



POUDRE FIRE AUTHORITY
BOARD of DIRECTORS MEETING AGENDA
102 Remington Street
Fort Collins, CO 80524
August 24, 2021
8:30 AM

Prompt, Skillful, Caring

*Requires Board Action

The August PFA Board meeting will be a hybrid meeting open to the public as well as virtually. Instructions to join the meeting virtually follow. Individuals who wish to make comments regarding items scheduled on the agenda or wish to address the PFA Board during public comment on items not specifically scheduled on the agenda must use the Q&A option within the meeting or send comments to publiccomment@poudre-fire.org. Individuals must be recognized by the Board Chair. If speaking in person, please sign in at the table. The Chair will allow five minutes or less, depending on the number of speakers, for each individual.

Please click the link below to join the Board meeting: <https://tinyurl.com/hevny39c>
Or Telephone: +1 669 900 6833 or +1 253 215 8782
Webinar ID: 848 9305 1839
Passcode: 102

PLEDGE OF ALLEGIANCE

PUBLIC COMMENT

DISCUSSION ITEM

1. Poudre Fire Authority Board Agenda Planning Calendar

CONSENT AGENDA

2. July 27 and August 4, 2021 Poudre Fire Authority Board of Directors Meeting Minutes *

STAFF REPORT

3. Wildland Fire Program Update
4. COVID-19 Update
5. Senior Leadership Team Update
6. Civilian Employee Compensation Study Summary

DISCUSSION ITEMS

7. Election of 5th Board Member, Board Officers, and Board Secretary *
8. 2022 Budget Preview and Revenue Update
9. Citizen Life Saving Presentation

BRIEFING PAPERS/OTHER BUSINESS

10. Briefing Papers / Other Business

CORRESPONDENCE

11. Correspondence



DISCUSSION AGENDA ITEM SUMMARY

Item #: 1
Meeting Date: 08/24/2021
PFA Staff: Derek Bergsten, Kirsten Howard

SUBJECT:

Poudre Fire Authority Board Agenda Planning Calendar

EXECUTIVE SUMMARY

The Poudre Fire Authority Board Agenda Planning Calendar is attached for Board review and comment.

STAFF RECOMMENDATION

Item for information and discussion.

FINANCIAL / ECONOMIC IMPACTS

None.

ATTACHMENTS

- a. PFA Board Agenda Planning Calendar

PFA Board Agenda Planning Calendar

Work Session
Cancelled Meeting
Special Meeting
Executive Session
Change to Agenda
City Council Meeting
Revised: 8/17/2021

Unscheduled: Equity & Inclusion, Behavioral Health and Alternative Deployment Models (interagency group), PFA Committees, Mulberry Annexation, Peer Support Update, Community Survey, Cultural Survey, Mulberry Annexation

Month	Type	Detail
September 11, 2021	Special Event	<ul style="list-style-type: none"> Memorial Groundbreaking Event
September 28, October 5, 2021	Regular	<ul style="list-style-type: none"> 2022 Preliminary Budget Appointing Employer Representative to Money Purchase Pension Plan Board of Trustees
October 26, 2021	Regular	<ul style="list-style-type: none"> Resolution Setting 2022 Meeting Dates Preparation for Fire Chief's Year-end Performance Review
November 16, 2021	Work Session	<ul style="list-style-type: none"> 2022 Budget Work Session
December 14, 2021	Regular	<ul style="list-style-type: none"> 2022 Budget Adoption 2021 International Fire Code Adoption Fire Chief's Year-end Performance Review
January 25, 2022	Regular	<ul style="list-style-type: none"> Designation of 2022 Board Meeting Posting Location
February 22, 2022	Regular	Prior Year Encumbrance Appropriation
March 22, 2022	Regular	<ul style="list-style-type: none"> Legislative Update
April 26, 2022	Regular	<ul style="list-style-type: none"> Legislative Update 2021 Annual Report Preview
May 24, 2022	Regular	<ul style="list-style-type: none"> Legislative Update
June 28, 2022	Regular	<ul style="list-style-type: none">
July 26, 2022	Regular	<ul style="list-style-type: none"> 2021 Comprehensive Annual Financial Report Fire Chief's Mid-Year Performance Review
August 23, 2022	Regular	<ul style="list-style-type: none"> Election of 5th Board Member, Board Officers, and Secretary
September 27, 2022	Regular	<ul style="list-style-type: none"> 2023 Preliminary Budget
October 25, 2022	Regular	<ul style="list-style-type: none">



CONSENT AGENDA ITEM SUMMARY

Item #: 2
Meeting Date: 08/24/2021
PFA Staff: Kirsten Howard

SUBJECT:

July 27 and August 4, 2021 Poudre Fire Authority Board of Directors Meeting Minutes

EXECUTIVE SUMMARY

The purpose of this item is to approve the minutes from the July 27, 2021 regular meeting and the August 4, 2021 special meeting minutes of the Poudre Fire Authority Board of Directors.

STAFF RECOMMENDATION

That the Board approve the minutes as presented.

FINANCIAL / ECONOMIC IMPACTS

None.

ATTACHMENTS

- a. 7-27-2021 PFA Board Minutes
- b. 8-4-2021 Special Meeting Minutes



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BOARD OF DIRECTORS MEETING July 27, 2021

The Poudre Fire Authority (PFA) Board of Directors met at 102 Remington Street on July 27, 2021, at 8:30 a.m. Directors Mike DiTullio, Dave Pusey, Darin Atteberry, and Emily Gorgol were present. Susan Gutowsky was absent. Also present were Fire Chief Derek Bergsten, Administrative Services Director Ann Turnquist, Interim Operations Division Chief Brandon Garcia, Support Division Chief Rick Vander Velde, Planning and Analysis Battalion Chief Sean Jones, Fire Prevention and Community Risk Reduction Division Chief Jerry Howell, Deputy Fire Marshal Ron Simms, Captain Jason Mantas, and Budget and Finance Supervisor Kirsten Howard. Support Battalion Chief Chris Hill, Training Battalion Chief Tyson Barela, Human Resources and Policy Administrator Greg Greaves, and Recording Secretary Shawn Williams were present virtually. Blaine Dunn, Kelley Vodden, Chris Telli, Nick Immeku, Jordan Granath, and Renee Callas were present virtually as guests.

PLEDGE OF ALLEGIANCE

Mike DiTullio called the meeting to order at 8:30 a.m.

PUBLIC COMMENT

There was no public comment.

DISCUSSION ITEMS

1. Recognition and Appreciation of Board Member Darin Atteberry's Service

Mike DiTullio presented a plaque of recognition and appreciation to Darin Atteberry for his service on the Board of Directors of Poudre Fire Authority. Darin Atteberry expressed his thanks for the relationships he had made while serving on the Board.

2. Introduce and Recognize Poudre Fire Authority Paramedics

Rick Vander Velde introduced the five new paramedics at Poudre Fire Authority. Dan Evans, Dan Rush, Jason Jones, Paul Bakka and Evin Feit. Mike DiTullio welcomed them, stated this was a very good move, and thanked staff for their leadership.

3. Poudre Fire Authority Board Agenda Planning Calendar

4. 2020 Comprehensive Annual Financial Report

Kirsten Howard introduced BKD Partner, Chris Telli, City of Fort Collins Accounting Director Blaine Dunn, and City of Fort Collins Senior Manager of Accounting Kelley Vodden, who were all available to answer questions regarding the 2020 Comprehensive Annual Financial Report. Kirsten thanked both BKD and City staff for their work on the 2020 audit.

Chris Telli took a moment to thank Darin Atteberry for his support and cooperation during the course of the audit with both the City of Fort Collins and PFA and wished Darin the very best of luck. Darin Atteberry stated he felt the same and the City of Fort Collins and PFA were well served by Chris' firm and leadership.

Chris reviewed the 2020 Comprehensive Annual Financial Report with the Board and stated it was a clean audit.

Darin Atteberry gave kudos to the PFA Board and especially to Kirsten Howard for the great financial report. Darin stated PFA is in sound condition. Derek Bergsten also commended Kirsten. Mike DiTullio stated, in this day and age, PFA is unique.

Dave Pusey made a motion to Approve the 2020 Comprehensive Annual Financial Report. Darin Atteberry seconded the motion. The motion passed by unanimous vote of the Board.

CONSENT AGENDA

- 5. June 22, 2021, Poudre Fire Authority Board Minutes**
- 6. Fire Code Review Committee for 2021 International Fire Code Adoption**
- 7. Resolution Authorization the Fire Chief to Execute a Contract for over \$85,134 for the Final Phase of the Hazardous Materials Apparatus Conversion**
- 8. Resolution Appropriating PulsePoint Grant Funds**
- 9. Fourth Amended Intergovernmental Agreement for the Establishment of Larimer Emergency Telephone Authority**
- 10. Ratification of 2022 Collective Bargaining Agreement**

Mike DiTullio asked Jason Mantas and Derek Bergsten for a summary of the Ratification of the 2022 Collective Bargaining Agreement. Derek Bergsten stated the ratification of the agreement was a great beginning for him at PFA and he thanked everyone for their efforts. Jason Mantas stated it was a good process and he was very appreciative. The 2022 Collective Bargaining Agreement document was signed by Mike DiTullio and Jason Mantas.

Dave Pusey commented on the fire code review item. Dave wants to keep the discussion of single-family home sprinklers on the table. Dave stated this has been a controversial subject over the last five years and the City of Fort Collins has had several deaths that sprinklers may have prevented. Dave stated he would like to have someone from the Home Builders Association, or a home builder, as a member of the team. Jerry Howell advised he will do that as part of the City's code adoption process.

Dave Pusey made a motion to Approve the Consent Agenda. Darin Atteberry seconded the motion. The motion passed by unanimous vote of the Board.

STAFF REPORT

11. Poudre Fire Authority Inspection Program (Confidence Testing and Brycer®)

Ron Simms provided a summary of the Poudre Fire Authority Inspection Program (Confidence Testing and Brycer®) to the Board.

BRIEFING PAPERS/OTHER BUSINESS

12. Briefing Papers / Other Business

CORRESPONDENCE

13. Correspondence

Derek Bergsten provided a recap of the last month. Derek stated he has visited every station and every shift. Derek advised the common thread in dialog and data collected, is *What is the vision of PFA now? What does EMS look like; the extra support company; and the future of RAM?* Derek stated this will be his focus for the rest of the year as well as filling vacant positions. Darin Atteberry thanked Derek and encouraged him to keep up the connections with the stations. Darin stated he is encouraged at how people are rallying around Derek as well.

Ann Turnquist announced her retirement in October. Mike DiTullio thanked Ann for not going yet...

The meeting was adjourned at 9:40 a.m.



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**PFA BOARD OF DIRECTORS SPECIAL MEETING
Held Virtually
August 4, 2021**

The Poudre Fire Authority (PFA) Board of Directors met virtually for a Special Meeting on August 4, 2021, at 10:00 a.m. to authorize the Fire Chief to execute contracts related to the Station 6 Shop Remodel project. Directors Dave Pusey, Susan Gutowsky and Darin Atteberry were present. Mike DiTullio and Emily Gorgol were excused absent. Fire Chief Derek Bergsten, Administrative Services Director Ann Turnquist, Support Division Chief Rick Vander Velde, Support Battalion Chief Chris Hill, Support Captain Mark Hettinger, Budget and Finance Supervisor Kirsten Howard, and Recording Secretary Shawn Williams were also present. City of Fort Collins Senior Facilities Project Manager Mark McLean was present as a guest.

Dave Pusey called the meeting to order 10:00 a.m.

DISCUSSION ITEM

Authorization to Execute Contract Related to Station 6 Shop Construction

Rick Vander Velde thanked Mark Hettinger, Chris Hill, and Mark McLean for their work on the Station 6 Shop Construction project stating they are true professionals.

Mark McLean shared a drawing of Station 6 and the additional bay area with the Board.

Kirsten Howard advised staff is asking the Board to approve Resolution 21-18 to transfer \$195,765 from Reserve for Contingency and appropriate \$137,243 within the Station 6 Shop Remodel Capital Project, as well as authorize the Fire Chief to make expenditures greater than \$85,134. Kirsten advised the Station 6 Shop remodel will require contracts that will exceed the Chief's spending limitation, with a total projected cost of \$3.3 million.

Susan Gutowsky asked for some background information on the project. Mark Hettinger provided a brief review of the project, which has been delayed for over a year due to COVID-19.

Darin Atteberry made a motion to Adopt Resolution 21-18 Authorizing the Fire Chief, or his Designee, to Execute all Contracts including those over \$85,134 for Station 6 Shop Remodel Construction. Susan Gutowsky seconded the motion. The motion passed by unanimous vote of the Board.

The virtual meeting adjourned at 10:30 a.m.



STAFF REPORT AGENDA ITEM SUMMARY

Item #: 3
 Meeting Date: 08/24/2021
 PFA Staff: Brandon Garcia, Geoff Butler

SUBJECT:

Wildland Fire Program Update

EXECUTIVE SUMMARY

Wildfire is one of the greatest hazards to which Poudre Fire Authority (PFA) is exposed in terms of likelihood, spatial extent, and severity (Larimer County, 2021). The Wildland Fire Program is one of eight programs and sub-disciplines under the purview of special operations. The objectives of the program include operational readiness and proficiency, training, equipment, and apparatus, which are being well addressed.

DISCUSSION/BACKGROUND

Fire History

Under state statutes, wildland fire management is a responsibility of local fire districts (State of Colorado, 2009). Over fifty square miles (>22%) of PFA’s jurisdiction is wildland-urban interface (WUI). From 2001 through 2010, PFA recorded an average of 111 vegetation fires per annum (PFA, 2011). Due to a more refined categorization of “wildfire,” the average during the last decade is 82 wildfires per annum. Wildfires occur in every month of the year, peaking prior to spring green-up in March and more significantly in July after seasonal drying of vegetation (PFA, 2011).

Major wildfires that have directly impacted PFA’s jurisdiction include:

- Picnic Rock Fire 2004 8,900 ac 2 structures lost
- Crystal Fire 2011 2,940 ac 13 homes lost
- High Park Fire 2012 87,284 ac 1 life, 259 homes lost
- Galena Fire 2013 1,338 ac no recorded losses
- Cameron Peak Fire 2020 208,663 ac 469 structures lost

Unaccounted for in the above statistics are secondary and tertiary impacts to public health, business revenue, habitat, and post-fire flooding with its resultant impacts to name a few.

PFA Wildfire Capabilities

All PFA firefighters are trained in wildland firefighting per National Wildfire Coordinating Group standards. This begins with the fire academy and is maintained through an annual refresher. Among the career stations, four type-6 wildland engines (small) and two type-3 wildland engines (medium) are cross-staffed. Stations 9 (Horsetooth) and 11

(Redstone Canyon) house three type-6 engines and a type-4. All frontline apparatus are equipped with wildfire Personal Protective Equipment (PPE). These resources provide a robust response capability as exemplified by the fielding of two PFA taskforces (comprised of multiple engine companies) during major wildfires and PFA's ability to provide well-trained and equipped mutual aid on a regular basis.

PFA also supports an out-of-district wildland team of approximately thirty members. This team gains valuable wildland firefighting experience by responding to wildfires throughout the nation for up to two weeks at a time.

Wildland Fire Program Objectives and Discussion

The Wildland Fire Program falls under the purview of special operations. In February of 2020, the position of Wildland Fire Captain was eliminated with the creation of the Special Operations Chief position. Wildland fire is now one of eight special operations disciplines that relies on dedicated firefighters performing management and training functions. In 2020, the wildland program budget was \$29,306 (primarily for training and equipment) and net revenue from out-of-district deployments was over \$90,000.

The focus areas and associated objectives within the Wildland Fire Program include:

Operations:

- Ensure a safe and effective response to wildfire incidents within PFA's jurisdiction.
- Maintain an out-of-district team to support cooperators at the national level and enhance experience and abilities within the Authority.
- Maintain a wildland fire command team that can support the safe and effective management of expanding wildfires to termination or transition to a higher level of command.
- Develop and maintain inter-agency relationships in the realm of wildland fire.

Discussion: These objectives are being well met. Active recruiting is occurring for additional assistance with managing equipment and training for stations with wildland engines. PFA would benefit from developing more experience at the level of taskforce leader and higher.

Training:

- Provide initial wildland fire training to career and volunteer recruits.
- Provide annual refresher training to all uniformed personnel.
- Provide training to out-of-district and wildland command team members as well as those stations with higher levels of wildland fire hazard in their areas in a cost-effective manner.

Discussion: Higher level training has been impacted by Covid and has been identified as a focus for 2022.

Apparatus and Equipment:

- Develop recommendations for the purchase, maintenance, and placement of wildland fire apparatus.
- Ensure firefighters and apparatus are adequately equipped for safe and effective wildland fire operations in a cost-effective manner.

Discussion: Additional funding for 2021 was provided to replace all wildland helmets on frontline apparatus and equip chief officers with wildland PPE to enable their rapid off-duty response to major incidents. Engine 273 is the next brush unit scheduled for replacement during the current five-year apparatus replacement cycle.

Mitigation:

From 2007 – 2017 1,275 WUI home assessments were performed, individual homeowner reports generated, and structures mapped. These outreach and planning efforts and the Community Wildfire Protection Plans (2004 and 2011) were bottom-driven initiatives, largely dependent on off-duty work by firefighters and grant funding. The most recent effort has been examining how to message the “Ready, Set, Go” wildfire education program.

References:

Larimer County, 2021, Larimer County Multi-Jurisdictional Hazard Mitigation Plan Update.

<https://drive.google.com/drive/folders/1X3OnCpSDVxharKIHgHXAW490q1HkdpAh>

PFA, 2020a, Poudre Fire Authority 2021 Budget. <https://www.poudre-fire.org/home/showpublisheddocument/7814/63749408249160000>

PFA, 2020b, Poudre Fire Authority 2020 Self-Assessment Manual.

PFA, 2011, Poudre Fire Authority Community Wildfire Protection Plan.

<https://www.poudre-fire.org/home/showpublisheddocument/2783/635512192914170000>

State of Colorado, 2009, Senate Bill 09-020.

https://www.statebillinfo.com/bills/bills/09/020_rer.pdf

STAFF RECOMMENDATION

Item for Information.

FINANCIAL / ECONOMIC IMPACTS

None.

ASSOCIATED STRATEGIC GOALS

Goal 3 – Deliver effective level of special operations services to address the community risk.

ATTACHMENTS

- a. Wildland Update PowerPoint - 2021





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Wildland Fire Update, Geoff Butler, Special Operations Battalion Chief

1

**50 square miles of wildland / WUI
(22% of the fire district)**



175 sq mi (75%) rural

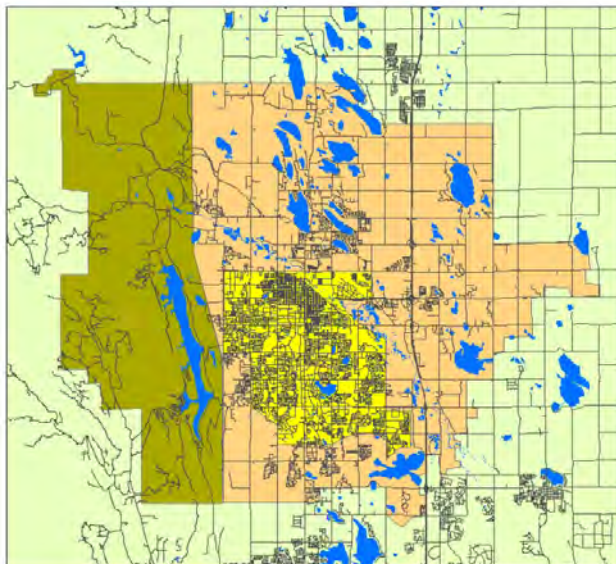
20,000 acres of open space

2

Attachment: Wildland Update PowerPoint - 2021 (10565 : Wildland Fire Program Update)

Types of WUI in PFA's Area

- Classic Intermix
- Occluded Interface
- Grass Lands / Agricultural



3



“Classic” Wildland-Urban Intermix

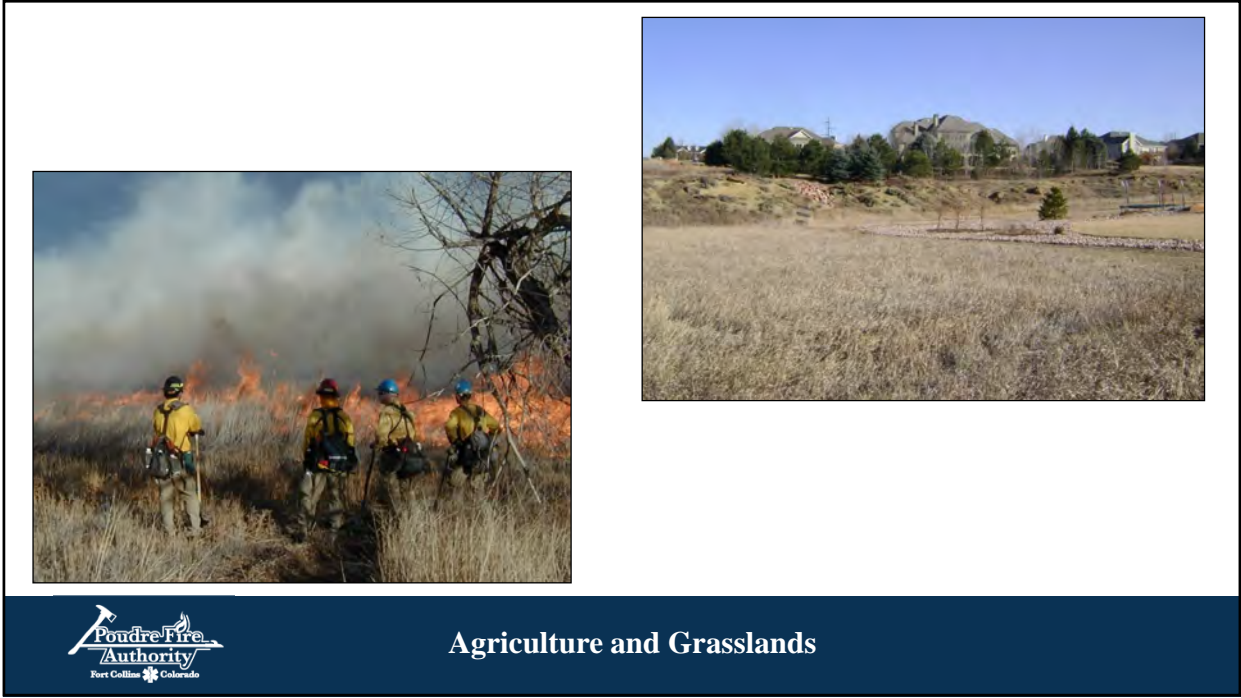
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Attachment: Wildland Update PowerPoint - 2021 (10565 : Wildland Fire Program Update)



Occluded Interface

5



Agriculture and Grasslands

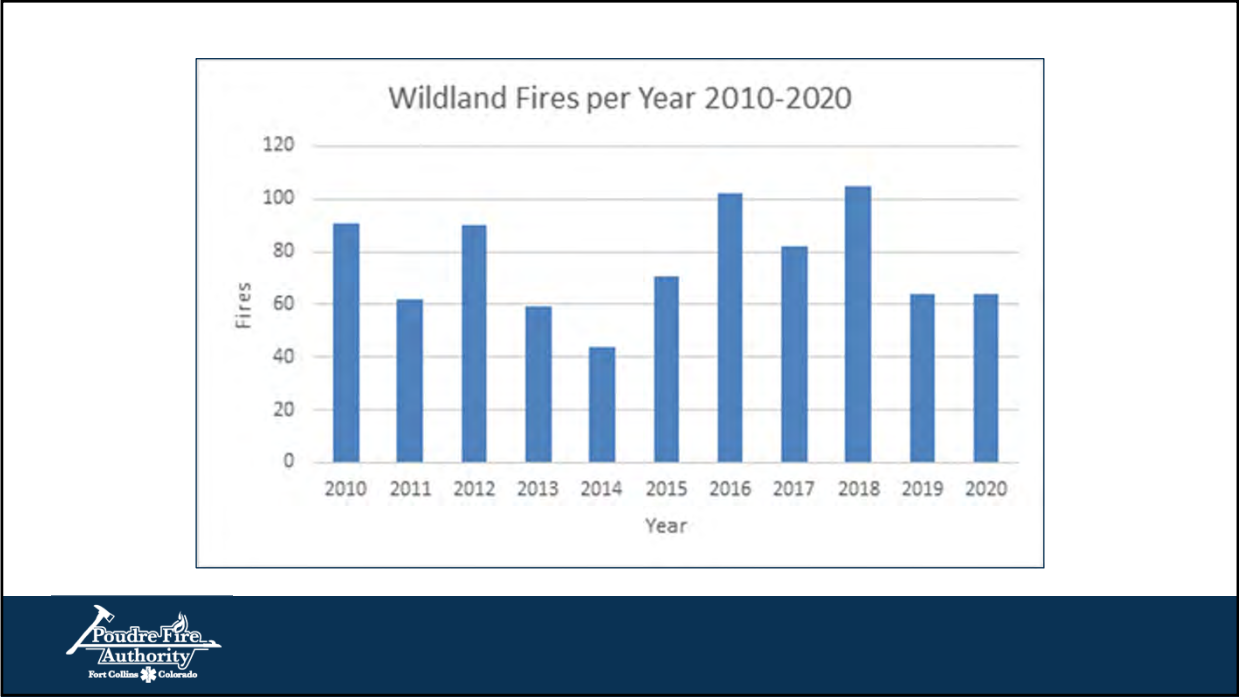
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Attachment: Wildland Update PowerPoint - 2021 (10565 : Wildland Fire Program Update)

8/17/2021

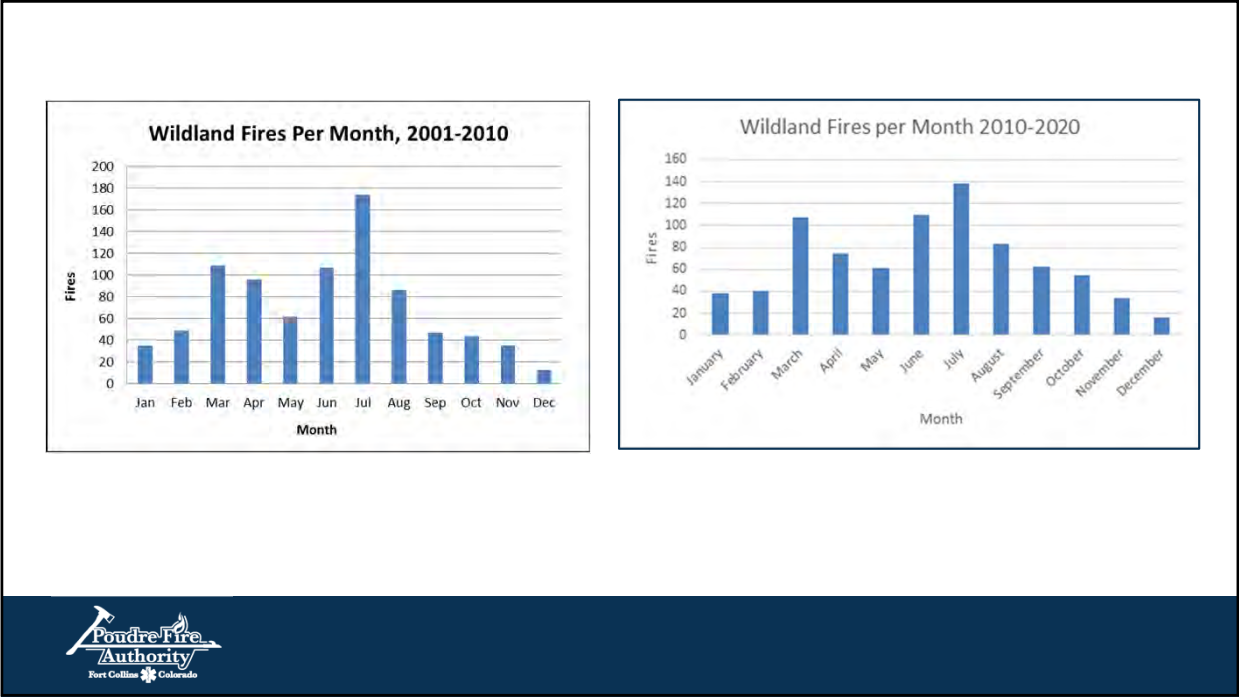


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8

Attachment: Wildland Update PowerPoint - 2021 (10565 : Wildland Fire Program Update)



9

Fire Name	Date of Ignition	Acres	Losses
Picnic Rock	3/30/2004	8,900	2 structures
Crystal	4/1/2011	2,940	13 homes
High Park	6/9/2012	87,284	1 death, 259 homes
Galena	3/15/2013	1,338	No recorded loss
Cameron Peak	8/13/2013	208,663	469 structures

Major Fires in PFA's Jurisdiction

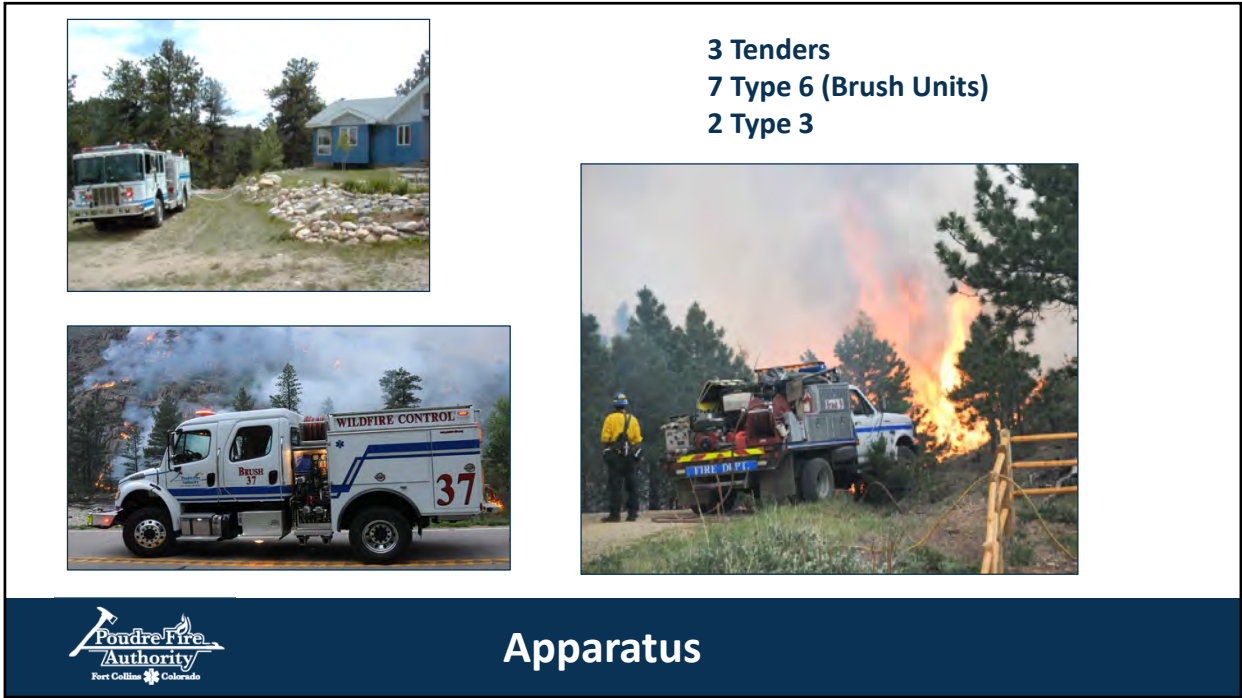
10

Attachment: Wildland Update PowerPoint - 2021 (10565 : Wildland Fire Program Update)

8/17/2021



11



3 Tenders
 7 Type 6 (Brush Units)
 2 Type 3



Apparatus

12

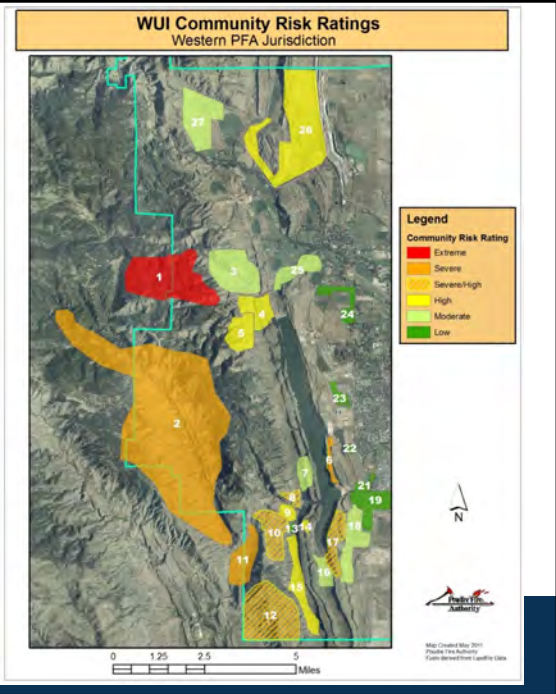
Attachment: Wildland Update PowerPoint - 2021 (10565 : Wildland Fire Program Update)

Community Wildfire Protection Plan & Wildland Outreach And Planning Initiative

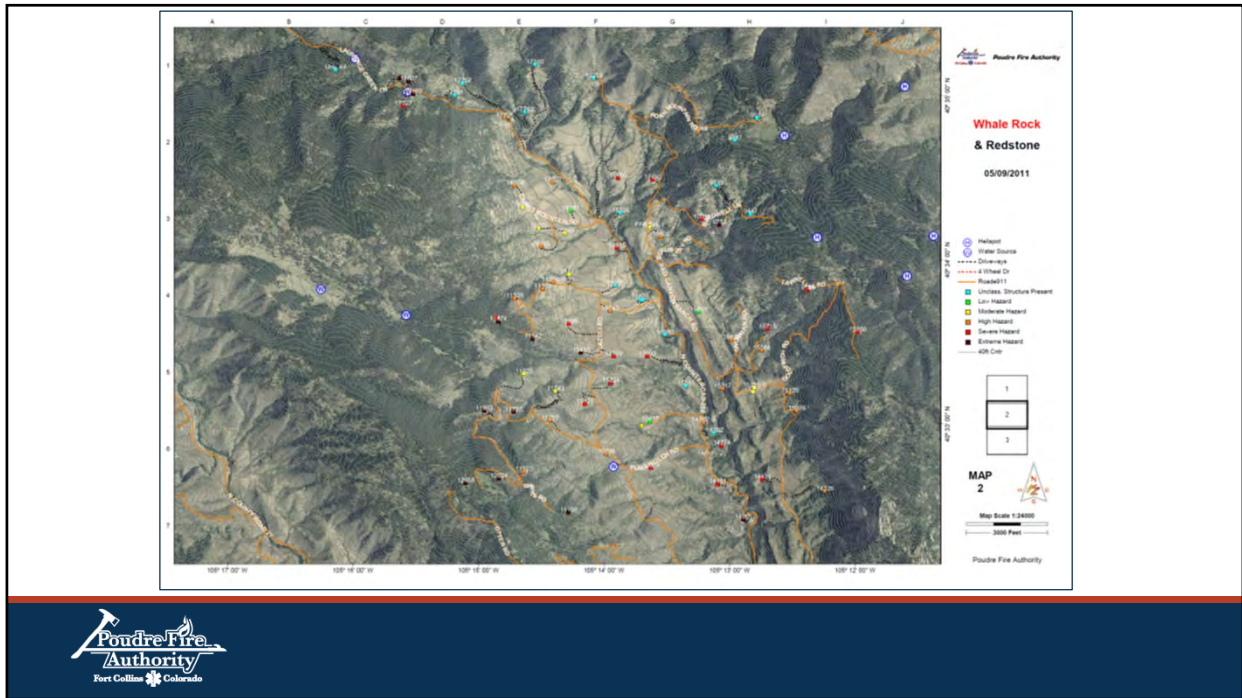
- Started in 2007
- Grant Funded 50/50
- 1275 Homes Surveyed



Planning & Mitigation



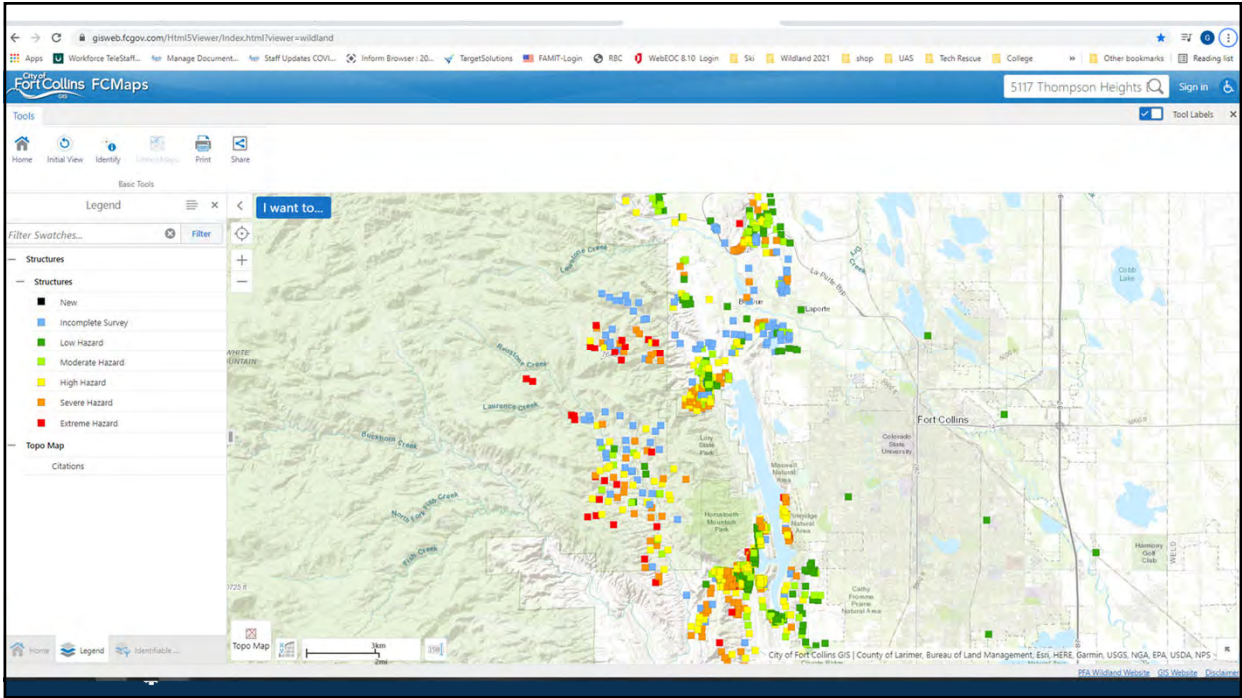
13



14

Attachment: Wildland Update PowerPoint - 2021 (10565 : Wildland Fire Program Update)

8/17/2021



15

BC Geoff Butler
 gbutler@poudre-fire.org
 970.217.8495

16

Attachment: Wildland Update PowerPoint - 2021 (10565 : Wildland Fire Program Update)



STAFF REPORT AGENDA ITEM SUMMARY

Item #: 4
 Meeting Date: 08/24/2021
 PFA Staff: Rick Vander Velde

SUBJECT:

COVID-19 Update

EXECUTIVE SUMMARY

The purpose of this agenda item is to provide an update to the Board regarding COVID-19 and changes at Poudre Fire Authority (PFA).

DISCUSSION/BACKGROUND

PFA's Incident Management Team met on August 13, 2021 to discuss COVID-19 in light of the Delta variant, COVID cases and hospitalizations at the county, state, and national level, and recommendations by the Centers for Disease Control and Prevention (CDC). As a result of this meeting, changes to PFA's operational procedures will become effective 8/17/21 and include:

1. Wearing of Surgical Masks and Face Coverings (8/17/21)
 - a. PFA employees are not required to wear face coverings inside of the fire stations, administration building, or vehicles.
 - b. PFA employees shall wear face coverings while inside the training facilities when FRFC cadets are present on that floor.
 - c. Family members of PFA employees are not required to wear face coverings in PFA fire stations.
 - d. Visitors who are not PFA employees or family members shall wear face masks inside of PFA facilities (fire stations, training facility, administration). PFA employees are encouraged to wear face masks in the stations when interacting with these visitors.
 - e. All on-duty PFA personnel shall wear face coverings when inside of buildings unless otherwise stipulated (in 2a-2d). Examples include: while shopping, conducting pre-fire plans indoors, on calls in business and private residents.
2. PPE for All Calls (8/17/21)
 - a. **Non-medical calls:** A minimum of face covering shall be worn while inside a building on all calls unless doing so would present a risk to rescuers or a higher level of protection is indicated (e.g., P100s , SCBAs).
 - b. **Medical calls:** The minimum PPE for ALL personnel shall be an N95 mask or half facemask with P100 filters, gloves, and eye protection. A face covering shall be placed on the patient unless contraindicated by special circumstances.

- c. **COVID positive or suspected calls:** In addition to the PPE for all medical calls, medical gowns and googles or face shields shall be worn by personnel operating within six feet of the patient.
3. In-station public education visits will be allowed. All visitors shall comply with the applicable measures of Operational Procedure 1 (above)

All other COVID-19 procedures, previously discussed with the Board remain in place and in effect.

STAFF RECOMMENDATION

Item for Information.

FINANCIAL / ECONOMIC IMPACTS

None.



STAFF REPORT AGENDA ITEM SUMMARY

Item #: 5
Meeting Date: 08/24/2021
PFA Staff: Derek Bergsten

SUBJECT:

Senior Leadership Team Update

EXECUTIVE SUMMARY

The Board has asked for updates regarding Poudre Fire Authority's (PFA) Senior Leadership Team (SLT). Since my arrival to PFA at the end of May 2021, I have been working with the SLT and other leadership positions to improve communications Authority-wide as well as amongst Leadership. Below are updates that have been implemented recently.

DISCUSSION/BACKGROUND

Recently implemented communication and leadership updates:

- Daily Meetings – The Senior Leadership Team meets daily at 8:30 a.m. to discuss activities going on in Operations, Support, Fire Prevention and Community Risk Reduction, Human Resources, Finance/Budget, Training, Health and Safety, and with the line Battalion Chiefs.
- Authority-wide Communications – Target Solutions is being utilized to convey information throughout the Authority to create a formal, uniform process that provides consistency, transparency, and accountability. All communications will be presented, archived, and filed in Target Solutions for historical purposes and for future referral. These communications include Memorandums (written document for sharing general information) and General Orders (written document or permanent instructions concerning matters of policy or administration).
- Standardized Logo – PFA's logo is being standardized so that one logo is used Authority-wide, including the logo on PFA's letterhead.
- Operations Chief – Brandon Garcia was appointed the Operations Chief effective August 23, 2021. Congratulations Chief Garcia.
- Administration – Restructure of the Administration Division is being looked at with Ann Turnquist's announced retirement. More information will be brought forward next month regarding the restructure.

STAFF RECOMMENDATION

Item for Information.



STAFF REPORT AGENDA ITEM SUMMARY

Item #: 6
Meeting Date: 08/24/2021
PFA Staff: Ann Turnquist, Janet Miller

SUBJECT:

Civilian Employee Compensation Study Summary

EXECUTIVE SUMMARY

Poudre Fire Authority (PFA) Human Resources staff is currently conducting a compensation study related to its civilian employees. The purposes of the study include:

- Ensure that ranges for PFA's civilian positions are established relative to the relevant labor market while remaining fiscally responsible
- Attract and retain employees by providing competitive pay
- Update compensation structure and identify range for each position
- Identify any gaps in current processes and programs from desired state
- Provide clear guidance to those involved in making key compensation decisions
- Support compliance with Colorado's Equal Pay Act

To conduct this study staff has contracted with a compensation consultant, hrQ, that specializes in human resources technical studies and consulting. The consultant is providing compensation expertise and data resources regarding market salary and compensation practices.

DISCUSSION/BACKGROUND

PFA's Senior Leadership Team has met with the consultant to develop a proposed compensation philosophy to guide the development of a revised compensation plan for civilian positions. The philosophy that staff will be sharing with civilian employees includes the following:

Poudre Fire Authority Civilian Compensation Philosophy


We intend to be a destination organization.

We attract, hire, retain and engage highly qualified and high performing professionals.

Our goal is to provide a comprehensive compensation package that is competitive with similar employers in Colorado while being good stewards of the public's resources. Additionally, we provide a benefits package to meet employees' health and wellbeing, promote professional development, and provide retirement resources.

We administer our compensation program with consistency and in a manner that is free from discrimination.

Goal 5 – Develop and maintain a diverse, inclusive, well-trained, mission-ready workforce to protect life and property.

 <p>Poudre Fire Authority Fort Collins Colorado Prompt, Skillful, Caring</p>	<u>DISCUSSION AGENDA ITEM SUMMARY</u>
	<p>Item #: 7 Meeting Date: 08/24/2021 PFA Staff: Derek Bergsten</p>

SUBJECT:

Election of 5th Board Member, Board Officers, and Board Secretary

EXECUTIVE SUMMARY

The Amended and Restated Intergovernmental Agreement between the City of Fort Collins and Poudre Valley Fire Protection District Establishing the Poudre Fire Authority (PFA) dated July 15, 2014, states, “The Authority shall be administered by a governing body of five (5) members, hereinafter referred to as the “Board”. The City shall appoint two (2) members and the District shall appoint two (2) members. The fifth member shall be appointed annually at the first regular meeting of the Board in August of each year by majority vote of the four other members as appointed by the City and District.” All appointees and terms of appointment shall be at the discretion of the appointing entity. All vacancies on the Board shall be filled by the appointing entity.

For a historical perspective, in 2004, the Interim City Manager was appointed to the PFA Board, and the bylaws were amended to require an annual appointment of the 5th member to the Board. General discussion at the time was that the District members felt it important to continue with appointing the City Manager into the position, and the Council members felt it was beneficial to have the City Manager on the Board.

The PFA Board bylaws specify that “a chair and vice chair from the members of the Board shall be elected annually by a majority vote of the Board at the first regular meeting in August of each year.” In addition, the PFA Board Bylaws specify that “the Board shall appoint a secretary who may, but need not, be a member of the Board.” The secretary shall keep or cause to be kept minutes of each Board meeting, conduct all official correspondence, attest to all contracts signed on behalf of the Authority and generally supervise the clerical and technical work of the Board.

Historically, the Chair and Vice Chair have been represented by one position from the District and the other position from the City.

The current Officers are:

Chair – Mike DiTullio
Vice Chair – Vacant
Secretary – Kirsten Howard

STAFF RECOMMENDATION

That the PFA Board make a motion to appoint the fifth member to the PFA Board, elect new officers, and appoint a secretary.

FINANCIAL / ECONOMIC IMPACTS

None.



DISCUSSION AGENDA ITEM SUMMARY

Item #: 8
 Meeting Date: 08/24/2021
 PFA Staff: Ann Turnquist

SUBJECT:

2022 Budget Preview and Revenue Update

EXECUTIVE SUMMARY

The development of the Preliminary 2022 Annual Budget is underway with Poudre Fire Authority's (PFA) Senior Leadership Team conducting staff retreats to consider a wide range of spending proposals.

DISCUSSION/BACKGROUND

The largest portion of budget increase anticipated will be toward the cost of labor market adjustments approved in the 2022 Collective Bargaining Agreement with Local 1945. With a cost of approximately \$900,000 for firefighter and captain salaries and another \$600,000 for non-CBA salaries, salary driven benefits, and insurance increases, staff had anticipated that most of PFA's new revenue from the City and the District would be allocated to those costs. Original projections for new revenue in 2022 included \$1.1 million from the City and \$400,000 from the District.

Recently, City staff notified PFA staff that it has increased its sales and use tax revenue projections for 2022 based on higher than projected revenues following the ongoing COVID economic recovery. These revenue increases are preliminary at this time, so PFA staff will finalize its assumed revenue in the next few weeks. This revenue projection could increase in revenues from the City.

In addition to the possibility of an increase in sales and use tax revenue, PFA staff is monitoring the reports from the Larimer County Assessor regarding property tax revenue projections for 2022. On August 25th, the Assessor' Office will release its preliminary certification of assessed valuations for taxes to be paid in 2022. Staff for PFA and the District will then be able to finalize projections for the property tax contributions toward the Revenue Allocation Formula from the PFA Intergovernmental Agreement.

Staff plans to inform employees, including representative of Local 1945, about this possible change in revenues. This will be especially important to members of the Local's executive board because it could be a change from the expected revenues used during 2022 contract negotiations.

Staff will provide the Boards with an update on these revenue projections once they become available.

STAFF RECOMMENDATION

Item for Information.

FINANCIAL / ECONOMIC IMPACTS

The 2022 preliminary budget will come before the PFA Board in September 2021 for discussion and direction.

ASSOCIATED STRATEGIC GOALS

Goal 6 – Foster an environment of fiscal responsibilities at all levels



DISCUSSION AGENDA ITEM SUMMARY

Item #: 9
 Meeting Date: 08/24/2021
 PFA Staff:

SUBJECT:

Citizen Life Saving Presentation

EXECUTIVE SUMMARY

Two community members and a dog that helped them, will receive PFA Lifesaving Awards at the August PFA Board meeting. On June 9, 2021 Andrew Kim and Brett Hendrix discovered a neighbor's attached garage engulfed in fire. They called 911 then went around the back of the house and entered through an unlocked door to see if anyone was inside. Neither of them were familiar with the layout of the house and smoke was heavy in some areas. They diligently searched the home following the sound of a barking dog (Gus). Residents were located on the second floor and basement. Thanks to their brave efforts both residents and their dog were able to evacuate uninjured.

STAFF RECOMMENDATION

That the PFA Board recognize Andrew Kim, Brett Hendrix, and Gus for their life saving achievements.

FINANCIAL / ECONOMIC IMPACTS

None.

**BRIEFING PAPERS/OTHER BUSINESS**

Item #: 10
Meeting Date: 08/24/2021
PFA Staff: Kirsten Howard

SUBJECT:

Briefing Papers / Other Business

EXECUTIVE SUMMARY

The briefing papers this month include:

ATTACHMENTS

- a. 8-24-21 Monthly Financial Reports - July 2021
- b. 7-26-2021 PVFPD Minutes
- c. Resignation from Pension Board Memorandum
- d. Poudre Valley Fire Protection District Update August 2021



102 Remington Street
Fort Collins, CO 80524









Phone: (970) 416-2892
Fax: (970) 416-2809
Internet: www.poudre-fire.org

TO: Poudre Fire Authority Board of Directors
FM: Kirsten Howard, Finance and Budget Supervisor *KLH*
DT: August 18, 2021
RE: July 2021 Financial Reports



The general fund and capital fund financial statements for the month ending July 31, 2021 are attached.

Financial Variances:

Figure 1

Category	July 31, 2021 Variance from Monthly Budget
Revenues	\$139,312 or 5.56% 
Revenues Key:  >5%  Between ≥-5% and ≤5% of Budget  < -5%	
Operating Expenses	-\$584,459 or -15.05% 
Expenses Key:  >5%  Between ≥-5% and ≤5% of Budget  < -5%	

Clarification for the General Fund report (Figure 1):

-  The positive variance in revenue is due to fees and charges for services, earning on investments, and miscellaneous revenue coming in higher than projected.
-  The negative variance in operating expenses is due to new positions not yet hired, budgeted purchases not yet made, retirements causing vacancies, and three pay periods in July.

Clarification for the General Fund Statement of Revenues, Expenditures, and Changes in Fund Balance (Table 1):

- The Revenue Over Expenditures in the Budget column of -\$1,594,313 (Table 1) is due to the transfer to capital of \$467,370 for Station 6 Shop, appropriations in subsidiary maintenance and replacement funds from reserve of \$1,375,616, appropriation of \$136,419 from KFCG reserve, appropriation of \$87,614 from insurance liability reserve, appropriation of \$190,366 for prior-year encumbrances, appropriations of \$153,362 from insurance recovery, an appropriation of \$26,600 for the Colorado Firefighter Heart Grant, and an appropriation of \$100,000 within the station alerting subsidiary account.

Attachment: 8-24-21 Monthly Financial Reports - July 2021 (10572 : Briefing Papers / Other Business)

Table 1

General Fund
Statement of Revenues, Expenditures and Changes in Fund Balances--
Actual and Budget
For the Month Ended July 31, 2021

	July 2021			Year-to-Date 2021			Annual Budget	
	Actual	Monthly Budget	Percent Monthly Budget Received/ Expended	Actual	Year-to-Date Budget	Percent Year-to-Date Budget Received/ Expended	Annual Budget	Percent Actual Year-to-Date Budget Received/ Expended
REVENUES								
Intergovernmental	\$2,402,919	\$ 2,402,919		\$20,810,279	\$20,809,690		\$36,813,541	
Fees and charges for services	90,176	76,188		1,042,363	533,315		914,255	
Earnings on Investments	65,097	3,333		(31,273)	23,333		40,000	
Grants	0	0		0	0			
Miscellaneous revenue	86,030	22,471		248,904	157,294		269,647	
Total Revenues	2,644,223	2,504,911	105.56%	22,070,272	21,523,633	102.54%	38,037,443	58.02%
EXPENDITURES								
Administration	362,771	386,392		3,155,635	2,704,742		4,636,700	
Fire Prevention & Comm Risk Reduction	296,610	240,866		1,471,235	1,686,059		2,890,386	
Grants	0	2,217		0	15,517		26,600	
Support	594,044	712,915		3,382,051	4,990,406		8,554,981	
Operations	2,630,960	1,960,257		12,648,483	13,721,802		23,523,089	
Total Expenditures	3,884,385	3,302,646	-14.98%	20,657,405	23,118,524	-10.65%	39,631,756	-47.88%
Excess or Deficiency of Revenues Over or Under Expenditures	<u>(\$1,240,162)</u>	<u>(\$797,735)</u>		<u>\$1,412,867</u>	<u>(\$1,594,892)</u>		<u>(\$1,594,313)</u>	
Fund Balance January 1, 2020				\$16,358,529				
Fund Balance July 31, 2021				\$17,771,396				

Clarification for the Capital Fund report (Table 2):

- The Excess or Deficiency of Revenues Over or Under Expenditures is shown because these are non-lapsing projects, so the appropriations and fund balances carryover from year-to-year, rather than being spent in the year in which they are appropriated. The Capital Projects have been reduced to three projects in 2021: Fleet Maintenance Capital, Station 6 Shop, and Station 7.

Table 2

Capital Fund
Statement of Revenues, Expenditures and Changes in Fund Balances--
Actual and Budget
For the Month Ended July 31, 2021

	Year-to-Date Actual	Annual Budget	Percent Received/ Expended
REVENUES			
Fleet Maintenance Capital	\$823,188	\$1,391,592	
Station 6 Shop	\$914,141	\$1,262,901	
Station 7	\$5,035	\$13,606	
Total Revenues	\$1,742,364	\$2,668,099	65.30%
EXPENDITURES			
Current:			
Fleet Maintenance Capital	\$602,578	\$1,404,297	
Station 6 Shop	\$53,172	\$1,132,397	
Station 7	\$8,325	\$35,551	
Total Expenditures	\$664,076	\$2,572,245	25.82%
Excess or Deficiency of Revenues Over or Under Expenditures	<u>\$1,078,288</u>	<u>\$1,566,429</u>	
Fund Balance January 1, 2020	\$9,765,569		
Fund Balance July 31, 2021	\$10,843,857		



Poudre Valley Fire Protection District

102 Remington Street ♦ Fort Collins, CO 80524
 Phone: (970) 416-2837 ♦ Fax: (970) 416-2809
 Internet: www.PoudreValleyFireProtectionDistrict.org

POUDRE VALLEY FIRE PROTECTION DISTRICT BOARD OF DIRECTORS MEETING July 26, 2021

The Poudre Valley Fire Protection District (PVFPD) Board of Directors met at Station 9, 4914 Shoreline Drive, Horsetooth Reservoir, at 8:30 a.m. on July 26, 2021. Present were PVFPD Board members James Gentry, Tess Heffernan, Mike DiTullio, and Dave Pusey. Cory Younie was excused absent. Present were Fire Chief Derek Bergsten, Administrative Services Director Ann Turnquist, Administrative Assistant Patti Forsythe, and Recording Secretary Shawn Williams.

James Gentry called the meeting to order at 8:30 a.m.

Pledge of Allegiance

PUBLIC COMMENT

PRESENTATION

1. Presentation to Inlet Bay Marina

James Gentry presented Glenn Wirth, owner of Inlet Bay Marina, with a plaque thanking them for their donations and support of PFA. Glenn thanked PFA for their service and stated he was very grateful for rescues that have been made and PFA response to the fires.

CONSENT AGENDA

2. Consideration and Possible Action to Approve the Minutes of the May 24, 2021, Regular Meeting
3. Consideration and Possible Action to Adopt Resolution 2020-03
4. Larimer Emergency Telephone Authority (LETA) Fourth Amended Intergovernmental Agreement (IGA)

Tess Heffernan made a motion to Approve the Consent Agenda. Dave Pusey seconded the motion. The motion passed by unanimous vote of the Board.

ADMINISTRATIVE BUSINESS

5. Consideration and Possible Action to Adopt the PVFPD Strategic Plan

Ann Turnquist advised this is the final version of the PVFPD Strategic Plan. Discussion was held surrounding Bullet 2, page 48 of the packet to make it more exclusive so there is no confusion. Ann agreed to edit the goal statement to show it is measuring the rural response area as opposed to district literally. Ann stated she would also change the time frame to August to have adopted strategic plan in place.

Dave Pusey made a motion to Adopt the PVFPD Strategic Plan with the above modifications. Tess Heffernan second the motion. The motion passed by unanimous vote of the Board.

6. 2021 Second Quarter Financial Statement and Revenue Report

Patti Forsythe reviewed the 2021 Second Quarter Financial Statement and Revenue Report with the Board.

Dave Pusey made a motion to Approve the Second Quarter Financial Statement and Revenue Report. Tess Heffernan second the motion. The motion passed by unanimous vote of the Board.

7. Poudre Fire Authority (PFA) Agenda Review

Derek Bergsten provided the PFA Agenda Review. Derek recognized Darin Atteberry for his service on the PFA Board and his retirement in late August. Derek noted Kelly DiMartino will be the interim City Manager.

Dave Pusey advised he would like to see contractors involved and more discussion on residential sprinklers and he would bring that up at the PFA Board meeting tomorrow. Jerry Howell thanked Dave for bringing up this important issue and stated he hopes to move toward adoption of the new code that is inclusive of all multi-family structures and then look for collaboration on the development of alternative needs and methods to include sprinklers. Derek Bergsten stated he would like to get on the 911 service delivery Board and be engaged in that process.

STAFF REPORTS

8. Poudre Fire Authority Inspection Program (Confidence Testing and Brycer®)

Ron Simms reviewed the PFA Inspection Program (Confidence Testing and Brycer®) with the Board. Ron stated this is part of the Accreditation recommendations for Fire Prevention to look at risk and how the Inspection Program is managed. Ron advised the cost to PFA will be less and the contractors will be the actual Brycer® customer.

9. 2021 Second Quarter Activity Reports

Patti Forsythe provided an additional report from Tyson Barela, Training. Tess Heffernan thanked everyone for the reports and stated they are very important, and she learns a lot when reading them.

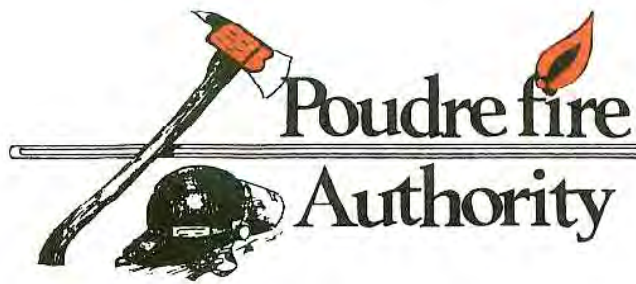
DISCUSSION ITEMS**10. Planning Calendar, Information Sharing, and Correspondence**

Derek Bergsten advised he has completed visits to all stations and shifts. Derek said he received great feedback and he continues to be impressed by PFA personnel and their commitment to what they do. Derek advised he is impressed by the department's work and technical capabilities. Derek stated staff is moving forward to fill vacancies.

Ann Turnquist announced her retirement in October of this year. James Gentry offered the Board's congratulations.

Mike DiTullio made a motion to adjourn the PVFPD Board meeting. Tess Heffernan seconded the motion.

The meeting adjourned at 9:15 a.m.



102 Remington Street
Fort Collins, CO 80524

Phone: 970-221-6570
Fax: 970-221-6635
Internet: www.poudre-fire.com

To: PFA Board of Directors

From: Ann Turnquist, Director of Administrative Services

Date: August 18, 2021

Re: Resignation from PFA Old Hire/New Hire Pension Board of Trustees

This letter is to provide my resignation from the PFA Old Hire/New Hire Pension Board of Trustees. Since 2012 I have served as a PFA employer representative to the Pension Board along with a member of the City's finance department staff. These appointments are made by the PFA Board of Directors. I currently serve as the Chair of the Trustees.

I intend to retire from the PFA in October, creating a vacancy on the Board of Trustees prior to the October 27 Pension Board Meeting. Staff intends to bring a recommendation for an employer appointee to the PFA Board at its October 26 meeting.

Thank you for the opportunity to represent PFA during this critical time of the Pension Board's work. The addition of pension benefits through the Fire and Police Pension Association, the restatement of all PFA's pension plans, and the transfer of administrative services of PFA's money purchase and deferred compensation plans to Nationwide Retirement Solutions has been an exhilarating and educational experience. I appreciate the trust that the Board and the organization has placed in me as its pension board representative and chair of the Pension Board.

Attachment: Resignation from Pension Board Memorandum (10572 : Briefing Papers / Other Business)



102 Remington Street
Fort Collins, CO 80524

Phone: 970-221-6570
Fax: 970-221-6635
Internet: www.poudre-fire.org

Briefing Memorandum

To: PFA Board of Director

From: Ann Turnquist, Director of Administrative Services
Patti Forsyth, District Board Coordinator

Thru: Derek Bergsten, Fire Chief

Re: Poudre Valley Fire Protection District Board Update

Over the past several months, the PVFPD Board of Directors has undertaken several important actions. At the July PVFPD Board Meeting, the Board adopted its first Strategic Plan. The plan was developed with the assistance of Leading Associations a strategic planning group from Denver. The attached plan focuses on the work that the Board has identified as being important to the residents and businesses of the District portion of the Poudre Fire Authority jurisdiction.

In addition to the Board's work on strategic planning, it has also completed an Intergovernmental Agreement with the Town of Timnath to begin collecting Capital Expansion Fees from new construction within the Town. The District has set up the appropriate banking system to receive and hold these fees until they can be used to build PFA's next fire station. Staff is also currently working with legal counsel and staff of Larimer County to implement the same Capital Expansion Fee system for other development within Larimer County.



Poudre Valley Fire Protection District

2021-2023 Strategic Plan

Prepared by Leading Associations

Jeff Arnold, MAM, CAE

Robert Spangler, MPA, CSC



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Executive Summary

Based on board interviews and a board and staff survey, clear themes emerged regarding the future direction of the Poudre Valley Fire Protection District (PVFPD). These themes led to the establishment of key strategic focus areas.

Strategic Focus Areas

The board established four areas of strategic focus moving forward:

1. **Governance Model:** Study the current governance model to evaluate continued effectiveness and partnerships.
2. **Service to Rural Areas:** Identify and evaluate the effectiveness of the District's rural all-hazard response.
3. **Population Growth:** Evaluate the most current projections for population growth within the District and surrounding areas, including the potential impacts on revenue.
4. **Outreach/Awareness:** Establish awareness and transparency in the District communities and assess needs through public outreach and education.

Overview

The Poudre Valley Fire Protection District Board of Directors and staff met in Fort Collins on May 24, 2021 to develop a strategic plan. Jeffrey Arnold, MAM, CAE, and Robert Spangler, MPA, CSC of Leading Associations, were engaged to lead the planning process.

Participants	
Board of Directors: Tess Heffernan James Gentry Dave Pusey Mike DiTullio Corey Younie	Additional Attendees: District Fire Chief Derek Bergsten (incoming) District Fire Chief Tom DeMint (outgoing) PVFPD Staff: Ann Turnquist Patti Forsythe

Facilitation Schedule

Morning:

- Introductions /Ground Agreements
- Inventory and Expectations
- Governance and Strategic Leadership - board development session
- Guiding Principles
- Strategic Lens (Mission/Vision/Values)

Afternoon:

- Background Work (survey review)
- Prioritize
- Establish objectives, timelines and accountability
- Guidelines for execution

PVFPD Strategic Lens

Every organization has a lens through which it views strategic decision-making. These include the mission/vision, values, culture, and core competencies. During the retreat, PVFPD developed a Vision and Mission Statement, as well as draft Values. Following the retreat, Values statements were completed by a work group of Tess Heffernan and Dave Pusey.

PVFPD Vision (created 05-24-2021):

To position the PVFPD for a sustainable future in cooperation with our regional partners.

PVFPD Mission (created 05-24-2021)

PVFPD provides life and property protection for residents, businesses and visitors of the District through a shared governance and response model.

PVFPD Values (created 06-01-2021)

- **Leadership:** *We will serve our communities with integrity and vision.*
- **Transparency:** *We are committed to open and transparent communications and processes.*
- **Innovative:** *We seek always to be innovative, effective and forward-thinking.*
- **Adaptable:** *We will respond to the changing needs of our communities.*
- **Stewardship:** *We will position the District operationally and financially to ensure a sustainable future.*

Strategic Goals

Goal 1: Governance Model

Study the current governance model to evaluate continued effectiveness and partnerships.

Key Milestones/Objectives:

1. Educate the District Board about the current model.
Owner: Board Coordinator
Timeframe: August/September 2021
 For new members, during onboarding
2. Understand the history and funding rationale of the Authority model.
Owner: Director of Administrative Services
Timeframe: August/September 2021
3. Evaluate outcomes of the above. Share findings with stakeholders at least annually.
Owner: Board Chair
Timeframe: Each year in June

Goal 2: Service to Rural Areas

Identify and evaluate the effectiveness of the District's rural all-hazard response described in PFA's Rural v. Urban response areas.

Key Milestones/Objectives:

1. Quarterly update on rural response, mitigation, and planning from the Special Operations Chief and Accreditation Officer
Owner: Special Operations Chief and Accreditation Officer
Timeframe: First update August 2021
2. Identify process and outcomes
Owner: Board and Chief
Timeframe: TBD based on initial meeting

Goal 3: Population Growth

Evaluate the most current projections for population growth within the District and surrounding areas, including the potential impacts on revenue.

Key Milestones/Objectives:

1. Gather all current information on where and when growth will occur

Owner: Planning and Analysis

Timeframe: October/November 2021

2. Project impacts of growth on:
 - Services
 - Staffing
 - Infrastructure
 - Capital expansion fees

Owner: Planning and Analysis

Timeframe: October/November 2021

Goal 4: Outreach/Awareness

Establish awareness and transparency in the District communities and assess needs through public outreach and education.

Key Milestones/Objectives:

1. Bi-Annual PVFPD Board meeting at – Red Stone, Rist Canyon, Station #9, or Station #7, coupled with community outreach event

Owner: Board Coordinator

Timeframe: Ongoing; initial event July 2021

2. Board Coordinator for Board recruitment and elections

Owner: Board Coordinator

Timeframe: January 2022

3. Website link, social media accessible by PIO to provide transparency to the Board

Owner: PIO and IT

Timeframe: December 2021 – to provide time to evaluate

Next Steps

It is important that PVFPD keep this effort alive and keep it moving. Ensure that the goals are validated by the Board and that they **are included at the top of each Board Meeting Agenda and integrated into the Board pacing calendar.**

Post Plan Schedule:

Within 7-10 Days of retreat

- Review the draft Strategic Goals document and reply with any changes

Within 30 Days

- Set a time for the Board to meet with Leading Associations to review the finalized plan and next steps
- Adopt Final Strategic Plan and/or seek stakeholder review/input

Within 60-90 Days

- Work Group/Committees and staff schedule kickoff meetings
- Work Groups/Committees and staff begin their work

Ongoing

- Strategic Plan Progress checks according to pacing calendar schedule
- Adjust timeframes and create new or revised objectives as needed

Background Work

Situational Analysis – Surveys and Interviews

During the pre-retreat board interviews, questions were asked to elicit responses revealing PVFPD's strengths, opportunities, aspirations, and results.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Emphasis on mitigation in systems and processes • Great relationships with partners • Data driven organization • Values driven • Innovation mindset • District has a close relationship with constituencies, especially Timnath • Singular focus of the District board on fire and emergency services • Strong and diverse tax base • Boards work across boundaries; never a vote along jurisdiction lines • Governance model (strength and weakness) 	<ul style="list-style-type: none"> • District does not have ability to execute specific goals on its own; PFA must implement • Governance model (strength and weakness) • Lack of awareness regarding where services come from (governance) • Lack of awareness of existence of District in elections • Limited direct communication with residents, constituents • Response times lower in District; challenging to provide service in low density rural areas • Urban interface growth in District adds more properties at risk • Size of District with remote and diverse areas • Widespread areas with low revenue and high cost for providing services
Opportunities	Threats
<ul style="list-style-type: none"> • Regional consolidation could create economies of scale • Growth within the District; balances annexations from City • Outstanding PFA staff support • Knowledge of mix of urban and rural on the edges of the District provides resources for addressing these unique needs 	<ul style="list-style-type: none"> • No control over annexations of District territory; reduces District financial resources • Growing share of resources/demand from City could result in City request to have larger representation in PFA governance

<ul style="list-style-type: none"> • New Timnath leaders seeking more engagement • New Loveland station closer to Redstone Canyon than PFA's existing stations • Resident interest in mitigation in rural/wildland areas • Closest unit dispatching creates opportunities to share resources across boundaries • Customers may be willing to share expectations • Opportunity to communicate with the general public about the District's mission and services provided through partnership with City of Fort Collins • A different name of the District may better convey its purpose • Telemedicine opportunities for residents in more remote parts of the District; partner with Health District • Data analysis to determine difference in demand and response between District and City customers 	<ul style="list-style-type: none"> • Timnath could seek separate fire department or seek direct representation on District/PFA Boards • Drought increasing threat of massive wildfires within the District • Population projections in next 30 years will bring many new residents throughout area, challenging the ability of the District to ensure high quality service • Ongoing COVID threats • Regional consolidation could threaten existing governance structure and agreements • Wildland areas around Horsetooth and Redstone susceptible to wildfire • Changing City elected officials may have different view of governance and cost sharing • Potential future City interest in taking over PFA and contracting back to District • Will diversity of services impact our ability to provide them
--	--

Strategic Planning Survey Responses

Responses on How to Measure Success

- Reduction in overall incidents
- Reduction in response times
- Effective public education and outreach
- Feedback from Residents of the District
- Maintaining District's voice on the PFA Board
- Survey PVFPD's customers/constituents
- Successful outcome of 911 calls
- Good public relations with the citizens
- Employee retention and health
- Number of citizen complaints

Survey Responses regarding “Ideal PVFPD Five Years from Now:”

- A district that is growing and keeping pace with the growth in Northern Colorado. A district that is balanced with the overall PFA mission and can play a vital and meaningful role in the overall growth.
- Completed some regionalization and actively exploring additional regionalization.
- Maintaining its position of representation for the citizens of the Authority that live outside the city limits of Fort Collins.
- The current excellent level of service has been maintained and enhanced, and the Board has done due diligence to ensure that the model for providing services is well suited for the NEXT five years, given the projections for our communities.
- Evaluating moving toward a full district model like what we see in West Metro and South Metro in order to better represent the citizen, while capitalizing on efficiencies and reduction of redundancies.
- A major player in any regional authority that includes all of northern Colorado, which provides fire, medical and ambulance services.

Strategic Considerations and Priorities

Based on the results of the board survey in which board members were asked to rank in order the activities that would have the greatest impact for resources invested, key areas for strategic focus were established.

- What should we do to prepare for increased risk of massive wildfires?
- How do we prepare for population growth in next 30 years?
- Should we expand our jurisdiction and consolidate?
- How do we mitigate the influence of changing politics on governance and cost-sharing?
- What do we do if the City seeks taking over PFA and contracts back to district?
- Should we move to a full district model (like West Metro)?
- How do we best meet the challenge of providing service to rural areas?
- How can the PVFPD maintain its relevance?
- How can the PVFPD assure the community knows it is represented?
- How could growth impact the governance model?
- Should we rename the district to better reflect its role?
- How do we build awareness of the District in elections?
- How do we mitigate annexation of District territory?

Top Strategic Concerns identified:

Based on the questions above, the top 4 areas of focus were identified:

1. Governance model review
2. Service to rural areas
3. Population growth considerations
4. Community outreach/awareness

Goals and key objectives, timeframes and owners were developed around these four areas of focus.



	<u>CORRESPONDENCE</u>
Item #:	11
Meeting Date:	08/24/2021
PFA Staff:	Kirsten Howard

SUBJECT:

Correspondence

EXECUTIVE SUMMARY

Correspondence has been included that may be of interest to Board members, community members, and employees.

ATTACHMENTS

- a. Denver Fire Correspondence
- b. Governor Polis Correspondence
- c. Herrmann Correspondence



Denver Fire Department
Office of the Fire Chief

745 West Colfax Avenue
Denver, CO 80204
p: 720.913.3424
f: 720.913.3597
www.denvergov.org/fire

July 15, 2021

Derek Bergsten, Fire Chief
Poudre Fire Authority
102 Remington Street
Fort Collins, CO 80524

Dear Fire Chief Bergsten:

I would like to express my sincere gratitude for your department's support in honoring our fallen member, Technician Patrick Mahan. Although this tragic event was a non-line duty of death, Poudre Fire Authority demonstrated an extraordinary display of honor to Patrick, his family, and Denver Fire Department. Not only was this effort made to support the escort, but when our apparatus had mechanical issues, the persistence to support members of Tower 1 were sincere and genuine. The dedication and hard work of your personnel does not go unnoticed.

On behalf of the Mahan family, the Denver Fire Department family, and Denver Fire Department Command Staff, we are forever grateful to the service Poudre Fire Authority provided.

Thank you!

Sincerely,

Desmond G. Fulton
Fire Chief

Attachment: Denver Fire Correspondence (10564 : Correspondence)

**COLORADO**

Governor Jared Polis

6/15/2021

Derek Bergsten
Poudre Fire Authority Station 4
1945 W. Drake Road
Fort Collins, CO 80526

Hello Derek Bergsten,

I want to sincerely thank you for allowing us to use your space at Poudre Fire Authority Station 4 on 6/15/2021 during the 2021 bill signing tour. I thoroughly enjoyed signing SB21-258 Wildfire Risk Mitigation and SB21-240 Watershed Restoration Grant Program Stimulus with you. Your generosity is deeply appreciated and without your help I would not be able to outline the success of our recent legislative session.

The event you helped host was vital to our ability to update Coloradans on new legislation; and it was so much fun for my team and myself. This year I am signing a historic number of bills, we're so excited to have shared the moment to celebrate this legislation in person. My team and I are unspeakably appreciative of your hospitality.

Thank you again for sharing this experience with me and I hope our paths will cross again. Please share my gratitude with the rest of your team for welcoming me and taking part in the 2021 bill signing tour. I wish you the best in the years to come.

Sincerely,

A handwritten signature in black ink that reads "Jared Polis".

Jared Polis
Governor
State of Colorado



The PFA crew on this call was C shift Ladder 5 with Andy Russell, Jason Bennett, Arturo Gallegos, and Michael Zimmermann. The ambulance was UCH214 with Matt Brutscher, Brittany Jackson, and David Jensen.

Page 1

We value your opinion, and appreciate the time you took to share your feedback.

First Name Guy
Last Name Herrmann
Email Address
Phone Number 2155844
Address
Address 2 Not answered
City Fort Collins
State Colorado
ZIP Code 80526
Date of Emergency August 2 2021

Response/Employee Contact

Comments and Questions

Thank you to the paramedics and firefighters who came to my aid that morning. I don't remember anyone's name, but they are true professionals. They saved my life and I will never forget them.

Thank you
 Guy Herrmann

Would you like to be contacted regarding your comments?

Yes

How do you prefer we contact you?

Email

Please rate the level of service you received below.

Exceeded Expectations

Thank you,
Poudre Fire Authority

This is an automated message generated by Granicus. Please do not reply directly to this email.

Attachment: Herrmann Correspondence (10564 : Correspondence)