



INTER-CANYON FIRE PROTECTION DISTRICT
STRATEGIC MEETING OF DIRECTORS AGENDA
ICFPD Station 3 with Public Via Zoom Webinar (until further notice)
September 18, 2021

1. Call to Order
2. Changes to Agenda
3. Approval of Absences
4. Acknowledge Guests

Basic overview of the topics that will be covered from the operations side.

5. Stations
6. Communications
7. Consolidation
8. Conifer Wildfire division
9. EMS
10. Fleet
11. Amendment 27 (more of a discussion and awareness)
12. Executive session, if needed
13. Public input (for matters not otherwise on the agenda/3-minute time limit/no disrupting, pursuant to Section 18 9 108, C.R.S.)
Consistent with provisions of Section 18 9 108, C.R.S., district residents wishing to make a comment will have three minutes to speak and are asked to keep comments on topic and respectful.
14. Adjournment. (to be followed by signing of documents)

**INTER-CANYON FIRE PROTECTION DISTRICT
BOARD OF DIRECTORS
MINUTES OF STRATEGIC MEETING
ICFPD Station 3
8445 S Highway 285., Morrison, CO 80465
Public Attendance in Person or Virtual Meeting via Zoom
September 18, 2021**

1. Call to Order:

The ICFPD Strategic Board meeting was called to order by Mike Swenson at 08:41 hours.

2. Changes to Agenda

3. Approval of Absences

Board Members Present:

Mike Swenson, President

Kerry Prielipp, Secretary

Bob Scott, Director

Karl Firor, Treasurer

Excused Absence:

Dmitiry Pantyukhin, Director

4. Guests Present

Deborah Brobst, Canyon Courier

Jackie White

Barbara Davis

Joseph Fields

Mike Swenson welcomed guests. It was noted agenda items would not be in sequence.

Proposition 120 was discussed it will impact special districts by \$250M. The assessment rate would go from 7.2 to 6.5. Mike laid groundwork related to the Gallagher Amendment. The Community approved a mill increase in 2018 and the question is does this apply to ICFPD? It was stated the Proposition will affect those who excluded themselves from Tabor and Gallagher. What is the play between the amendment and proposition? Chief Shirlaw stated area Chiefs have been discussing the issue and he believes legal counsel could help. The thought is whatever amendment comes next seems to supersede what is currently in place. Chief Shirlaw will be attending the Chiefs Conference in October. There is a big push to move rates down. Should the Proposition pass, there will be a 9% reduction to our budget at \$134k. Chief Shirlaw advised he recently attended a Wildfire Matters meeting. Senators asked thoughts of Chief Shirlaw. Chief Shirlaw explained it is a reduction to the budget. State Chiefs are watching and moving to put together strong opposition. Chief Shirlaw is worried about this, the climate we're in, will residents see this as a positive, will they see that there will be a reduction in service. Bob noted there are more questions than answers even at the SDA Conference and agrees legal counsel would be helpful.

Karl advised the increase we were looking at goes out the window at about \$150k, we would go from \$1,558,000 to a 10% reduction. We are currently at \$125k negative, with the reduction we will be at \$275k negative. This puts our summer projects, the wildland crew and chipping at risk. We don't have a lot of places

to cut. We will have to re prioritize. We may lose one of the stations. Mike asked if there is any sense of timing. Chief responded no he is not sure if this is on ballot this November. Chief Shirlaw knows they are pushing to get it on the ballot. We may know this year. Chief Shirlaw has not yet seen a big campaign against the Proposition. Bob stated we do not know who is funding these proposals. Those funding will have to reveal who they are in the future, but not knowing now is posing a challenge. Costs to fight this will be over \$1M, we, special districts, are all a part of that. There are so many what ifs. Bob stated he wants all to be aware of the issue. Mike noted SDA represents special districts, if there is opposition, it would have to come from the SDA. As a special district, not sure we can oppose or collectively oppose with other districts. We as property owners can. Chief Shirlaw stated he believes we can share information on how it impacts the district and service to the community. Mike's sense is as soon as we know we should communicate with our community. Provide a view of the whole picture and the greater impact on your fire and EMS service. Bob noted the battle we fight is residents get the statement and understand how it impacts their own budget. They are not sure what special districts are other than a political agency. It is a tough sell to vote against a decrease in taxes. Mike noted 74% of our community did vote to raise their taxes in 2018.

Chief Shirlaw advised he found that Proposition 120 is on the ballot for this November. The rate will go from 7.15 to 6.5 residential and 29% to 26.4% for commercial. Agrees with Bob people will see a reduction as money in their pocket. This is going to be a tough battle. Bob noted we don't have a lot of time. Karl asked for input moving forward, we don't decide today, but what do we do with the shortfall and how do we correct it. Additional revenue from assignments will help. \$275k says we must change our process. Buildings and a bank payment versus personnel is where we go. We may need to go to 1 fire station. Chief Shirlaw stated chiefs will put a voice out there. We have good relations with representatives. We will put out information. We will have to look at 2 different budgets. Chief Shirlaw will meet with Chiefs to discuss. Karl will prepare a second budget and we will have to see what November brings. Kerry from a communications standpoint knowing, out of the next round of meetings, what will the communication plan be. Chief Hatlestad advised he has been working on this and plans to chat with local media representatives. Bob asked all to keep in mind this will effect all special districts including water treatment, water, libraries, etc.

Stations

Chief Shirlaw noted the RFQ (Request for Quote) has been received from Adam at F&D. Thankfully Bob is here to know how that should look. We do have the wording. Bob noted Adam had some questions as to whether we should do a pre bid walk with contractors. Bob stated he agrees we should do the pre bid walk. Questions Bob has are will we have enough interest, how many contractors, we may need to have at least one if not 2 walk throughs. Kerry agreed. Bob noted some will self-eliminate. We will know the names quickly on who is qualified. Chief Shirlaw stated he thinks 30 days should be sufficient. This is what these companies do. Bob noted there are 2 stations. Chief Shirlaw stated we can be flexible based on feedback. This timeline puts us at end of October, beginning of November. We will have a clear picture regardless of what happens with the ballot. If these come back high, we may not be building in April. We will have to take a pause where we decide 1 station or 2 and we wait for prices to come down. Mike noted, we now have bid docs, what is our timing on pre bid walks. Bob suggested the next couple of weeks. Chief Shirlaw indicated he will plan to get this out early next week with site visits in early October. That gives 2 to 3 weeks to provide bids. Bob noted if

it is not enough time, they may not be able to do the project. Bob expects numbers at \$250k to \$260k, we could have a good conversation. We will have to discuss.

Chief Shirlaw advised we are getting the color rendering of Station 3. It looks fantastic, Chief Shirlaw stated he is very excited about it. Bob asked if render is just the facade. Chief Shirlaw confirmed yes. Bob would like to take the basic floor plan and project it onto the land. Mike agreed that would help the community to put in reference. Kerry agreed it helps put the whole puzzle together. Mike agreed we could not accurately walk the perimeter of this property. The community does not know the space we have here. Chief Shirlaw will request the projection from Adam. Mike asked if doing pre bid walks in early October, what is the timing for public sharing and inviting community. Chief Shirlaw indicated any point in time, but has hesitation if prices come back high and we end up a year out. Bob thinks lets share and if there are constraints, we communicate that. Mike stated he thinks it is advantageous to do as soon as possible. We have shared concepts but where we are now is way further along and a much better presentation.

Mike stated he thinks F&D is coming back to us with something that is appropriate and tangible. We are not over or under building. Chief Shirlaw agreed it is a very functional building. With no covid restrictions, we could meet at Station 3. I think it is helpful for people to see the reality. People need to know there is no potable water at stations. Kerry a parallel thought and value out of those meetings, it comes back to a couple of years ago, we learned there is a gap between what public knows and what we need to ask for. Facilities and infrastructure are important, and do people know what we are doing related to wildfire mitigation. Not diluting from the rendering but we should also be communicating about mitigation. Chief Hatlestad recalled in the past we added a series of community meetings around wildfire mitigation where we also talked about training, recruitment, trucks to give picture of what we can do and what we can't do. Mike recommends setting a date today, a Saturday or Sunday. Chief Shirlaw advised he will be attending HOAs. Mike thinks we should gather at Station 3, maybe have a wildland truck present. Chief Shirlaw cautioned meetings at the stations are not always well attended. We are doing so many projects. Mike stated when people ask him about the fire department he talks about communications, the staffing, the wildland crew, the trucks and what we are doing to help improve safety for firefighters and the community. Chief Shirlaw agreed it is good to give people a reason to come here. Kerry noted coffee at Tamari's was successful in the past. More of our community members are not HOA members. Chief Shirlaw advised he was at a recent White Deer Valley HOA where there were about 22 people, couples, so about 10 houses represented. We can use social media and the Canyon Courier. We now have community organizations, the ambassadors, HEAT, etc. Chief Shirlaw added we can use Elk Creek Fire, Community Connect on the website as well. Chief Shirlaw will look at dates. Jackie White asked if there has been a proposal for a merger. Would station 3 budget and design meet current needs or needs if there were a merger. Chief Shirlaw responded we can jump into the consolidation topic and answer.

Communications

Chief Shirlaw indicated he has nothing further on communications from the Board Meeting. We will be replacing radios where we can. Mike asked where we are with moving to apps like First Due and IAR. Chief Shirlaw responded we are moving to First Due. With First Due, we cannot message yet, we are waiting on expansion of that capability. Mike asked if we have selected the wrong supplier. Chief Shirlaw explained his

frustration in using 6 different apps. Each app has something good but doesn't do all the necessary features. First Due offers community input where they can input items of concern i.e., elderly resident, dogs in home, etc. Chief Hatlestad spoke to replacement of radios. Current radios are aging and are at 10 years old. The radios are commercial grade not emergency response grade, they are limited in durability and other factors and are reaching end of life. We are looking at improving quality of the radios. Karl asked what replacement will cost. Chief Shirlaw stated \$1200 per radio. We are working on a grant to purchase 40. This is a 6-year plan to bring the entire department up to speed. 4 to 5 a year would be a decent pace. Karl asked if current radios will continue to work over the time period. Chief Shirlaw believes yes as they will start with priority personnel first.

Consolidation

Mike indicated he was approached about a potential merger. Mike stated we are as open as we can be. Chief Shirlaw advised he was with Chief Ware at Conifer Town Hall meeting and shared the districts have been conducting a feasibility study. The study is nearly finalized, we are looking at end of October for final draft. Going back to Jackie's question and expanding on Station 3. We recognize the current model is failing, we can't sustain that a whole lot longer. Volunteerism has dropped, 90% of our district is volunteer. The drop is a national trend. We have increased call volume with call acuity going up. We are relied upon for all types of emergencies. All the mountain area districts are not failing, but realize change is necessary. We are building the station for where the district will be in 5, 10 to 20 years and what community demands will be. Our service will decrease as volunteers drop down further, yet costs will increase.

We are looking at consolidation to improve service while there is increase of demand with limited resources. Jackie asked how you define service. Service is all the things, going on 911 calls, the community paramedic program, mitigation and chipping, car seat inspection, all services we provide to the community. Why would we ask for a ballot measure if it does not improve service? If we stay status quo, we will be in trouble in 3 to 4 years. Jackie asked with proposal of merger, will there be a greater paid staff. Chief Shirlaw responded he would like to see an increase in volunteers, paid staff is here to support volunteers. 8 calls per day cannot be managed by paid staff. Personnel costs are not sustained. There will be an increase in paid staff. We will know there are people coming to the call. We recently had a high acuity call in North Fork Fire District that Elk Creek Fire had to help with and ICFDP had a high acuity call, where many people were out of district for events, the 911 Stair Climb and Big Chili, we were limited. Chief Shirlaw responded by himself to a call with several patients, it was a bad accident. That is the perfect storm we see.

We try to follow NFPA 1720 response times standards. West Metro Fire has to get people to an emergency in a specific amount of time. We have less ability to meet that minimum, having paid staff with a merged district will help. Jackie asks where efficiencies come from with the proposed merger. Chief Shirlaw stated we don't have to purchase as much in apparatus, costs can be absorbed by a larger district. Fewer administration, fewer chiefs, consolidated costs. There is not a massive cost savings in a merger, the benefit is in the service to the district. We can't expand our volunteer service so supplemental paid staff will help. We will be able to offer volunteers more when merged, we can offer educational programs. A volunteer could drive an ambulance or do other things. We do see some savings in apparatus. We are sharing costs of a training chief, and an EMS person. Kerry added it is more about cost avoidance. Fix assets are now able to be deployed

multiple places rather than just waiting for a call within the district. It is the longer time of maintaining the service and not having to reinvest.

Chief Shirlaw noted if a call drops in Aspen Park, we can get more people to the calls quicker. We can expand fuels crews, add more specialized people. More boots on the ground to hit initial attack on a fire. Mike noted positive things we have done, we went out and hired experts and we hired AP Triton, an independent, 3rd party with no allegiance to any one district. AP Triton has looked at our assets and provided guidance on how we might move forward. They have a good understanding of why things are successful or not. Chief Shirlaw added you may not see this aspect as a resident, but working together, we become a large voice in the county. We are working to get the WUI done. We represent 50% of the highest risk area in Jeffco. We can't be ignored. We are fighting for services and programs. ICFPD on its own is a small voice. Districts struggle to get funding. Jackie asked about the consultant if they offer support to see the merger through. Chief Shirlaw responded they give 2 to 3 avenues on how to proceed if it does make sense. They provide a projection on budgets combined and what that could look like. We would then go for a master plan. They could or another company can do the master plan.

Chief Hatlestad further explained the acuity issue, it is critical, 10 to 12% of EMS calls require a paramedic. 90% of calls can be supported by BLS EMTs, and volunteers can provide that care and transport the patient. Still a paramedic is needed to be available. Volunteers can easily become an EMT in 200 hours. 1500 hours are required to become a paramedic. You can't hold a job during the course, the cost is \$8 to \$10k. We can ask volunteers to become an EMT easier. Paramedics are in high demand. We are now seeing organizations offer \$5k signing bonus to paramedics. In Bozeman, Montana, they are offering a \$15k sign on. We can't compete with that, yet we still need to provide that level of service. Chief Shirlaw added we are starting see a trend of multiple calls at the same time. Merging allows us to have volunteers transport and keep responders in district. Jackie asked about rising acuity, what is contributing to that. Chief stated 25% is due to an aging population as well as younger families moving in. We see increase in recreational activities in the area, i.e., Staunton Park, we have a climbing wall in the canyon, and an increase in bicyclists. There were 10k cars a day a few years ago and that number has increased. Housing increased. Increased population. New buildings coming in. More recovery centers, health care at maximum capacity. Search and rescue calls have increased. More technical calls. Increase in flights, increased wildfire risk.

Chief Hatlestad added this change has impacted our payor mix as well. We saw more motor vehicle accidents in the past, cars are now safer and we still respond, but transport is not required. High acuity numbers are small. Auto insurance reimburses well. We have an increase in EMS calls that are Medicare patients which pays about 1/3 of our costs. Reimbursement has decreased while call volume has increased.

EMS

We have started building a community para-medicine program in conjunction with Evergreen Fire. The Evergreen program has been operating for 18 months. Related to what Chief Hatlestad said, the study showed we have ability to get more money from GEMT, a program that allows established EMS services to get reimbursement for unfunded payment by Medicaid. Elk Creek Fire collected \$46k. We will be looking at

collecting more funds there. There has been a 60% reduction in EMS revenue. For EMS supplies, we are building a computerized scanning system with ability to track and monitor supplies better.

Wildfire Division

Chief Shirlaw noted a lot depends on the Amendment. We have been very successful, we are paying for a 4 person chipping crew. We do pay for the crew in full. The mod is paid for by Elk Creek Fire. The Module is a 10 person fuels crew that does project work. We are continuing a shared resource. The Mod assists the chipping crew. We have usually 14 to 15 people available for initial attack. This is also a source of income. Apparatus can go out on assignments. The tactical tender can go out and earn money. Personnel expenses come off books while personnel is on assignment. Mike noted the other side is when personnel does this they gain and bring expertise back to the district. Chief Shirlaw agreed and would like to look at expanding the fuels crew. Currently we are able to get to about 600 homes per year. If we can increase to 1000 homes, its more fuel leaving our district. Kerry provided feedback from HEAT residents noting the communication process was not great acknowledging it is a learning process. Chief Shirlaw explained the fuels crew lost a crew member and got behind, they needed more personnel. Mike indicated it was great. Capt Mandl had mentioned people were putting stuff out to pick up and had not signed up, the crew picked those piles up also. We have the Wildfire Home Assessment Plan, we are not going to mitigate out of this. We are hardening the home and educating the community about evacuation. This is important to look at for increase next year. It also helps with community perceptions as it is very visible. Jackie asked about shrinking of the slash program mentioned by Commissioner Dahlkemper. Chief Shirlaw noted the good thing on that topic is relations with Representative Cutter and Story as well as Commissioner Dahlkemper are great. They are asking Chiefs what programs they should be funding, focusing on fuels reduction and biomass. There are a lot of moving parts.

Fleet

Chief Shirlaw would like to replace the red and white vehicles with a truck and has reached out to Johnson Auto Plaza for pricing. Looking at group/fleet pricing discount. The two vehicles are not running well at this time. Bob asked Chief Shirlaw to keep him posted, we are getting State price, we may have to get up to 15 vehicles for fleet pricing, but we will see. All the districts are purchasing from them.

Mike asked if there are any words of wisdom from Chief Araki. Chief Araki stated he likes where we are going and would like to keep on going. We are improving over the past. Mike noted Chief Araki's role as a volunteer is a major symbol and element for our district.

Mike thanked guests for attending. Joseph Field noted there is room for outbound communication with the community. When asked how Joseph hears about what is going on with ICFPD, Joseph responded he doesn't. Joseph indicated email would be best to reach him, he does not do social media. Joseph suggested signage be placed around the district on upcoming events. Joseph added he has a special place in his heart for ICFPD as he was a founding member.

Mike stated he would be remiss if he did not comment on a couple people. Karl has led us through the financials for a long time. We are holding on to him. He would be term limited in spring but has had to leave earlier. We would not be in the condition we are in now if not for Karl.

Mike noted we are holding on electronically to Kelley as well. Kelley has really helped administratively. Mike recently explained to a neighbor, you are probably aware of challenges we've been through. Pain delivers growth. We would not be where we are today without the pain. We needed checks and balances.

Adjournment

There being no further business before the Board, the meeting was adjourned at 10:09 hours.

Minutes by Kelley D. Wood, District Administrator

Submitted by:



Kerry Prielipp
Secretary
ICFPD Board of Directors

Approved by:



Michael Swenson
President
ICFPD Board of Directors

Attachments:

1. Meeting Agenda