; Motorola PR400 (current radio)
 - \$200 per radio
 - Upgrade to the P25 platform
 - \$1,200 per radio
- Ensure all members understand and utilize current communications plan
 - No cost, training hours only

Equipment:

Apparatus:

- Re-chassis 651 to four-door for increased crew capacity
 - \$150,000
 - Spring 2020
- Order new type 3 delivered in late 2020, early 2021
 - Replace 635
 - \$400,000
 - Order early 2020
- Re-model of 680
 - \$60,000
 - Spring 2020
- Prepare for type 3 2022
 - Replace 632
 - \$400,00
- Prepare for new medic unit by 2023
 - Replace 681
 - \$250,000

Personnel:

Hours

- Move Chief Hatlestad to 30 hours per week.
 - Increasing Chief Hatlestad's hours allows more time for grant work and training for the district. This increased time additionally allows me to focus on larger projects where Chief Hatlestad can take on more day-to-day items.

Consolidation:

Corridor:

- Elk Creek
 - Combined EMS training.
 - EC and IC EMS captains working together on training, equipment, standardize practices.
 - Currently use the same EMS educator.
 - Both districts work under the same medical director.
 - Combined Fire/Rescue training.
 - Hire Training Chief to coordinate weekly/monthly trainings.
 - Two nights per week offered.
 - Each district has personnel to manage their members certifications, training hours, etc.
 - Work towards IGA;
 - With-in six months have a signed working IGA.
 - IGA for training and EMS
 - Work towards standardization;
 - SOP's
 - Gear
 - Apparatus
 - Work towards members working out of any station EC or IC
- Indian Hills
 - Working towards IGA (most likely fall 2020)
- North Fork
 - Working towards IGA (most likely fall 2020)

Wildland

- Fuels Program
 - Fire module
 - Ten-person module (2021-2022)
- Chipping program
 - Purchase chipper
 - ~\$40,000 (2021-2022)
- County initiatives

- Task force, we have a seat
 - 2020 moving forward
- **RMRI**
 - Currently working with the USPP towards this grant
 - Late 2019 to April 2020

Inter Canyon Fire Protection District

2020-2023 Strategic Plan

This strategic plan is a working document to guide future actions and measure our success in serving the district. This plan will enable the department to accomplish our mission to serve and protect the residents and their property, ensure safety of our members and reflect the district's vision as a model of excellence.

The next few years will be ones of great change bringing many challenges but also exciting opportunities. We will grow unlike any time in our history and will experience change not seen at any time in our district's history. The change will encompass not only our district but the entire 285-corridor.

In 2018 Inter Canyon identified our deficiencies and addressed them the funding shortfall with a ballot measure seeking approval of the voters. We identified the need for increased personnel, facilities and apparatus and district voters showed overwhelming support. We developed a 1-3-5-year plan to address these needs. In 2019 we hired for two positions, a Training/Wildland Captain and a Battalion Chief, filling the positions from our current ranks. Additionally, we began the process of hiring a firm to assist us with the re-build of two stations, stations 1 and 3. We also began the process of fleet replacement with the plan of replacing our two Type 3 engines.

In 2019 we faced unexpected events, mainly two direct lightning hits to one of our communication towers. This identified a weak link in our communication system, a lack of redundancy. This VHF radio communication system failure highlights the safety risk we encounter if we do not address this issue. The Deer Creek Canyon Park Fire highlighted the need for a robust communication system with built in redundancies. We have begun to address these issues and recognize that communications will take a top priority spot in 2020.

Over the past approximately 18 months Inter-Canyon and neighboring districts have been discussing consolidation along the 285-corridor. We have done low level financial exploration regarding maintaining services, budgets, expenditures, and redundancy savings by having a combined effort. The leadership of all 285 corridor districts recognize that volunteerism is declining and will continue to drop over the next five to ten years. None of these departments are currently in crisis but we are all heading down the path. We all recognize the need to combine efforts to create a true combination department along the 285-corridor creating one district and increasing the career staff to support call volume and meet community expectations.

In the past few weeks Elk Creek and Inter-Canyon have been discussing this move, we have had informal meetings to outline the process to move forward in late 2019 into early 2020. These meetings will also involve North Fork and Indian Hills, to the level they would like to contribute and participate. There are expected changes in leadership in 2020 for some of the local departments.

Working towards an Inter Governmental Agreement (IGA) and consolidation will be a top priority in 2020 and into 2023. Many steps will take place in this time frame. The first steps will be to formalize the IGA process in the first six months of 2020.

Another area of concern for the district are facilities and apparatus. Currently we have identified two stations for remodel, stations one and three. None of the stations meet NFPA standards for fire stations. While each has insufficiencies with water, proper gear and wash stations, as well as ADA inadequacies they do function at a minimal basis for response. As we move into the next three years there will be several changes to our mountain districts. We will see more personnel added along the 285-corridor as well as an increase in call volume and a decrease in volunteerism. We have set the initial steps towards expansion with the success of our ballot measure in 2018. It is time to move forward with the next phase, hiring an engineering and architect firm to remodel our two stations. The district has taken measure to ensure due diligence by reaching out to several firms however only one has responded with detailed plans for financing and construction of our new stations. The district is ready to move forward with the process.

In order to measure success a timeline for 2020 has been created as well as yearly goals for 2021 through 2023. This is a high-level view of our work and timeframes. The three areas of work in the next four years will be communications, facilities, apparatus, and consolidation along the 285 corridor. Along the way we will have several other projects such as re-chassis of a brush truck, increasing certifications for wildland response, community and count-wide projects, and increasing ALS EMS response capabilities. While these projects are important to the district and 285-corridor the true measure of our success will be with the three areas highlighted above.

We will have several changes in 2020, with new communications, consolidation and facilities. ICFPD is prepared to handle these changes while ensuring our priority of community response and safety to our members. By addressing and upgrading our communications system, continuing to provide excellent training, consolidating our efforts with neighboring districts and building safe and efficient stations we will move into the future prepared for the challenges we face.

Inter Canyon Fire Protection District

Timeline

January-June 2020

- Hire Architect and engineering firm for remodel of stations one and three
- Work with Elk Creek towards IGA
- Complete report from communications study

June-December 2020

- RFP for construction phase of remodel of stations one and three
- IGA with Elk Creek under review
- Communications study complete, enter implementation phase

December 2020

- Construction phase of remodel stations one and three
- Working toward implementation of IGA with Elk Creek
 - Hiring Training Chief for combined districts
 - EMS training
 - Fire training
- Communication implementation completed

2021

- Completion of stations one and three
- IGA completed and functioning
- Working towards implementation of staffed stations and running combined calls
- Hiring additional staff through IGA
- Work on reducing redundancy in apparatus and equipment

2022

- Working with firm toward end goal of ballot measure for merger
- Working and implementing workflow and management of district merger

2023

- Districts ballot measure, finalizing the merger