



POUDRE FIRE AUTHORITY
BOARD of DIRECTORS MEETING AGENDA
VIRTUAL MEETING
November 16, 2021
8:30 AM

Prompt, Skillful, Caring

*Requires Board Action

Due to Covid-19, the October PFA Board meeting will be a hybrid meeting with Board and staff in person and attendees virtually. Instructions to join the meeting 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. Your comments/questions will be read by a moderator and answered by the Board.

Please click the link below to join the Board meeting: <https://tinyurl.com/ymcytkh>
Or Telephone: +1 669 900 6833 or +1 253 215 8782
Webinar ID: 816 1969 1578
Passcode: 931742

PLEDGE OF ALLEGIANCE

PUBLIC COMMENT

DISCUSSION ITEM

1. Poudre Fire Authority Board Agenda Planning Calendar

CONSENT AGENDA

2. October 26, 2021 Poudre Fire Authority Board of Directors Minutes *

STAFF REPORT

3. Senior Leadership Update

DISCUSSION ITEMS

4. 2022 Budget Work Session and Approval *
5. Fire Chief's 2021 Year-End Review Materials

BRIEFING PAPERS/OTHER BUSINESS



6. Briefing Papers / Other Business

CORRESPONDENCE

7. Correspondence

DISCUSSION ITEM

8. Executive Session to Develop Strategy and Instruct Negotiators for Real Estate Negotiations and to Receive Advice of Legal Counsel Related Thereto *

 <p>Fort Collins  Colorado Prompt, Skillful, Caring</p>	<p><u>DISCUSSION AGENDA ITEM SUMMARY</u> Item #: 1 Meeting Date: 11/16/2021 PFA Staff: Derek Bergsten, Kirsten Howard</p>
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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: 11/9/2021

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
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 Facility Maintenance Study
February 8 11:30 – 1:00	Special	<ul style="list-style-type: none"> Strategic Planning Process (Location to be determined)
February 22, 2022	Regular	<ul style="list-style-type: none"> 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 10, 2022 5:00 p.m.	City Council Work Session	<ul style="list-style-type: none"> Joint dinner City Council and Poudre Valley Fire Protection District Board, and 2021 Annual Report Presentation
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 Annual Financial Report (Audit) 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"> Resolution Setting 2023 Meeting Dates
November 15, 2022	Work Session	<ul style="list-style-type: none"> 2023 Budget Work Session
December 13, 2022	Regular	<ul style="list-style-type: none"> 2023 Budget Adoption
January 24, 2023	Regular	<ul style="list-style-type: none"> Designation of 2023 Board Meeting Posting Location
February 28, 2023	Regular	<ul style="list-style-type: none"> Prior Year Encumbrance Appropriation
March 28, 2023	Regular	<ul style="list-style-type: none"> Legislative Update

 <p>Poudre Fire Authority Fort Collins Colorado Prompt, Skillful, Caring</p>	<p style="text-align: center;"><u>CONSENT AGENDA ITEM SUMMARY</u></p> <p>Item #: 2 Meeting Date: 11/16/2021 PFA Staff: Kirsten Howard</p>
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SUBJECT:

October 26, 2021 Poudre Fire Authority Board of Directors Minutes

EXECUTIVE SUMMARY

The purpose of this item is to approve the minutes from the October 26, 2021 regular meeting of the Poudre Fire Authority Board of Directors.

STAFF RECOMMENDATION

That the Board approve the October 26, 2021 minutes as presented.

FINANCIAL / ECONOMIC IMPACTS

None.

ATTACHMENTS

- a. 10-26-21 PFA Board Minutes



BOARD OF DIRECTORS MEETING October 26, 2021

The Poudre Fire Authority (PFA) Board of Directors met at 102 Remington Street on October 26, 2021, at 8:30 a.m. Directors Emily Francis, Susan Gutowsky, Kelly DiMartino, and Dave Pusey were present. Mike DiTullio was excused absent. Also present were Fire Chief Derek Bergsten, Budget and Finance Supervisor Kirsten Howard, 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, and Employee and Labor Relations Manager Janet Miller. Recording Secretary Shawn Williams was present virtually.

PLEDGE OF ALLEGIANCE

Emily Francis called the meeting to order at 8:30 a.m.

PUBLIC COMMENT

There was no public comment.

DISCUSSION ITEMS

1. **Poudre Fire Authority Board Agenda Planning Calendar**

CONSENT AGENDA

2. **October 5, 2021, Poudre Fire Authority Board of Directors Meeting Minutes**
3. **2022 Poudre Fire Authority Board of Directors Meeting Dates**
4. **Appropriation of Unanticipated Revenue**

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

STAFF REPORT

5. **COVID-19 Update**
6. **Senior Leadership Team Update**

COVID-19 Update - Rick VanderVelde provided the COVID-19 Update to the Board. Rick advised staff was working on interpreting the Larimer County mask mandate and bringing back some of the recommended procedures in-house. Rick stated first responders are wearing the appropriate personal protective equipment (PPE) when handling calls of sick patients continued from March of 2020. Derek Bergsten advised anyone not vaccinated is required to wear a mask while in a PFA facility.



Senior Leadership Team Update - Derek Bergsten provided the Senior Leadership Team Update to the Board. Derek stated he and the union president will begin presentations on Rank Structure to all firefighters and stations this week.

DISCUSSION ITEMS

7. 2021 Civilian Compensation Study Results

Janet Miller reviewed the 2021 Civilian Compensation Study Results with the Board. Janet advised staff is working hard to continue to make PFA a career destination.

BRIEFING PAPERS / OTHER BUSINESS


8. Briefing Papers / Other Business

CORRESPONDENCE

9. Executive Session to Develop Strategy and Instruct Negotiators for Real Estate Negotiations

Emily Francis made a motion to go into executive session to discuss negotiation issues and advise negotiators regarding the acquisition of real property pursuant to 24-56-402(4)(a) and (e). Dave Pusey seconded the motion. The Board entered executive session at 9:14 a.m.

The regular meeting reconvened at 9:33 a.m. and the meeting was adjourned.

 <p>Poudre Fire Authority Fort Collins Colorado Prompt, Skillful, Caring</p>	<p align="center"><u>STAFF REPORT AGENDA ITEM SUMMARY</u></p> <p>Item #: 3 Meeting Date: 11/16/2021 PFA Staff: Derek Bergsten</p>
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SUBJECT:

Senior Leadership Update

EXECUTIVE SUMMARY

The purpose of this agenda item is to keep the PFA Board updated on activities within the PFA's Senior Leadership Team. A bulleted list of activities is provided that outlines recent updates.

DISCUSSION/BACKGROUND

Recent updates within the Senior Leadership Team:


- Strategic Planning scheduled for February 8-11, 2021.
- Authority-wide meetings were held on October 25, 27, and 29. Labor and Management collaboratively presented the rank structure initiative and collected feedback to include in the strategic planning process. Labor/Management meetings are set for every other week to work on the rank structure project.
- Authority-wide meetings are scheduled for November 29, 30, and December 2, 2021, wherein staff will share information regarding the 2022 budget.
- Administration reorganization continues:
 - Janet Miller was interviewed and offered the Human Resources Senior Manager position beginning on November 1, 2021.
 - Kirsten Howard was interviewed and offered the Budget and Administration Manager position beginning on November 1, 2021.
 - Kevin Sullivan was hired as the new Assistant Fire Marshal Fire Protection Services beginning on December 13, 2021.
 - Kerri Ishmael was hired as the new Budget Analyst, beginning on November 15, 2021.
 - The Community Outreach and Risk Reduction Specialist position is still in the interview process.
 - Fleet Maintenance Manager (currently being advertised).
 - Human Resources Specialist (currently being advertised).

STAFF RECOMMENDATION

Item for Information.

FINANCIAL / ECONOMIC IMPACTS

Any financial impacts associated with the bulleted list will come before the PFA Board of Directors in the 2022 budget process.

 <p>Poudre Fire Authority Fort Collins Colorado Prompt, Skillful, Caring</p>	<p>DISCUSSION AGENDA ITEM SUMMARY</p> <p>Item #: 4 Meeting Date: 11/16/2021 PFA Staff: Derek Bergsten, Kirsten Howard</p>
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SUBJECT:

2022 Budget Work Session and Approval

EXECUTIVE SUMMARY

The purpose of this agenda item is to provide a brief overview of the Poudre Fire Authority (PFA) 2022 Budget and to request approval of the 2022 Budget.

PFA staff prepared and presented a 2022 Preliminary Budget to the PFA Board of Directors on October 5, 2021. The preliminary budget was based on projected revenues from the City of Fort Collins and the Poudre Valley Fire Protection District, PFA's funding partners. The 2022 budget is focused on funding ongoing services to the community, key operational needs, and non-discretionary increases. PFA will experience a significant funding increase in 2022, which is discussed in detail in the 2022 Budget Message.

Since the preliminary budget presentation, the Chief has met individually with Board members to discuss Board questions and to outline the Authority reorganization. In addition, during these meetings the Chief proposed the possibility of approving the 2022 Budget at the November 16 Board meeting. Article V, 5.1, A. of the Intergovernmental Agreement establishing the PFA states, "The annual budget shall become the Authority budget only after approval of the appropriations by the respective governing bodies and final approval by the Board." The City of Fort Collins is scheduled to approve the City's 2022 Budget on second reading on the evening of November 16, 2021. The District Board will approve the District's 2022 Budget on December 13, 2021. The contributions from the two funding partners remain the same as what was presented in the 2022 Preliminary Budget, and staff anticipates that both the City and the District will approve their respective budgets and contributions to PFA as outlined in the Preliminary Budget.

DISCUSSION/BACKGROUND

Since three Board members are new to PFA, and this is Chief Bergsten's first budget process at PFA, he and Kirsten Howard met with Board members individually during the first weeks of November to discuss Board questions resulting from the Preliminary Budget presentation. Topics discussed included the Deputy Chief position requested in the 2020 budget, which was not approved, and is no longer necessary with a new chief and Authority reorganization; PFA reorganization; paramedic pay, rank structure initiative; Roving Alternative Medical (RAM) unit; 2023 Strategic Planning process; capital projects, reserves, and savings; radio program; self-contained breathing

apparatus reserve; cancer prevention and mental health. There were no follow-up items identified from these discussions.

2022 Budget Work Session

PFA staff will provide an overview of the 2022 Budget, review financial policies, and review recommendations for allocating resources for 2022.

The 2022 Budget Agenda Item includes several important documents for the Board's review and in consideration of final approval:

- **Budget Message:** A review of key budget issues for the coming year, including revenue projections, Authority reorganization, non-discretionary cost increases for current operations, and capital and subsidiary projects, and reserve funds.
- **Comparative Budget Statements:** Comparative Budget Statements for PFA General Fund, Capital Fund, and Subsidiary accounts.
- **Unfunded Projects/Future Issues:** This list of unfunded items is updated with program manager input and included in the Long-Range Financial Plan.
- **Financial Policies:** The financial policies are approved annually by the PFA Board and are provided at the budget work session for review prior to Budget approval.
- **2022 Fire Prevention and Community Risk Reduction Fee Schedule:** Staff has modified the Fee Schedule to include the change to third-party inspections and electronic testing certificate submittals as well as to bring fees in line with those charged by comparable fire agencies.
- **2022 Poudre Fire Authority Pay Plan:** The Bargaining Unit Employee Pay Plan reflects the 4% and 5% labor market increases approved in the Collective Bargaining Agreement for firefighters and captains (respectively), and the Non-Bargaining Unit Management Pay Plan reflects a 5% labor market increase. The Classified Employee Pay Plan reflects the new pay grades and pay ranges resulting from the civilian compensation study.

PFA staff would like to thank the Board members for their additional time and efforts to learn, ask questions, and provide direction in relation to the 2022 budget.

STAFF RECOMMENDATION

That the PFA Board approve Resolutions 21-24 and 21-25.

FINANCIAL / ECONOMIC IMPACTS

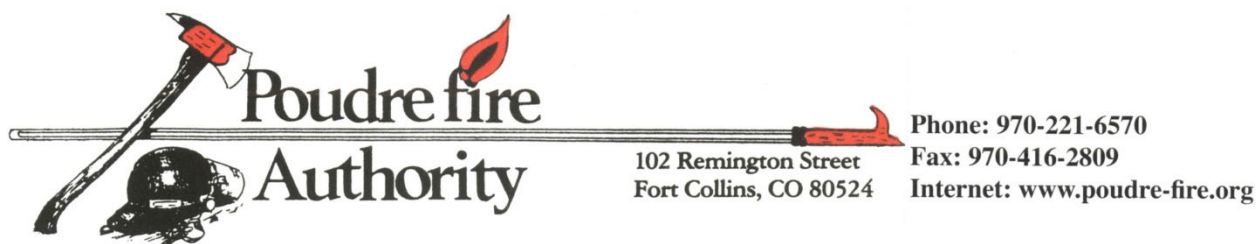
The 2022 budget is balanced and meets PFA's reserve policies (minimum reserve of 6%) with a combined total of approximately 24% held in revenue and contingency reserves.

ASSOCIATED STRATEGIC GOALS

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

ATTACHMENTS

- a. 2022 Budget Letter of Transmittal
- b. General Fund Comparative Budget Statement Summary
- c. PFA General Fund Comparative Budget Statement by Program Area
- d. 2022 General Fund Program Budgets by Cost Center
- e. Support Maint. Replacement, Operations Equip. Replacement Appropriations by Subsidiaries
- f. Capital Projects Fund Comparative Budget Statement
- g. Capital Projects Fund Annual Costs and Expenditures Detail Information
- h. 2022 Financial Policies
- i. 2022 Poudre Fire Authority Fire and Safety Fee Schedule
- j. 2022 Poudre Fire Authority Pay Plan
- k. Resolutions 21 -24 and 21-25



LETTER OF TRANSMITTAL

2022 Budget

November 11, 2021

To the communities of Fort Collins, Timnath, LaPorte, Bellvue, Horsetooth, Redstone Canyon, and parts of unincorporated Larimer and Weld Counties:

We are pleased to present the Poudre Fire Authority (PFA) 2022 Budget. The total operating and capital budget for PFA in 2021 will be \$42.4 million, a major commitment of resources to fire and rescue services from PFA member communities. We are proud and honored to provide customers with high quality, responsive fire, rescue, and emergency medical response for their investment in PFA. We continue to be committed to PFA's mission to protect the community through prompt, skillful, and caring service.

Budgeting is the organization's expression of its priorities and its goals. Each allocation represents support of an existing level of service to the community and a view of where the organization hopes to go in the future. In addition, the budget document serves as an important communication tool to the stakeholders of the Authority, providing an understanding of the structure and operations of the organization. This budget document has been developed following guidelines established by the Government Finance Officers Association (GFOA) and it satisfies the requirement under Colorado law to adopt a balanced annual appropriation measure.

The Budget for 2022 is based on funding provided through the Revised Intergovernmental Agreement (IGA) and Revenue Allocation Formula between the City of Fort Collins (City) and the Poudre Valley Fire Protection District (District), originally approved by City Council and the District Board of Directors in 2014. Three critical pieces of the ongoing funding picture for PFA include the Revenue Allocation Formula, the District's ongoing mill levy, and the 2015 IGA with the Town of Timnath to provide Tax Increment Financing revenues via the District. These three funding sources help to appropriately allocate each party's share of the cost of providing quality fire and rescue services throughout the jurisdiction.

Overall, PFA will see growth in revenues, despite a challenging 20+ months of uncertainty caused by the COVID-19 pandemic. In 2020 and 2021 PFA faced the ambiguity of whether property taxes could be maintained in both the City and the District, considering sudden changes in unemployment of residents and their personal financial uncertainty. City sales and use taxes during that time were volatile with businesses shuttered and residents sheltering at home to reduce the spread of the virus. PFA responded with spending and wage freezes to remain poised to absorb short- and long-term further losses. The

PVFPD found that its minor losses of revenue stemmed from Specific Ownership Tax revenue as taxpayers delayed or canceled purchases of vehicles and other property subject to those taxes. Some revenue was delayed as taxpayers postponed their payment of property taxes, but ultimately most property tax assessments were paid.

By mid-2021, it became clear that the threats to funding for PFA were short-lived and recovery for the 2022 Budget period would be strong. City sales and use taxes have rebounded far beyond pre-pandemic levels of 2019. Property tax revenues will continue to grow in the future as property values continue to rise. These economic indicators create a budgeting environment that is far more optimistic and forward looking than has been possible in the recent past.

In 2022, the City of Fort Collins will provide \$33,879,327 in contributions to PFA for operation of the Authority. This represents an increase of \$2,891,741 or 9.3% over contributions made in 2021. These contributions are set by the adopted Revenue Allocation Formula contained in the IGA establishing the Authority. Property taxes, general sales and use taxes, and earmarked sales and use taxes from the new Keep Fort Collins Great voter approved tax measure provide these funds toward all PFA services.

The District will provide \$8,813,567 in contributions to PFA, which is an increase of \$835,058 or 10.46% over 2021 funds. These revenues include all of the District's property tax revenue (less a small amount for administration) plus 100% of the Specific Ownership Taxes collected by Larimer and Weld Counties for the benefit of the District.

	2021 Budget	2021 Actual	2022 Projected	Change
City of Fort Collins				
Sales and Use Tax	\$13,055,103	\$13,055,103	\$15,077,631	\$2,022,528
Property Tax	18,118,418	18,118,418	19,028,925	910,508
Less Homelessness Coordinator Share	(20,000)	(20,000)	(20,000)	0
Less Dispatch Positions Share	(165,935)	(165,935)	(207,229)	(41,294)
City of Fort Collins Total	30,987,586	30,987,586	33,879,327	2,891,741
Poudre Valley Fire Protection District	7,978,509	7,978,509	8,813,567	835,058
Total City and District Contributions	\$38,966,095	\$38,966,095	\$42,692,894	\$3,726,799

As 2022 revenue projections were made, staff began to evaluate PFA's highest priority funding needs to evaluate where services could be enhanced, and which capital plans could move forward. Program managers were asked to submit requests for funding and projected cost increases that were anticipated in 2022. The Senior Leadership Team began its budget development process by prioritizing these budget

needs and our ability to address staffing goals outlined in PFA’s adopted Standards of Cover. Priorities support the implementation of PFA’s Strategic Plan and focus on “must-do” items.

The 2022 Budget addresses support of ongoing levels of service through inflation in salary, benefits, and insurance costs. The 2022 Collective Bargaining Agreement (CBA) was negotiated in June with 4-5% labor market adjustments. These negotiations focused on evaluating the competitive labor market where most other employers did not provide any increases in wages in 2021 and were expected to provide larger than typical increases in 2022. The Preliminary Budget includes increased employer costs for health, cancer, and Workers’ Compensation insurance premiums that total \$250,000 over 2021 premiums. Insurance increases are included in the budget as non-discretionary increases. Other non-discretionary increases such as retirement contributions, FPPA Death and Disability coverage, retirement health savings costs, and longevity pay are detailed in the Budget Message.

The 2022 Budget includes several staffing changes to address organizational needs and new firefighter positions. Since 2018, PFA’s budget has earmarked ongoing funds for partial staffing of a future station or new fire company. In 2021, the PFA Board approved using some of these funds to begin hiring for a new fire company (addition of six firefighters), and the balance of the earmarked ongoing funds (\$767,459) were used one-time in 2021 for the Station 6 Shop Remodel project.

In 2022, staff is recommending that PFA continue to build staffing levels with new ongoing funds, by hiring another six firefighters, to accommodate a new fire company to be deployed in 2023. Staff believes that a phased-in hiring process is critical in bringing these positions on board due to the length of time needed to integrate an entire new crew including the training, equipping, and housing of the crew. A detailed analysis of this ongoing plan is included in the Budget Message. In 2022, staff recommends the \$767,459 be used one-time in the major facilities remodel subsidiary account.

Changes to 2022 Budget since Preliminary Budget Presentation:

Since the preliminary budget presentation on October 5, staff recommends a change regarding the use of the \$700,000 earmarked for the rank structure initiative that was initially to be used one-time in the major facility remodel. Staff recommendation for final budget is to use the \$700,000 one-time in the following accounts; \$445,000 one-time in the major facility remodel subsidiary for future facility remodel, \$155,000 one-time in the Training Center Improvement subsidiary for second floor remodel, and \$100,000 one-time in Administration for the rank structure working groups.

Summary—Balancing the 2022 Budget:

To balance the 2022 budget, staff recommends the following actions, described in greater detail in the Budget Message.

Key spending recommendations:

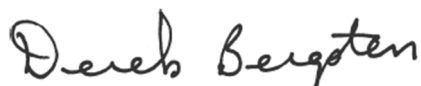
- Wage increases including labor market adjustments, CBA adjustments, and the results of the 2021 civilian pay study
- Additional staffing for a new fire company (six firefighter positions)

- Funding earmarked for rank structure revisions currently under review (utilized one-time in 2022 in major facilities maintenance and Training Center Improvement subsidiaries, and in the Administration budget for rank structure working groups)
- Additional ongoing funding for equipment, tools, staff vehicles, and supplies
- Reorganization/reallocation in Administration and Support Divisions
- Additional ongoing funding for facilities maintenance fund

Table 2		
Changes 2021 - 2022 Annual Budget		
	Ongoing	One-time
Available Funds		
City of Fort Collins on-going earmarked revenue		\$767,459
City of Fort Collins Contribution Increase	2,891,741	
District Revenue Increase	835,058	
Total Available Funds	3,726,799	767,459
New Expenses		
Non-discretionary increases (Table 7)	1,635,061	
Rank Structure Project	700,000	
Facilities Maintenance	350,000	
New Fire Company (six firefighter positions)	345,000	
Support/Operations Division Reorganization/Reallocation	169,587	
Administration Reorganization/Reallocation	150,000	
Community Risk Reduction Reorganization/Reallocation	100,000	
Administration Compensation Study	60,000	
White Fleet - two additional vehicles	57,000	
Fleet Maintenance - Fuel and Parts	50,000	
Drone Tech Rescue, Honor Guard, Wildland Programs	38,151	
Rescue Tools	30,000	
Budgeting Software	25,000	
Ballistic PPE	17,000	
Total New Expenses	3,726,799	0
One-time Allocations		
Allocate to Major Facility Remodel (one-time)		767,459
Total New Expenses and One-time Allocations	3,726,799	767,459
Variance between Available Funds and Expenses	0	0

The following Budget Message provides a more detailed description of proposed new expenditures and reallocations. We look forward to your review of this budget and working together in 2022. We would like to thank the management team for their participation and support for the budget and planning processes and their commitment to meeting the needs of the community we serve¹.

Respectfully Submitted,



Derek Bergsten
Fire Chief

Emily Francis
Poudre Fire Authority Board Chair

Budget Message

BUDGET OVERVIEW

Revenues

Poudre Fire Authority's financial position reflects growth in the revenue projections from the City of Fort Collins and from the District. These changes in revenue reflect strong growth in sales and use taxes from the City during the post-pandemic economic rebound and growth from District property tax revenues as new properties enter the tax rolls, primarily in the Town of Timnath. Table 3 illustrates overall summary of City and District revenues.

City Contribution:

The 2022 Budget includes revenue from the City's sales and use taxes and property taxes as defined in the Revenue Allocation Formula portion of the IGA establishing the Authority. This funding formula was created as a combination of sales and use tax revenues and property tax revenue. Sales and use taxes are made up by a combination of the City's original base sales tax plus a fixed percentage of the Keep Fort Collins Great voter approved tax measure. In 2019, City Council referred a ballot measure to renew Keep Fort Collins Great revenues without a sunset provision, to Fort Collins voters who approved the ballot measure by 61%.

The Authority is seeing a positive impact of the Revenue Allocation Formula in 2022 as City sales and use taxes are expected to increase by 15%. In 2022, the City's property tax revenue will increase approximately 5% since 2022 is the second year of the counties' property reassessment cycle. In 2023, PFA will benefit from the next increase in property values that is likely to occur from the next reassessment cycle, given that property values in the area have continued to grow steadily. The IGA has led to this "stair stepping" of City revenue changes as the reassessment revenues are incorporated into the PFA revenue projections.

	2020		2021		2022	
	<i>Actual</i>		<i>Revised</i>	<i>% Change</i>	<i>Projected</i>	<i>% Change</i>
City Contributions						
O&M Contribution	\$25,519,914		\$28,835,032	12.99%	\$32,494,232	12.69%
Capital Contribution	2,300,829		2,152,554	-6.44%	1,385,095	-35.65%
Subtotal Ongoing Contributions	27,820,743		30,987,586	11.38%	33,879,327	9.33%
Subtotal City Gen. Fund Contribution	27,820,743		30,987,586	11.38%	33,879,327	9.33%
City KFCG Contribution	3,021,465			-100.00%		
City KFCG Reserve to PFA ¹	52,335					
Subtotal KFCG Contributions	3,073,800		0	-100.00%	0	
Subtotal City Contributions	30,894,543		30,987,586	0.30%	33,879,327	9.33%
District Contributions						
O&M Contribution ²	7,942,036		7,978,509	0.46%	8,813,567	10.47%
Subtotal District Contributions	7,942,036		7,978,509	0.46%	8,813,567	10.47%
Total City & District Contributions	\$38,836,579		\$38,966,095	0.33%	\$42,692,894	9.56%
Notes:						
¹ One-time contributions to capital project from City-held KFCG Reserve for Fire.						
² Includes Timnath TIF funding.						

Beginning in 2017, the City asked PFA to fund one full-time dispatch position. Since the 2019-2020 City Budget, PFA has funded an additional dispatch position. The City's contribution to PFA in 2022 will be net of a contribution from PFA back to the City to offset this portion of the cost of the City Dispatch Center. This deduction of \$207,229 is a share of the cost of dispatchers and is equivalent to the cost of two dispatch positions.

In 2021, the City asked PFA to fund a portion (\$20,000) of its new Homelessness Coordinator position. PFA will make this contribution back to the City again in 2022 and anticipates that future revenue projections will have this contribution deducted before funds are sent to PFA. This will be accounted for in a similar way as the Dispatcher positions.

Keep Fort Collins Great (KFCG): Since 2011, PFA has been receiving significant funding from the City through the KFCG voter approved tax measure. The tax initiative ballot language earmarked 11% of 0.85% sales and use tax for fire protection and other emergency services.

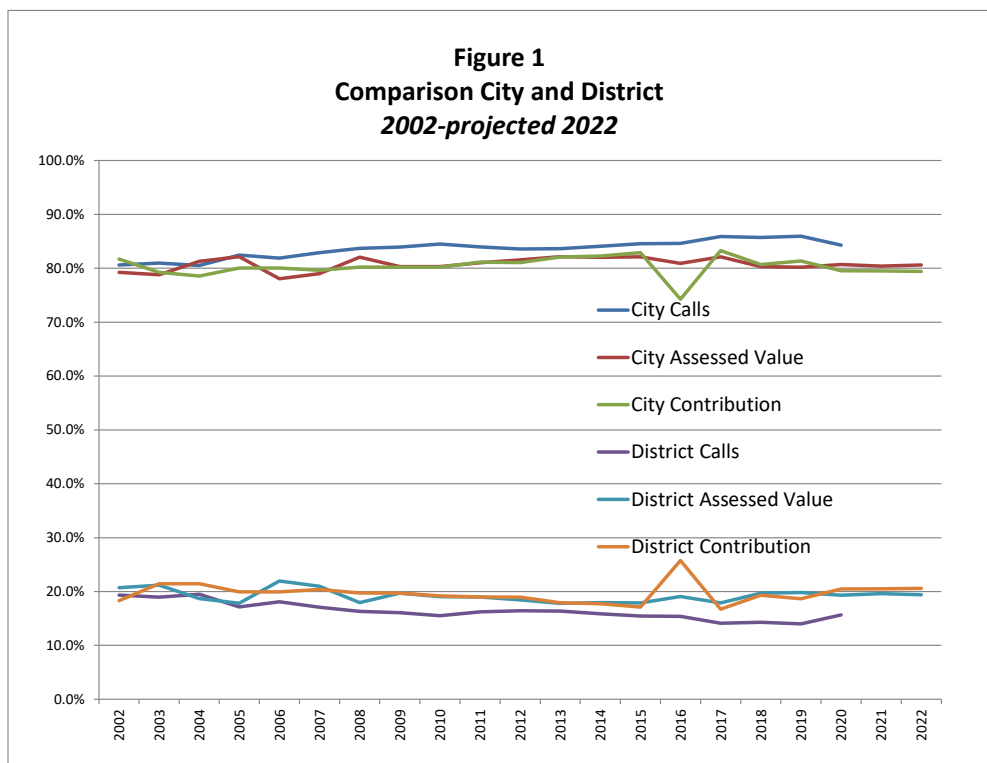
In April 2019, Fort Collins voters approved the continuation of the KFCG tax beyond the December 2020 sunset, which was a part of the original ballot language. This renewal of the tax in perpetuity will ensure that these revenues will continue to come to PFA as provided in the IGA. PFA is set to receive 15.6% of the 0.60% sales and use tax, which is equal to the amount provided by the previous allocation of 11% of the 0.85% tax. On January 1, 2021, the first KFCG tax was replaced with the new KFCG sales and use tax,

including the new formula taking effect. These funds are included in the City’s overall sales and use tax contribution within the RAF.

Overall, in 2022 City contributions (base sales and use tax, and property tax,) will increase from \$30,987,586 in 2021 to \$33,879,327 in 2022. This increase of \$2,891,741 will be allocated to a variety of Authority needs as outlined within the Budget Message.

District Contribution: Revenues in the District are projected to increase in 2022 (\$835,058), with a total District general fund contribution to PFA of \$8,813,567. This increase in funding is based primarily on property taxes on new construction within the District. Larimer and Weld Counties have provided the District with their preliminary certification of assessed valuations for 2022, so PFA’s Budget was developed including an increase in District property taxes. The District also contributes funds from Specific Ownership Tax collected within the District. These taxes are assessed on personal property such as motor vehicles and is paid annually when the vehicle is registered within a county. In 2020 and a portion of 2021, these tax receipts declined, presumably because taxpayers delayed the purchase of new vehicles. These revenues rebounded in later 2021 and are projected to return to pre-pandemic levels in the future.

The District’s funding also includes ongoing contributions from the Town of Timnath via the pass-through of Tax Increment Financing (TIF) revenue to the District. Ongoing revenue attributable to the Timnath TIF is projected to be \$1,146,631 in 2022, less collection fees payable to the County. This funding stream, which began in 2016, represents a major step forward in providing service to the southeast portion of the jurisdiction through appropriate contributions from the Timnath Development Authority (Table 3).



Contribution Split: PFA continues to monitor the relative contributions of the City and the District to ensure that the intent of the Revenue Allocation Formula in the IGA is maintained. Figure 1 illustrates the goal of maintaining a funding stream that closely mirrors the assessed value of property protected in the District and City and the relative call volumes in the two jurisdictions. Over the past 20+ years, the split in each of these indicators have averaged near the split of 80-81% City and 19-20% District. It is important to note that in Figure 1, there was a significant deviation from this typical split in 2016 when the District (including the Timnath Urban Renewal Authority) provided a major infusion of capital to PFA for the construction of Station 8 in Timnath. Both the District and the Town of Timnath had been accumulating a capital reserve for the funding of the construction of this station with transfers of those funds occurring during 2016, creating the spike in District contributions illustrated in Figure 1.

In analyzing the budgeted contributions of each of the partners, the District continues to contribute a higher proportion than would be indicated by the call volume split between the two partners. This data is based on 2022 projected revenues and 2020 call data (Figure 1). This disparity will continue into the 2022 Budget with the City contributing 79.4% and the District contributing 20.6%. This compares with the City's 84.3% of 2020 calls and 80.7% of 2021 assessed valuation.

2022 Fire Prevention Bureau Fee Schedule

On July 27, 2021, PFA staff shared proposed changes to the PFA inspection program to better serve public and firefighter safety. The changes in inspections will have a multiplier effect on what can be accomplished as PFA inspectors move away from sprinkler/suppression system inspection and testing. PFA inspectors will, instead, focus on high-risk buildings and environments in general fire and life safety inspections, while contractors will take over fire suppression system inspections and testing. This change reduces the liability that the Authority takes on by testing suppression systems (contractors are better positioned to handle the liability). In addition, private industry will provide the service in PFA's jurisdiction as is the practice in other jurisdictions in Colorado. This is logistically possible because of Brycer®, a software company that provides fire departments across Colorado, and the U.S., with access to tracking and following up with fire safety systems testing at no cost to the Authority.

The PFA Board provided support and direction to PFA staff to work on a partnership with Brycer®, a web-based software for Fire Safety Contractors, to electronically submit testing certificates. The most significant benefit of this software is that it provides a central portal for test certificates to be submitted and stored. This provides great efficiency for staff. There is no cost to the PFA for the use of this software while contractors are generally charged a small fee per fire protection system test certificate submittal to cover the administrative cost for fire department review, and to verify and follow up on any testing document code violations. Business and property owners do not pay to submit these certificates.

In 2022, Fire Prevention and Community Risk Reduction staff proposes the following modifications to the Poudre Fire Authority Fire and Safety Fees (attached):

- Increased Valuation Based Building Plan Review fee - The current project valuation fee does not completely cover the cost for time spent reviewing and processing plan reviews. Modifying this fee better covers the actual cost and brings the fee in line with comparable fire agencies.
- Increased Systems Plan Review and Inspection fees - The current fee schedule does not completely cover the cost to review and inspect a growing number and complexity of these systems.
- Increased and Added Operational Permit fees - The current fee schedule does not completely cover the cost to review and inspect a growing number of these systems.
- Addition of Miscellaneous Review and Inspection Fees - Many developers and contractors are requesting expedited plan reviews and processing to meet their respective deadlines. This fee would cover the cost for staff working additional off hours to complete projects, best serve the development community, and still meet benchmarks for standard project review timelines. The Fire Protection System Inspection and Testing submittal/processing fee represents a new fee collected from contractors to electronically receive, review, and store testing certificates and associated documents.
- Increased and Scaled Development Review fees - The current fees do not cover the cost to conduct development reviews and engage with a variety of community partners. These adjusted fees help to cover costs and break out fees based on the size and scale of development projects.

Long-Range Financial Plan

A list of unfunded priorities is included in the Long-Range Financial Plan that illustrates the unfunded operating and maintenance costs and highlights significant ongoing needs to adequately provide service, cover minimum staffing needs, and provide some inflationary growth to non-personnel services in a variety of programs. Highlights of unfunded priorities include staffing for future companies (Station 15, an additional fire company, support staff, etc.), capital needs, major repairs and renovation resources, and other maintenance needs. In 2021, PFA added six firefighter positions to begin the funding for a new fire company, and in 2022, another six firefighters will be added for the new fire company. PFA staff anticipates hiring three more positions in 2023 to complete the staffing and implement the new company. The Long-Range Financial Plan will undergo a complete update in 2022 to align with a new strategic plan, reorganization efforts, and the City's two-year budget cycle.

Reserves and Fund Balance

The Budget continues to maintain several reserves, which represent both the reserves determined by Board policy and the reserves held to address selected variable costs. PFA Board Policy, established in September 2012, as a result of discussions with City staff, includes a Reserve Policy of 6% of operating revenue made up of:

- Revenue Reserve - 3% unappropriated revenue reserve can be accessed only by the Board of Directors for extreme emergencies, revenue shortfalls, or uncontrollable cost increases, and
- Reserve for Contingency - A minimum 3% of operating revenues must be held in this reserve and can be accessed only by the Board of Directors; the 3% is part of the minimum reserve policy.

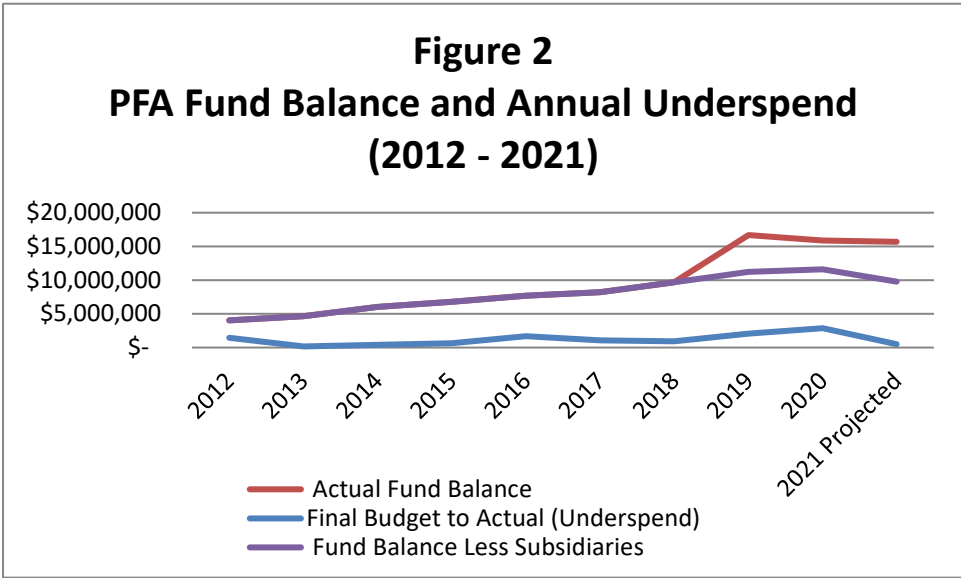
The City's Fund Balance Minimum Policy recommends a 60-day liquidity goal of 17% of the subsequent year's originally adopted budgeted expenditures and transfers out. This is in addition to the Restricted Balance required by Article X, Section 20 of the State Constitution (3% of non-exempt revenue to be used only for declared emergencies). PFA does have a Revenue Reserve of 3% restricted fund balance for this same purpose, separate from the Reserve for Contingency, and if PFA maintained a 17% liquidity similar to what the City does, the Reserve would be \$7.2 million. The GFOA recommends, at a minimum, that general-purpose governments, regardless of size, maintain unrestricted budgetary fund balance in their general fund of no less than two months of regular general fund operating revenues or regular general fund operating expenditures, which for the Authority is \$6.5 million.

This Budget includes reserves that have been built up over time and are projected to exceed the policy goals. The past several years has seen relatively little addition to the PFA General Fund Reserve, with a year-end under-spend of 1-3% on average. In 2020 and 2021, the Board approved the use of Reserve funds to construct a new Station 7 (LaPorte) and an expansion of the mechanic's shop at Station 6 (Mulberry and Timberline). These projects are included in the 2021 adopted budget, but completion of these two major capital projects is not anticipated until 2022 or 2023.

Table 4			
Poudre Fire Authority Reserve Accounts			
Reserve Account	Purpose	Policy Goal	2020 Actual
Reserve for Contingency	To provide funds for unexpected needs and priorities throughout the year. With the recommendation of the Chief, the Board can use these funds to address needs or opportunities that may arise.	3% Minimum	\$8,463,612 or 21.9%
Reserve for Donations - City Give	Reserve for donations received through City Give for a specific purpose.	None	\$17,800 or 0.05%
Reserve for Encumbrances	To provide funds for appropriations committed by contract for goods or services.	None	\$190,366 or 0.49%
Reserve for KFCG	Funds are earmarked for possible grant matches and technology needs or upgrades.	None	\$136,419 or 0.35%
Revenue Reserve	Set by Board policy. Established to address financial uncertainty: extreme emergencies, revenue shortfalls, or uncontrollable cost increases.	3% Minimum	\$1,141,123 or 3%
Insurance Liabilities Reserve	To address uncertainty in insurance costs.	None	\$462,172 or 1.19%
Total			\$10,411,492 or 27%
Subsidiary Reserve Account	Purpose	Policy Goal	2020 Actual
Reserve for Operations Equipment Replacement	To provide replacement of rescue tools and hose.	None	\$54,622 or 0.14%
Reserve for Support Maintenance & Replacement	To provide maintenance or replacement of facilities, staff vehicles, Self-Contained Breathing Apparatus, Computer Aided Dispatch, etc.	None	\$5,416,266 or 13.98%
Total All Reserves			\$15,882,080 or 41%

Beginning Balance	\$15,882,380	
Revenue	\$38,901,468	
<Expenditures>	<u>(39,077,776)</u>	
Fund Balance	\$15,706,072	
Reserves		% of Revenue
Unassigned - Reserve for Contingency	8,056,240	20.71%
Restricted - Reserve for CityGive	17,800	0.05%
Restricted - Reserve for KFCG	136,419	0.35%
Assigned - Revenue Reserve	1,167,044	3.00%
Assigned - Encumbrances		0.00%
Assigned - Insurance Liabilities Reserve	374,558	0.96%
Total Reserves	<u>\$9,752,061</u>	<u>25.07%</u>
Subsidiary Reserves		
Assigned - Reserve for Operations Eqp. & Replacement	61,059	0.16%
Assigned - Reserve for Support Maint. & Replacement	5,892,952	15.15%
Total Subsidiary Reserves	<u>\$5,954,011</u>	<u>15.31%</u>
Total Reserves and Subsidiary Reserves	<u><u>\$15,706,072</u></u>	<u><u>40.37%</u></u>

Current spending projections for 2021 result in a 2022 projected beginning fund balance of \$15.7 million, including a Reserve for Contingency of \$8 million, which is \$6.7 million (18.8%) over the policy goal of 3%. This balance may be adjusted downward later in 2021 because of any unanticipated expenses such as wildfire, third alarm fires or other disasters that could occur before year-end. These funds represent a substantial reserve contingency, which has grown over the past five years to a projected total of 40% or \$15.7 million by 2021 year-end (Table 5). Each year over the past five years, PFA has added to its reserves through underspending of funds that were originally budgeted, from unanticipated fee revenue, and from revenues not appropriated within the subsidiary accounts. By changing PFA's approach to budgeting in 2012 toward a more transparent and somewhat more conservative style, spending has been closer to the budget plan. The goal has been to meet as many needs as possible with existing resources, rather than postponing needed spending to future years or special appropriations. Capital projects that can be anticipated have also been funded, rather than focusing on year-end spending. This has been accomplished while still maintaining adequate reserves. This greater focus on spending throughout the year, rather than year-end spending is made possible in part because of strong reserve balances. This effort to limit underspend is illustrated in Figure 2.



In accord with Board direction, PFA made a deliberate effort to increase general fund reserve for contingency to a level that is higher than would normally be needed by reserve policy. The purpose of this larger reserve was to provide a buffer against the possible loss of KFCG revenue after the sunset date of 2020. With the renewal of KFCG and the removal of the sunset provision, PFA began to allocate reserves toward capital projects such as Station 6 expansion and Station 7 replacement. With these projects still in process, reserves have remained substantial.

In the 2020 Budget, PFA transferred \$3.6 million from Reserve for Contingency and appropriated in a capital project for Station 7 remodel/replacement (2817 North Overland Trail, LaPorte) to begin in 2022. The \$3.6 million transfer offset by revenues over expenditures of \$2,867,511 caused a reduction in fund balance of \$816,060.

Since 2012, the average underspend has been 3.9%, and PFA is currently projecting a 1 to 3% underspend in 2021, or carryover of approximately \$500,000, which staff is monitoring closely.

In addition, at the request of the City Finance Department in 2019, an accounting process change moved earmarked capital projects into PFA’s operating budget as subsidiary accounts as illustrated in Figure 2. The Reserve for Operations Equipment Replacement and the Reserve for Support Maintenance and Replacement were established by transferring capital funds into the Operating and Maintenance budget for these operating expenses and reserves, which increases the underspend annually due to revenues being earmarked for projects not yet in progress (see Table 6 for more detailed information). These subsidiary accounts appear to add to PFA’s reserve balances but are earmarked for specific purposes as replacement funds for key facility and equipment needs.

Table 6		
Subsidiary Accounts (formerly capital)		
Subsidiary	Ongoing Revenue	2021 Projected Balance
Major Facility Remodel	\$200,000	\$647,975
Station 15	\$25,000	\$1,705,976
Training Center Improvement		\$72,428
Facilities Maintenance	\$433,010	\$627,671
SCBA Replacement	\$100,000	\$517,617
Hose Replacement	\$16,000	\$32,026
Thermal Imager Replacement	\$24,000	\$56,707
Staff Vehicle Replacement	\$137,000	\$112,194
Station Alerting	\$130,000	\$277,244
Computer Aided Dispatch		\$289,755
Mobile Data Terminals		\$22,557
Records Management		\$71,833
Computer/Tech Replacement	\$200,000	\$795,066
Radio Replacement	\$163,000	\$699,945
EMS Equipment	\$40,000	\$99,946
Rescue Tools Replacement	\$30,000	\$23,024
Quartermaster	\$37,128	\$172,054
Concrete Replacement		\$0
Ongoing Revenue	\$1,535,138	\$6,224,018

PFA Strategic Plan, Strategic Initiatives, and Goals

The 2018-2023 Strategic Plan was approved by the Board in March 2018, and set the direction for the Authority, including identifying community emergency service needs. The plan was developed using a “community driven” approach where input was formally gathered by external stakeholders. Based upon all the information gathered through the community-driven strategic planning process and the determination of critical issues and service gaps, the following strategic initiatives were identified as the foundation for the development of goals and objectives.

- 1) High Quality and Innovative Core Services (aligned with Center for Public Safety Excellence Self-Assessment)
- 2) Proactive Internal/External Communications
- 3) Workforce Development/Culture
- 4) Financial Responsibility
- 5) Governance and Organizational Sustainability

To continuously achieve the mission of the PFA, realistic goals and objectives with timelines for completion were established to enhance strengths, address identified weaknesses, provide clear direction, and address the concerns of the community. They have become a focus of PFA's efforts, as they direct the organization to its desired future while having reduced the obstacles and distractions along the way. The 2022 Budget was developed with the 2018 Strategic Plan structure in mind as the budget is the driving force behind supporting the overall Strategic Initiatives and the goals themselves. Each program manager was asked to link the 2021 program budgets to a specific strategic initiative and if possible, to a specific goal and objective within the plan.

As the 2018-2023 Strategic Plan comes to an end, a new Strategic Planning process will begin in February 2022. This process will be facilitated by the Center for Public Safety Excellence (CPSE) to deliver a community-driven strategic plan by involving external stakeholders, including Board members (on February 8, 2022), and a three-day work session with employees from all levels of the organization. During the employee work session, the mission statement and values will be revisited, strengths, weaknesses, opportunities, and threats will be identified, as well as a close look at critical issues and service gaps. Strategic initiatives for organizational improvement will be developed, as well as goals and objectives for initiatives. Finally, implementation tasks will be identified for each objective.

Self-Assessment Manual

The 2022 Budget continues the integration of the PFA Self-Assessment Manual (SAM), which is the core document the Authority uses in its continuous improvement efforts. The primary function of the document is to appraise the effectiveness and plan for improvement in programs. Links to the PFA SAM were requested as part of the budget submittal process as well, to ensure that program managers understand the significance of being able to describe, appraise and plan improvements. Performance measures have been submitted as well to support the outputs and outcomes that the programs have targeted and are reported year to date in the budget.

FUNDING RECOMMENDATIONS

Given the organization's strategic priorities and the available revenues, staff has developed the 2022 Budget so that it is a balanced budget. New revenues provide the opportunity to address several long-term financial needs in the organization, both for staffing and for maintenance of existing facilities.

Operations and Maintenance (O&M) Budget

There are several key issues and changes that drive the 2022 operating budget. In summary, they include:

Non-Discretionary Expenditures:

Staff has developed projections for the non-discretionary cost increases (Table 7) that PFA must plan for in the 2022 Budget. These changes include such items as benefits cost increases, property and liability insurance, and workers' compensation insurance increases. Normally, with 86% of

PFA’s budget allocated to salaries and benefits, this non-discretionary portion of the budget is the first allocation of new funds that is reviewed in developing the Budget. This will continue to be true in the 2022 budget with higher-than-average salary adjustments for annual labor market increases. The 2022 Collective Bargaining Agreement was negotiated with 4-5% adjustments for uniformed employees. Staff has also estimated that the local labor market non-CBA employees (battalion and division chiefs) will increase by 5%. Labor market adjustments for civilian employees will be included in the civilian compensation study and will be reflected in a new civilian pay structure.

Table 7	
2022 Non-Discretionary Increases	
Salaries (CBA - 4% FF & 5% Cptn)	908,761
BCs/DCs/Out of Market Civilians	187,137
Longevity	8,215
Salary Driven Benefits	392,390
Liability & Workers' Comp Insurance	80,000
Contingency	58,558
	1,635,061

Table 8						
History of PFA Salary and Total Compensation Increases						
Labor Market Adjustments						
	Captain/Chiefs		Firefighter		Civilian	
	Salary	Total Comp	Salary	Total Comp	Salary	Total Comp
2012	1.50%	4.28%	1.50%	4.79%	1.50%	4.13%
2013	1.60%	0.94%	2.37%	2.05%	1.6 - 2.37%	0.94 - 2.05%
2014	2.26%	2.00%	0.20%	0.18%	0.2 - 2.26%	0.18 - 2.0%
2015	1.33%	3.53%	1.09%	3.73%	1.33 - 3.53%	3.53 - 3.73%
2016	3.70%	5.33%	4.25%	5.64%	3.70 - 4.25%	5.33 - 5.64%
2017	5.52%	5.10%	5.09%	4.65%	5.09 - 5.52%	4.65 - 5.10%
2018	3.00%	4.30%	3.00%	4.30%	3.00%	4.30%
2019	3.25%	3.80%	3.25%	3.80%	3.00%	3.68%
2020	2.75%	2.90%	2.75%	2.00%	3.00%	3.60%
	5.00%	4.91%				
2021	0.00%	0.00%	0%	0.00%	0%	0%
2022	5.00%	5.24%	4%	4.17%	TBD	TBD
Average	3.11%	3.48%	3.00%	3.40%	2.34 - 2.75%	2.81 - 3.16%

- **Benefits Cost Increases:** Projections from the City of Fort Collins anticipate PFA health and dental insurance in the City’s pool will increase by a total of \$170,000, an increase of approximately 6.76% over 2021. These increases are built into the preliminary budget as non-discretionary increases. The employee portion of premiums for these benefits will not increase in 2022.

- **Workers' Compensation and Property / Casualty Insurance:** The Colorado Special Districts Property and Liability Pool has notified PFA that there will be changes to Workers' Compensation and Property/Liability insurance costs for 2022. PFA's Experience Modifier (EMod) for 2022 is projected to be 1.18, up from 1.12 in 2021, an increase of 5%. This increase represents increased losses for PFA. In addition to an increase in PFA's individual rates, the Pool is expecting to pass along a 5-10% increase to all members because of "adverse loss development" that impact all members. PFA will also see an increase in the overall cost of Workers' Compensation insurance as wages increase and new employees are added to its payroll. Without specific costs determined yet, staff has included a 20% estimated increase in the planning budget.

Staffing Changes -- Labor Market and Rank Structure

The Senior Leadership Team reviewed the unfunded priorities list to evaluate what positions, if any, needed to be modified or added in 2022. Several staffing and labor market modifications are included in the Budget:

- **Rank Structure Project Reserve**

PFA staff and Local 1945 are beginning work on a rank structure study to be included in the 2022 Strategic Planning process as well as 2023 CBA negotiations. Staff has projected a worst-case cost for potentially adding a promoted captain position and promoted engineers to PFA's rank structure. The \$700,000 comes from new, ongoing revenue in 2022, and will be used one-time in the major facility remodel and Training Center Improvement subsidiaries, as well as in the Administration budget for the working groups, and will then be available for any rank structure cost increases in 2023.

- **Uniformed Positions— New Fire Company**

The 2022 Budget includes the addition of six uniformed positions in the Operations Division to continue the staffing process for the next new fire company. Three firefighters would be hired in the spring 2022 Academy and three additional firefighters would be added in the fall 2022 academy. Staff is recommending that enough new positions be hired by early 2023 so that a full new company can be established to best respond to the demands of growth. Total cost for six uniformed FTE is \$804,858. The first-year costs of these new hires total \$345,000 and the balance of what will be needed in future years will be allocated to the major facility remodel budget in 2022.

PFA has been discussing a new fire company since the adoption of the 2004 Strategic Plan. That plan serves as important background data for the planned development of PFA build-out and discussed implementation of an east and west "squad", or support unit, staffed with three personnel (officer, driver, and firefighter). Stations 4 (1945 West Drake Road, Fort Collins) and 8 (4800 Signal Tree Drive, Timnath) were the suggested locations for an east and west support unit and those stations have been built to meet that long-term build out (two company stations). PFA's Community Risk Assessment and Standards of Cover (CRA-SOC), is the tool used now to

maintain and improve PFA response capabilities and includes the following benefits of an additional fire company.

- The future deployment of an additional fire company will address response needs on the west and south side of the jurisdiction; however, this initial plan for deployment does not fully address some needs, especially in the north and east portions of the jurisdiction. This is important, but on 95% of calls a single apparatus can handle the incident with the correct Effective Response Force. Therefore, an additional fire company only addresses a portion of PFA's service gaps.
 - Travel times in many portions of the jurisdiction are higher than PFA's goal and standards, so an additional fire company responding to the moderate risk fire example should help shorten those times. Other strategies will also be needed over time to fully address this need.
 - Deployment modeling still needs study as the system changes and adding more units and staffing will be essential to changing the response experience for PFA customers. Increasing units and modifying deployment will be a continuous process. This process is well supported by the planning and analysis group and the modeling software and Geographic Information System resources that PFA has built in recent years.
- **Support and Operations Reorganization/Reallocation**
During 2021, two employees in the EMS group left PFA. With these personnel changes and some anticipated retirements during 2021 and 2022, staff in the Operations and Support Divisions have taken the opportunity to evaluate the appropriate positions and scopes of work that will be needed in the future. The primary goal of the process is to improve efficiency and effectiveness within the Divisions and make the best use of the FTEs already in place. With the resources and FTEs available within these Divisions, staff expects to require little new ongoing funding to execute a reorganization and realignment of positions.
 - **Administrative Staffing Reorganization/Reallocation**
With the retirement of the Director of Administrative Services, staff has proposed a reorganization of the Division and reallocation of duties between a variety of staff members. The reorganization creates several new job titles, and creates two more FTE than was approved in the 2021 Budget. The position of Human Resources Specialist will be added to provide additional support for the recruiting, hiring, onboarding and payroll, functions of the organization. As the number of PFA employees has grown, the routine portions of the Human Resources function have increased, necessitating additional Human Resources staff. The position of Budget Analyst will be added to provide additional support for PFA's finance functions.
 - **Civilian Compensation Study Implementation**
During 2021, Human Resources staff has been conducted a compensation review of PFA's civilian positions. A comprehensive review of these positions has not previously been conducted so a compensation consultant was engaged to review pay ranges and regional market data. A total of 28 positions were reviewed, including review of existing and revised job descriptions. The results of the compensation study were finalized in October 2021, and

any adjustments to the labor market of employees within the reviewed positions will be implemented in the 2022 Budget. A total of \$60,000 has been set aside to make any range adjustments that are called for to ensure that employees are within the established pay ranges for their duties. Funds not needed to complete the study will be returned to the PFA general fund balance.

Salary Lag Funding

Each year, staff makes detailed salary and benefits projections for vacancies, pay step progression for individual employees and the training costs for new firefighter employees. With the length of time required for training new firefighters and their progression from recruits to full-fledged firefighters, an annual salary lag is anticipated and can be accounted for in each budget. In 2021 staff projects \$1,715,497 in salary lag that can be allocated to the hiring, training, and equipping of new firefighters and other one-time needs (illustrated in Table 9).

Table 9 Allocation of Salary Lag Resources, 2021	
Program	One-time Funding
Recruit Academy	\$240,000
Recruit Equipment	250,000
Hiring for Anticipated Uniformed Employee Vacancies	150,000
Budgeting Software Setup	5,400
Tech Rescue Prop	100,000
Ballistic Gear	85,000
Survivors Event and Professional Development	8,000
Drone Equipment	6,000
Helmet Cams	8,000
Ric Ropes	9,327
Edraulics Tower 1	22,000
Fire Prevention Trailer	3,000
Promotional Process	20,000
Major Facility Remodel	808,770
Total	\$1,715,497

CAPITAL PROGRAMS AND MAINTENANCE AND REPLACEMENT

Capital budgets are divided into two categories of funding: ongoing capital allocations and one-time allocations to capital and equipment.

- Continued Capital Funding Programs and Maintenance and Replacement Subsidiaries**
 PFA has several capital project funds and numerous maintenance and replacement subsidiary accounts that are funded annually to provide the basic materials, facilities, and vehicles used in ongoing operations. Among these projects and funds are the following examples:

- ❖ Major Station Remodel and Renovation
- ❖ Facilities Maintenance
- ❖ Station Alerting Replacement/Call Processing System
- ❖ Information Technology Equipment Replacement
- ❖ Station 7 Remodel/Replacement
- ❖ Station 6 Shop
- ❖ Fleet Services Replacement

Each of these funds, or projects, has annual allocations and/or balances that are carried forward from year to year. The purpose of these funds is to ensure that PFA allocates a predictable funding stream to items that are ongoing, predictable expenses. The 2022 Budget continues to fund these programs at levels that allow for the orderly purchase of essential equipment.

In 2022, staff recommends allocating additional ongoing funds towards reoccurring capital or maintenance needs. These accounts provide PFA with the opportunity to “save up” for some capital expenditures (like equipment replacement for Self-Contained Breathing Apparatus (SCBA) every ten years) or to complete a set amount of spending each year for more level expenditures (such as annual hose replacement.)

Proposed additions to these rolling maintenance or annual replacement accounts include:

- Facility Maintenance

In 2022, staff recommends that the annual facility maintenance budget be increased with ongoing funding of \$350,000 to total \$433,010 per year. Facility maintenance best practices recommend that an organization set aside 4% of the replacement value of its facilities for ongoing maintenance and repair. This includes such items as minor renovations, roof and siding maintenance or replacement, carpet, paint, and other similar routine maintenance. PFA’s current allocation of \$83,010 is far below that goal. By increasing this allocation by \$350,000 per year, PFA’s budget will provide 0.8% of replacement value. Each year, PFA can work to build up this allocation toward the overall 4% goal. Other funds, such as the major facility repair and renovation budget, are also funds that are available to conduct facility projects.

- Staff Vehicle Replacement

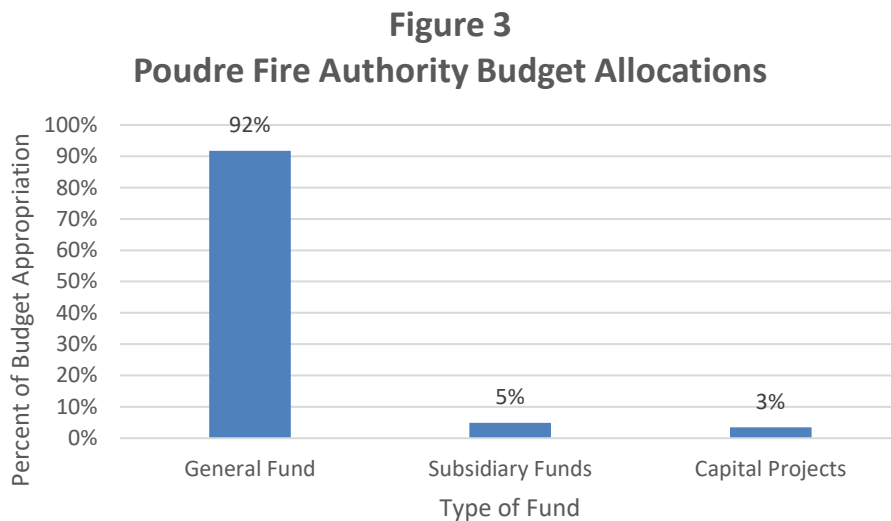
Staff recommends the staff vehicle (white fleet lease program) be increased by \$57,000 in ongoing funding for two additional vehicles to PFA’s white fleet.

PFA Fund Matrix

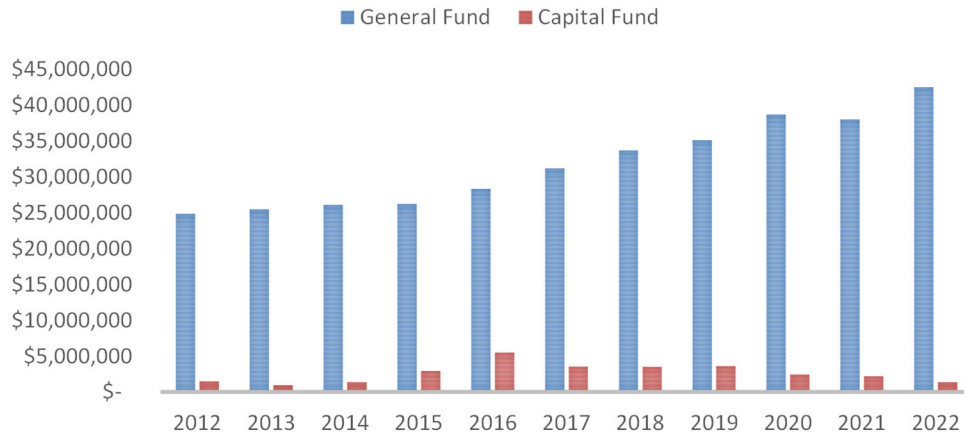
Table 10 and Figures 3 and 4 reflect PFA programs and the funds they use, general fund and capital project fund. The general fund is the general operating fund of the PFA (lapsing at year-end), and includes the subsidiary funds; the capital fund (non-lapsing) is used for the acquisition or construction of major capital facilities, firefighting apparatus, and savings for replacing equipment. Control of expenditures is at the

fund level where all expenditures are tracked against appropriations. In addition to those two funds, the City of Fort Collins collects a capital expansion fee from new development to provide capital infrastructure, as does the District through the Town of Timnath. The money is transferred to PFA from the City or District when the procurement of land, fire stations, apparatus, or other capital items are necessary to provide new service to the community. Currently the capital expansion fee revenue is accumulating, with a balance of approximately \$2 million) in segregated accounts with the City of Fort Collins and the District until it is needed for approved purposes.

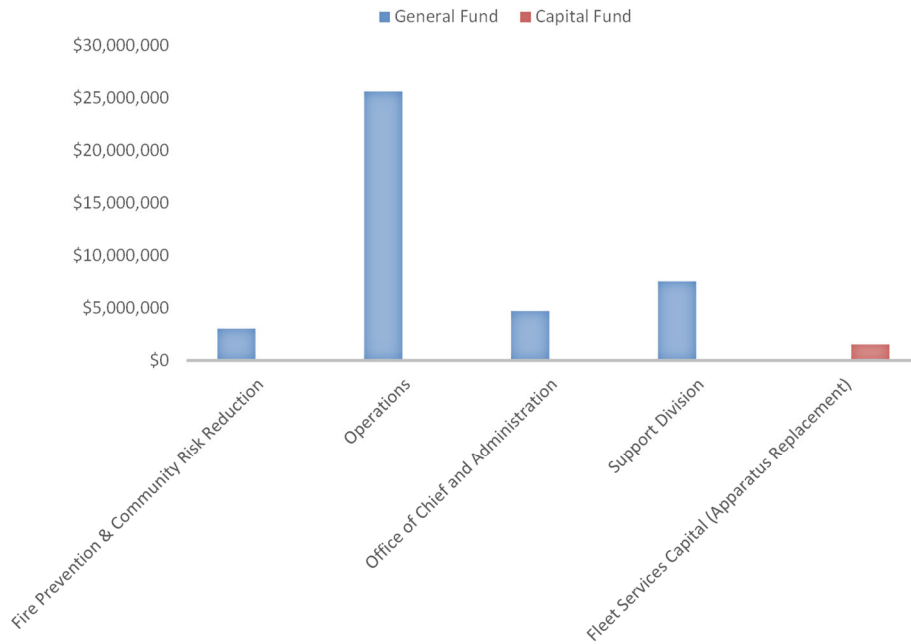
Program	Fund			% of Budget
	General Fund	Capital Fund	Total	
Fire Prevention and Community Risk Reduction Operations Division	\$3,018,671		\$3,018,671	7.12%
Office of Chief and Administration	25,615,560		25,615,560	60.40%
Support Division	4,710,454		4,710,454	11.11%
Fleet Services Capital (Apparatus Replacement)		1,537,000	1,537,000	3.62%
Station 6 Shop Remodel			0	0.00%
Station 7 Remodel			0	0.00%
TOTAL	\$40,871,187	\$1,537,000	\$42,408,187	100.00%



**FIGURE 4
PFA FUND STRUCTURE
HISTORY OF REVENUES**



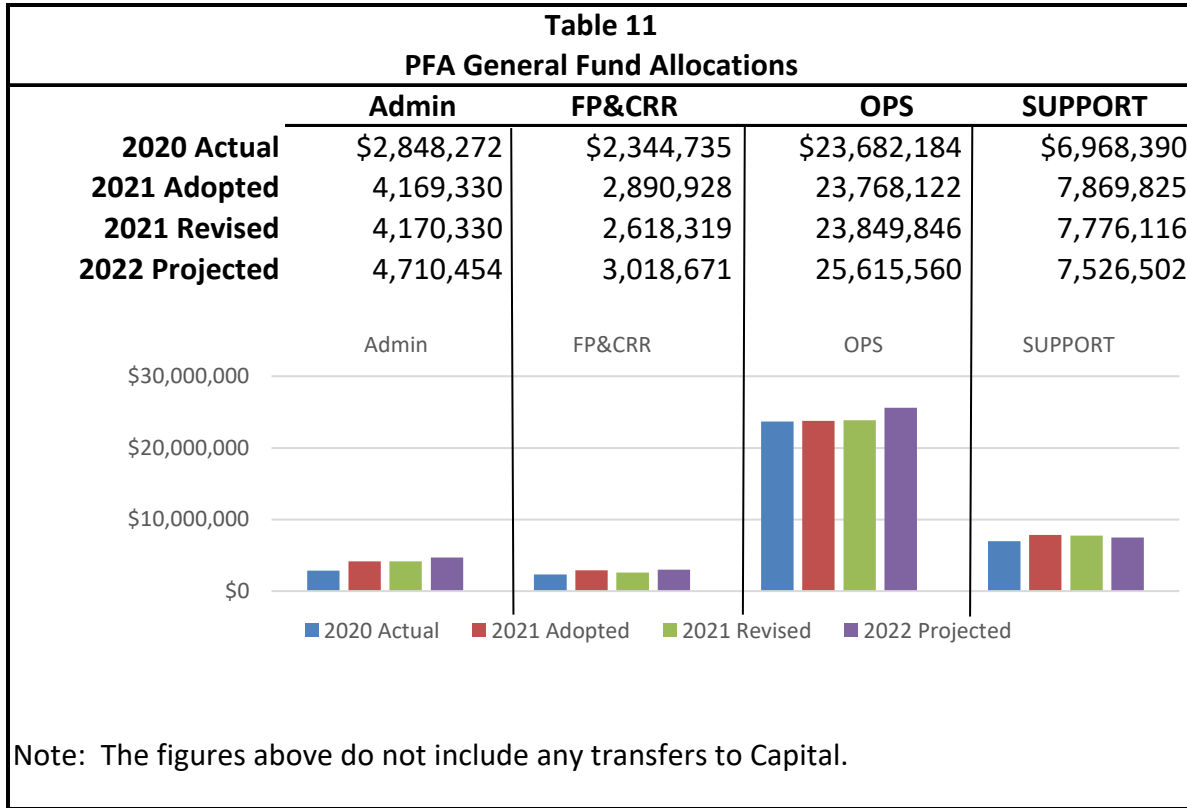
**FIGURE 5
PFA FUND ALLOCATIONS**



Attachment: 2022 Budget Letter of Transmittal (10925 : 2022 Budget Work Session and Approval)

PFA General Fund Allocations

Figure 5 and Table 11 provide an overview of how funds are allocated within PFA including personnel costs for each division. Greater detail is available in the remainder of the budget document.



Annual Audit and Budget Basis

The principle or basis used for budgeting is the same as used for accounting. Each fund is established for a specific purpose and is considered a separate accounting entity. Revenues are used to pay for operations and other ongoing activities throughout the year and any excess of revenues over expenditures are placed in the Reserve for Contingencies (fund balance) at year end.

The PFA Board must approve and appropriate any expenditure from the two PFA funds (General Fund and Capital Fund), including expenditures from reserves. The approval is generally done prior to the beginning of each fiscal year but can be done by the PFA Board anytime during the year if funds are available.

The PFA Board may also approve the transfer of appropriations between funds. This occurs most often in the case of general fund reserves being transferred to a capital project.

The modified accrual basis is used for budgeting and accounting. This means that revenues are recognized when they become measurable or available (cash basis), while expenditures are accounted for or

recognized in the budgeting period incurred (accrual basis). An annual audit is performed by an independent auditor and submitted to the PFA Board of Directors and the State Auditor's Office.

Budget Summary 2020 – 2022

The amount of annual carryover can fluctuate each year, depending on the number and scope of multi-alarm fires that occur, minimum staffing, and workers' compensation expenses caused by firefighter injury and illness. Following are explanations for differences in fund balance for each year represented on the Statement of Revenues, Expenditures and Changes in Fund Balances on page 28.

2020 Actual:

General Fund – The change in fund balance was -\$816,060, the driving reason for this was revenues greater than expenditures of \$2,867,511 and a large transfer from the general fund to capital projects of \$3,683,571.

Capital Projects – The change in fund balance was \$4,829,729. The underlying reason for the significant change in fund balance was from the fund transfer from general fund to PFA's capital project fund for the remodel of Station 7 in Laporte, Colorado.

2021 Revised:

General Fund – The revised change in fund balance of -\$176,308 is due to the transfer to capital for Station 6 Remodel of \$663,135 from Reserve for Contingency position vacancies within the 2021 budget that were not filled during 2021.

Capital Projects – The revised change in fund balance of \$1,318,381 is due to revenue contributions and a transfer of funds into the Station 6 Remodel project offset by expenditures in Fleet Services Replacement. Major expenditures include Fleet Services (Apparatus Replacement). Since these are non-lapsing projects, the appropriations and fund balances carryover from year-to-year, and expenditures may not be made in the year in which funds were appropriated.

2022 Projected:

General Fund – The projected change in fund balance of \$1,656,367, is due to revenue in subsidiary maintenance and replacement funds that are not being appropriated within the 2022 Budget.

Capital Projects – The projected change in fund balance of -\$150,332 is due to an appropriation in Fleet Services (Apparatus Replacement). Since this is a non-lapsing project, the appropriations and fund balances carryover from year-to-year, and expenditures may not be made in the year in which funds were appropriated.

Statement of Revenues, Expenditures and Changes in Fund Balances
2022 Projections

	General Fund			Capital Fund			Total General Fund and Capital		
	2020 Actual	2021 Revised	2022 Proposed	2020 Actual	2021 Revised	2022 Proposed	2020 Actual	2021 Revised	2022 Proposed
REVENUES									
Intergovernmental	\$36,535,750	\$37,045,233	\$41,307,799	\$2,300,829	\$2,152,554	\$1,385,095	\$ 38,836,579	\$ 39,197,787	\$ 42,692,894
Fees and charges for services	959,532	1,128,925	739,897				959,532	1,128,925	739,897
Earnings on investments	244,844	(50,519)	40,000	163,483	(8,810)	1,573	408,327	(59,329)	41,573
Licenses and permits	204,846	211,561	179,358				204,846	211,561	179,358
Miscellaneous revenue	768,200	566,268	260,500	0			768,200	566,268	260,500
Total Revenues	38,713,172	38,901,468	42,527,554	2,464,312	2,143,744	1,386,668	41,177,484	41,045,212	43,914,222
EXPENDITURES									
Fire Prevention & Comm. Risk Red.	2,344,735	2,618,319	3,018,671				2,344,735	2,618,319	3,018,671
Office of Chief & Administration	2,848,272	4,170,330	4,710,454				2,848,272	4,170,330	4,710,454
Operations Division	23,682,184	23,849,876	25,615,560				23,682,184	23,849,876	25,615,560
Support Division	6,968,390	7,776,116	7,526,502				6,968,390	7,776,116	7,526,502
Grants & Projects	2,079	0	0				2,079	0	0
Capital Outlay				1,318,154	1,488,498	1,537,000	1,318,154	1,488,498	1,537,000
Total Expenditures	35,845,661	38,414,641	40,871,187	1,318,154	1,488,498	1,537,000	37,163,815	39,903,139	42,408,187
Excess of Revenues Over Expenditures	2,867,511	486,827	1,656,367	1,146,158	655,246	(150,332)	4,013,669	1,142,073	1,506,035
OTHER FINANCING SOURCES									
Transfers in				3,683,571	663,135	0	3,683,571	663,135	0
Transfers out	(3,683,571)	(663,135)	0				(3,683,571)	(663,135)	0
Total Other Financing Sources	(3,683,571)	(663,135)	0	3,683,571	663,135	0	0	0	0
Net Change in Fund Balances	(816,060)	(176,308)	1,656,367	4,829,729	1,318,381	(150,332)	4,013,669	1,142,073	1,506,035
Fund Balances -- January 1	16,698,440	15,882,380	15,706,072	4,869,279	9,699,008	11,017,389	21,567,719	25,581,388	26,723,461
Fund Balances -- December 31	\$15,882,380	\$15,706,072	\$17,362,439	\$9,699,008	\$11,017,389	\$10,867,057	\$ 25,581,388	\$ 26,723,461	\$ 28,229,496

11/8/21

POUDRE FIRE AUTHORITY
GENERAL FUND
COMPARATIVE BUDGET STATEMENT SUMMARY

	ACTUAL 2020	PROJECTED 2021	REVISED 2021	PROJECTED 2022	PROJECTED 2023	PROJECTED 2024	PROJECTED 2025	PROJECTED 2026
BEGINNING FUND BALANCE	\$16,698,440	\$15,123,663	\$15,882,380	\$15,706,072	\$17,362,439	\$17,362,439	\$17,362,439	\$17,362,439
O&M REVENUE								
Contribution-City of Fort Collins	25,519,914	28,835,032	28,835,032	32,494,232	33,144,117	33,806,999	34,483,139	35,172,802
Contribution - City of Fort Collins - KFCG	3,073,800	0	0	-	0	0	0	0
Contribution-PVFPD	7,942,036	7,978,509	7,978,509	8,813,567	8,945,771	9,079,957	9,216,156	9,354,399
Contribution/Donation	17,775		3,679					
Entry Systems	300	5,000	300	5,000	5,000	5,000	5,000	5,000
Fleet Services		110,000	88,966	110,000	120,000	125,000	130,000	135,000
Hazardous Materials Fees	6,100	10,000	6,080	10,000	10,000	10,000	10,000	10,000
Insurance Recovery & Damages	193,537		156,978					
Interest Earnings	244,844	40,000	-50,519	40,000	40,600	41,209	41,827	42,455
Miscellaneous Income	291,525	35,500	178,592	35,500	35,774	37,205	38,693	40,241
Other Plan & Development Fees	24,900	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Permits & Sprinkler Fees	173,546	134,358	175,181	134,358	137,045	139,786	142,582	145,433
Plan Check Fee	959,532	739,897	739,897	739,897	754,695	769,789	785,185	800,888
PVH Opticom Maintenance	0	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Radio Tower Lease	0	25,000	30,553	25,000	25,000	25,000	25,000	25,000
Wildfire Reimbursement	217,034		389,028					
Grants and Projects								
Bohemian Foundation Grant	2,079							
EMS Performance Management	46,250	70,000	87,500	70,000	70,000	70,000	70,000	70,000
FEMA Reimbursement COVID-19			115,055					
FEMA Reimbursement Cameron Peak Fire			116,638					
TOTAL O&M REVENUE	38,713,172	38,033,296	38,901,468	42,527,554	43,338,001	44,159,945	44,997,582	45,851,218
AVAILABLE REVENUE BALANCE	38,713,172	38,033,296	38,901,468	42,527,554	43,338,001	44,159,945	44,997,582	45,851,218
O&M EXPENDITURES								
FIRE PREVENTION & COMMUNITY RISK REDUCTION	2,344,735	2,890,928	2,618,319	3,018,671	3,139,418	3,264,995	3,330,294	3,396,900
OFFICE OF CHIEF & ADMINISTRATION	2,848,272	4,169,330	4,170,330	4,710,454	4,898,872	5,094,827	5,196,724	5,300,658
OPERATIONS DIVISION	23,682,184	23,768,122	23,849,876	25,615,560	27,472,149	27,659,459	28,167,086	28,684,112
SUPPORT DIVISION	6,968,390	7,869,825	7,776,116	7,526,502	7,827,562	8,140,665	8,303,478	8,469,547
GRANTS & PROJECTS	2,079	0	0	0	0	0	0	0
TOTAL O&M EXPENDITURES	35,845,661	38,698,205	38,414,641	40,871,187	43,338,001	44,159,945	44,997,582	45,851,218
O&M REVENUE OVER/(UNDER) EXPENDITURES	2,867,511	-664,909	486,827	1,656,367	0	0	0	0
Transfer to Capital from Reserve for Contingency	3,683,571		0	0				
Transfer to Capital (SCBA) from PFA General Fund	0		663,135	0				
Transfer to Capital from KFCG Reserves	0	0	0	0				
ENDING FUND BALANCE	15,882,380	14,458,754	15,706,072	17,362,439	17,362,439	17,362,439	17,362,439	17,362,438
RESERVES								
Reserve for Contingencies	8,463,612	8,202,317	8,056,240	7,363,452	11,244,354	11,219,224	11,193,615	11,487,202
Reserve for Donations - City Give	17,800	9,000	17,800	17,800	17,800	17,800	17,800	17,800
Reserve for KFCG	136,419	-	136,419	136,419	136,419	136,419	136,419	136,419
Reserve for Operations Equipment Maintenance	54,622	61,059	61,059	85,049	61,059	61,059	61,059	61,059
Reserve for Support Maintenance & Replacement	5,416,266	4,203,451	5,892,952	8,109,335	4,203,451	4,203,451	4,203,451	4,203,451
Reserved for Encumbrances	190,366	-	-	-	-	-	-	-
Revenue Reserve	1,141,123	1,140,999	1,167,044	1,275,827	1,324,798	1,349,927	1,375,537	1,081,949
Insurance Liabilities Reserve	462,172	374,558	374,558	374,558	374,558	374,558	374,558	374,558
TOTAL RESERVES	15,882,380	\$13,991,384	\$15,706,072	17,362,439	\$17,362,439	\$17,362,439	\$17,362,439	\$17,362,438

Attachment: General Fund Comparative Budget Statement Summary (10925 : 2022 Budget Work Session and Approval)

11/8/21

**POUDRE FIRE AUTHORITY
GENERAL FUND
COMPARATIVE BUDGET STATEMENT BY PROGRAM AREA**

	ACTUAL 2020	ADOPTED 2021	REVISED 2021	PROJECTED 2022	PROJECTED 2023	PROJECTED 2024	PROJECTED 2025	PROJECTED 2026
BEGINNING FUND BALANCE	\$16,698,440	\$15,123,663	\$15,882,380	\$15,706,072	\$17,362,439	\$17,362,439	\$17,362,439	\$17,362,439
O&M REVENUE								
Contribution-City of Fort Collins	25,519,914	28,835,032	28,835,032	32,494,232	33,144,117	33,806,999	34,483,139	35,172,802
Contribution - City of Fort Collins - KFCG	3,073,800							
Contribution/Donation - Private	17,775		3,679					
Contribution-PVFPD	7,942,036	7,978,509	7,978,509	8,813,567	8,945,771	9,079,957	9,216,156	9,354,399
Entry Systems	300	5,000	300	5,000	5,000	5,000	5,000	5,000
Fleet Services		110,000	88,966	110,000	120,000	125,000	130,000	135,000
Hazardous Materials Fees	6,100	10,000	6,080	10,000	10,000	10,000	10,000	10,000
Insurance Recovery & Damages	193,537		156,978					
Interest Earnings	244,844	40,000	-50,519	40,000	40,600	41,209	41,827	42,455
Miscellaneous Income	291,525	35,500	178,592	35,500	35,774	37,205	38,693	40,241
Other Plan & Development Fees	24,900	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Permits & Sprinkler Fees	173,546	134,358	175,181	134,358	137,045	139,786	142,582	145,433
Plan Check Fee	959,532	739,897	739,897	739,897	754,695	769,789	785,185	800,888
PVH Opticom Maintenance		20,000	20,000	20,000	20,000	20,000	20,000	20,000
Radio Tower Lease		25,000	30,553	25,000	25,000	25,000	25,000	25,000
Wildfire Reimbursement	217,034		389,028					
Grants and Projects								
Bohemian Foundation Grant	2,079							
EMS Performance Management	46,250	70,000	87,500	70,000	70,000	70,000	70,000	70,000
FEMA Reimbursement COVID-19			115,055					
FEMA Reimbursement Cameron Peak Fire			116,638					
TOTAL O&M REVENUE	38,713,172	38,033,296	38,901,468	42,527,554	43,338,001	44,159,945	44,997,582	45,851,218
AVAILABLE REVENUE BALANCE	38,713,172	38,033,296	38,901,468	42,527,554	43,338,001	44,159,945	44,997,582	45,851,218
O&M EXPENDITURES								
FIRE PREVENTION & COMMUNITY RISK RED.	2,344,735	2,890,928	2,618,319	3,018,671	3,139,418	3,264,995	3,330,294	3,396,900
Fire Investigation/Prevention Support	186,714	193,921	193,921	339,193				
Fire Protection Systems	143,565	168,062	168,062	181,838				
Inspection Services	471,454	756,175	756,175	651,033				
Office of the Fire Marshal	664,170	819,879	819,879	948,188				
Public Affairs & Education	207,500	297,609	25,000	264,687				
Technical Services	671,332	655,282	655,282	633,732				
OFFICE OF CHIEF & ADMINISTRATION	2,848,272	4,169,330	4,170,330	4,710,454	4,898,872	5,094,827	5,196,724	5,300,658
Administrative Services	2,848,272	3,144,146	3,145,146	3,551,112				
Systems/Information Management		1,025,184	1,025,184	1,159,342				
OPERATIONS DIVISION	23,682,184	23,768,122	23,849,876	25,615,560	27,472,149	27,659,459	28,167,086	28,684,112
Fire Suppression	23,435,134	23,449,368	23,449,368	25,249,560				
Haz/Mat Emergency Response	44,706	89,369	89,369	91,979				
Operations Equipment Replacement	2,833	39,265	39,265	66,000				
Tech Rescue	94,975	104,274	104,274	110,425				
Volunteer Program	65,072	56,540	69,940	57,352				
Wildland	39,464	29,306	97,660	40,244				
SUPPORT DIVISION	6,968,390	7,869,825	7,776,116	7,526,502	7,827,562	8,140,665	8,303,478	8,469,547
EMS - AED/CPR Program	562,509	585,709	450,000	464,818				
EMS - Performance Management	80,190	80,797	80,797	84,302				
Fleet Services O&M	896,219	1,042,699	1,042,699	1,096,588				
Facilities Maintenance	568,711	521,712	537,112	521,712				
Occupational Health/Safety	155,828	199,141	225,741	324,452				
Recruitment, Hiring, Captain & BC Development	21,855	109,664	109,664	49,435				
SCBA Maintenance	113,635	117,531	117,531	117,531				
Support Maintenance & Replacement	1,366,399	2,609,489	2,609,489	2,089,000				
Support Ops & Maint	856,988	1,312,332	1,312,332	1,447,405				
Systems/Information Management	1,252,977							
Warehouse	83,501	83,500	83,500	83,500				
Training								
Certification	32,691	64,606	64,606	65,584				
Employee Training & Development	58,118	131,521	131,521	134,105				
Recruit Fire Academy	133,015	265,266	265,266	270,402				
Training Center Operations & Maintenance	785,753	745,858	745,858	777,668				
GRANTS & PROJECTS	2,079	0	0	0	0	0	0	0
Bohemian Foundation Grant	2,079							
TOTAL O&M EXPENDITURES	35,845,661	38,698,205	38,414,641	40,871,187	43,338,001	44,159,945	44,997,582	45,851,218
O&M REVENUE OVER/(UNDER) EXPENDITURES	2,867,511	-664,909	486,827	1,656,367	0	0	0	0
Transfer to Capital from Reserve for Contingency	3,683,571							
Transfer to Capital from PFA General Fund		467,370	663,135					
Transfer to Capital from KFCG Reserve								
ENDING FUND BALANCE	15,882,380	13,991,384	15,706,072	17,362,439	17,362,439	17,362,439	17,362,439	17,362,438
RESERVES								
Reserve for Contingencies	8,463,612	8,202,317	8,056,240	7,363,452	11,244,354	11,219,224	11,193,615	11,487,202
Reserve for Donations - City Give	17,800	9,000	17,800	17,800	17,800	17,800	17,800	17,800
Reserve for KFCG	136,419		136,419	136,419	136,419	136,419	136,419	136,419
Reserve for Operations Equipment Replacement	54,622	61,059	61,059	85,049	61,059	61,059	61,059	61,059
Reserve for Support Maintenance & Replacement	5,416,266	4,203,451	5,892,952	8,109,335	4,203,451	4,203,451	4,203,451	4,203,451
Reserved for Encumbrances	190,366			0	0	0	0	0
Revenue Reserve	1,141,123	1,140,999	1,167,044	1,275,827	1,324,798	1,349,927	1,375,537	1,081,949
Insurance Liabilities Reserve	462,172	374,558	374,558	374,558	374,558	374,558	374,558	374,558
TOTAL RESERVES	\$15,882,380	\$13,991,384	\$15,706,072	\$17,362,439	\$17,362,439	\$17,362,439	\$17,362,439	\$17,362,438

Attachment: PFA General Fund Comparative Budget Statement by Program Area (10925 : 2022 Budget Work Session and Approval)

11-Nov-21

POUDRE FIRE AUTHORITY
2022 GENERAL FUND
PROGRAM BUDGETS BY COST CENTER

O&M EXPENDITURES	PERSONNEL SERVICES	% OF TOTAL	OTHER PURCHASED SERVICES	% OF TOTAL	SUPPLIES	% OF TOTAL	CAPITAL OUTLAY	% OF TOTAL	OTHER	% OF TOTAL	TOTAL	% OF TOTAL
FIRE PREVENTION & COMMUNITY RISK REDUCTION	\$ 2,830,469	93.77%	\$ 118,791	3.94%	\$ 66,411	2.20%	\$ 3,000	0.10%			\$ 3,018,671	7.39%
Fire Invest/Prevention Support	331,216	97.65%	6,302	1.86%	1,675	0.49%					339,193	0.83%
Fire Protection Systems	179,588	98.76%	1,600	0.88%	650	0.36%					181,838	0.44%
Inspection Services	626,414	96.22%	22,919	3.52%	1,700	0.26%					651,033	1.59%
Office of the Fire Marshal	840,872	88.68%	74,470	7.85%	29,846	3.15%	3,000				948,188	2.32%
Public Affairs & Education	224,951	84.99%	8,700	3.29%	31,036	11.73%					264,687	0.65%
Technical Services	627,428	99.01%	4,800	1.37%	1,504	0.24%					633,732	1.55%
OFFICE OF CHIEF & ADMINISTRATION	2,437,043	51.74%	1,529,579	32.47%	326,252	6.93%			417,580	8.86%	4,710,454	11.53%
Administrative Services	1,939,687	54.62%	1,172,637	33.02%	21,208	0.60%			417,580	11.76%	3,551,112	8.69%
Systems/Information Mgmt	497,356	42.90%	356,942	30.79%	305,044	26.31%					1,159,342	2.84%
OPERATIONS DIVISION	25,192,437	98.35%	58,446	0.23%	213,677	0.83%	151,000	0.59%			25,615,560	62.67%
Fire Suppression	25,046,728	99.20%	32,700	0.13%	85,132	0.34%	85,000	0.34%			25,249,560	61.78%
Haz/Mat Emergency Response	62,931	68.42%	7,548	8.21%	21,500	23.37%					91,979	0.23%
Operations Equipment Replacement							66,000	100.00%			66,000	0.16%
Tech Rescue	40,525	36.70%	0		69,900	63.30%					110,425	0.27%
Volunteer Program	19,612	34.20%	15,153	26.42%	22,587	39.38%					57,352	0.14%
Wildland	22,641	56.26%	3,045	7.57%	14,558	36.17%					40,244	0.10%
SUPPORT DIVISION	2,598,457	34.52%	1,489,785	19.79%	2,077,260	27.60%	1,361,000	18.08%			7,526,502	18.42%
EMS - AED/CPR Program	398,946	85.83%	15,700	3.38%	50,172	10.79%					464,818	1.14%
EMS Performance Management	84,302	100.00%									84,302	0.21%
Equipment Maintenance	461,405	42.08%	136,379	12.44%	498,804	45.49%					1,096,588	2.68%
Facilities Maintenance			473,612	90.78%	48,100	9.22%					521,712	1.28%
Occupational Health & Safety	7,504	2.31%	303,680	93.60%	2,268	0.70%	11,000	3.39%			324,452	0.79%
Recruitment, Hiring, Cptn & BC	9,483	19.18%			39,952	80.82%					49,435	0.12%
SCBA Maintenance					117,531	100.00%					117,531	0.29%
Support Maintenance & Replacement			100,000	4.79%	639,000	30.59%	1,350,000	64.62%			2,089,000	5.11%
Support Ops & Maintenance	783,332	54.12%	107,000	7.39%	557,073	38.49%					1,447,405	3.54%
Warehouse					83,500	100.00%					83,500	0.20%
Training												
Certification	23,584	35.96%	42,000	64.04%							65,584	0.16%
Employee Training & Devel.	80,499	60.03%	53,606	39.97%							134,105	0.33%
Recruit Fire Academy	25,557	9.45%	242,745	89.77%	2,100	0.78%					270,402	0.66%
Training Center Ops & Maint	723,845	93.08%	15,063	1.94%	38,760	4.98%					777,668	1.90%
TOTAL O&M EXPENDITURES	\$ 33,058,406	80.88%	\$ 3,196,601	7.82%	\$ 2,683,600	6.57%	\$ 1,515,000	3.71%	\$ 417,580	1.02%	\$ 40,871,187	100.00%

Personnel Services is 85.39% of General Fund Budget (without subsidiary accounts)

Attachment: 2022 General Fund Program Budgets by Cost Center (10925 : 2022 Budget Work Session and

8-Nov-21

POUDRE FIRE AUTHORITY
 SUPPORT MAINTENANCE & REPLACEMENT, OPERATIONS EQUIPMENT REPLACEMENT
 ANNUAL APPROPRIATIONS BY SUBSIDIARY
 DETAIL INFORMATION

	ACTUAL 2020	ADOPTED 2021	REVISED 2021	ADOPTED 2022	PROJECTED 2023	PROJECTED 2024	PROJECTED 2025	PROJECTED 2026
MAJOR FACILITY REMODEL: Sources/(Uses)								
103927.660								
Reserve Balance	376,970	666,034	449,230	647,975	2,869,204	3,069,204	3,269,204	3,469,204
REVENUES				200,000	200,000	200,000	200,000	200,000
City Contribution	200,000	200,000	200,000	2,021,229				
City Contribution - one-time								
Interest Income	-1,273		-1,255					
Transfer from KFCG Reserve								
Transfer from Fund 841								
Total Revenue	198,727	200,000	198,745	2,221,229	200,000	200,000	200,000	200,000
APPROPRIATIONS	280,000	793,774	793,774					
EXPENSES								
Other Prof & Tech Services	-126,467							
Total Expenses	-126,467	0	0	0	0	0	0	0
Reserve 353999.660	449,230	866,034	647,975	2,869,204	3,069,204	3,269,204	3,469,204	3,669,204
STATION 15: Sources/(Uses)								
103927.661								
Reserve Balance	1,650,542	1,736,993	1,684,335	1,705,976	1,730,976	1,755,976	1,780,976	1,805,976
REVENUES								
Interest Income	-4,945		-5,856					
Radio Tower Lease	38,738	25,000	27,497	25,000	25,000	25,000	25,000	25,000
Transfer from Fund 841								
Total Revenue	33,793	25,000	21,641	25,000	25,000	25,000	25,000	25,000
APPROPRIATIONS				0				
EXPENSES								
Transfer to Fund 841								
Total Expenses	0	0	0	0	0	0	0	0
Reserve 353999.661	1,684,335	1,761,993	1,705,976	1,730,976	1,755,976	1,780,976	1,805,976	1,830,976
TRAINING CENTER IMPROVEMENT: Sources/(Uses)								
103927.671								
Reserve Balance	244,972	165,022	189,815	72,428	2,428	2,428	2,428	2,428
REVENUES				255,000				
City Contribution (1x roof prop & 2nd floor remodel)								
Interest Income	-538		-829					
Miscellaneous Revenue	11,329		50,899					
Transfer from KFCG Reserve								
Transfer from Fund 841								
Total Revenue	10,791	0	50,070	255,000	0	0	0	0
APPROPRIATIONS	426,559	220,179	220,179	325,000				
EXPENSES								
Training Center Improvements	-65,949		-167,456	-325,000				
Total Expenses	-65,949	0	-167,456	-325,000	0	0	0	0
Reserve 353999.671	189,815	165,022	72,428	2,428	2,428	2,428	2,428	2,428
FACILITIES MAINTENANCE: Sources/(Uses)								
103927.664								
Reserve Balance	333,355	0	456,093	627,671	560,681	993,691	1,426,701	1,859,711
REVENUES				433,010	433,010	433,010	433,010	433,010
City Contribution	188,010	83,010	188,010					
Interest Income	-1,228		-1,307					
Transfer from KFCG Reserve								
Transfer From Concrete Replacement (620)			67,501					
Total Revenue	186,782	83,010	254,204	433,010	433,010	433,010	433,010	433,010
APPROPRIATIONS	742,271	621,513	750,345	500,000				
EXPENSES								
Professional Fees	-64,044		-82,626	-500,000				
Total Expenses	-64,044	0	-82,626	-500,000	0	0	0	0
Reserve 353999.664	456,093	83,010	627,671	560,681	993,691	1,426,701	1,859,711	2,292,721

Attachment: Support Maint. Replacement, Operations Equip. Replacement Appropriations by Subsidiaries (10925 : 2022 Budget Work Session

POUDRE FIRE AUTHORITY
SUPPORT MAINTENANCE & REPLACEMENT, OPERATIONS EQUIPMENT REPLACEMENT
ANNUAL APPROPRIATIONS BY SUBSIDIARY
DETAIL INFORMATION
(CONTINUED)

	ACTUAL 2020	ADOPTED 2021	REVISED 2021	ADOPTED 2022	PROJECTED 2023	PROJECTED 2024	PROJECTED 2025	PROJECTED 2026
SCBA REPLACEMENT: Sources/(Uses)								
	103927.665							
Reserve Balance	371,328	477,883	434,341	517,617	567,617	667,617	767,617	867,617
REVENUES								
City Contribution	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Interest Income	-1,328		-1,429					
Transfer from Fund 841								
Total Revenue	98,672	100,000	98,571	100,000	100,000	100,000	100,000	100,000
APPROPRIATIONS	50,000	50,000	50,000	50,000				
EXPENSES								
SCBA	-35,659		-15,295	-50,000				
Total Expenses	-35,659	0	-15,295	-50,000	0	0	0	0
Reserve 353999.665	434,341	577,883	517,617	567,617	667,617	767,617	867,617	967,617
HOSE REPLACEMENT: Sources/(Uses)								
	103928.669							
Reserve Balance	18,315	31,794	31,547	32,026	32,026	48,026	64,026	80,026
REVENUES								
City Contribution	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000
Interest Income	-88		-86					
Transfer from Fund 841								
Total Revenue	15,912	16,000	15,914	16,000	16,000	16,000	16,000	16,000
APPROPRIATIONS	16,000	16,000	16,000	16,000				
EXPENSES								
Hose	-2,680	-10,000	-15,435	-16,000				
Total Expenses	-2,680	-10,000	-15,435	-16,000	0	0	0	0
Reserve 353999.669	31,547	37,794	32,026	32,026	48,026	64,026	80,026	96,026
THERMAL IMAGER REPLACEMENT: Sources/(Uses)								
	103927.670							
Reserve Balance	73,597	26,335	46,507	56,707	60,707	84,707	108,707	132,707
REVENUES								
City Contribution	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000
Interest Income	-149		-283					
Transfer from Fund 841								
Total Revenue	23,851	24,000	23,717	24,000	24,000	24,000	24,000	24,000
APPROPRIATIONS	46,170	24,000	24,000	24,000				
EXPENSES								
Thermal Imagers	-50,941	-20,000	-13,517	-20,000				
Transfer to 840 Reserves								
Total Expenses	-50,941	-20,000	-13,517	-20,000	0	0	0	0
Reserve 353999.670	46,507	30,335	56,707	60,707	84,707	108,707	132,707	156,707

POUDRE FIRE AUTHORITY
SUPPORT MAINTENANCE & REPLACEMENT, OPERATIONS EQUIPMENT REPLACEMENT
ANNUAL APPROPRIATIONS BY SUBSIDIARY
DETAIL INFORMATION
(CONTINUED)

	ACTUAL 2020	ADOPTED 2021	REVISED 2021	ADOPTED 2022	PROJECTED 2023	PROJECTED 2024	PROJECTED 2025	PROJECTED 2026
STAFF VEHICLE REPLACEMENT: Sources/(Uses)								
Reserve Balance	103927.663							
	72,165	63,187	110,329	112,194	249,194	386,194	523,194	660,194
REVENUES								
City Contribution	80,000	80,000	80,000	137,000	137,000	137,000	137,000	137,000
Interest Income	-305		-339					
Sale of Capital Assets			23,500					
Total Revenue	79,695	80,000	103,161	137,000	137,000	137,000	137,000	137,000
APPROPRIATIONS								
		185,023	185,023	175,000				
EXPENSES								
Vehicles	-41,531		-101,296	-175,000				
Total Expenses	-41,531	0	-101,296	0	0	0	0	0
Reserve 353999.663	110,329	143,187	112,194	249,194	386,194	523,194	660,194	797,194
STATION ALERTING: Sources/(Uses)								
Reserve Balance	103927.666							
	565,015	153,711	148,663	277,244	32,244	162,244	292,244	422,244
REVENUES								
City Contribution	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000
Interest Income	-415		-1,419					
Transfer from Fund 841								
Total Revenue	129,585	130,000	128,581	130,000	130,000	130,000	130,000	130,000
APPROPRIATIONS								
	694,362		100,000	375,000				
EXPENSES								
Station Alerting System	-545,937			-375,000			0	0
Total Expenses	-545,937	0	0	-375,000	0	0	0	0
Reserve 353999.666	148,663	283,711	277,244	32,244	162,244	292,244	422,244	552,244
COMPUTER AIDED DISPATCH (CAD): Sources/(Uses)								
Reserve Balance	103927.667							
	291,637	295,143	290,780	289,755	289,755	289,755	289,755	289,755
REVENUES								
Interest Income	-857		-1,025					
Transfer from Fund 841								
Total Revenue	-857	0	-1,025	0	0	0	0	0
APPROPRIATIONS								
				0				
EXPENSES								
Transfer to 840 Reserves								
Total Expenses	0	0	0	0	0	0	0	0
Reserve 353999.667	290,780	295,143	289,755	289,755	289,755	289,755	289,755	289,755

POUDRE FIRE AUTHORITY
SUPPORT MAINTENANCE & REPLACEMENT, OPERATIONS EQUIPMENT REPLACEMENT
ANNUAL APPROPRIATIONS BY SUBSIDIARY
DETAIL INFORMATION
(CONTINUED)

	ACTUAL 2020	ADOPTED 2021	REVISED 2021	ADOPTED 2022	PROJECTED 2023	PROJECTED 2024	PROJECTED 2025	PROJECTED 2026
MOBILE DATA TERMINALS (MDT): Sources/(Uses)								
Reserve Balance	103927.672							
	22,704	22,977	22,637	22,557	22,557	22,557	22,557	22,557
REVENUES								
Interest Income	-67		-80					
Transfer from Fund 841								
Total Revenue	-67	0	-80	0	0	0	0	0
APPROPRIATIONS				0				
EXPENSES								
MDTs								
Total Expenses	0	0	0	0	0	0	0	0
Reserve 353999.672	22,637	22,977	22,557	22,557	22,557	22,557	22,557	22,557
RECORDS MANAGEMENT SYSTEM (RMS) REPLACEMENT: Sources/(Uses)								
Reserve Balance	103927.673							
	72,300	73,169	72,088	71,833	71,833	71,833	71,833	71,833
REVENUES								
Interest Income	-212		-254					
Transfer from Fund 841								
Total Revenue	-212	0	-254	0	0	0	0	0
APPROPRIATIONS				0				
AVAIL BALANCE NOT APPROPRIATED	-212		-467					
EXPENSES								
RMS Expenses								
Total Expenses	0	0	0	0	0	0	0	0
Reserve 353999.673	72,088	73,169	71,833	71,833	71,833	71,833	71,833	71,833
COMPUTER/TECHNOLOGY REPLACEMENT: Sources/(Uses)								
Reserve Balance	103927.668							
	707,780	763,594	607,713	795,066	695,066	895,066	1,095,066	1,295,066
REVENUES								
City Contribution	300,000	300,000	300,000	200,000	200,000	200,000	200,000	200,000
Interest Income	-2,351		-2,719					
Transfer from Fund 841								
Total Revenue	297,649	300,000	297,281	200,000	200,000	200,000	200,000	200,000
APPROPRIATIONS	300,000	300,000	300,000	300,000				
EXPENSES								
Computers/Technology	-397,716	-300,000	-109,928	-300,000				
Total Expenses	-397,716	-300,000	-109,928	-300,000	0	0	0	0
Reserve 353999.668	607,713	763,594	795,066	695,066	895,066	1,095,066	1,295,066	1,495,066
RADIO REPLACEMENT: Sources/(Uses)								
Reserve Balance	103927.675							
	507,659	661,805	659,129	699,945	762,945	925,945	1,088,945	1,251,945
REVENUES								
City Contribution	163,000	163,000	163,000	163,000	163,000	163,000	163,000	163,000
Interest Income	-1,906		-2,028					
Transfer from Fund 841								
Total Revenue	161,093	163,000	160,972	163,000	163,000	163,000	163,000	163,000
APPROPRIATIONS	100,000	100,000	108,364	100,000				
EXPENSES								
Radio Maintenance & Support	-9,623	-100,000	-120,156	-100,000	0	0	0	0
Total Expenses	-9,623	-100,000	-120,156	-100,000	0	0	0	0
Reserve 353999.675	659,129	724,805	699,945	762,945	925,945	1,088,945	1,251,945	1,414,945

Attachment: Support Maint. Replacement, Operations Equip. Replacement Appropriations by Subsidiaries (10925 : 2022 Budget Work Session

POUDRE FIRE AUTHORITY
 SUPPORT MAINTENANCE & REPLACEMENT, OPERATIONS EQUIPMENT REPLACEMENT
 ANNUAL APPROPRIATIONS BY SUBSIDIARY
 DETAIL INFORMATION
 (CONTINUED)

	ACTUAL 2020	ADOPTED 2021	REVISED 2021	ADOPTED 2022	PROJECTED 2023	PROJECTED 2024	PROJECTED 2025	PROJECTED 2026
EMS EQUIPMENT REPLACEMENT: SOURCES/(USES)								
103927.676								
Reserve Balance	20,243	60,618	60,077	99,946	84,946	84,946	84,946	84,946
REVENUES				40,000	40,000	40,000	40,000	40,000
City Contribution	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Interest Income	-166	0	-131					
Transfer from Fund 841								
Total Revenue	39,834	40,000	39,869	40,000	0	0	0	0
APPROPRIATIONS	60,222	100,000	100,000	100,000				
EXPENSES				-55,000				
EMS Equipment				-55,000				
Total Expenses		0	0	-55,000	0	0	0	0
Reserve 353999.676	60,077	40,000	99,946	84,946	84,946	84,946	84,946	84,946
RESCUE TOOLS REPLACEMENT: SOURCES/(USES)								
103928.674								
Reserve Balance	8,271	23,265	23,075	23,024	28,024	58,024	88,024	118,024
REVENUES				30,000	30,000	30,000	30,000	30,000
Contribution - City of Fort Collins	15,000			30,000	30,000	30,000	30,000	30,000
Interest Income	-42	0	-51					
Transfer from KFCG Reserve								
Transfer from Fund 841								
Total Revenue	14,958	0	-51	30,000	30,000	30,000	30,000	30,000
APPROPRIATIONS	22,233	23,265	23,265	50,000				
EXPENSES				-25,000				
Fire Tools & Equipment	-153			-25,000				
Total Expenses	-153	0	0	-25,000	0	0	0	0
Reserve 353999.674	23,075	23,265	23,024	28,024	58,024	88,024	118,024	148,024
QUARTERMASTER: SOURCES/(USES)								
103927.677								
Reserve Balance	125,934	187,075	184,530	172,054	109,182	109,182	109,182	109,182
REVENUES				37,128	37,128	37,128	37,128	37,128
Interest Income								
City Contribution	87,129	37,128	37,128	37,128	37,128	37,128	37,128	37,128
Total Revenue	87,129	37,128	37,128	37,128	0	0	0	0
APPROPRIATIONS	87,128	140,000	140,000	140,000				
EXPENSES				-100,000				
Clothing Supplies	-28,533		-49,604	-100,000				
Total Expenses	-28,533	0	-49,604	-100,000	0	0	0	0
Reserve 353999.677	184,530	140,000	172,054	109,182	109,182	109,182	109,182	109,182
CONCRETE REPLACEMENT: SOURCES/(USES)								
103927.620								
Reserve Balance	0	0	0	0	0	0	0	0
REVENUES				0				
Interest Income	0	0						
City Contribution		75,000	75,000					
Total Revenue	0	75,000	75,000	0	0	0	0	0
APPROPRIATIONS		75,000	75,000					
EXPENSES								
Other Capital Outlay			-7,499					
Transfer to Facility Maintenance			-67,501					
Total Expenses	0	0	-75,000	0	0	0	0	0
Reserve 353999.620	0	75,000	0	0	0	0	0	0
RESERVE BALANCES	\$5,470,889	\$6,106,922	\$6,224,018	\$8,169,385	\$9,627,395	\$11,085,405	\$12,543,415	\$14,001,425
2022 SUPPORT MAINTENANCE & REPLACEMENT APPROPRIATION				\$2,089,000				
2022 OPERATIONS EQUIPMENT REPLACEMENT APPROPRIATION				\$66,000				
				\$2,155,000				

Attachment: Support Maint. Replacement, Operations Equip. Replacement Appropriations by Subsidiaries (10925 : 2022 Budget Work Session

8-Nov-21

**POUDRE FIRE AUTHORITY
CAPITAL PROJECTS FUND
COMPARATIVE BUDGET STATEMENT**

	ACTUAL 2020	ADOPTED 2021	REVISED 2021	PROJECTED 2022	PROJECTED 2023	PROJECTED 2024	PROJECTED 2025	PROJECTED 2026
Beginning Fund Balance	4,869,279	7,781,052	9,699,008	11,017,389	10,867,057	10,785,287	10,705,286	10,625,286
Resources								
Contribution-City of Fort Collins	1,385,095	1,385,095	1,385,095	1,385,095	1,385,095	1,385,095	1,385,095	1,385,095
Contribution - City of Fort Collins - one-time	915,734	767,459	767,459					
Contribution - City of Fort Collins - CEF								
Contribution - City of Fort Collins - KFCG								
Contribution-District								
Interest Income	163,483	48,175	-8,810	1,573	2,171	2,654	3,552	5,521
Miscellaneous Revenue								
Radio Tower Lease								
Sale of Capital Assets								
Transfer from PFA General Fund	3,683,571	467,370	663,135					
Transfer from PFA General Fund - KFCG								
Transfer from PFA General Fund - Wildland								
Total Resources	6,147,883	2,668,099	2,806,879	1,386,668	1,387,266	1,387,749	1,388,647	1,390,616
Expenditures								
Fleet Services Replacement	502,524	1,404,297	1,411,954	1,537,000	1,469,036	1,467,750	1,468,647	1,470,616
Burn Building	716,457							
Facilities Maintenance	3,209							
Mobile Data Terminals	10,837							
Station 6 Shop Remodel	80,362	1,132,397	65,889					
Station 7 Remodel	3,000	35,551	10,655					
Training Center Improvement	1,765							
Total Expenditures	1,318,154	2,572,245	1,488,498	1,537,000	1,469,036	1,467,750	1,468,647	1,470,616
Ending Fund Balance	9,699,008	7,876,906	11,017,389	10,867,057	10,785,287	10,705,286	10,625,286	10,545,286

Attachment: Capital Projects Fund Comparative Budget Statement (10925 : 2022 Budget Work Session and Approval)

8-Nov-21

POUDRE FIRE AUTHORITY
 CAPITAL & REPLACEMENT PROJECTS FUND
 ANNUAL COSTS & EXPENDITURES BY PROJECT
 DETAIL INFORMATION

	ACTUAL 2020	ADOPTED 2021	REVISED 2021	ADOPTED 2022	PROJECTED 2023	PROJECTED 2024	PROJECTED 2025	PROJECTED 2026
FLEET SERVICES REPLACEMENT: Sources/(Uses)								
841100800								
Beginning Fund Balance	\$2,164,063	\$1,270,361	\$3,228,458	\$3,207,636	\$1,968,098	\$2,715,496	\$2,951,806	\$3,555,761
REVENUES								
City Contribution	1,385,095	1,385,095	1,385,095	1,385,095	1,465,095	1,465,095	1,465,095	1,465,095
City Contribution - one-time								
Interest Income	181,824	6,497	6,038	1,573	2,171	2,654	3,552	5,521
Sale of Capital Assets								
Transfer from PFA General Fund								
Total Revenue	1,566,919	1,391,592	1,391,133	1,386,668	1,467,266	1,467,749	1,468,647	1,470,616
APPROPRIATIONS	1,442,586	1,404,297	1,404,297	1,537,000	1,469,036	1,467,750	1,468,647	1,470,616
AVAIL BALANCE NOT APPROPRIATED	165,267	0	152,103	1,771	0	0	0	0
EXPENSES								
Expenditures	-502,524	-1,789,237	-1,411,954	-2,626,206	-719,868	-1,231,439	-864,692	-1,340,065
Investment Services								
Total Expenses	-502,524	-1,789,237	-1,411,954	-2,626,206	-719,868	-1,231,439	-864,692	-1,340,065
Ending Project Balance	3,228,458	872,716	3,207,636	1,968,098	2,715,496	2,951,806	3,555,761	3,686,313
BURN BUILDING: Sources/(Uses)								
841101000								
Beginning Fund Balance	607,167	0	0	0	0	0	0	0
REVENUES								
City Contribution - one-time								
Interest Income	305							
Transfer from Fund 840	99,305							
Total Revenue	99,610	0	0	0	0	0	0	0
APPROPRIATIONS	120,153							
AVAIL BALANCE NOT APPROPRIATED	-5,553	0			0	0	0	0
EXPENSES								
Burn Building	-716,457							
Total Expenses	-716,457	0	0	0	0	0	0	0
Ending Project Balance	-9,680	0	0	0	0	0	0	0
STATION 7 Remodel: Sources/(Uses)								
841103500								
Beginning Fund Balance	0	4,528,695	4,484,063	4,465,455		0	0	0
REVENUES								
City Contribution	915,734							
Interest Income	-12,937	13,606	-7,953					
Transfer from General Fund	3,584,266							
Total Revenue	4,487,063	13,606	-7,953	0	0	0	0	0
APPROPRIATIONS	4,509,750	35,551	35,551					
AVAIL BALANCE NOT APPROPRIATED	-22,687	0	-66,191	-66,191	0	0	0	0
EXPENSES								
Construction Expenses	-3,000	-4,542,301	-10,655	-4,465,455				
Total Expenses	-3,000	-4,542,301	-10,655	-4,465,455	0	0	0	0
Ending Project Balance	4,484,063	0	4,465,455	0	0	0	0	0

Attachment: Capital Projects Fund Annual Costs and Expenditures Detail Information (10925 : 2022 Budget Work Session and Approval)

POUDRE FIRE AUTHORITY
CAPITAL & REPLACEMENT PROJECTS FUND
ANNUAL COSTS & EXPENDITURES BY PROJECT
DETAIL INFORMATION
(CONTINUED)

	ACTUAL 2020	ADOPTED 2021	REVISED 2021	ADOPTED 2022	PROJECTED 2023	PROJECTED 2024	PROJECTED 2025	PROJECTED 2026
STATION 6 REMODEL (Formerly Major Station Remodel): Sources/(Uses)								
841102900								
Beginning Fund Balance	1,987,506	1,871,449	1,901,435	3,259,245	0	0	0	0
REVENUES								
City Contribution (one-time)		767,459	767,459					
City Contribution (ongoing)								
Interest Income	-5,709	28,072	-6,895					
Transfer from 840 General Fund		467,370	663,135					
Total Revenue	-5,709	1,262,901	1,423,699	0	0	0	0	0
APPROPRIATIONS								
	2,015,000	1,132,397	1,269,640			0		
AVAIL BALANCE NOT APPROPRIATED								
	-155,717		-1,658		0	0	0	0
EXPENSES								
Other Capital Outlay	-80,362	-3,134,350	-65,889	-3,259,245			0	0
Total Expenses	-80,362	-3,134,350	-65,889	-3,259,245	0	0	0	0
Ending Project Balance	1,901,435	0	3,259,245	0	0	0	0	0
FACILITIES MAINTENANCE: Sources/(Uses)								
841101600								
Beginning Fund Balance				0	0	0	0	0
REVENUES								
Contribution from Ongoing O&M Budget								
City Contribution - one-time (generator)								
Interest Income								
Insurance Recovery								
Total Revenue	0	0	0	0	0	0	0	0
EXPENSES								
Transfer to 840 - Reserves								
Professional Fees	-3,209							
Total Expenses	-3,209	0	0	0	0	0	0	0
Ending Project Balance	-3,209	0	0	0	0	0	0	0
TRAINING CENTER IMPROVEMENT: Sources/(Uses)								
841103000								
Beginning Fund Balance		0		0	0	0	0	0
REVENUES								
Total Revenue	0	0	0	0	0	0	0	0
EXPENSES								
Improvement Expenses	-1,765				0	0	0	0
Transfer to 840 Reserves								
Total Expenses	-1,765	0	0	0	0	0	0	0
Ending Project Balance	-1,765	0	0	0	0	0	0	0
MOBILE DATA TERMINALS (MDT): Sources/(Uses)								
841102200								
Beginning Fund Balance		0		0	0	0	0	0
REVENUES								
Total Revenue	0	0	0	0	0	0	0	0
EXPENSES								
Computers/Technology	-10,837							
Transfer to 840 Reserves								
Total Expenses	-10,837	0	0	0	0	0	0	0
Ending Project Balance	-10,837	0	0	0	0	0	0	0
CAPITAL PROJECT RESERVE	110,543	110,548	85,052	85,052	85,052	85,052	85,052	85,052
TOTAL ALL PROJECT BALANCES	\$9,699,008	\$983,264	\$11,017,388	\$2,053,150	\$2,800,548	\$3,036,858	\$3,640,813	\$3,771,364

FINANCIAL POLICIES

Through the IGA forming the Poudre Fire Authority, the City of Fort Collins provides some services to the Authority such as accounting, purchasing, and some legal services. The Authority follows the policies of the City of Fort Collins in these areas; however, the PFA has also established budget and reserve policies that differ from the City of Fort Collins' policies.

PFA has developed a Strategic Plan, has become Accredited, and through these processes, PFA has also developed a Long-Range Financial Plan to guide the Authority into the future.

The PFA, through the City of Fort Collins, adheres to the highest accounting and management policies as set by the Government Finance Officers Association, the Government Accounting Standards Board, and performance measurement standards as set by the International City/County Managers Association.

Budget Policies

Balanced Budget – The Poudre Fire Authority will adopt and maintain a balanced budget as defined by state statute (Section 29-1-103(2), C.R.S.) wherein expenditures will not exceed available revenues plus beginning fund balances. Status: ✓

Budget Amendment Procedures Status: ✓

Budget Decreases - If actual revenue received is less than the adopted budget, the Fire Chief shall develop a plan to reduce expenditures and immediately notify the Board of Directors.

Budget Increases - The Board of Directors, upon recommendation of the Fire Chief, may make supplemental appropriations from prior year reserves and unanticipated revenue. An appropriation may not exceed the amount of reserves or unanticipated revenue.

Emergency Expenditures - The consolidation agreement forming the PFA specifies that the Fire Chief can spend up to \$85,134 without Board approval except in an emergency when it is necessary for immediate action to preserve the public health, safety, and welfare, the Chief may spend up to one percent of budget.

Encumbrances - Appropriations for purchase orders, contracts and other commitments for the expenditure of monies that are not expended at the end of a fiscal year are encumbered and added to appropriations of the following fiscal year.

Budget Basis - The modified accrual basis is used for budgeting and accounting. This means that revenues are recognized when they become measurable or available (cash basis), while expenditures are accounted for or recognized in the budgeting period incurred (accrual basis). Status: ✓

Budget Philosophy - PFA’s Budget philosophy is to focus its financial, physical, and human resources on providing the community with high quality fire and rescue services. Budget planning is focused on PFA’s highest priorities and PFA measures its progress through performance metrics to demonstrate effectiveness. The annual budget is the way that PFA operationalizes its strategic planning through the allocation of resources to accomplish its goals. Status: ✓

Budget Term - Since the PFA receives 97% of its revenue from the City of Fort Collins and the Poudre Valley Fire Protection District, its budget adheres to the calendar year - the same as the funding entities. Status: ✓ January 1, 2022 to December 31, 2022

Strategic Plan - One of the most important policy documents adopted by the PFA Board of Directors is its strategic plan. The PFA has used the strategic plan as a major guiding document since its inception in 1981. The Strategic Plan is developed with input from elected officials, the community, and employees. The plan represents PFA’s vision of the community’s emergency service needs. Each year during the budgetary process, the Board of Directors and PFA staff review community needs, existing budget allocations, the internal operational needs of the Authority and PFA’s strategic planning priorities to help frame the annual budget. Individual program budgets are also aligned with goals and targeted outcomes to ensure that resources are directed to the accomplishment of the organization’s highest level goals. PFA will undergo a Strategic Planning Process in 2022. Status: ✓ Approved March 2018

Financial Policies

Expenditure Policies

Long-Range Financial Plan (LRFP) – Multi-year projections regarding the financial condition of PFA. The LRFP is a planning tool to be used in making projections about the financial impact of addressing organizational operational needs, staffing plans, capital needs, and maintenance plans. The planning horizon for the LRFP is six to seven years (three City budget cycles including the current cycle); plan update includes 2021 through 2027. Status: ✓ Approved January 1, 2015 and updated in 2021

Debt Policy/and Status - The Authority is a quasi-independent government entity formed by the City of Fort Collins and the Poudre Valley Fire Protection District, and by itself does not have legal status to issue bonds. It is the policy of PFA to replace or acquire equipment, apparatus or real property on a cash basis. For the most part this is possible with sound revenue sources, financial discipline, and informed long-range planning. However, circumstances could occur when it would make sense to use a lease-purchase arrangement. PFA management and the Board will assess this purchasing arrangement on a case by case basis considering such factors as the need to conserve operating revenue, inflation advantages, immediacy of need, and need to reduce initial cost impact.

Status: √

Fund Types, Fund Transfers, Level of Control - There are two fund types within PFA – General and Capital Projects. The General Fund is the general operating fund of the PFA, and the Capital Projects fund is used to account for financial resources to be used for the acquisition or construction of major capital facilities and firefighting apparatus. Control of expenditures is at the fund level where all expenditures are tracked against appropriations. In addition, the City of Fort Collins collects a fee from new development to provide capital infrastructure. The money is transferred to PFA when the procurement of land, fire stations, apparatus, or other capital items are necessary to provide new service to the community.

Status: √

PFA management may transfer budgeted amounts within funds, but inter-fund transfers must be approved by the Board of Directors. The general fund is adopted on a yearly basis in accordance with Generally Accepted Accounting Principles (GAAP), whereas the capital project funds are adopted on a non-lapsing, project length basis.

Major capital items that will be procured in a single year do not conform to a multi-year, non-lapsing capital budgeting and accounting format. Therefore, dollars for these items are appropriated into and expended from the general fund.

Purchasing Policies

The Poudre Fire Authority follows the City of Fort Collins purchasing policies.

Status: √

Reserve Policy – An unappropriated Reserve for Contingency of 3% of operating revenues can be accessed only by the Board of Directors. If the revenue reserve and contingency reserve are depleted below reserve policy levels (6%), the fire chief will develop a restoration plan, which may include expenditure reductions; rate or fee increases; revenue transfers from other portions of fund balance or capital reserve, to restore balances over a two-year time period. The restoration plan will be a high financial priority and be reviewed and updated by the PFA Board every six months.

Status: √

Reserve for Contingencies - This reserve is funded from annual budget carry-overs. PFA’s philosophy is to encourage program budget managers to find better, more cost-effective means to provide service, any savings

Status: √ Current balance = 19.5%

lapse into this reserve along with any unspent appropriations. With the recommendation of the Chief, the Board can use these funds to address needs or opportunities that may arise. A minimum 3% of operating revenues must be held in this reserve and can be accessed only by the Board of Directors; the 3% is part of the minimum reserve policy.

Revenue Reserve - A 3% unappropriated revenue reserve can be accessed only by the Board of Directors for extreme emergencies, revenue shortfalls, or uncontrollable cost increases.

Status: ✓

Keep Fort Collins Great Reserve – PFA began receiving funds from the City’s KFCG tax initiative in 2011, and this reserve was created to save any KFCG funds not spent within the budget year. With the recommendation of the Chief, the Board can use these funds to address citizen-service opportunities that may arise.

Status: ✓

Operating Reserve - The PFA annually appropriates a 1%-line item contingency that enables management and the Board to address unforeseen problems or take advantage of opportunities that may arise. While every effort is made to budget as precisely as possible, it is not uncommon for these funds to be partially used in the course of a year.

Status: ✓

Operations Equipment Replacement – This reserve was established from former capital projects (Hose Replacement and Rescue Tools Replacement) and is reserved for the purpose of replacing hose and rescue tools. Ongoing contributions are budgeted annually within the O&M budget, and funds not expended at year-end are transferred to the appropriate reserve within the Operations Equipment Replacement subsidiary accounts.

Status: ✓

Support Maintenance and Replacement – This reserve was established from former capital projects (Major Facility Replacement, Station 15, Training Center Improvement, Facilities Maintenance, SCBA Replacement, Thermal Imager Replacement, Staff Vehicle Replacement, Station Alerting, Computer Aided Dispatch, Mobile Data Terminals, Records Management System, Computer/Technology Replacement, Radio Replacement, and EMS Equipment Replacement). Subsidiary accounts that have ongoing contributions budgeted annually within the O&M budget and funds not expended at year-end will be transferred to the appropriate reserve within Support Maintenance and Replacement. Other subsidiary reserve accounts, such as Station 15, are reserving funds for a future capital project.

Status: ✓

Insurance Liabilities Reserve - This reserve was established from savings in the workers’ compensation program and is reserved to cover PFA’s maximum liability for injury expenses. The retrospective program that PFA participated in from 1990 to 1996 allowed PFA to achieve significant savings if losses were low. In addition, funds from the 2020

Status: ✓

budget will be added to this reserve at year-end 2020 to save for future insurance cost increases. In 2021, \$87,614 will be used from this reserve to cover Liability and Property insurance, Workers' Compensation, and Breast Cancer Benefit Trust cost increases.

Financial Reporting Policies

Accounting and Reporting Methods – PFA's accounting and financial reporting systems will be maintained by the City of Fort Collins in conformance with all state and federal laws, GAAP and standards of the Governmental Accounting Standards Board (GASB) and the Government Finance Officers Association. Status: ✓

Annual Financial Report (AFR) – PFA's 2020 AFR was submitted to the Government Finance Officers Association (GFOA) Certification of Achievement for Excellence in Financial Reporting Program. The financial report should be in conformity with GAAP, demonstrate compliance with finance related legal and contractual provisions, disclose thoroughness and detail sufficiency, and minimize ambiguities and potentials for misleading inference. The audit will be conducted by the City of Fort Collins' audit provider. Status: ✓

Distinguished Budget Awards Program – PFA's budget was submitted and received the GFOA Distinguished Budget Presentation Program for Fiscal Year 2021; PFA's 22nd consecutive award. The budget should satisfy criteria as a financial and programmatic policy document, a comprehensive financial plan, an operations guide for all organizational units, and a communications device for all significant budgetary issues, trends, and resource choices. Status: ✓

Internal Controls – Financial systems will maintain internal controls to monitor revenues, expenditures, and program performance on an ongoing basis. Status: ✓

Fiscal Monitoring – Monthly financial reports will present actual revenues and expenditures versus budget on a cumulative basis. Status: ✓ Monthly reports to Board of Directors and Program Managers.

Operating Management Policies

City of Fort Collins Cash Handling – PFA follows the City of Fort Collins Cash Handling Policies and Procedures, designed to help protect PFA's assets and protect employees from allegations of improper uses of PFA resources. Status: ✓ compliance form signed – 100%

Investment Policy – The City of Fort Collins provides investment services for PFA's funds, and therefore PFA follows the City's investment policy. Status: ✓

Mandatory Vacation Policy - To strengthen internal controls, the Poudre Fire Authority will review and monitor leave for key personnel to ensure they take a minimum of one consecutive week of vacation per year.

Status: ✓

Revenue Policies

Grants Management – PFA follows the City’s grants management policy, which was established to ensure that all grants and external funding applied for by PFA are in the best interests of PFA, and that any awarded funds are managed appropriately and according to applicable regulatory requirements.

Status: ✓



Poudre Fire Authority Fire and Safety Fees

Permit Type	2021 Fee	Proposed 2022 Fee
Valuation Based Plan Review and Permit Fees		
• Project value between \$1.00 and \$500.00	\$23.50	-
• Project value between \$501.00 to \$2,000.00, for the first \$500.00	\$23.50	-
○ Plus, for each additional \$500.00, or fraction thereof, up to and including \$2,000.00	+\$3.05	-
• Project value between \$2,001.00 to \$25,000.00, for the first \$2,000.00	\$69.25	-
○ Plus, for each additional \$1,000.00, or fraction thereof, up to and including \$25,000.00	+\$14.00	-
• Project value between \$25,001.00 to \$50,000.00, for the first \$25,000.00	\$391.75	-
○ Plus, for each additional \$1,000.00, or fraction thereof, up to and including \$50,000.00		-
• Project value between \$50,001.00 to \$100,000.00, for the first \$50,000.00	\$643.75	-
○ Plus, for each additional \$1,000.00, or fraction thereof, up to and including \$100,000.00	+\$7.00	-
• Project value between \$100,001.00 to \$500,000.00, for the first \$100,000.00	\$993.75	-
○ Plus, for each additional \$1000.00, or fraction thereof, up to and including \$500,000.00	+\$5.60	-
• Project Value between \$500,001.00 to \$1,000,000.00, for the first \$500,000.00	\$3,233.75	-
○ Plus, for each additional \$1,000.00, or fraction thereof, up to and including \$1,000,000.00	+\$4.75	-
• Project value \$1,000,000.00 and up, for the first \$1,000,000.00	\$5,605.75	-
○ Plus, for each additional \$1,000.00 or fraction thereof	+\$3.65	-
Building plan review –	60% of total calculated fee	65% of total calculated fee
• New construction		
• Tenant finish or Improvement		
• Additions to Existing Buildings		
Fire protection system plan review –	65% of total calculated fee	-
• Fire Sprinkler System		
• Fire Alarm System		
• Hood/Duct Extinguishing System		
• Special Suppression and Gas Detection Systems		
Fire protection system permit fee	100% of total calculated	-

Attachment: 2022 Poudre Fire Authority Fire and Safety Fee Schedule (10925 : 2022 Budget Work Session and Approval)



	fee	
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Poudre Fire Authority Fire and Safety Permit Fees		
Permit Type	2021 Fee	Proposed 2022 Fee
Systems Plan Review and Inspection		
Emergency Responder Communication System	\$425.00	-
Underground Fire Line Inspection	\$150.00	\$250.00
Smoke Control Systems	\$425.00	-
Solar Photovoltaic Systems	\$425.00	-
Energy Storage Systems	\$425.00	-
Hazardous Materials Use or Storage	\$150.00	\$200.00
Fire Pump	\$150.00	\$200.00
Compressed Gas – System Review and Permit	\$100.00	\$200.00
Cryogenic Fluids – Systems Review and Permit	\$100.00	\$200.00
Carbon Dioxide CO2 Enrichment System	\$75.00	\$200.00
Operational Permits		
Hazardous Material Use or Storage – Ongoing Operations	\$100.00	\$200.00
Combustible Storage	\$100.00	\$200.00
Flammable and Combustible Liquids	\$100.00	\$200.00
Compressed Gas – Use and Storage	\$100.00	\$200.00
Cryogenic Fluids – Use and Storage	\$100.00	\$200.00
High Piled Combustible Storage	\$100.00	\$200.00
Combustible Storage	\$100.00	\$200.00
Plant Extraction	\$100.00	\$200.00
Spraying and Dipping Operations	\$100.00	\$200.00
Explosives Use and Storage	\$100.00	\$200.00
Food Truck	\$75.00	-
Special Event – Indoor or outdoor, over 1000 people and/or 4+ permitted temporary membrane structures.	\$250.00	-
Haunted House/Corn Maze	\$75.00	-
Bonfire Permit/Inspection and Observation (per event)	-	\$350.00
Fireworks Display	\$250.00	-
Temporary Fireworks Retail	\$1,500.00	-
Temporary Membrane Structures	\$50.00	\$75.00
Flame Effects	\$75.00	-

Poudre Fire Authority Fire and Safety Permit Fees		
Permit Type	2021 Fee	Proposed 2022 Fee
Miscellaneous Review and Inspection Fees		
After hours inspection – <i>Before or after 0800 - 1700 Monday – Friday or anytime on weekends; fee shall be doubled if inspection occurs on a holiday or holiday weekend</i>	\$75.00/hr. 2 hours minimum	-
Reinspection fees	\$250.00 first hr. \$75.00/hr. after	-
Inspections for which no fee is indicated	\$75.00/hr. 2 hours minimum	-
Additional plan review required by changes, additions, or revisions to plans	\$75.00/hr. 2 hours minimum	\$250 flat fee
Use of outside consultants for review or inspections	Actual Cost	-
Fixtures, Furnishings, and Equipment (FF&E) first move in inspections	\$250.00	-
FF&E Reinspection if not ready on first	\$500.00	-
Any project requiring plan review, permitting, or inspections not specifically described in the PFA Fee Schedule	\$75.00/hr.	-
Expedited Plan Review and Processing Fee • <i>Note: This fee can be waived for affordable housing projects when verified by the Authority Having Jurisdiction</i>	-	25% of plan review fee
<i>Fire Protection System Inspection and Testing Certifications submittal /processing</i>	-	\$15.00
Technical Research Request	\$75.00/hr. after the first hour	-
Fire Hydrant Flow Test	\$250.00	-
Assistance to Other Jurisdictions	\$75.00/hr.	-
Expired Permit – Charge as percentage of original permit cost • 6 months expired • 12 months expired	50% 100%	-

Poudre Fire Authority Fire and Safety Permit Fees		
Permit Type	2021 Fee	Proposed 2022 Fee
Flammable or Combustible Liquid Tanks and Dispensing Equipment		
<ul style="list-style-type: none"> • Installation Permit <ul style="list-style-type: none"> ○ First Tank ○ Each Additional Tank ○ Each Dispenser 	\$225.00 \$100.00 \$40.00	-
<ul style="list-style-type: none"> • Installation Plan Review <ul style="list-style-type: none"> ○ First Tank ○ Each Additional Tank ○ Each Dispenser 	\$150.00 \$75.00 \$25.00	-
<ul style="list-style-type: none"> • Tank Removal Permit <ul style="list-style-type: none"> ○ First Tank ○ Each Additional Tank 	\$250.00 \$100.00	-
<ul style="list-style-type: none"> • System Upgrade 	\$50.00	-
<ul style="list-style-type: none"> • System Upgrade Plan Review 	\$100.00	-
*All fees are based on an estimated cost of \$75.00 per hour, with a one-hour minimum. Additional work beyond that covered in the standard fee shall be charged at this rate. *Reinspection shall be calculated at \$75.00 per hour, with a one-hour minimum		-
Development Review Fees		
Overall Development Plan (ODP)	\$250.00	-
Project Development Plan (PDP)	\$250.00	-
Major Amendments	\$250.00	-
Minor Amendments	\$250.00	-
Basic Development Review	\$250.00	-
New Commercial Development (increase to cover time involved)		
<ul style="list-style-type: none"> • More than 5,000 ft² Total Area • Less than 5,000 ft² Total Area 	\$250.00 \$100.00	\$400.00 \$250.00
New Residential Development Review		
<ul style="list-style-type: none"> • 5 or fewer residential lots • 6-10 residential lots • 11-29 residential lots • 30-99 residential lots • 100 or more residential lots 	<i>\$250.00</i> <i>for 5+ lots</i> <i>\$100.00</i> <i>for < 4 lots</i>	\$ 250.00 \$ 500.00 \$ 750.00 \$1,000.00 \$2,500.00
Existing Structure Change of Occupancy	\$100.00	-
Projects not Described Above	\$75.00/hr.	-

2022 Poudre Fire Authority Bargaining Unit Employee Pay Plan

11/5/2021

Position				Job	
	Biweekly	Monthly	Annually	Type	Pay Grade
Introductory Firefighter	2,337.92	5,065.49	60,785.92	9615	PFB01
Hired after 6/1/16					
Firefighter IB	3,056.56	6,622.55	79,470.56	9625	PFB02
Firefighter IA	3,183.44	6,897.45	82,769.44	9625	PFB02
Hired after 6/1/16					
Firefighter II-B	3,310.32	7,172.36	86,068.32	9640	PFB03
Firefighter II-A	3,461.12	7,499.09	89,989.12	9640	PFB03
Hired prior to 6/1/16					
Firefighter II-B	3,461.12	7,499.09	89,989.12	9640	PFB03
Firefighter II- A	3,600.48	7,801.04	93,612.48	9640	PFB03
Firefighter Driver/Operator-B	3,600.48	7,801.04	93,612.48	9646	PFB03
Firefighter Driver/Operator-A	3,738.80	8,100.73	97,208.80	9646	PFB03
Firefighter 40 Hour, RAM FF, Risk Reduction FF	4,012.32	8,693.36	104,320.32	9665	PFB05
Captain I-B	4,060.35	8,797.43	105,569.10	9670	PFB06
Captain I-A	4,230.45	9,165.98	109,991.70	9670	PFB06
Captain II-B, Trng Off., Asst. Fire Marshal, Safety Officer, RAM Captain	4,230.45	9,165.98	109,991.70	9690	PFB07
Captain II-A, Trng Off., Asst. Fire Marshal, Safety Officer, RAM Captain	4,567.50	9,896.25	118,755.00	9690	PFB07

2022 Poudre Fire Authority Non-Bargaining Unit Management Pay Plan

Position	Biweekly		Monthly		Annually		Job	
	Min	Max	Min	Max	Min	Max	Type	Pay Grade
Battalion Chief I B (shift)	5,294.10		11,470.55		137,646.60		9715	PFB08
Battalion Chief I A (shift)	5,518.80		11,957.40		143,488.80		9715	PFB08
Battalion Chief I B (staff)	5,390.70		11,679.85		140,158.20		9725	PFB09
Battalion Chief I A (staff)	5,614.35		12,164.43		145,973.10		9725	PFB09
Division Chief I-B	6,002.85		13,006.18		156,074.10		9735	PFB010
Division Chief I-A	6,251.70		13,545.35		162,544.20		9735	PFB010
Fire Chief	Set by Board						3720	UMC02

Attachment: 2022 Poudre Fire Authority Pay Plan (10925 : 2022 Budget Work Session and Approval)

**2022 Poudre Fire Authority
Classified Employee Pay Plan**

Pay Grade	Minimum	Midpoint (60th percentile)	Maximum (75th percentile)	Position	Job Code	Exempt Y/N
20	\$ 35,500.00	\$ 40,000.00	\$ 44,400.00			
Monthly	\$ 2,958.33	\$ 3,333.33	\$ 3,700.00			
Bi-weekly	\$ 1,365.38	\$ 1,538.46	\$ 1,707.69			
21	\$ 39,100.00	\$ 44,000.00	\$ 48,900.00	Accounts Payable Representative	9522	N
Monthly	\$ 3,258.33	\$ 3,666.67	\$ 4,075.00	Administrative Assistant I	9512	N
Bi-weekly	\$ 1,503.85	\$ 1,692.31	\$ 1,880.77	Warehouse Inventory and Purchasing Technician	NEW	N
22	\$ 43,000.00	\$ 48,400.00	\$ 53,800.00	Administrative Assistant II	9520	N
Monthly	\$ 3,583.33	\$ 4,033.33	\$ 4,483.33	Human Resources Assistant	NEW	N
Bi-weekly	\$ 1,653.85	\$ 1,861.54	\$ 2,069.23	Staffing Specialist	NEW	N
23	\$ 47,200.00	\$ 53,200.00	\$ 59,000.00	Senior Administrative Assistant	NEW	N
Monthly	\$ 3,933.33	\$ 4,433.33	\$ 4,916.67			
Bi-weekly	\$ 1,815.38	\$ 2,046.15	\$ 2,269.23			
24	\$ 50,800.00	\$ 58,500.00	\$ 66,100.00	Administrative Specialist I	9530	N
Monthly	\$ 4,233.33	\$ 4,875.00	\$ 5,508.33	Human Resources Generalist I	NEW	N
Bi-weekly	\$ 1,953.85	\$ 2,250.00	\$ 2,542.31			
25	\$ 56,000.00	\$ 64,400.00	\$ 72,800.00	Training Assistant	NEW	N
Monthly	\$ 4,666.67	\$ 5,366.67	\$ 6,066.67			
Bi-weekly	\$ 2,153.85	\$ 2,476.92	\$ 2,800.00			
26	\$ 62,600.00	\$ 72,100.00	\$ 81,400.00	Budget Analyst I	NEW	N
Monthly	\$ 5,216.67	\$ 6,008.33	\$ 6,783.33	Emergency Management Specialist	9532	N
Bi-weekly	\$ 2,407.69	\$ 2,773.08	\$ 3,130.77	Executive Administrative Assistant	9533	N
				Fleet Maintenance Tech (Mechanic)	9540	N
				Human Resources Generalist II	NEW	N
				IT Support Specialist	9542	N
				Planning and Data Analysis Specialist	9544	N
				Public Educator/Risk Reduction Specialist	9534	N
27	\$ 70,200.00	\$ 80,800.00	\$ 91,300.00	Administrative Specialist II	NEW	N
Monthly	\$ 5,850.00	\$ 6,733.33	\$ 7,608.33	Fire Safety Inspector/Plan Reviewer	9541	N
Bi-weekly	\$ 2,700.00	\$ 3,107.69	\$ 3,511.54	GIS Analyst	9590	Y
				Lead Fleet Maintenance Tech (Lead Mechanic)	NEW	N
				IT Analyst II	NEW	Y
				PIO and Communication Coordinator	9543	N
28	\$ 77,000.00	\$ 90,500.00	\$ 104,000.00	Budget Analyst II	NEW	Y
Monthly	\$ 6,416.67	\$ 7,541.67	\$ 8,666.67	Community Outreach and Risk Reduction Manager	9587	Y
Bi-weekly	\$ 2,961.54	\$ 3,480.77	\$ 4,000.00	Human Resources Generalist III	9570	Y
29	\$ 86,200.00	\$ 101,400.00	\$ 116,400.00	Human Resources Generalist IV	NEW	Y
Monthly	\$ 7,183.33	\$ 8,450.00	\$ 9,700.00	IT Analyst III	9585	Y
Bi-weekly	\$ 3,315.38	\$ 3,900.00	\$ 4,476.92			
30	\$ 96,600.00	\$ 113,600.00	\$ 130,500.00	Assistant Fire Marshal--Non-Rotational	9560	Y
Monthly	\$ 8,050.00	\$ 9,466.67	\$ 10,875.00	Fleet Manager	9578	Y
Bi-weekly	\$ 3,715.38	\$ 4,369.23	\$ 5,019.23			
31	\$ 108,200.00	\$ 127,200.00	\$ 146,100.00	IT Manager	9589	Y
Monthly	\$ 9,016.67	\$ 10,600.00	\$ 12,175.00			
Bi-weekly	\$ 4,161.54	\$ 4,892.31	\$ 5,619.23			
32	\$ 118,700.00	\$ 142,500.00	\$ 166,200.00	Budget and Administration Manager	9576	Y
Monthly	\$ 9,891.67	\$ 11,875.00	\$ 13,850.00	Senior Human Resources Manager	9595	Y
Bi-weekly	\$ 4,565.38	\$ 5,480.77	\$ 6,392.31			
33	\$ 133,000.00	\$ 159,600.00	\$ 186,200.00			
Monthly	\$ 11,083.33	\$ 13,300.00	\$ 15,516.67			
Bi-weekly	\$ 5,115.38	\$ 6,138.46	\$ 7,161.54			
34	\$ 152,900.00	\$ 183,500.00	\$ 214,100.00			
	\$ 12,741.67	\$ 15,291.67	\$ 17,841.67			
	\$ 5,880.77	\$ 7,057.69	\$ 8,234.62			

Resolution 21 – 24

**Adopting the Budget and Appropriating Funds
For the Operation of the Poudre Fire Authority for 2022**

Whereas, the Board of Directors of the Poudre Valley Fire Protection District will appropriate funds on December 13, 2021 for the operation of the Poudre Fire Authority for 2022, and

Whereas, the City Council of the City of Fort Collins will approve funds on second reading on November 16, 2021, for the operation of the Poudre Fire Authority for 2022, and

Whereas, the Poudre Fire Authority Board of Directors has been presented with and reviewed the budget for the operation of the Poudre Fire Authority.

Now, therefore, be it resolved by the Board of Directors of the Poudre Fire Authority

1. That all financial policies in place and included in the 2022 Budget are formally adopted by the Poudre Fire Authority Board of Directors.
2. That the following budget and employee pay plan, copies of which are attached hereto, are hereby approved and adopted as the budget and pay plan of the Poudre Fire Authority for the calendar year 2022, and funds are hereby appropriated to each fund for the purposes stated.
3. That all funds appropriated by the Poudre Fire Authority’s Board of Directors in any year which are unspent or unencumbered by December 30 shall be transferred into Contingency Reserve on December 31.

Adopted this 16th day of November 2021 by the Poudre Fire Authority Board of Directors.

PFA Board Chair

Attest

Attachment: Resolutions 21 -24 and 21-25 (10925 : 2022 Budget Work Session and Approval)

Resolution 21 - 25

**Setting the Fees for the Poudre Fire Authority
Fire Prevention Bureau
For the Calendar Year 2022**

Whereas, the Poudre Fire Authority’s Board of Directors has been presented with and has reviewed the fees for the Poudre Fire Authority Fire Prevention Bureau, and

Whereas, the Poudre Fire Authority’s Board of Directors believes that said fees are an appropriate means to recover costs, and

Whereas, said fees are reasonably associated with the costs of providing the services.


Now, therefore, be it resolved by the Board of Directors of the Poudre Fire Authority that the following fees, a copy of which is attached and will be included in the 2022 Budget Appendix, are hereby approved for the calendar year 2022.

Adopted this 16th day of November 2021 by the Poudre Fire Authority Board of Directors.

PFA Board Chair

Attest

Attachment: Resolutions 21 -24 and 21-25 (10925 : 2022 Budget Work Session and Approval)

 <p>Prompt, Skillful, Caring</p>	<p><u>DISCUSSION AGENDA ITEM SUMMARY</u></p> <p>Item #: 5 Meeting Date: 11/16/2021 PFA Staff: Kirsten Howard</p>
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SUBJECT:

Fire Chief's 2021 Year-End Review Materials

EXECUTIVE SUMMARY

Section X, A, of Chief Bergsten's employment agreement states, "The Board will review and evaluate the performance of the Chief at least twice annually, the first of which shall occur approximately six months from the Start Date. Thereafter, one of the reviews and evaluations shall occur near the adoption of PFA's annual operating and capital budgets, and the other will occur in approximately July each year."

Section X, B, of the Chief's employment agreement states, "The parties shall annually establish in writing such goals and performance objectives as they determine necessary for the proper administration and operation of PFA and for the attainment of the Board's policy objectives and shall further establish the relative priority among these various goals and objectives. Such goals and objectives shall be generally obtainable within the time limitations specified in the annual operating and capital budgets, and related appropriations."

DISCUSSION/BACKGROUND

Board members have been provided an electronic evaluation package, and a hardcopy form (attached) to review Chief Bergsten's performance through December 31, 2021. Board reviews of Chief Bergsten should be returned to Kirsten Howard by December 8, 2021, to be compiled and included as a confidential item in the Board packet that will be delivered on December 10, 2021.

Chief Bergsten's self-evaluation and 360 review will be sent to the Board by December 1, 2021 for consideration while reviewing the Chief's management and leadership performance.

STAFF RECOMMENDATION

That the Board review the Chief's year-to-date performance.

FINANCIAL / ECONOMIC IMPACTS

There are no financial/economic impacts.

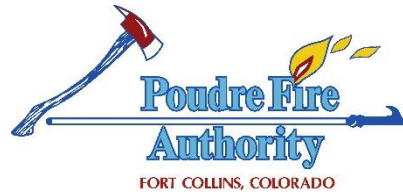
ASSOCIATED STRATEGIC GOALS

Strategic Initiatives:

1. High Quality and Innovative Core Services
2. Proactive Internal/External Communications
3. Workforce Development/Culture
4. Financial Responsibility
5. Governance and Organizational Sustainability

ATTACHMENTS

- a. Fire Chief Eval Year-End 2021



Fire Chief Performance Evaluation Year-End 2021 PFA Board of Directors Feedback

Instructions:

Evaluate the Fire Chief's performance over the last twelve months in the following areas of responsibility. For each area of responsibility, please provide an overall rating and any comments which explain why you have chosen the selected rating or illustrate relevant examples of performance in the area.

Rate each criteria based on the following scale:

4-Exceptional Performance - Exceeds Authority Board Standards:

At this level of performance, the Fire Chief meets all Authority Board standards and **consistently** surpasses expectations and demonstrates skills in a highly proficient manner.

3-Meets Authority Board Standards:

At this level of performance, the Fire Chief **regularly** meets Authority Board standards and performs core job duties, responsibilities and assignments successfully.

2-Lacks Consistency in Meeting Authority Board Standards:

At this level of performance, the Fire Chief lacks consistency in meeting Authority Board standards, performing job duties, responsibilities and completing assignments.

1-Below Authority Board Standards:

At this level of performance, the Fire Chief **regularly** performs job duties, responsibilities and assignments in an **unsatisfactory** manner.

0-Not Able to Rate: Have not observed performance in this area. (If the PFA Board Member is determining an overall numeric score, this rating is not calculated.)

2021 Fire Chief Year-End Review

POUDRE FIRE AUTHORITY BOARD of DIRECTORS

1. Communication with PFA Board Members: Accurately interprets the direction given by the Board; keeps the Board well informed with concise oral and written communication.

Rating: _____(0-4)

Comments:

2. PFA Board Support: Anticipates and provides reports and recommendations to the PFA Board; ensures appropriate response to the Board and citizen service requests; ensures appropriate administrative and clerical support to Board members.

Rating: _____(0-4)

Comments:

Attachment: Fire Chief Eval Year-End 2021 (10912 : Fire Chief's 2021 Year-End Review Materials)

2021 Fire Chief Year-End Review

3. Policy Development: Clearly articulates policy issues for Board member consideration; identifies options with clear rationale; staff work is understandable and based on research and data; ensures appropriate citizen outreach on specific issues.

Rating: _____(0-4)

Comments:

POUDRE FIRE AUTHORITY ORGANIZATION

4. Staff Supervision: Demonstrates leadership and promotes professional staff performance; builds and motivates a team; provides directions, monitors and adjusts performance as necessary.

Rating: _____(0-4)

Comments:

2021 Fire Chief Year-End Review

5. Financial Management: Accurately and concisely reports (and projects) the Authority's financial condition; manages the Authority's finances professionally and plans for future financial issues.

Rating: _____(0-4)

Comments:

6. Communication with Employees: Provides sufficient information to employees; motivates employees; understands employee concerns.

Rating: _____(0-4)

Comments:

7. Relationship with Firefighters: Provides sufficient time building relationships with line firefighters.

Rating: _____(0-4)

Comments:

2021 Fire Chief Year-End Review

COMMUNITY	
8. Community Communication: Provides information to the community about Authority programs and services; seeks community involvement in Authority issues.	
Rating: _____(0-4)	
Comments:	
<hr/>	
9. Intergovernmental Relations: Initiates and maintains effective relationships with state, regional, and local governments.	
Rating: _____(0-4)	
Comments:	

Attachment: Fire Chief Eval Year-End 2021 (10912 : Fire Chief's 2021 Year-End Review Materials)

2021 Fire Chief Year-End Review

LEADERSHIP	
10.	<p>Organizational Vision: Develops and promotes the organization’s vision: “To be a respected, values-driven leader in the community and in the fire service.”</p> <p>Rating: _____(0-4)</p> <p>Comments:</p>
11.	<p>Organizational Mission: Promotes and encourages employees to focus on PFA’s mission: “To protect life and property by being prompt, skillful, and caring. Our actions are anchored in the core values of courage, leadership and duty.”</p> <p>Rating: _____(0-4)</p> <p>Comments:</p>
12.	<p>Core Values: Personally exemplifies the PFA’s core values of Courage, Leadership, and Duty. Has gained the respect of the community and the fire service by being a values-driven leader. Promotes and supports an organizational culture that demonstrates the values in all aspects of PFA’s work.</p> <p>Rating: _____(0-4)</p> <p>Comments:</p>

2021 Fire Chief Year-End Review

COMMENTS:

Notable Strengths:

[Empty text box for Notable Strengths]

Areas for Improvement:

[Empty text box for Areas for Improvement]

Goals Accomplished in 2021:

[Empty text box for Goals Accomplished in 2021]

Attachment: Fire Chief Eval Year-End 2021 (10912 : Fire Chief's 2021 Year-End Review Materials)


2021 Fire Chief Year-End Review

Fire Chief Goals (6 Months): (SMART Goals)

Evaluator's Signature

Date

Attachment: Fire Chief Eval Year-End 2021 (10912 : Fire Chief's 2021 Year-End Review Materials)

 <p>Poudre Fire Authority Fort Collins Colorado Prompt, Skillful, Caring</p>	<p><u>BRIEFING PAPERS/OTHER BUSINESS</u></p> <p>Item #: 6 Meeting Date: 11/16/2021 PFA Staff: Derek Bergsten</p>
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SUBJECT:

Briefing Papers / Other Business

EXECUTIVE SUMMARY

The briefing papers this month include:

ATTACHMENTS

- a. 10-25-2021 PVFPD Minutes



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 October 25, 2021

The Poudre Valley Fire Protection District (PVFPD) Board of Directors met at 102 Remington, at 8:30 a.m. on October 25, 2021. Present were PVFPD Board members James Gentry, Tess Heffernan, and Dave Pusey. Cory Younie was present virtually. Mike DiTullio was excused absent. Also present were Fire Chief Derek Bergsten and Administrative Assistant Patti Forsythe. Recording Secretary Shawn Williams was present virtually.

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

Pledge of Allegiance

PUBLIC COMMENT

CONSENT AGENDA

1. Consideration and Possible Action to Approve the Minutes of the October 4, 2021, Regular Meeting

Dave Pusey made a motion to Approve the Minutes of the October 4, 2021, Regular Meeting. Tess Heffernan seconded the motion. The motion passed by unanimous vote of the Board.

2. Consideration and Possible Action to Adopt Resolution 2020-03

Tess Heffernan made a motion to continue Resolution 2020-03 A Continuation of Declaration of Local Disaster Emergency. Dave Pusey seconded the motion. The motion passed by unanimous vote of the Board.

STAFF REPORT

3. COVID-19 Update

Rick VanderVelde advised Larimer County COVID-19 numbers are up causing them to institute an order requiring mask wearing in all public indoor spaces. Rick advised staff is continuously monitoring the situation and recommendations from health care professionals. Rick advised front-line responders are wearing the proper personal protective equipment (PPE) when responding to calls of sick patients

4. Senior Leadership Team Update

Derek Bergsten provided the Senior Leadership Team update to the Board.

Derek Bergsten noted he and the union president will be rolling out the presentation on Rank Structure to all shifts and stations. Derek stated they both will be available to gather feedback and answer questions.

Derek Bergsten advised the PFA Volunteers were included in gratitude pay.

DISCUSSION ITEMS**5. Audit Request for Proposal (RFP)**

Patti Forsythe asked the Board to consider external auditor proposals for an auditor to perform multi-year audits for the District as recommended by Government Finance Officers Association (GFOA). The GFOA made the recommendation as a best practice at the end of the term of each audit contract.

Tess Heffernan made a motion to direct staff to prepare and distribute an Auditor Request for Proposal. Dave Pusey seconded the motion. The motion passed by unanimous vote of the Board.

6. 2022 Board Meeting Dates

Patti Forsythe reviewed the 2022 Board meeting dates with the Board. The regular meetings are scheduled on the Monday preceding the 4th Tuesday of the month, at 8:30 a.m.

Dave Pusey made a motion to Approve the 2022 Board Meeting Dates. Tess Heffernan seconded the motion. The motion passed by unanimous vote of the Board.

7. Resolution 2021-04 Adopting Administrative Fees for Inclusions and Exclusions of Property

Patti Forsythe reviewed Resolution 2021-04 Adopting Administrative Fees for Inclusions and Exclusions of Property and the Template Petition for Exclusion with the Board.

Dave Pusey made a motion to approve Resolution 2021-04 Adopting Administrative Fees for Inclusions and Exclusions of Property. Tess Heffernan seconded the motion. The motion passed by unanimous vote of the Board.

BRIEFING PAPERS**8. 2021 Third Quarter Financial Statement and Revenue Reports**

Patti Forsythe reviewed the 2021 Third Quarter Financial Statement and Revenue Reports with the Board.

Dave Pusey made a motion to approve the 2021 Third Quarter Financial Statement and Revenue Reports. Tess Heffernan seconded the motion. The motion passed by unanimous vote of the Board.


9. 2021 Third Quarter Activity Reports

Tess Heffernan stated she appreciates the Activity Reports being included in the board packet.

The Board reviewed the 2021 Third Quarter Activity Reports. Tess Heffernan asked for more information a briefing on auto-aid/mutual aid as context for strategic planning in February 2021.

10. Poudre Fire Authority (PFA) Agenda Review**OTHER BUSINESS/CORRESPONDENCE****11. Planning Calendar, Information Sharing, and Correspondence.**

Tess Heffernan made a motion to adjourn the meeting. Dave Pusey seconded the motion. The meeting was adjourned at 9:10 a.m.

 <p>Poudre Fire Authority Fort Collins Colorado Prompt, Skillful, Caring</p>	<p style="text-align: right;"><u>CORRESPONDENCE</u></p> <p>Item #: 7 Meeting Date: 11/16/2021 PFA Staff: Kirsten Howard</p>
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SUBJECT:

Correspondence

EXECUTIVE SUMMARY

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

ATTACHMENTS

- a. Crystal Correspondence
- b. Denver Fire Department Correspondence
- c. Dickenson Correspondence

Mr. & Mrs. John T. Crystal
1630 Streamside Drive
Fort Collins, CO 80525

Poudre Fire Authority
102 Remington St.
Fort Collins, CO 80524

29 Oct 2021

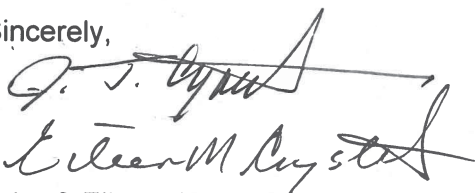
Dear Chief Bergsten,

We're writing to thank the three fire fighters from your Station #14 who came to our home last Friday evening on a non-emergency basis.

We live about 1 1/2 miles from the firehouse and had a serious attic fire in 2018. It caused us to be out of the house for over 6 months, so we are somewhat paranoid about fire alarms. The evening of 22 Oct one of our fire alarms went off – of course it was the one that is most difficult to reach - ~15 ft above the floor. It reset itself, we checked the house, and all seemed well. But, after that happened 5 or 6 times, we became very concerned and felt a need for a professional to check the house. Since it wasn't an emergency, I drove to Station 14, rang the bell, and explained my concern to the firefighters. They were kind enough to come to the house, survey it with a heat detector and even use a ladder to get down the offending alarm, check it, clean it, and put it back in its place. All very professionally done – NICE JOB!

We see that you're relatively new to the Poudre Valley Fire Authority and thought you should be aware of what a professional and courteous group of firefighters you have at Station #14.

Sincerely,



John & Eileen Crystal

PFA Fire Fighters

Martin Romero

Doug McGraw

John Froland

Attachment: Crystal Correspondence (10914 : 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

October 19, 2021

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


Dear Fire Chief Derek Bergsten:

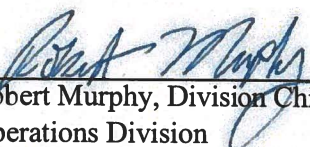
Our sincerest gratitude to you and your entire Department for the kind thoughts and prayers which were extended, as the Denver Fire Department, mourned the loss of one of our own. The outpouring of love and support from departments such as yours is a testament to the fact that public safety is one big family; we truly are a brother and sisterhood of blue.


On behalf of the Denver Fire Department family and the Billingsley family, we wish to thank you and your Department for your love and support during this difficult time. We are forever grateful.

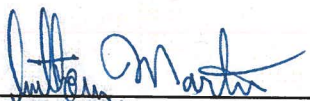
Graciously,

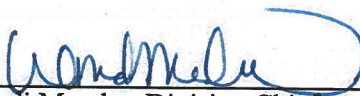

Desmond G. Fulton, Chief of Department


Jeremy A. Vigil, Deputy Chief of Department



Robert Murphy, Division Chief
Operations Division


Cory DeBaere, Division Chief
Fire Prevention Division


Anthony Martin, Division Chief
Technical Services Division


Wendi Moeder, Division Chief
Administration Division


Warren Mitchell, Division Chief
Safety and Training Division



Alberto Paez, Division Chief
DIA/ARFF Division

Dear Firemen at station 5,
I appreciate all that you do.
The sacrifice daily and the
emotional toll you bare, You
are valued and vital humans
in this big world.

Sincerely and then some,

Holly Dickenson

B Shift
Station 5

 <p>Poudre Fire Authority Fort Collins Colorado Prompt, Skillful, Caring</p>	<p><u>DISCUSSION AGENDA ITEM SUMMARY</u></p> <p>Item #: 8 Meeting Date: 11/16/2021 PFA Staff: Derek Bergsten, Sean Jones</p>
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SUBJECT:

Executive Session to Develop Strategy and Instruct Negotiators for Real Estate Negotiations and to Receive Advice of Legal Counsel Related Thereto

EXECUTIVE SUMMARY

As permitted by Colorado Revised Statutes Sections 24-6-402(4)(a) and (b) a Board member moves that the Board go into executive session to receive advice of legal counsel on, and if appropriate to discuss, the land donation agreement for the proposed Station 7.

Applicable Statutory Provision

24-06-402(4): “The members of a local public body subject to this part 4, upon the announcement by the local public body to the public of the topic for discussion in the executive session, including specific citation to the provision of this subsection (4) authorizing the body to meet in an executive session and identification of the particular matter to be discussed in as much detail as possible without compromising the purpose for which the executive session is authorized, and the affirmative vote of two thirds of the quorum present, after such announcement, may hold an executive session only at a regular or special meeting and for the sole purpose of considering any of the following matters; except that no adoption of any proposed policy, position, resolution, rule, regulation, or formal action... shall occur at any executive session not open to the public...”

STAFF RECOMMENDATION

That the Board make a motion to go into Executive Session.

Proposed Form of the Motion: “Motion to go into executive session to receive legal advice and, if appropriate, to discuss the land donation agreement pursuant to 24-6-402(4)(a) and (b).”

FINANCIAL / ECONOMIC IMPACTS

None currently, any financial impacts will come before the PFA Board in public session.

ATTACHMENTS

- a. Confidential Attachment

Confidential Attachment