



BOARD OF TRUSTEES

REGULAR MEETING AGENDA

February 24, 2021
7:00 PM
2 Park Avenue
Firestone, CO 80504

PRE-MEETING WORK SESSION 6:30 PM IN THE TRAINING ROOM

AGENDA FOR THE WORK SESSION IS A DISCUSSION OF THE REGULAR MEETING AGENDA BELOW

REGULAR MEETING 7:00 PM IN THE COURT ROOM

1. Access Information

1.a. Town of Firestone is inviting you to a scheduled Zoom meeting.

Topic: 02-24-2021 Board of Trustees Meeting
Time: Feb 24, 2021 07:00 PM Mountain Time (US and Canada)

Join Zoom Meeting

<https://us02web.zoom.us/j/86995686658?pwd=QjYzNUhQbWc3OFR0bzJpMG9MakJjUT09>

Meeting ID: 869 9568 6658

Passcode: 142444

One tap mobile

+16699009128,,86995686658#,,,,*142444# US (San Jose)

+12532158782,,86995686658#,,,,*142444# US (Tacoma)

Dial by your location

+1 669 900 9128 US (San Jose)

+1 253 215 8782 US (Tacoma)

+1 346 248 7799 US (Houston)

+1 646 558 8656 US (New York)

+1 301 715 8592 US (Washington DC)

+1 312 626 6799 US (Chicago)

Meeting ID: 869 9568 6658

Passcode: 142444

Find your local number: <https://us02web.zoom.us/j/86995686658?pwd=QjYzNUhQbWc3OFR0bzJpMG9MakJjUT09>

2. Call to Order & Roll Call

3. Pledge of Allegiance

* Individuals that desire to address the Board of Trustees are requested to sign up at the table at the entrance to the meeting room. Each individual will be provided an opportunity to speak (limited to three minutes) during Public Comment. Maximum time permitted for all Public Comment is 30 minutes.

If you need special assistance in order to participate in a Board of Trustees meeting, please contact the Town Clerk's Office at 303-531-6264 in advance of the meeting to make arrangements. A forty-eight-hour notice is requested.

4. Approval of Agenda

5. Public Comment *(maximum time permitted for all Public Comment is 30 minutes)

6. Consent Agenda

6.a. Approval of February 10, 2021 Meeting Minutes

6.b. Resolution 21-32: A RESOLUTION OF THE BOARD OF TRUSTEES OF THE TOWN OF FIRESTONE, COLORADO, APPROVING AN AGREEMENT BETWEEN THE TOWN OF FIRESTONE AND PLAYCORE WISCONSIN INC., DBA GAMETIME FOR INSTALLATION SERVICES FOR THE REPLACEMENT OF PLAYGROUND EQUIPMENT

7. Presentation

7.a. Lobbyist Presentation

8. Discussion/Action

8.a. Resolution 21-33: A RESOLUTION OF THE BOARD OF TRUSTEES OF THE TOWN OF FIRESTONE, COLORADO, APPROVING THE ST. VRAIN WATER AUTHORITY MEMBER INTERGOVERNMENTAL AGREEMENT

9. Public Comment *(maximum time permitted for all Public Comment is 30 minutes)

10. Reports

10.a. Staff

10.a.i. Frederick-Firestone Fire Protection 2020 District Fourth Quarter Service Report (*report only*)

10.a.ii. Monthly Financial Report

10.b. Mayor

10.c. Trustees

11. Adjournment

* Individuals that desire to address the Board of Trustees are requested to sign up at the table at the entrance to the meeting room. Each individual will be provided an opportunity to speak (limited to three minutes) during Public Comment. Maximum time permitted for all Public Comment is 30 minutes.

If you need special assistance in order to participate in a Board of Trustees meeting, please contact the Town Clerk's Office at 303-833-3291 in advance of the meeting to make arrangements. A forty-eight-hour notice is requested.

* Individuals that desire to address the Board of Trustees are requested to sign up at the table at the entrance to the meeting room. Each individual will be provided an opportunity to speak (limited to three minutes) during Public Comment. Maximum time permitted for all Public Comment is 30 minutes.

If you need special assistance in order to participate in a Board of Trustees meeting, please contact the Town Clerk's Office at 303-833-3291 in advance of the meeting to make arrangements. A forty-eight-hour notice is requested.

**AGENDA INFORMATION
MEMORANDUM**

**FIRESTONE
TOWN BOARD OF TRUSTEES**



AIM#: 6.a

Consent Agenda

Meeting Date: February 24, 2021

Initiated By: Jessica Koenig

Dept: Town Clerk

AGENDA TITLE

Approval of February 10, 2021 Meeting Minutes

SUMMARY

HISTORY AND PREVIOUS BOARD ACTION

RECOMMENDATION

Approval of draft February 10, 2021 Meeting Minutes

ALTERNATIVES

ATTACHMENTS

1. 02-10-2021 BoT Minutes

FINANCIAL CONSIDERATIONS

TOWN OF FIRESTONE, COLORADO
Board of Trustees Regular Meeting
MINUTES
February 10, 2021

1. Access Information

1.a. Town of Firestone is inviting you to a scheduled Zoom meeting.

Topic: 02-10-2021 Board of Trustees Meeting

Time: Feb 10, 2021 07:15 PM Mountain Time (US and Canada)

Join Zoom Meeting

<https://us02web.zoom.us/j/82736886823?pwd=SEY3QlZhMFNvMGh0cnhnNGhVZFbqZz09>

Meeting ID: 827 3688 6823

Passcode: 292330

One tap mobile

+16699009128,,82736886823#,,,,*292330# US (San Jose)

+12532158782,,82736886823#,,,,*292330# US (Tacoma)

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Meeting ID: 827 3688 6823

Passcode: 292330

Find your local number: <https://us02web.zoom.us/j/82736886823?pwd=SEY3QlZhMFNvMGh0cnhnNGhVZFbqZz09>

2. Call to Order & Roll Call

The Board of Trustees of the Town of Firestone met for a Regular Meeting on February 10, 2021, at the Police Department & Municipal Court Building, 2 Park Avenue, Firestone, Colorado. Mayor Sindelar called the meeting to order at 7:16 pm.

The following were present upon the call of the roll:

Mayor: Bobbi Sindelar

Mayor Pro-tem: Frank A. Jimenez

Trustees: Don Conyac
David Whelan
Samantha Meiring
Sean Doherty

Doug Sharp

Staff: **Present:** Jan Sloat, Director of Human Resources; Dave Lindsay, Engineer; Paula Mehle, Director of FURA & Economic Development; Raelynn Ferrera, Assistant to the Town Manager; Katie Hansen, Director of Communications; Jessica Clanton, Director of Finance; Julie Pasillas, Director of Public Works; Todd Bjerkaas, Director of Planning; Marty Ostholhoff, Planning Manager; Jessica Koenig, Town Clerk; AJ Krieger, Town Manager; & William Hayashi, Town Attorney

3. Pledge of Allegiance

Mayor Sindelar led the pledge of allegiance.

4. Approval of Agenda

Motion by Trustee Whelan, **second** by Trustee Sharp, to Amend the Agenda to move Agenda Item 6e (Resolution 21-23) to the Discussion/Action section in between Agenda Item 8f and 8g.

Roll Call Vote:

Yes: Trustee Conyac, Trustee Whelan, Trustee Meiring, Mayor Pro Tem Jimenez, Trustee Doherty, Trustee Sharp

No: None

Abstain: None

Motion carried.

Motion by Trustee Conyac, **second** by Trustee Whelan, to Approve the Agenda as amended, All in Favor, Motion carried.

5. Public Comment *(maximum time permitted for all Public Comment is 30 minutes)

There was no one present that wished to give public comment.

6. Consent Agenda

Motion by Trustee Whelan, **second** by Mayor Pro Tem Jimenez, to Approve the Consent Agenda

Roll Call Vote:

Yes: Trustee Conyac, Trustee Whelan, Trustee Meiring, Mayor Pro Tem Jimenez, Trustee Doherty, Trustee Sharp

No: None

Abstain: None

Motion carried.

6.a. Approval of January 27, 2021 Meeting Minutes

6.b. Approval of January 20, 2021 Meeting Minutes

- 6.c. **Resolution 21-15**: A RESOLUTION OF THE BOARD OF TRUSTEES OF THE TOWN OF FIRESTONE, COLORADO, APPROVING AN AGREEMENT BETWEEN THE TOWN OF FIRESTONE AND AUDIO VISUAL INNOVATIONS, INC., FOR AV SUPPORT SERVICE
- 6.d. **Resolution 21-22**: A RESOLUTION OF THE BOARD OF TRUSTEES OF THE TOWN OF FIRESTONE, COLORADO, ADOPTING THE TOWN OF FIRESTONE WORKING RESERVE POLICY
- 6.f. **Resolution 21-24**: A RESOLUTION OF THE BOARD OF TRUSTEES OF THE TOWN OF FIRESTONE, COLORADO, ADOPTING THE TOWN OF FIRESTONE TRAVEL POLICY
- 6.g. **Resolution 21-25**: A RESOLUTION OF THE BOARD OF TRUSTEES OF THE TOWN OF FIRESTONE, COLORADO, APPROVING AN AGREEMENT BETWEEN THE TOWN OF FIRESTONE AND VECTOR DISEASE CONTROL INTERNATIONAL LLC FOR INTEGRATED MOSQUITO MANAGEMENT SERVICES
- 6.h. **Resolution 21-26**: A RESOLUTION OF THE BOARD OF TRUSTEES OF THE TOWN OF FIRESTONE, COLORADO, APPROVING AN AGREEMENT BETWEEN THE TOWN OF FIRESTONE AND L.E.R., INC., DBA RENNER SPORTS SURFACES, FOR THE SURFACING OF PICKLEBALL COURTS AT SETTLERS PARK

7. Presentation

- 7.a. 2020 Municipal Court Report

8. Discussion/Action

- 8.a. Appointment to the Planning & Zoning Commission

Mayor Sindelar appointed Amber Harper to the Planning & Zoning Commission for the remainder of a term expiring on 01/2025.

- 8.b. **Resolution 21-27**: A RESOLUTION OF THE BOARD OF TRUSTEES OF FIRESTONE, COLORADO, APPROVING THE SMALL BUSINESS RELIEF FUND ALLOCATION TERMS AND CONDITIONS BETWEEN THE TOWN OF FIRESTONE AND THE STATE

OF COLORADO

Motion by Trustee Conyac, **second** by Trustee Doherty, to Approve **Resolution 21-27**: A RESOLUTION OF THE BOARD OF TRUSTEES OF FIRESTONE, COLORADO, APPROVING THE SMALL BUSINESS RELIEF FUND ALLOCATION TERMS AND CONDITIONS BETWEEN THE TOWN OF FIRESTONE AND THE STATE OF COLORADO

Roll Call Vote:

Yes: Trustee Conyac, Trustee Whelan, Trustee Meiring, Mayor Pro Tem Jimenez, Trustee Doherty, Trustee Sharp

No: None

Abstain: None

Motion carried.

8.c. Resolution 21-28: A RESOLUTION OF THE BOARD OF TRUSTEES OF THE TOWN OF FIRESTONE, COLORADO, AUTHORIZING A GRANT OF A UTILITY EASEMENT TO UNITED POWER, INC. PERTAINING TO THE FIRESTONE RESERVOIR NO. 1 PROPERTY

Motion by Trustee Meiring, **second** by Trustee Conyac, to Approve **Resolution 21-28**: A RESOLUTION OF THE BOARD OF TRUSTEES OF THE TOWN OF FIRESTONE, COLORADO, AUTHORIZING A GRANT OF A UTILITY EASEMENT TO UNITED POWER, INC. PERTAINING TO THE FIRESTONE RESERVOIR NO. 1 PROPERTY

Roll Call Vote:

Yes: Trustee Conyac, Trustee Whelan, Trustee Meiring, Mayor Pro Tem Jimenez, Trustee Doherty, Trustee Sharp

No: None

Abstain: None

Motion carried.

8.d. Resolution 21-29: A RESOLUTION OF THE BOARD OF TRUSTEES OF THE TOWN OF FIRESTONE, COLORADO, ACCEPTING A GRANT OF TEMPORARY CONSTRUCTION EASEMENT FROM LG EVERIST, INC. FOR CONSTRUCTION OF IMPROVEMENTS RELATED TO THE DIVERSION OF WATER FROM LAST CHANCE DITCH TO THE FIRESTONE RESERVOIR NO. 1 PROPERTY

Motion by Trustee Meiring, **second** by Trustee Doherty, to Approve **Resolution 21-29**: A RESOLUTION OF THE BOARD OF TRUSTEES OF THE TOWN OF FIRESTONE, COLORADO, ACCEPTING A GRANT OF TEMPORARY CONSTRUCTION EASEMENT FROM LG EVERIST, INC. FOR CONSTRUCTION OF IMPROVEMENTS RELATED TO THE DIVERSION OF WATER FROM LAST CHANCE DITCH TO THE FIRESTONE RESERVOIR NO. 1 PROPERTY

Roll Call Vote:

Yes: Trustee Conyac, Trustee Whelan, Trustee Meiring, Mayor Pro Tem Jimenez, Trustee Doherty, Trustee Sharp

No: None

Abstain: None

Motion carried.

8.e. Resolution 21-30: A RESOLUTION OF THE BOARD OF TRUSTEES OF THE TOWN OF FIRESTONE, COLORADO, ACCEPTING A GRANT OF TEMPORARY CONSTRUCTION EASEMENT FROM TRICYCLE LANE TEXAS, LLC FOR CONSTRUCTION OF AN IRRIGATION DITCH AND STORM DRAINAGE IMPROVEMENTS

Motion by Trustee Sharp, **second** by Mayor Pro Tem Jimenez, to Approve **Resolution 21-30:** A RESOLUTION OF THE BOARD OF TRUSTEES OF THE TOWN OF FIRESTONE, COLORADO, ACCEPTING A GRANT OF TEMPORARY CONSTRUCTION EASEMENT FROM TRICYCLE LANE TEXAS, LLC FOR CONSTRUCTION OF AN IRRIGATION DITCH AND STORM DRAINAGE IMPROVEMENTS

Roll Call Vote:

Yes: Trustee Conyac, Trustee Whelan, Trustee Meiring, Mayor Pro Tem Jimenez, Trustee Doherty, Trustee Sharp

No: None

Abstain: None

Motion carried.

8.f. Resolution 21-31: A RESOLUTION OF THE BOARD OF TRUSTEES OF THE TOWN OF FIRESTONE, COLORADO, APPROVING AN AGREEMENT BETWEEN THE TOWN OF FIRESTONE AND STANTEC CONSULTING SERVICES, INC., FOR A TECHNICAL SLOPE PROTECTION ANALYSIS

Motion by Trustee Whelan, **second** by Trustee Conyac, to Approve **Resolution 21-31:** A RESOLUTION OF THE BOARD OF TRUSTEES OF THE TOWN OF FIRESTONE, COLORADO, APPROVING AN AGREEMENT BETWEEN THE TOWN OF FIRESTONE AND STANTEC CONSULTING SERVICES, INC., FOR A TECHNICAL SLOPE PROTECTION ANALYSIS

Roll Call Vote:

Yes: Trustee Conyac, Trustee Whelan, Trustee Meiring, Mayor Pro Tem Jimenez, Trustee Doherty, Trustee Sharp

No: None

Abstain: None

Motion carried.

6.e. Resolution 21-23: A RESOLUTION OF THE BOARD OF TRUSTEES OF THE TOWN OF FIRESTONE, COLORADO, ADOPTING THE TOWN OF FIRESTONE DEBT MANAGEMENT POLICY

Motion by Trustee Whelan, **second** by Trustee Conyac, to Amend the Debt Management Policy to remove the redlines on the fourth paragraph of page one, "Prior to pursuing long-term financing, a refunding, or restructuring of debt, the Town Manager will prepare and present to the Town Board a resolution of intent to issue debt and authorization of Town staff to proceed with the necessary preparations. The Town may only issue debt upon the approval of a simple majority vote by the entire Town Board", associated with **Resolution 21-23:** A RESOLUTION OF THE BOARD OF TRUSTEES OF THE TOWN OF FIRESTONE, COLORADO, ADOPTING THE TOWN OF FIRESTONE DEBT MANAGEMENT POLICY

Roll Call Vote:

Yes: Trustee Conyac, Trustee Whelan, Trustee Meiring, Mayor Pro Tem Jimenez, Trustee Doherty, Trustee Sharp

No: None

Abstain: None

Motion carried.

Motion by Mayor Pro Tem Jimenez, **second** by Trustee Doherty, to Approve **Resolution 21-23**: A RESOLUTION OF THE BOARD OF TRUSTEES OF THE TOWN OF FIRESTONE, COLORADO, ADOPTING THE TOWN OF FIRESTONE DEBT MANAGEMENT POLICY, as amended.

Roll Call Vote:

Yes: Trustee Conyac, Trustee Whelan, Trustee Meiring, Mayor Pro Tem Jimenez, Trustee Doherty, Trustee Sharp

No: None

Abstain: None

Motion carried.

8.g. George Heath Scholarship Program

9. Public Comment *(maximum time permitted for all Public Comment is 30 minutes)

There was no one present that wished to give public comment.

10. Reports

10.a. Staff

Raelynn Ferrera, Assistant to the Town Manager, reported on the Board's new devices using CARES funds. Ms. Ferrera requested a consensus from the Board on their device of choice.

AJ Krieger, Town Manager, reported on the latest draft of the Old Town Subarea Study RFQ. Mr. Krieger inquired if there were any comments or questions on the RFQ and if two Trustees would participate in the interview and selection process.

The Board reached a consensus that Trustee Doherty and Trustee Whelan would participate in the Old Town Subarea Working Group and that Mayor Sindelar would serve as an Alternate.

Jessica Koenig, Town Clerk, reported on the upcoming Chat with Trustees event on Saturday, February 20, 2021, from 1:00 pm - 3:00 pm.

10.b. Mayor

10.c. Trustees

Trustee Doherty reported on DRCOG and an upcoming Affordable Housing Roundtable in addition to meeting conflicts between DRCOG and the Board of Trustees.

Mayor Pro Tem Jimenez reported on the St. Vrain Water Authority meeting on Monday. Mayor Pro Tem Jimenez reported that St. Vrain Water Treatment Plant construction is proceeding as expected with a substantial completion date of October 2021. Mayor Pro Tem Jimenez reported that he attended a meeting with the Carbon Valley Recreation District and discussed upcoming plans concerning Central Park.

Trustee Sharp reported on the Chat with Trustees' previous event. Trustee Sharp inquired on progress with Allo concerning broadband.

Trustee Meiring reported on the upcoming Colorado Municipal League Policy Meeting this Friday.

11. Executive Session

11.a. An executive session pursuant to C.R.S. 24-6-402(4)(b) for a conference with special counsel for the Town of Firestone for the purpose of receiving legal advice on specific legal questions regarding the Town's consideration of the annexation of property

Motion by Trustee Whelan, **second** by Trustee Conyac, to go into an executive session pursuant to C.R.S. 24-6-402(4)(b) for a conference with special counsel for the Town of Firestone for the purpose of receiving legal advice on specific legal questions regarding the Town's consideration of the annexation of property, All in Favor, **Motion carried.**

open: 8:43 pm

close: 10:04 pm

12. Adjournment

Motion by Trustee Conyac, **second** by Trustee Sharp, to Adjourn at 10:06 pm, All in Favor, **Motion carried.**

Introduced and Approved the 24th of February, 2021.

TOWN OF FIRESTONE, COLORADO

ATTEST

Bobbi Sindelar, Mayor

Jessica Koenig, Town Clerk

**AGENDA INFORMATION
MEMORANDUM**

**FIRESTONE
TOWN BOARD OF TRUSTEES**



AIM#: 6.b

Consent Agenda

Meeting Date: February 24, 2021

Initiated By: Julie Pasillas

Dept: Public Works

AGENDA TITLE

Resolution 21-32: A RESOLUTION OF THE BOARD OF TRUSTEES OF THE TOWN OF FIRESTONE, COLORADO, APPROVING AN AGREEMENT BETWEEN THE TOWN OF FIRESTONE AND PLAYCORE WISCONSIN INC., DBA GAMETIME FOR INSTALLATION SERVICES FOR THE REPLACEMENT OF PLAYGROUND EQUIPMENT

SUMMARY

The contract with PlayCore Wisconsin, Inc. dba GameTime will be for the installation of two replacement pieces of playground equipment at Settler's Park.

HISTORY AND PREVIOUS BOARD ACTION

At the 2021 CIP Budget meeting, Settler's Park playground equipment was identified as equipment that needs to be replaced as a result of monthly inspections by staff and the annual CIRSA inspection.

RECOMMENDATION

Staff recommends approval of Resolution 21-32, a resolution approving a Construction Contract with PlayCore Wisconsin, Inc. dba GameTime for installation of two replacement playgrounds at Settlers Park.

ALTERNATIVES

The Board may choose not to approve Resolution 21-32 and provide Staff with additional direction.

ATTACHMENTS

1. Res 21-32 PlayCore Wisconsin Inc dba GameTime Replacement Playground Equipment
2. Construction Contract PlayCore Wisconsin Inc dba GameTime-Rplacement of Playground Equipment at Settler Park
3. Settlers Park Playground Replacement Proposal

FINANCIAL CONSIDERATIONS

The contract includes an amount not to exceed \$195,053.11. Sufficient funds have been budgeted and appropriated in the 2021 Budget.

RESOLUTION 21-32

**A RESOLUTION OF THE BOARD OF TRUSTEES OF THE TOWN OF
FIRESTONE, COLORADO, APPROVING AN AGREEMENT BETWEEN THE
TOWN OF FIRESTONE AND PLAYCORE WISCONSIN INC., DBA
GAMETIME FOR INSTALLATION SERVICES FOR THE REPLACEMENT
OF PLAYGROUND EQUIPMENT**

WHEREAS, the Town of Firestone (“Town”) desires to engage PlayCore Wisconsin Inc. dba GameTime (“Contractor”) for the purpose of providing installation services for the replacement of playground equipment at Settler’s Park (“Project”); and

WHEREAS, the Town finds that Contractor has the expertise, qualifications, and experience necessary to perform the Project duties.

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF
THE TOWN OF FIRESTONE, COLORADO:**

The Agreement between the Town of Firestone and PlayCore Wisconsin Inc. dba GameTime for installation services for the replacement of playground equipment at Settler’s Park is hereby approved in substantially the same form as the copy attached hereto and made a part of this resolution and the Mayor is authorized to execute the Agreement on behalf of the Town.

INTRODUCED, READ AND ADOPTED this 24th day of February, 2021.

TOWN OF FIRESTONE, COLORADO

Bobbi Sindelar, Mayor

ATTEST:

Jessica Koenig, CMC, Town Clerk

APPROVED AS TO FORM:

William P. Hayashi, Town Attorney

CONSTRUCTION CONTRACT

THIS CONSTRUCTION CONTRACT (the "Construction Contract" or "Agreement") is made and entered into this 24th day of February, 2021 (the "Effective Date"), by and between the **TOWN OF FIRESTONE**, a Colorado municipal corporation with an address of 151 Grant Avenue, P.O. Box 100, Firestone, Colorado 80520 (the "Town" or the "Owner"), and **PlayCore Wisconsin Inc. dba GameTime** an independent contractor with a principal place of business at 150 PlayCore Drive S.E. Fort Payne, AL 35967 ("Contractor") (each a "Party" and collectively the "Parties").

WHEREAS, the Town requires services for the installation of replacement playground equipment at Settlers Park; and

WHEREAS, Contractor has held itself out to the Town as having the requisite expertise and experience to perform the required services.

NOW THEREFORE, for the consideration hereinafter set forth, the receipt and sufficiency of which are hereby acknowledged, the Parties agree as follows:

I. SCOPE OF WORK

A. Contractor shall complete all Work and perform all Services which are described or reasonably implied from the Scope of Work set forth in Exhibit A and the Contract Documents, attached hereto and incorporated herein by this reference and known as: **Replacement of the playgrounds at Settlers Park (P2021-9330) Project**.

B. A change in the Scope of Work shall not be effective unless authorized as a written amendment to this Agreement or change order in accordance with the Contract Documents. If Contractor proceeds without such written authorization, Contractor shall be deemed to have waived any claim for additional compensation, including a claim based on the theory of unjust enrichment, quantum merit or implied contract. Except as expressly provided herein, no agent, employee, or representative of the Town is authorized to modify any term of this Agreement, either directly or implied by a course of action.

C. Within 10 days of the Effective Contract Date, Contractor shall provide the certificate of insurance required by the contract Documents.

II. RESERVED

III. CONTRACT TIMES; COMMENCEMENT AND COMPLETION OF WORK

A. The Work shall be substantially completed within 120 days of the Effective Date of this Agreement and shall continue until Contractor completes the Scope of Services to the satisfaction of the Town, or until terminated as provided herein.

B. Either Party may terminate this Agreement upon 30 days advance written notice. The Town shall pay Contractor for all work previously authorized and completed prior to the date of termination. If, however, Contractor has substantially or materially breached this Agreement, the Town shall have any remedy or right of set-off available at law and equity.

C. Should a delay in completion constitute a compensable inconvenience to the Town and its residents, the liquidated damages established in this Section shall be enforced. Such damages are not a penalty, the parties recognize the delays, expense and difficulties involved in proving the actual loss suffered by the Town if the Work is not completed on time. For each day that all or a portion of the Work is delayed beyond the deadlines set forth in Section III hereof, plus any extensions thereof allowed, the Contractor shall be assessed the amount of two hundred fifty dollars (\$250) each day until the Work is complete.

IV. COMPENSATION

In consideration for the completion of the Work by Contractor, the Town shall pay Contractor, subject to all of the terms and conditions of the Contract Documents, an amount not to exceed **\$195,053.11** (the "Contract Price"). The Contract Price shall include all fees, costs and expenses incurred by Contractor, and no additional amounts shall be paid by the Town for such fees, costs and expenses.

V. PAYMENT PROCEDURES

Contractor may submit Applications for Payment for completed work per the UNIT-PRICE BID FORM or the LUMP-SUM BID FORM. Contractor may submit periodic invoices, which shall be paid by the Town within 30 days of receipt.

VI. RESPONSIBILITY

A. Contractor hereby warrants that it is qualified to assume the responsibilities and render the services described herein and has all requisite corporate authority and licenses in good standing, required by law.

B. The Work performed by Contractor shall be in accordance with generally accepted practices and the level of competency presently maintained by other practicing contractors in the same or similar type of work in the applicable community.

C. The Work performed by Contractor hereunder shall be done in compliance with applicable laws, ordinances, rules and regulations, including the Keep Jobs in Colorado Act, C.R.S. 8-17-101, et seq.

(the "Act") and the rules adopted by the Division of Labor of the Colorado Department of Labor and Employment implementing the Act (the "Rules").

D. The Town's review, approval or acceptance of, or payment for any completed Work shall not be construed to operate as a waiver of any rights under this Construction Contract or of any cause of action arising out of the performance of this Construction Contract.

E. Contractor hereby warrants to the Town that all materials and equipment used in the Work, and made a part of the Work, or placed permanently in the Work, shall be new unless otherwise specified in the Contract Documents. Contractor further warrants that all equipment and materials shall be of good quality, conform to the requirements of the Contract Documents and will be free from defects. All Work, materials, or equipment not conforming to the Contract Documents shall be considered defective.

F. The Contractor shall warrant and guarantee all materials and equipment furnished under the Contract and all Work performed for one year after the date of Substantial Completion. Under this warranty, Contractor agrees to repair or replace, at its own expense, any Work that is found to be defective. The expiration of the warranty period shall in no way limit the Town's legal or equitable remedies, or the period in which such remedies may be asserted, for work negligently or defectively performed.

VII. OWNERSHIP

Any materials, items, and work specified in the Scope of Work, and any and all related documentation and materials provided or developed by Contractor shall be exclusively owned by the Town. Contractor expressly acknowledges and agrees that all work performed under the Scope of Work constitutes a "work made for hire." To the extent, if at all, that it does not constitute a "work made for hire," Contractor hereby transfers, sells, and assigns to the Town all of its right, title, and interest in such work. The Town may, with respect to all or any portion of such work, use, publish, display, reproduce, distribute, destroy, alter, retouch, modify, adapt, translate, or change such work without providing notice to or receiving consent from Contractor.

VIII. INDEPENDENT CONTRACTOR

Contractor is an independent contractor. Notwithstanding any other provision of this Construction Contract, all personnel assigned by Contractor to perform work under the terms of this Construction Contract shall be, and remain at all times, employees or agents of Contractor for all purposes. Contractor shall make no representation that it is a Town employee for any purposes.

IX. INSURANCE

A. Contractor agrees to procure and maintain, at its own cost, a policy or policies of insurance sufficient to insure against all liability, claims, demands, and other obligations assumed by Contractor pursuant to this Construction Contract. At a minimum, Contractor shall procure and maintain, and shall cause

any subcontractor to procure and maintain, the insurance coverages listed below, with forms and insurers acceptable to the Town.

1. Worker's Compensation insurance as required by law.
2. Commercial General Liability insurance with minimum combined single limits of \$1,000,000 each occurrence and \$2,000,000 general aggregate. The policy shall be applicable to all premises and operations, and shall include coverage for bodily injury, broad form property damage, personal injury (including coverage for contractual and employee acts), blanket contractual, products, and completed operations. The policy shall contain a severability of interests provision, and shall include the Town and the Town's officers, employees, and contractors as additional insureds. No additional insured endorsement shall contain any exclusion for bodily injury or property damage arising from completed operations.

B. Such insurance shall be in addition to any other insurance requirements imposed by law. The coverages afforded under the policies shall not be canceled, terminated or materially changed without at least 30 days prior written notice to the Town. In the case of any claims-made policy, the necessary retroactive dates and extended reporting periods shall be procured to maintain such continuous coverage. Any insurance carried by the Town, its officers, its employees, or its contractors shall be excess and not contributory insurance to that provided by Contractor. Contractor shall be solely responsible for any deductible losses under any policy.

C. Contractor shall provide to the Town a certificate of insurance as evidence that the required policies are in full force and effect. The certificate shall identify this Construction Contract.

X. INDEMNIFICATION

Contractor agrees to indemnify and hold harmless the Town and its officers, insurers, volunteers, representative, agents, employees, heirs and assigns from and against all claims, liability, damages, losses, expenses and demands, including attorney fees, on account of injury, loss, or damage, including without limitation claims arising from bodily injury, personal injury, sickness, disease, death, property loss or damage, or any other loss of any kind whatsoever, which arise out of or are in any manner connected with this Construction Contract if such injury, loss, or damage is caused in whole or in part by, the act, omission, error, professional error, mistake, negligence, or other fault of Contractor, any subcontractor of Contractor, or any officer, employee, representative, or agent of Contractor, or which arise out of a worker's compensation claim of any employee of Contractor or of any employee of any subcontractor of Contractor.

XI. ILLEGAL ALIENS

A. Certification. By entering into this Construction Contract, Contractor hereby certifies that, at the time of this certification, it does not knowingly employ or contract with an illegal alien who will perform

work under this Construction Contract and that Contractor will participate in either the E-Verify Program administered by the U.S. Department of Homeland Security and Social Security Administration or the Department Program administered by the Colorado Department of Labor and Employment to confirm the employment eligibility of all employees who are newly hired to perform work under this Construction Contract.

B. Prohibited Acts. Contractor shall not knowingly employ or contract with an illegal alien to perform work under this Construction Contract, or enter into a contract with a subcontractor that fails to certify to Contractor that the subcontractor shall not knowingly employ or contract with an illegal alien to perform work under this Construction Contract.

C. Verification.

1. If Contractor has employees, Contractor has confirmed the employment eligibility of all employees who are newly hired to perform work under this Construction Contract through participation in either the E-Verify Program or the Department Program.

2. Contractor shall not use the E-Verify Program or Department Program procedures to undertake pre-employment screening of job applicants while this Construction Contract is being performed.

3. If Contractor obtains actual knowledge that a subcontractor performing work under this Construction Contract knowingly employs or contracts with an illegal alien who is performing work under this Construction Contract, Contractor shall: notify the subcontractor and the Town within 3 days that Contractor has actual knowledge that the subcontractor is employing or contracting with an illegal alien who is performing work under this Construction Contract; and terminate the subcontract with the subcontractor if within 3 days of receiving the notice required pursuant to subsection 1 hereof, the subcontractor does not stop employing or contracting with the illegal alien who is performing work under this Construction Contract; except that Contractor shall not terminate the subcontract if during such 3 days the subcontractor provides information to establish that the subcontractor has not knowingly employed or contracted with an illegal alien who is performing work under this Construction Contract.

D. Duty to Comply with Investigations. Contractor shall comply with any reasonable request by the Colorado Department of Labor and Employment made in the course of an investigation conducted pursuant to C.R.S. § 8-17.5-102(5)(a) to ensure that Contractor is complying with the terms of this Section XI.

E. Affidavits. If Contractor does not have employees, Contractor shall sign the "No Employee Affidavit" attached hereto. If Contractor wishes to verify the lawful presence of newly hired employees who perform work under the Construction Contract via the Department Program, Contractor shall sign the "Department Program Affidavit" attached hereto.

XII. CONTRACT DOCUMENTS

The Contract Documents, which comprise the entire agreement between the Town and Contractor concerning the Scope of Services, consist of the following:

- A. Exhibit to this Construction Contract:
 - 1. Exhibit A: Scope of Work

There are no Contract Documents other than those listed above in this Section XII.

XIII. MISCELLANEOUS

A. Governing Law and Venue. This Construction Contract shall be governed by the laws of the State of Colorado, and any legal action concerning the provisions hereof shall be brought in Weld County, Colorado.

B. No Waiver. Delays in enforcement or the waiver of any one or more defaults or breaches of this Construction Contract by the Town shall not constitute a waiver of any of the other terms or obligation of this Construction Contract.

C. Integration. This Construction Contract and any attached exhibits constitutes the entire agreement between the Parties, superseding all prior oral or written communications.

D. Third Parties. There are no intended third-party beneficiaries to this Construction Contract.

E. Notice. Any notice under this Construction Contract shall be in writing, and shall be deemed sufficient when directly presented or sent pre-paid, first class U.S. Mail to the Party at the address set forth on the first page of this Agreement.

F. Severability. If any provision of this Construction Contract is found by a court of competent jurisdiction to be unlawful or unenforceable for any reason, the remaining provisions hereof shall remain in full force and effect.

G. Modification. This Construction Contract may only be modified upon written agreement of the Parties.

H. Assignment. Neither this Construction Contract nor any of the rights or obligations of the Parties shall be assigned by either Party without the written consent of the other.

I. Governmental Immunity. The Town and its officers, attorneys and employees, are relying on, and do not waive or intend to waive by any provision of this Agreement, the monetary limitations or any

other rights, immunities, and protections provided by the Colorado Governmental Immunity Act, C.R.S. § 24-10-101, *et seq.*, as amended, or otherwise available to the Town and its officers, attorneys or employees.

J. Rights and Remedies. The rights and remedies of the Town under this Construction Contract are in addition to any other rights and remedies provided by law. The expiration of this Construction Contract shall in no way limit the Town's legal or equitable remedies, or the period in which such remedies may be asserted, for work negligently or defectively performed.

K. Subject to Annual Appropriation. Consistent with Article X, § 20 of the Colorado Constitution, any financial obligation of the Town not performed during the current fiscal year is subject to annual appropriation, shall extend only to monies currently appropriated, and shall not constitute a mandatory charge, requirement, debt or liability beyond the current fiscal year.

NO EMPLOYEE AFFIDAVIT

To be completed only if Contractor has **no** employees

1. Check and complete one:

☐ I, _____, am a sole proprietor doing business as _____. I do not currently employ any individuals. Should I employ any employees during the term of my Agreement with the Town of Firestone (the "Town"), I certify that I will comply with the lawful presence verification requirements outlined in that Agreement.

OR

☐ I, _____, am the sole owner/member/shareholder of _____, a _____ [specify type of entity – i.e., corporation, limited liability company], that does not currently employ any individuals. Should I employ any individuals during the term of my Agreement with the Town, I certify that I will comply with the lawful presence verification requirements outlined in that Agreement.

2. Check one.

☐ I am a United States citizen or legal permanent resident.

The Town must verify this statement by reviewing one of the following items:

- A valid Colorado driver's license or a Colorado identification card;
- A United States military card or a military dependent's identification card;
- A United States Coast Guard Merchant Mariner card;
- A Native American tribal document;
- In the case of a resident of another state, the driver's license or state-issued identification card from the state of residence, if that state requires the applicant to prove lawful presence prior to the issuance of the identification card; or
- Any other documents or combination of documents listed in the Town's "Acceptable Documents for Lawful Presence Verification" chart that prove both Contractor's citizenship/lawful presence and identity.

OR

☐ I am otherwise lawfully present in the United States pursuant to federal law.

Contractor must verify this statement through the federal Systematic Alien Verification of Entitlement ("SAVE") program, and provide such verification to the Town.

Signature

Date

DEPARTMENT PROGRAM AFFIDAVIT

To be completed only if Contractor participates in the Department of Labor Lawful Presence Verification Program

I, _____, as a public contractor under contract with the Town of Firestone (the "Town"), hereby affirm that:

1. I have examined or will examine the legal work status of all employees who are newly hired for employment to perform work under this public contract for services ("Agreement") with the Town within 20 days after such hiring date;

2. I have retained or will retain file copies of all documents required by 8 U.S.C. § 1324a, which verify the employment eligibility and identity of newly hired employees who perform work under this Agreement; and

3. I have not and will not alter or falsify the identification documents for my newly hired employees who perform work under this Agreement.

Signature

Date

STATE OF COLORADO)

) ss.

COUNTY OF _____)

The foregoing instrument was subscribed, sworn to and acknowledged before me this ____ day of _____, 2020, by _____ as _____ of _____.

My commission expires:

(SEAL)

Notary Public

EXHIBIT A

SCOPE OF WORK

Contractor's Duties

During the term of this Construction Contract, Contractor shall perform the following duties, as directed by the Town:

- To install the two replacement playground equipment at Settlers Park. See attached proposal.

ABOUT GAMETIME

GameTime creates fun, healthy and active places where all children and families become physically, emotionally and socially strong.



GameTime is a leading designer of commercial playground equipment, outdoor fitness products, custom recreation spaces, and site furnishings. We strive to create the kinds of places people love and where people love to play.

Play and recreation is a fundamental human right, and we take our role in helping communities create active, healthy places seriously. We focus on inclusion, diversity and equity in our playground designs, align our products with the research of leading play, health, and wellness experts, and advocate tirelessly for the advancement of safer, more accessible and fun places that bring people together.

This is our mission since 1929: to build the highest quality products, design the most memorable play and recreation experiences, and to lead the industry with innovative solutions that help people of all ages, all abilities, and all backgrounds realize the transforming power of play.



PrimeTime: The new standard in affordable play systems.

MAXIMUM PLAY, MAXIMUM PLAY VALUE

- ✓ 3.5" diameter uprights available in aluminum or galvanized steel.
- ✓ Choose from an extensive offering of exclusive components and signature products.
- ✓ Lifetime limited warranty on uprights, posts and hardware!
- ✓ Direct bolt connections with less hardware for easier construction and maintenance.
- ✓ Slip-resistant TuffClad™ deck coatings for increased footing.
- ✓ Entry archways to help direct traffic and prevent inadvertent falls.
- ✓ Tough, baked-on powder coat finish.
- ✓ Combine with Xscape systems to create a fitness-inspired hybrid system.
- ✓ IPEMA certified.



PrimeTime play structures offer more play value than any comparably-priced play system and the widest range of component options.

THE PRIMETIME ADVANTAGE

PrimeTime systems offer the most flexibility and cost savings for schools, churches and daycares.

- ✓ Wide range of slides, climbers and interactive activities that promote fun and fitness.
- ✓ Direct bolt connection offers sleeker lines and cleaner designs.
- ✓ Smaller footprint requires less surfacing, reducing the cost of installation.
- ✓ Highly configurable to meet the developmental needs and play styles of children of all ages
- ✓ Unlike clamp systems, our systems don't require precise field measuring and constant maintenance.



The Industry's Leading Warranty.®

*For the purpose of this warranty, lifetime encompasses no specific term of years, but rather that the Seller warrants to its original customer for as long as the original customer owns the Product and uses the Product for its intended purpose that the Product and all parts will be free from defects in material and manufacturing workmanship.

- **Lifetime limited warranty** on PowerScape®, PrimeTime®, Xscape® & IONIX® and Modern City® uprights.
- **Lifetime limited warranty** on Tru-Loc® connections and upright bolt-through connections.
- **Lifetime limited warranty** on all hardware.
- **Twenty-Year limited warranty** on Timber Décor™ & Timbers recycled plastic lumber.
- **Fifteen-Year limited warranty** on metal decks, pipes, rungs, rails, loops, braces, and footbucks.
- **Fifteen-Year limited warranty** on rotationally-molded products.
- **Ten-Year limited warranty** on GTFit, THRIVE and Challenge Course posts & bars.
- **Ten-Year limited warranty** on site furnishings against structural failure.
- **Ten-Year limited warranty** on SunBlox® products.
- **Ten-Year limited warranty** on fiberglass and DHPL signage.
- **Five-Year limited warranty** on TuffForms® structures, including TuffCrete™ and PolyShield™.
- **Five-Year limited warranty** on nylon-covered cable net climbers and components.
- **Five-Year limited warranty** on GT Symphony Freenotes™ Harmony Park components.
- **Five-Year limited warranty** on Super Seats™.
- **Three-Year limited warranty** on Everybody Plays polyurea coated foam & rubber strips.
- **Three-Year limited warranty** on SaddleMates® rubber and "C"-springs.
- **One-Year limited warranty** on Challenge Course timing components.
- **One-Year limited warranty** on all other GameTime products.

TO THE EXTENT PERMITTED BY LAW, THESE WARRANTIES ARE EXPRESSLY IN LIEU OF ANY OTHER IMPLIED OR EXPRESSED WARRANTIES OR REPRESENTATIONS BY ANY PERSON, INCLUDING ANY IMPLIED WARRANTY OF MERCHANTABILITY OR FITNESS. Warranties do not cover damage caused by vandalism or abuse. Warranty claims must be filed within the applicable warranty period and accompanied by a copy of the original invoice or GameTime invoice number.



PCI 4000

Certification by the Powder Coating Institute recognizes competency and processes in place to consistently produce high-quality powder-coated products. PCI certification is the result of an extensive and rigorous audit process and GameTime's facility is the only U.S. playground manufacturer to hold PCI 4000 certification.



ISO 9001/ISO 14001

Industry certification processes issued by the International Organization for Standardization. ISO 9001 is used to measure manufacturing standards and to certify company compliance with quality management systems covering design, development, production, installation, inspection and testing. ISO 14001 also known as the green certification, specifies the requirements of an environmental management system (EMS). An EMS is a systemic approach to handling environmental issues within an organization. GameTime is ISO 9001 and ISO 14001 certified.

ASTM

ASTM International is an independent and world renowned developer of technical standards utilized in testing a multitude of products. ASTM's F15.29 committee met regularly for over a decade in the continual development of the F1487 Standard Consumer Safety Performance Specifications for Playground Equipment for Public Use. The original standard, F1487-93 was published in 1993 and subsequently replaced by the current version F1487-17. Published February 2017.

Throughout this catalog we state ASTM Use Zones in dimensional form per the ASTM F1487 Standard Consumer Safety Performance Specifications for Playground Equipment for Public Use, which are minimum dimensions. Consideration should be given to the number of users and their circulation patterns.

ASTM INTERNATIONAL
100 Barr Harbor Drive, PO Box C700
West Conshohocken, PA 19428-2959
Website: www.astm.org
E-mail address: service@astm.org



IPEMA

In the interest of public playground safety, the International Playground Equipment Manufacturers Association (IPEMA) provides a Third Party Certification Service whereby a designated independent laboratory, TUV America, validates an equipment manufacturer's certification of conformance to ASTM F1487-17, Standard Consumer Safety Performance Specification for Playground Equipment for Public Use, except sections 7.1.1, 10 & 12.6.1; to CAN/CSA Z614, Children's Playspaces and Equipment, except clauses 9.8, 10 & 11, or both. The use of the corresponding logo in GameTime's catalog signifies that GameTime has received written validation from the independent laboratory that the product(s) associated with the use of the logo conforms to the requirements of the indicated standard. Check the IPEMA website, www.ipema.org, to confirm product validation.

IPEMA
2207 Forest Hills Dr.
Harrisburg, PA 17112
Website: www.ipema.org
E-mail: certification@ipema.org



General Services Administration

Under the GSA Schedules Program, GSA enters into contracts with commercial firms to provide supplies and services at stated prices for given periods of time. Orders are placed directly with the Schedule contractor, and deliveries are made directly to the customer.

The GSA Schedules Program mirrors commercial buying practices more than any other procurement process in the federal government today. It provides customers with state-of-the-art, high-quality commercial supplies and services at volume discount pricing on a direct delivery basis. All customers, large or small, even those in remote locations, are provided the same services, convenience, and pricing.



OMNIA Partners

OMNIA Partners is a National Collaborative Purchasing Program that is available to all state and local government groups, educational institutions and non-profit organizations. Through OMNIA Partners, you can forgo the bid process and still secure significant discounts on GameTime products and services through a true turnkey solution.



Kinetic GPO

Kinetic GPO is a cooperative purchasing organization established for Public Sector and MASH entities across Canada, with the specific purpose of reducing procurement cost by leveraging the purchasing power of group buying and saving our members time by simplifying steps to procure.

CPSC

The Consumer Product Safety Commission is an independent agency within the United States Federal Government with the authority to inform the public of current product safety performance information and recommended practices. The CPSC first published their guidelines for public playgrounds in 1981 and have updated their publication several times since then. The current CPSC Handbook for Public Playground Safety, publication #325, is an excellent guide for owners and operators of public play environments.

U.S. Consumer Product Safety Commission
Washington, DC 20207
Website: www.cpsc.org
E-mail address: info@cpsc.gov

CSA

The Canadian Standards Association is an independent and renowned developer of technical standards utilized in evaluating a multitude of products. The CSA standard on Children's Playspaces and Equipment 1990 edition was revised in March, 2007 and is now officially CAN/CSA-Z614-14, entitled Children's Playspaces and Equipment. The CSA standard is significantly harmonized with the ASTM F1487-11 standard.

Canadian Standards Association
5060 Spectrum Way Suite 100
Mississauga, Ontario L4W 5N6
Website: www.csa.ca

ADA

Access Board (The United States Architectural and Transportation Barriers Compliance Board) has completed Accessibility Guidelines for Play Facilities as set forth in the Americans with Disabilities Act of 1990. The final rules, fact sheets and analysis are all available at the Department of Justice.

Access Board
1331 F street, NW
Washington, DC 20004-1111
Website: www.access-board.gov

E-mail address: greenwell@access-board.gov



TÜV America

Product Service, an international testing and certification organization is a European Union Notified and Competent Body providing services which include product testing and certification. The highly visible TÜV-Mark demonstrates to customers that safety testing and certification has been completed by an independent third-party organization. The "S" pictogram combined with the statements "Safety tested", "EN 1176" and "Production monitored" indicate that these products have passed a comprehensive testing procedure based upon the European Harmonized Standard for Commercial Playground Equipment, EN 1176 and that the GameTime production plant is regularly monitored by TÜV. Contact your international GameTime distributor for complete EN 1176 compliance details.

TÜV America, Inc.
5 Cherry Hill Drive
Danvers, MA 01923
Website: www.tuvam.com
E-mail: info@tuvps.com

GameTime Policies

Specifications: Specifications were current at the time of publication. GameTime has an ongoing policy of product improvement and therefore reserves the right to improve specifications or discontinue products without notice.

Terms of Sale: To governmental agencies and tax supported institutions, and those with approved credit, payment is due within 30 days from the date of invoice. A 1.5% per month finance charge will be imposed on all past due accounts. We also accept payment by Visa, Master Card, or American Express with a 2.5% convenience fee charged for each transaction. GameTime's preferred method of payment is by ACH. All other orders will require a 50% deposit at the time of order entry. The balance will be due with a certified check upon receipt of shipment (C.O.D.).

Prices: Prices are F.O.B. factory and do not include freight charges. All prices listed were current at the time of publication and quoted in U.S. Funds. Prices are subject to change without notice. Current prices will apply at the time of shipment. Due to the abnormally high cost of fuel and its impact on many of the materials used in our industry, quotations are valid for 30 days only and prices may be subject to material and fuel surcharges at the time of shipment.

Freight charges: Freight charges are determined and collected by the carrier unless GameTime is requested and agrees to prepay and add these costs to the invoice.

Taxes: If applicable, taxes will be added to the invoice except when a tax exempt certificate is provided with the purchase order at the time of order entry.

Minimum Order: Our minimum order is \$50 (USD). Any order less than \$5,000 requires cash with order or payment by major credit card.

Order Cancellation: Once accepted, orders can be canceled only with the consent of GameTime, and on terms which will indemnify GameTime against loss. Canceled orders will be subject to a restocking fee. Equipment "built-to-order" is non-cancelable.

Domestic Shipments: Unless specifically given routing instructions on the purchase order, shipment will be made via the carrier we consider to be the most economical and practical in reaching the final destination. All domestic shipments are governed by ICC Regulations.

Delays in transit: GameTime is not responsible for delays in transit and such delays shall not alter our invoicing terms. If your order does not reach you within a reasonable time after being advised that shipment went forward from our plant, GameTime will be glad to assist in the tracking process.

Loss or damage in transit: GameTime is not responsible for loss or damage in transit. When we release the material to the carrier, a bill of lading is signed which states that the shipment was received from us complete and in good condition. A copy of this bill of lading is forwarded to you with the shipment and should be checked carefully with the materials you receive. Any shortage, discrepancy or damage must be noted on the delivery receipt and signed by the carrier's representative. Failure to note exceptions on the delivery receipt may impair your right to recovery from the carrier.

Weights: All published weights are estimated and include appropriate packing materials. Actual weights may vary slightly.

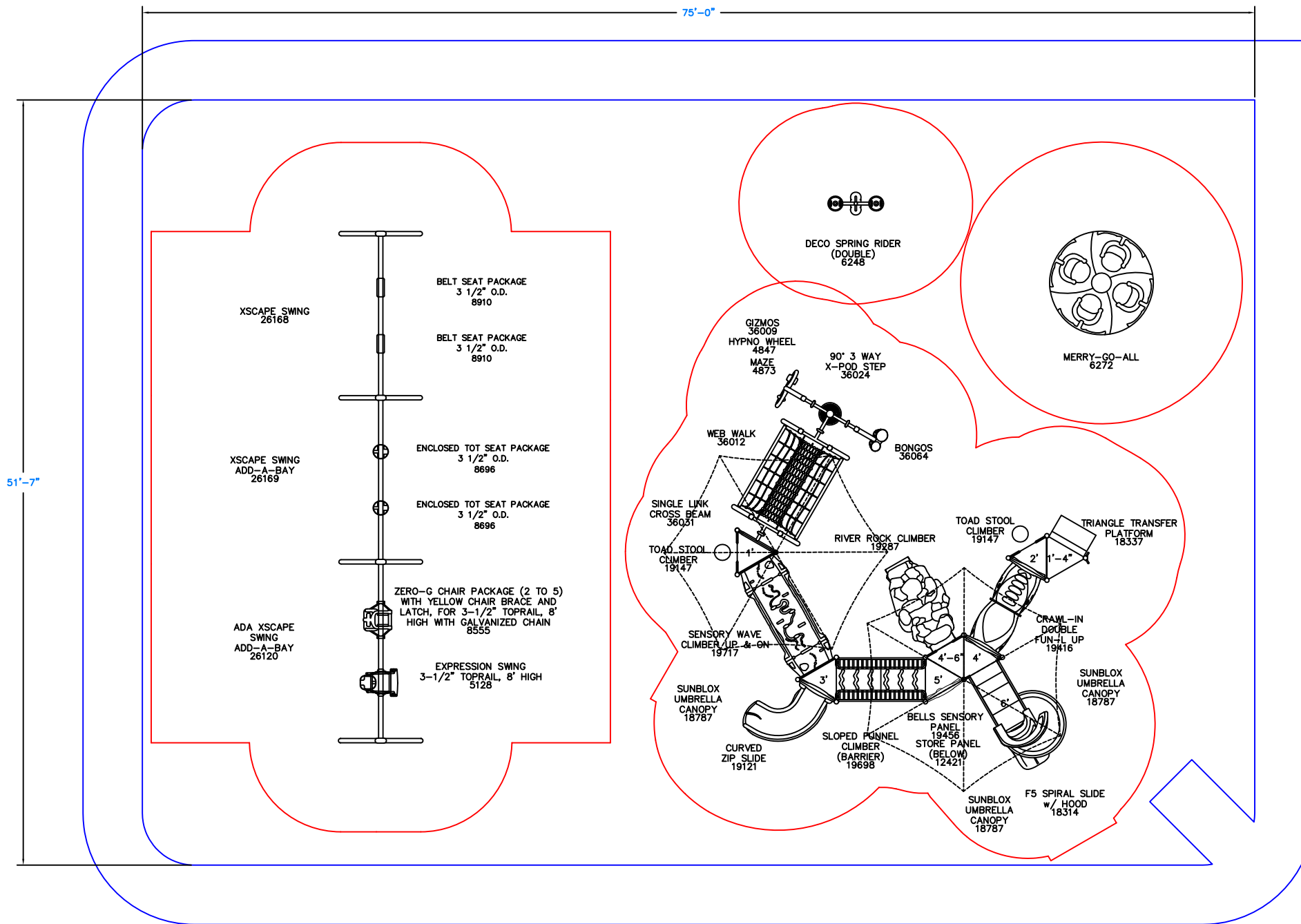
GameTime Trademarks

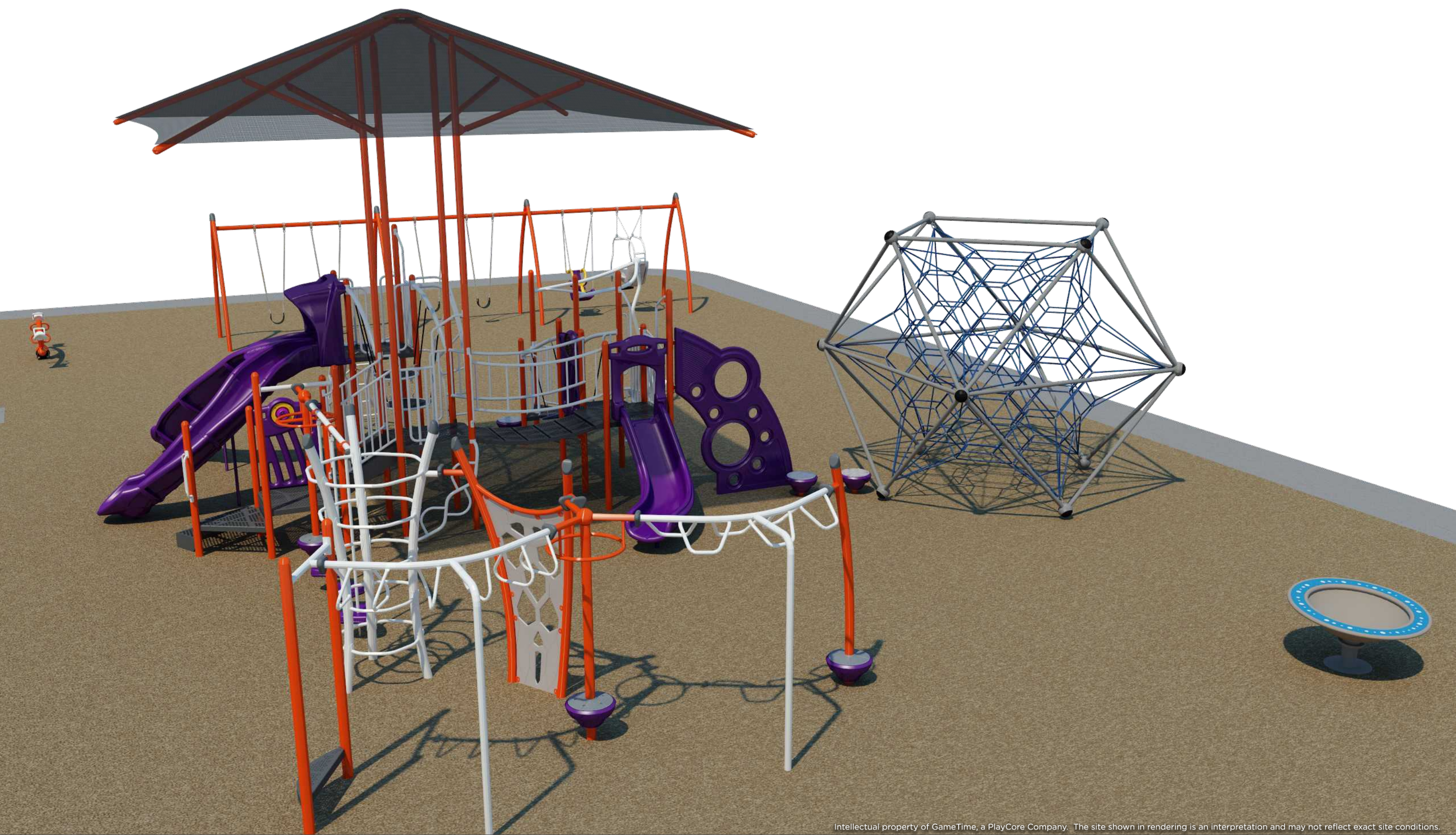
AstroRail®, Challenge Course by GameTime®, Citadel®, Enriching Childhood Through Play®, EveryBODY Plays®, Expression Swing®, F5®, FitKid®, GameTime®, Gizmo®, GT®, GTfit®, GT H2O®, Helicentrix®, IONiXGT®, GT Giant™, GTImpax®, GTJams®, GTShade®, GT Xcelerator®, GulfPort®, KidTime®, MegaLock®, Mega Rock®, Meet, Compete, Repeat®, Merry-Go-All®, Modern City™, Moving Fitness Forward®, Peek-A-Boo®, Play Has No Limit®, Play Is Instrumental®, Play Palettes®, PlayLab®, Playworx®, Pod®, PowerScope®, PrimeTime®, Rain Wheel®, RockScope®, Saddle-Mates®, See What You've Been Missing®, ShadowPlay®, SkyRunner®, Sky Wheel®, StreetScope®, The Leader In Play®, The Power of Play®, TotStuff®, Triton®, TuffClad®, Tuff Forms®, Tru-Loc®, TotTime®, TotStuff®, ShadowPlay®, Waist-Hi®, WallCano®, WilderSlide®, XtremePlay®, Xscape®, Zero-G®, Zip Slide® are registered trademarks of GameTime, a PlayCore company. Animal Trackers™, iTrack Fitness™, G2™, GT Symphony™, Kidnetix™, PlayTrails™, Rebound™, Sensory Car Wash™, Sensory Seats™, Sensory Wave Climber™, Sensory Wave Spinning Seat™, SunBlox™, Super Seats™, THRIVE®, TriRunner™, Whirlwind Seat™, are trademarks of GameTime, a PlayCore Company.



WARNING

- **Installation over a hard surface such as concrete, asphalt, or packed earth may result in serious injury from falls.**
- **Remove hood and neck drawstrings from children's clothing before children play on a playground.**
- **Parents, guardians and supervisors should check for hot surfaces before allowing young children to play.**
- **Parents, guardians and supervisors should not allow children to play on playground equipment while wearing helmets.**

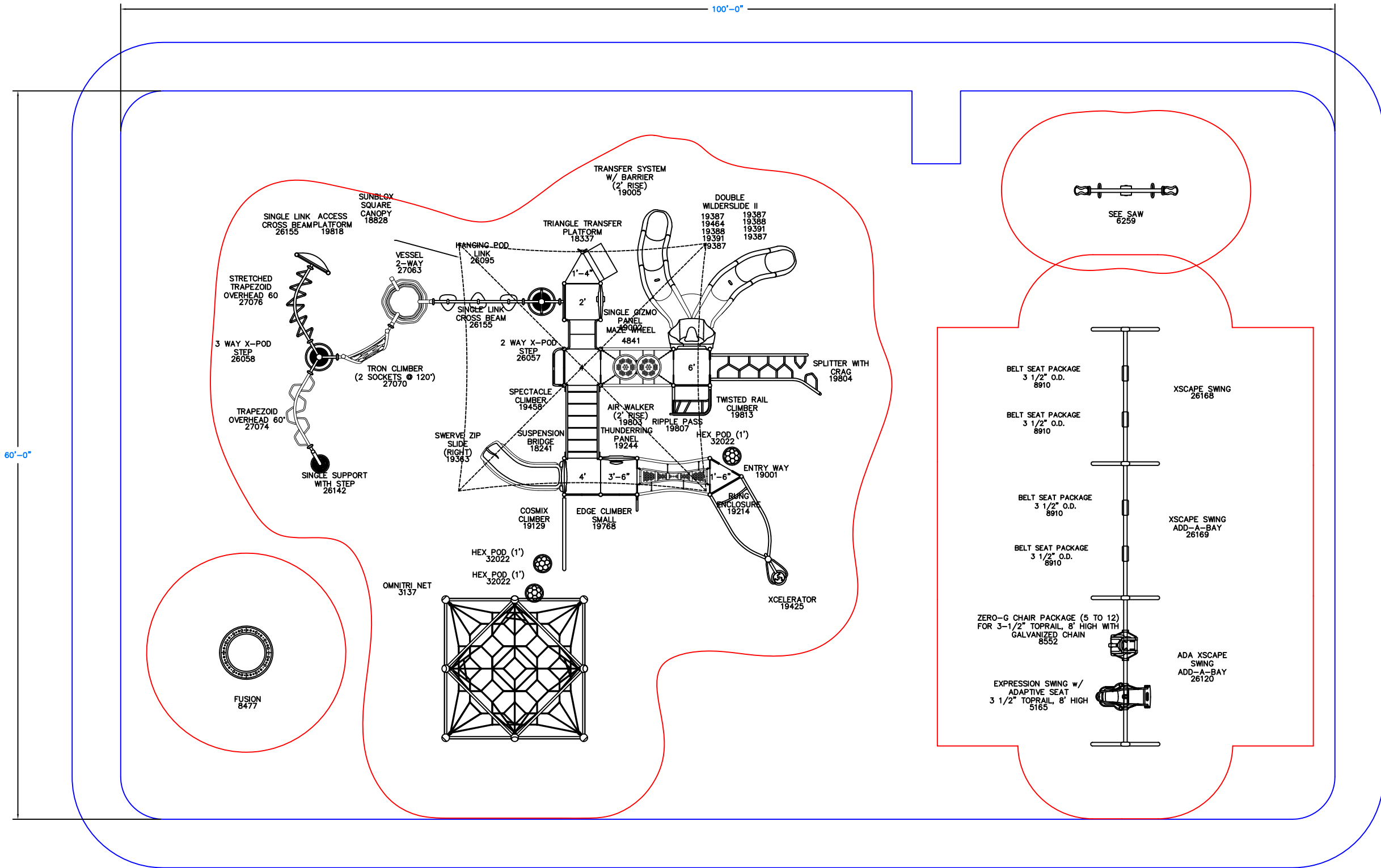




Intellectual property of GameTime, a PlayCore Company. The site shown in rendering is an interpretation and may not reflect exact site conditions.



Intellectual property of GameTime, a PlayCore Company. The site shown in rendering is an interpretation and may not reflect exact site conditions.





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8700 E Vista Bonita Dr
Suite 188
Scottsdale, AZ 85255
480-315-9103



01/29/2021
Quote #100701-01-06

SETTLER'S PARK

TOWN OF FIRESTONE
Attn: CHUCK BRADT
7500 WCR 20
FIRESTONE, CO 80504
Phone: 303-901-0227

Ship to Zip 80504

Quantity	Part #	Description	Unit Price	Amount
1	178749	GameTime - Owner's Kit	\$60.00	\$60.00
1	RDU	GameTime - CUSTOM PT STRUCTURE 2-5	\$57,199.00	\$57,199.00
		(2) 18787 -- Umbrella Canopy		
		(4) 26094 -- Triangular Shroud		
		(1) 4873 -- Maze Panel 11" Gizmo (dbl side)		
		(1) 4847 -- Hypno Wheel Ass'Y		
		(1) 36009 -- Gizmo		
		(1) 36064 -- Bongos		
		(1) 36024 -- 90 Deg 3 Way X-Pod Step		
		(1) 36012 -- Web Walk Link		
		(1) 18314 -- 4'-0" F5 Spiral Slide		
		(1) 19416 -- Crawl-In Double Fun-L Up		
		(6) 18201 -- 36" Tri Punched Deck P/T		
		(1) 12421 -- Counter Panel		
		(1) 19287 -- River Rock Climber		
		(1) 19456 -- Bells Panel (Roto)		
		(2) 19147 -- Toad Stool		
		(1) 19121 -- Curved Zip Slide		
		(1) 18337 -- 36" Tri Transfer Platform		
		(1) 19698 -- Sloped Funnel Climber Barrier (Dbl)		
		(1) 36031 -- Single Link Cross Beam Primetime 36		
		(1) 19717 -- PT S Wave Up & On LNK (3'-3'6)		
		(4) 12024 -- 3 1/2" Uprt Ass'Y Alum 9'		
		(1) 12022 -- 3 1/2" Uprt Ass'Y Alum 7'		
		(4) 12023 -- 3 1/2" Uprt Ass'Y Alum 8'		
		(4) 12026 -- 3 1/2" Uprt Ass'Y Alum 11'		
		(1) H12068 -- 13' Heavy Wall Upright		
		(1) H12025 -- 10' Heavy Wall Upright		
1	6248	GameTime - Deco Spring Rider Double	\$2,159.00	\$2,159.00
1	6272	GameTime - Merry-Go-All	\$6,764.00	\$6,764.00
1	26168	GameTime - Xscape Swing 3 1/2" X 8'	\$1,428.00	\$1,428.00
1	26169	GameTime - Xscape Swing Add A Bay 3 1/2" X 8'	\$842.00	\$842.00

SETTLER'S PARK

Quantity	Part #	Description	Unit Price	Amount
1	26120	GameTime - Ada Xscape Swing Add-A-Bay	\$864.00	\$864.00
2	8910	GameTime - Belt Seat 3 1/2"Od(8910)	\$263.00	\$526.00
2	8696	GameTime - Encl Seat 3 1/2"(8696)	\$327.00	\$654.00
1	8555	GameTime - 3 1/2" Zero-G Chair (2-5)-Galv Chain	\$520.00	\$520.00
1	5128	GameTime - Expression Swing 3 1/2" X 8'	\$1,336.00	\$1,336.00
1	178749	GameTime - Owner's Kit	\$60.00	\$60.00
1	RDU	GameTime - CUSTOM PT-IONIX-XSCAPE STRUCTURE 5-12	\$81,624.00	\$81,624.00
		(10) 26094 -- Triangular Shroud		
		(1) 26058 -- 3 Way X-Pod Step		
		(1) 26095 -- Hanging Pod Link		
		(1) 26142 -- Single With Step		
		(1) 19425 -- Xcelerator		
		(1) 19214 -- Rung Enclosure		
		(3) 32022 -- Hex Pod Step (1')		
		(1) 19129 -- Cosmix 8' High		
		(1) 19768 -- Edge Climber Small		
		(1) 18828 -- Square Sunblox Canopy		
		(1) 19818 -- Access Platform		
		(1) 19807 -- Ripple Pass		
		(1) 19803 -- Alr Walker		
		(1) 27070 -- Tron Climber 2 socket		
		(1) 19804 -- Splitter 6'		
		(1) 19813 -- Twisted Rail Climber 5'6"/6'		
		(1) 27074 -- Trapezoid Overhd Ladder-60 Deg		
		(1) 27076 -- Stretched Trapezoid Overhd-60 Deg		
		(1) 27063 -- Vessel 2 Way		
		(1) 26057 -- 2 Way X-Pod Step		
		(1) 4841 -- Maze Wheel Ass'Y		
		(1) 19002 -- Single Gizmo Panel		
		(1) 19244 -- Thunderring Panel		
		(1) 19001 -- Entry Way		
		(2) 26155 -- Primetime Cross Beam(Join Pt & Xscape)		
		(1) 19458 -- Spectacle Climber 4' - 4'6"		
		(1) 18337 -- 36" Tri Transfer Platform		
		(2) 19388 -- Exit Section Wilderslide li		
		(4) 19387 -- Right Curve Section Wilderslide li		

SETTLER'S PARK

Quantity	Part #	Description	Unit Price	Amount
		(2) 19391 -- Support Wilderslide li		
		(1) 19464 -- Double Entrance		
		(5) 18200 -- 36" Sq Punched Deck P/T 1.3125		
		(1) 19005 -- Transfer System W/Barrier (2' Rise)		
		(1) 18201 -- 36" Tri Punched Deck P/T		
		(1) 19363 -- 3'-6"/4'-0" Zip Swerve Slide Right		
		(1) 18241 -- Suspension Bridge		
		(4) 12027 -- 3 1/2" Uprt Ass'Y Alum 12'		
		(1) G12027 -- 3 1/2" Uprt Ass'Y Galv 12'		
		(8) 12025 -- 3 1/2" Uprt Ass'Y Alum 10'		
		(3) 12023 -- 3 1/2" Uprt Ass'Y Alum 8'		
		(1) 12024 -- 3 1/2" Uprt Ass'Y Alum 9'		
		(1) G12069 -- 3 1/2"Uprt Ass'Y Galv 14'		
		(4) H12068 -- 13' Heavy Wall Upright		
		(2) G12026 -- 3 1/2" Uprt Ass'Y Galv 11'		
1	3137	GameTime - Omnitri Net	\$25,356.00	\$25,356.00
1	8477	GameTime - Fusion	\$5,910.00	\$5,910.00
1	26168	GameTime - Xscape Swing 3 1/2" X 8'	\$1,428.00	\$1,428.00
1	26169	GameTime - Xscape Swing Add A Bay 3 1/2" X 8'	\$842.00	\$842.00
1	26120	GameTime - Ada Xscape Swing Add-A-Bay	\$864.00	\$864.00
4	8910	GameTime - Belt Seat 3 1/2"Od(8910)	\$263.00	\$1,052.00
1	8552	GameTime - 3 1/2" Zero-G Chair (5-12)-Galv Chain	\$535.00	\$535.00
1	5165	GameTime - Expression Swing w Adaptive Seat 3 1/2	\$2,007.00	\$2,007.00
1	INSTALL	GameTime - EQUIPMENT INSTALLATION	\$45,250.00	\$45,250.00
			Sub Total	\$237,280.00
			Discount	(\$53,249.17)
			Freight	\$11,022.28
			Total	\$195,053.11

Comments

**PLEASE ADD TAX IF APPLICABLE
SITE PREP, STORAGE AND SURFACING BY OTHERS**

THIS QUOTATION IS SUBJECT TO POLICES IN THE CURRENT GAMETIME PARK AND PLAYGROUND CATALOG AND THE FOLLOWING TERMS AND CONDITIONS. OUR QUOTATION IS BASED ON SHIPMENT OF ALL ITEMS AT ONE TIME TO A SINGLE DESTINATION, UNLESS NOTED, AND CHANGES ARE SUBJECT TO PRICE ADJUSTMENT. PURCHASES IN EXCESS OF \$1,000.00 TO BE SUPPORTED BY YOUR WRITTEN PURCHASE ORDER MADE OUT TO PLAYCORE WISCONSIN, INC dba GAMETIME

Pricing: f.o.b. factory. [Pricing Firm for 30 Days from the day of this quotation.](#)



8700 E Vista Bonita Dr
Suite 188
Scottsdale, AZ 85255
480-315-9103



01/29/2021
Quote #100701-01-06

SETTLER'S PARK

Payment terms: net 30 days for tax supported governmental agencies. A 1.5% per month finance charge will be imposed on all past due accounts. Equipment shall be invoiced separately from other services and shall be payable in advance of those services and project completion. Retainage not accepted.

Shipment: Standard playground and furnishings order shall ship within 3-4 weeks, Custom Panels, Vista Ropes Climbers 5-8 weeks, Standard Shades and Shelters 6-12 weeks, Surfacing 1-2 weeks after GameTime's receipt and acceptance of your purchase order, color selections, approved submittals, and receipt of deposit, if required.

Installation: shall be by a Certified GameTime Installer. Customer shall be responsible for scheduling coordination and site preparation. Site should be level and permit installation equipment access.

PURCHASER SHALL ABSORB ALL COSTS INCURRED FROM UNKNOWN SOIL CONDITIONS SUCH AS ROCK REMOVAL, POOR DIGGING CONDITIONS (BEDROCK), OR POOR SOIL BEARING CAPACITY, INCLUDING BUT NOT LIMITED TO JACKHAMMER, BACKHOE OR BULLDOZER, SONOTUBES (PLUS DELIVERY, OPERATOR AND INSTALLATION IF REQUIRED)

Exclusions: unless specifically included, this quotation excludes all bonds, prevailing wages, site work and landscaping; removal of existing equipment; acceptance of equipment and off-loading; storage of goods prior to installation; equipment assembly and installation; safety surfacing; borders and drainage provisions.



8700 E Vista Bonita Dr
Suite 188
Scottsdale, AZ 85255
480-315-9103



01/29/2021
Quote #100701-01-06

SETTLER'S PARK

BILL TO CUSTOMER:

SHIP TO CUSTOMER:

PHONE NUMBER: _____

PHONE NUMBER: _____

FAX NUMBER: _____

FAX NUMBER: _____

EMAIL FOR ORDER ACKNOWLEDGEMENT: _____

COLORS: _____ (PALETTE)

UPRIGHTS: _____

DECKS: _____

ACCENTS: _____

ARCHES: _____

PLASTIC: _____

METAL ROOFS: _____

ROCK PLASTIC: _____

GRIPS: _____

ROOFS: _____

TUBES: _____

HDPE: _____

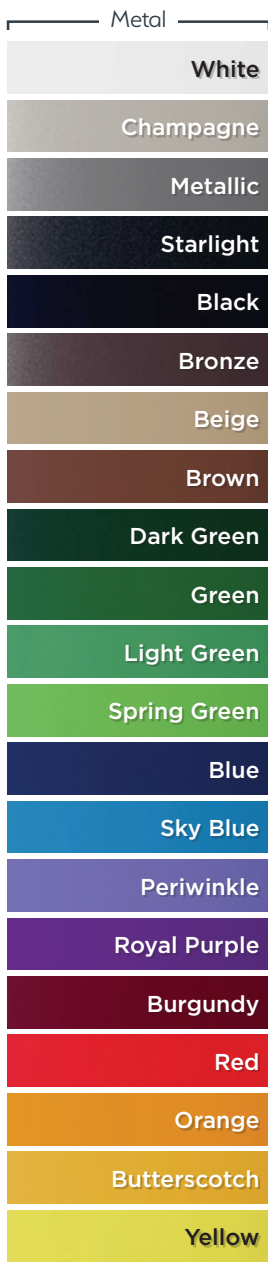
2 HDPE: _____

SWINGS: _____

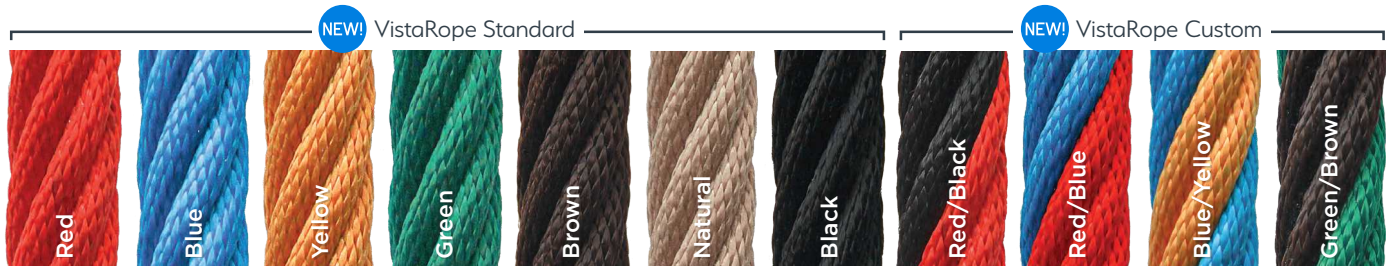
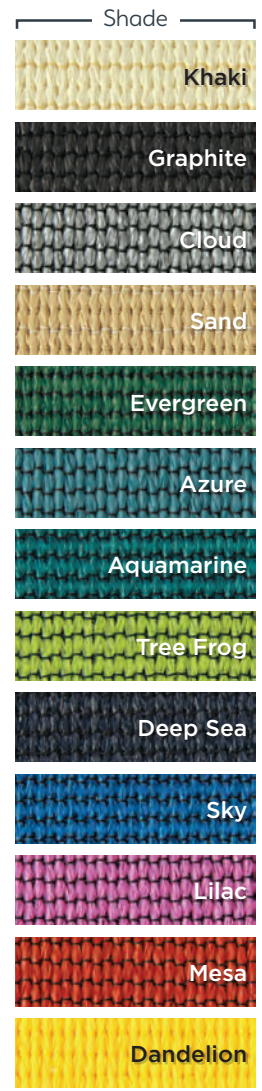
Sales Associate's Signature

Customer's Signature

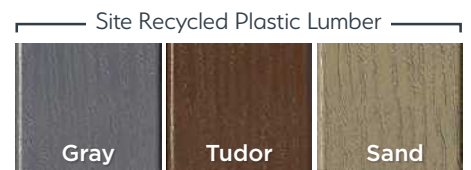
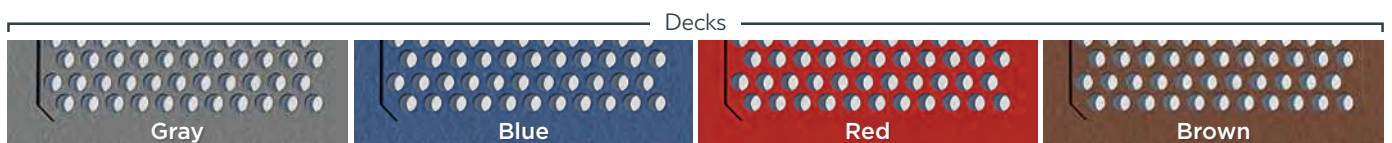
Date



Color Options



*Colors for VistaRope products only. All standard GameTime ropes are black



All colors are approximate. Contact your GameTime representative for color samples.

NEW!

Arctic



Uprights Metal Plastic HDPE Decks

Bayou



Uprights Metal Plastic HDPE Decks

NEW!

Bloom



Uprights Metal Plastic HDPE Decks

Jungle



Uprights Metal Plastic HDPE Decks

Malibu



Uprights Metal Plastic HDPE Decks

Rainforest



Uprights Metal Plastic HDPE Decks

Natural Palettes

Photo Palette: Bayou





Contemporary Palettes

Photo Palette: Deep Space

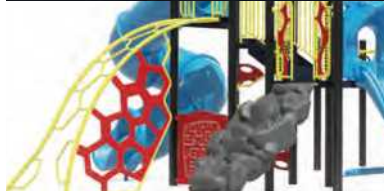
NEW!

Avalon



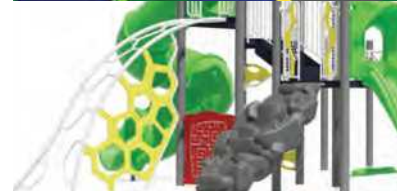
Uprights Metal Plastic HDPE Decks

Deep Space



Uprights Metal Plastic HDPE Decks

Emerald



Uprights Metal Plastic HDPE Decks

Papaya



Uprights Metal Plastic HDPE Decks

NEW!

Whimsy



Uprights Metal Plastic HDPE Decks

Wisteria



Uprights Metal Plastic HDPE Decks

Allegiance



Jellybean



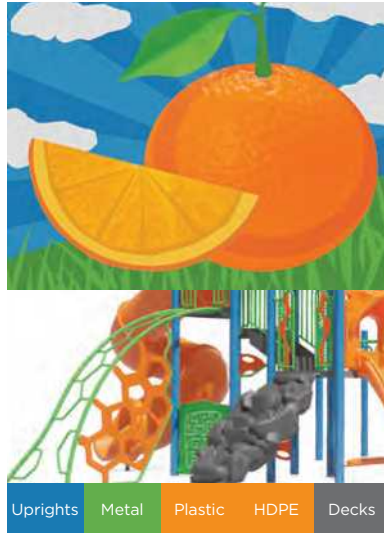
Jovial



Patriotic



Shine



NEW!

Sunrise



Primary Palettes

Photo Palette: Shine



**AGENDA INFORMATION
MEMORANDUM**

**FIRESTONE
TOWN BOARD OF TRUSTEES**



AIM#: 7.a

Presentation

Meeting Date: February 24, 2021

Initiated By:

Dept: Board of Trustees

AGENDA TITLE

Lobbyist Presentation

SUMMARY

Steve Balcerovich and Kathleen Oatis, the Town's Lobbyists, will present to the Board of Trustees. State Bill Information can be found at the following

link: <https://www.statebillinfo.com/SBI/index.cfm?fuseaction=Public.Dossier&id=28759&pk=368&style=pinstripe>

HISTORY AND PREVIOUS BOARD ACTION

RECOMMENDATION

ALTERNATIVES

ATTACHMENTS

1. February 24 2021 Firestone presentation agenda - Lobbyist

FINANCIAL CONSIDERATIONS

**2021 LEGISLATIVE UPDATE
TOWN OF FIRESTONE
WEDNESDAY, FEBRUARY 25, 2021**

A. General Political Landscape

1. 20-15 senate democrat majority; 41 to 24 house democrat majority.
2. Roughly one month delay in starting the session; sine die is now June 15.
3. Over 200 bills introduced (about an average of 750 per session).
4. Tagged 19 bills of potential interest to Firestone.

B. Major Legislative Issues Potentially Effecting Firestone

1. **Limitation of Executive Orders, Opening Businesses and Covid immunity:**
 - Ten bills have been introduced curbing executive powers, opening up businesses, and giving Covid immunity
 - Expect none to become law, without Governor's support
2. **Sales Tax Reform:**
 - New GIS based sales system will be operational April 1
 - A third-party vendor developed the system rather than a state built system
3. **Transportation:**
 - Awaiting a major fee based and general fund commitment legislation
4. **Employment:**
 - Expecting legislation to include age and caregiver employment protections; assuming no government exemption
5. **Water:**
 - Mutual ditch legislation
 - Possibly, a new dredge and fill permit fee program
 - Awaiting legislation to increase 404 permit fees
6. **Police and Municipal Court Reform Reform:**
 - SB 217 reform
 - SB 62, jail population management tools
 - SB 31, limits on governmental responses to protests
 - 48 hour time limit to hold initial hearing
 - No mandatory bond for juveniles
 - Prohibiting revocation of driver's license for failure to appear in court

C. 2021 Firestone Virtual Day at the Legislature

D. Board Comments

**AGENDA INFORMATION
MEMORANDUM**

**FIRESTONE
TOWN BOARD OF TRUSTEES**



AIM#: 8.a

Discussion/Action

Meeting Date: February 24, 2021

Initiated By: Dave Lindsay

Dept: Public Works

AGENDA TITLE

Resolution 21-33: A RESOLUTION OF THE BOARD OF TRUSTEES OF THE TOWN OF FIRESTONE, COLORADO, APPROVING THE ST. VRAIN WATER AUTHORITY MEMBER INTERGOVERNMENTAL AGREEMENT

SUMMARY

In 2019, the Town of Firestone and the Little Thompson Water District formed the St. Vrain Water Authority. The Authority's purpose was to own and operate a water treatment plant that would deliver treated water to Firestone and LTWD as Members. The Establishing Contract terms require the development and execution of Member Agreements between the Authority and Firestone and the Authority and LTWD. The Member Agreement's purpose is to establish the basic terms of service to receive raw water from and deliver treated water to the Members. The Member Agreement establishes a Subscription Fee reserving capacity in the water treatment plant and establishes the procedure for determining the Plant Investment Fee required for the Member to receive service. Firestone will satisfy its fee obligations to the Authority by providing services and improvements in lieu of cash payments. Once service is provided, Firestone will be responsible for the payment of monthly user rates.

HISTORY AND PREVIOUS BOARD ACTION

On April 24, 2019, the Board of Trustees approved Resolution 19-17, approving an Establishing Contract with the Little Thompson Water District forming the St. Vrain Water Authority.

RECOMMENDATION

Staff recommends approval of the attached resolution approving the Member Agreement and authorizing it to be executed by the Mayor on behalf of the Town.

ALTERNATIVES

Board could direct staff to modify the terms of the agreement.

ATTACHMENTS

1. Resolution 21-33 St Vrain Water Authority IGA
2. Member Agreement-Firestone (2021.02.17)

FINANCIAL CONSIDERATIONS

None.

RESOLUTION NO. 21-33

**A RESOLUTION OF THE BOARD OF TRUSTEES OF THE TOWN OF FIRESTONE,
COLORADO, APPROVING THE ST. VRAIN WATER AUTHORITY MEMBER
INTERGOVERNMENTAL AGREEMENT**

WHEREAS, the Town of Firestone, acting by and through the Town of Firestone Water Activity Enterprise (“Firestone”) and Little Thompson Water District (“Little Thompson”) entered into the St. Vrain Water Authority Establishing Contract, dated April 24, 2019 (“Establishing Contract”), which established the (“Authority”); and

WHEREAS, the Authority was established for the purpose of developing potable water treatment systems and facilities that are capable of furnishing a potable water supply for the benefit of the Authority’s Members and their constituents and end users; and

WHEREAS, in furtherance of that purpose, the parties intend for Firestone to finance, design, and construct a reverse osmosis water treatment plant, deep injection well, and related facilities (“Water Treatment Facilities”) having an initial capacity of treating up to 1.5 million gallons per day (“Phase I”) and having the capability of being expanded in phases, in future years, to a capacity of at least 5 million gallons per day; and

WHEREAS, Article V, Section 5.2 of the Establishing Contract provides that each Member shall each enter into a separate intergovernmental agreement with the Authority that defines, among other things, the obligations of the Member for: (i) the delivery of raw water to the Authority for treatment; (ii) the delivery of treated water back to the Member by the Authority; and (iii) payment by the Member of Subscription and Plant Investment Fees; and

WHEREAS, for the purpose of satisfying their respective obligations under the Establishing Contract the Town of Firestone and the St. Vrain Water Authority, desire to enter into the St. Vrain Water Authority Member Intergovernmental Agreement (“Member IGA”).

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE TOWN OF FIRESTONE, COLORADO:

The St. Vrain Water Authority Member Intergovernmental Agreement is approved in substantially the same form as the copy attached hereto and made a part of this resolution and the Mayor is authorized to execute the Intergovernmental Agreement on behalf of the Town.

INTRODUCED, READ AND ADOPTED this __ day of _____, 2021.

TOWN OF FIRESTONE, COLORADO

Bobbi Sindelar, Mayor

ATTEST:

APPROVED AS TO FORM:

Jessica Koenig, CMC Town Clerk

William P. Hayashi, Town Attorney

ST. VRAIN WATER AUTHORITY
MEMBER INTERGOVERNMENTAL AGREEMENT

This Member Intergovernmental Agreement (“Member IGA” or “Member Agreement”) is made and entered into, to be effective as of the _____ day of _____ 2021 (“Effective Date”), by and between the **TOWN OF FIRESTONE**, a Colorado municipal corporation, acting by and through the Town of Firestone Water Activity Enterprise, organized and existing as a “Water Activity Enterprise” under C.R.S. 37-4.1-101, *et. seq.* (“Firestone”), and the **ST. VRAIN WATER AUTHORITY**, a political subdivision of the State of Colorado (the “Authority”), acting by and through the Authority’s Water Activity Enterprise organized and existing as a “Water Activity Enterprise” under C.R.S. 37-45.1-101, *et. seq.* The parties hereto are individually referred to herein as a “Party” and collectively as the “Parties.”

RECITALS

WHEREAS, Firestone and Little Thompson Water District (“Little Thompson”) entered into the St. Vrain Water Authority Establishing Contract dated April 24, 2019 (“Establishing Contract”), as more particularly described in Section 1.13 below, which established the Authority; and

WHEREAS, the Authority was established for the purpose of developing potable water treatment systems and facilities that are capable of furnishing a potable water supply for the benefit of the Authority’s Members and their constituents and end users; and

WHEREAS, in furtherance of that purpose, the Parties intend for Firestone to finance, design, and construct a reverse osmosis water treatment plant, deep injection well, and related facilities (“Water Treatment Facilities”) having an initial capacity of treating up to 1.5 million gallons per day (“Phase I”) and having the capability of being expanded in phases, in future years, to a capacity of at least 5 million gallons per day (“MGD”); and

WHEREAS, the Parties further intend that once constructed, the Water Treatment Facilities and the land upon which such Facilities are located will be conveyed, or an interest therein will be conveyed to the Authority, and the Authority will thereafter own, operate, maintain, repair, replace, and expand the Water Treatment Facilities, as necessary to meet the needs of its Members; and

WHEREAS, at the time Firestone pays or is credited by the Authority as having paid a Subscription Fee, the Authority will reserve for Firestone capacity in the Water Treatment Facilities as hereinafter provided; and

WHEREAS, at the time Little Thompson pays or is credited by the Authority as having paid a Subscription Fee, the Authority will reserve for Little Thompson capacity in the Water Treatment Facilities as more particularly provided in the Little Thompson Member Agreement; and

WHEREAS, Article V, Section 5.2 of the Establishing Contract provides that each Member shall each enter into a separate intergovernmental agreement with the Authority that defines, among other things, the obligations of the Member for: (i) the delivery of raw water to the Authority for treatment; (ii) the delivery of treated water back to the Member by the Authority; and (iii) payment by the Member of Subscription and Plant Investment Fees; and

WHEREAS, for the purpose of satisfying their respective obligations under Article V, Section 5.2, of the Establishing Contract, the Parties desire to enter into this Member IGA; and

WHEREAS, as Members of the Authority, Firestone and Little Thompson shall each execute a separate Intergovernmental Agreement with the Authority.

AGREEMENT

NOW, THEREFORE, for and in consideration of the foregoing Recitals, which are incorporated herein, the premises and the promises contained herein, and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Parties agree as follows:

ARTICLE I. DEFINITIONS

1.1 Design System Capacity. Design System Capacity means the maximum rate of water flow allowed by the Colorado Department of Public Health and Environment (CDPHE) for the Water Treatment Facilities as set forth in the permit issued by the CDPHE for the Water Treatment Facilities, as the same may be amended or modified from time to time, and as certified to by the design engineer, usually expressed in terms of millions of gallons of flow per day.

1.2 Subscription Fee. Subscription Fee means the fee each Member must pay to reserve capacity in the Water Treatment Facilities, as more particularly described in the Establishing Contract and in Article II.

1.3 Plant Investment Fee. Plant Investment Fee means the fee each Member must pay in order to use its Design System Capacity and Operating System Capacity in the Water Treatment Facilities, as more particularly described in the Establishing Contract and in Article IV.

1.4 Operating Budget. Operating Budget means with respect to a given calendar year, the budget of the Authority prepared in accordance with Article VIII hereof, for such calendar year, or in the case of an amended Operating Budget, for the remainder of such calendar year.

1.5 Operation and Maintenance Expense. Operation and Maintenance Expense means all expenses incurred in the operation and maintenance of the Water Treatment Facilities and normally reoccurring expenses incurred by the Authority in the conduct of its activities which are properly allocated to the Water Treatment Facilities under generally accepted accounting principles as applied to governmental entities. Such term does not include depreciation or charges for reserves, interest charges and charges for the payment of principal or amortization of bonds or other obligations of the Authority.

1.6 Operating System Capacity. Operating System Capacity means the maximum rate of flow determined by the Authority for operating the Water Treatment Facilities in any given year as more particularly defined and described in Article III, Section 3.2 below.

1.7 Non-Construction Costs. Non-Construction Costs means, for any construction phase (“Construction Phase”) of the Water Treatment Facilities, any and all costs, fees and expenses paid by any one or more of the Members, and which the Authority in the reasonable exercise of its discretion, and with the concurrence of its Members, determines reasonable and necessary for obtaining 100% design and contract documents for the applicable Construction Phase of the Water Treatment Facilities, as referred to in the Establishing Contract. Non-Construction costs include, but are not limited to, administrative and professional fees and costs for establishing the Authority and for designing each applicable phase of the Water Treatment Facilities, including any water quality testing costs and permitting fees paid in connection with such design.

1.8 Construction Costs. Construction Costs means, with respect to any Construction Phase of the Water Treatment Facilities, any and all costs, fees and expenses paid by the Authority, or any one or more of the Members, which the Authority, in the reasonable exercise of its discretion and with the concurrence of its Members, determines reasonable and necessary for the applicable Construction Phase of the Water Treatment Facilities, EXCEPT that Construction Costs shall not include any Non-Construction Costs as defined in Section 1.7 above. Construction Costs shall include the fair market value of the land, or any interest therein that a Member conveys to the Authority for the Water Treatment Facilities or applicable Construction Phase thereof, based upon an appraisal acceptable to the Authority and its Members.

1.9 Water Treatment Facilities. Water Treatment Facilities means the reverse osmosis water treatment plant, deep injection well, and related facilities that Firestone will construct and which will have an initial capacity for treating up to 1.5 million gallons per day, with the capability of being expanded to a capacity of at least 5 million gallons per day.

1.10 Phase I Water Treatment Facilities. Phase I or Phase I Water Treatment Facilities means the Initial Construction Phase of the Water Treatment Facilities that will have a capacity of treating up to 1.5 million gallons per day.

1.11 Little Thompson Member Agreement. Little Thompson Member Agreement means the Member IGA entered into between Little Thompson and the Authority as required by Article V, Section 5.2 of the Establishing Contract.

1.12 Firestone Member Agreement. Firestone Member Agreement means this Member IGA entered into between Firestone and the Authority as required by Article V, Section 5.2 of the Establishing Contract.

1.13 Establishing Contract. Establishing Contract means that certain Intergovernmental Agreement entered into between the Town of Firestone, acting by and through its Water Activity Enterprise and Little Thompson Water District, acting by and through its Water Activity Enterprise dated effective April 24, 2019.

1.14 Phase I Water Treatment Facilities Construction Costs. Phase I Water Treatment Facilities Construction Costs means those costs as more particularly set forth on Exhibit B, as attached hereto and incorporated herein by this reference and as generally described in Article IV, Section 4.2 and Article V, Section 5.6.

1.15 Construction Phase. Construction Phase shall mean, based upon the context in which the term is used, either the initial Construction Phase or a subsequent expansion phase of the Water Treatment Facilities.

ARTICLE II. SUBSCRIPTION FEE & NON-CONSTRUCTION COSTS

2.1 Subscription Fee. Before the Authority reserves for any Member, capacity in a Construction Phase of the Water Treatment Facilities, including Phase I, the Member must pay to the Authority, or be given credit by the Authority for the subscription fee that corresponds to the percentage of Design System Capacity that will be reserved to the Member in the applicable Construction Phase of the Water Treatment Facilities (“Subscription Fee”). A Member’s Subscription Fee may be paid in cash or a Member may receive a credit that is applied to the Member’s Subscription Fee for Non-Construction Costs previously paid by the Member on the Authority’s behalf. The

amount of each Member's Subscription Fee shall be determined in accordance with the provisions of Section 2.4 below.

2.2 Purpose of Subscription Fee. The Subscription Fee is intended to recover from the Member, or recognize that the Member has already paid, a dollar amount that is equal to the percentage of Non-Construction Costs, as hereinafter defined, that corresponds to the percentage share of the Design System Capacity of the Water Treatment Facilities that is being reserved by the Authority for the Member. As the Water Treatment Facilities are expanded, each Member will be expected to pay an additional Subscription Fee.

2.3 Determining Non-Construction Costs. For purposes of determining each Member's Subscription Fee, the Authority shall first determine the cumulative Non-Construction Costs for the Construction Phase of the Water Treatment Facilities that is being subscribed to by one or more of the Members. This determination shall be made by the Authority as soon as is reasonably practical, after the Authority has received invoices and other documentation that describes in detail, acceptable to the Authority, the cost paid by the Authority and/or its Member(s) with respect to the Construction Phase of the Water Treatment Facilities that is being subscribed to by one or more of the Members. In determining Non-Construction Costs, the Authority shall utilize the Subscription Fee Spreadsheet attached hereto as Exhibit A, which shall be updated within 30 days following the final completion of each Construction Phase of the Water Treatment Facilities.

2.4 Method for Determining Subscription Fee. The amount of each Member's Subscription Fee shall be determined by multiplying Non-Construction Costs, for the applicable Construction Phase of the Water Treatment Facilities, by the percentage of the Design System Capacity of the applicable Construction Phase of the Water Treatment Facilities that the Authority and Member agree the Authority will reserve for the Member ("Reserved Capacity"). The product of that multiplication less any portion previously paid by the Member, shall be the Member's Subscription Fee for the applicable Construction Phase of the Water Treatment Facilities. For example, if a Member wants a Reserved Capacity of 0.50 MGD of the 1.0 MGD Water Treatment Facilities (50%), and the cumulative Non-Construction Costs for the Reserved Capacity in the applicable Construction Phase are \$300,000, the Member's Subscription Fee will be \$150,000.

2.5 Payment of Subscription Fee. That portion or all of any Member's Subscription Fee that the Member is not credited by the Authority as having paid, shall be paid by the Member within ninety (90) days after the Authority determines the cumulative Non-Construction Costs for the applicable Construction Phase of the Water Treatment Facilities to which the Member is subscribing. If the Member is credited by the Authority with paying Non-Construction Costs in excess of the Member's Subscription Fee, the amount of the excess shall be applied as agreed to by the Authority and the Member.

ARTICLE III.

DESIGN SYSTEM CAPACITY/OPERATING SYSTEM CAPACITY

3.1 Design System Capacity of Water Treatment Facilities. The Water Treatment Facilities shall be designed to have an initial treatment capacity of up to 1.5 million gallons of water per day (“MGD”) with an ultimate capacity of up to 5 MGD. The Water Treatment Facilities shall be constructed in phases (each a Construction Phase). At such time as each Construction Phase of the Water Treatment Facilities is completed and is ready for delivery to the Authority, the engineer of record who designed the then completed Construction Phase shall certify to the Authority the Design System Capacity of the Water Treatment Facilities as then constructed.

3.2 Operating System Capacity. The Water Treatment Facilities will be constructed as a reverse osmosis water treatment plant and related appurtenances, including a deep injection well for storage of the waste products from the treatment process. The annual Operating System Capacity of the Water Treatment Facilities shall depend in part on the number of treatment modules that are physically installed and operational in any given year. The number of treatment modules will depend, in part, on each Member’s projected demand for treated water and the Authority’s budget and other operational considerations. Accordingly, the Authority will annually determine the operating system capacity of the Water Treatment Facilities for the upcoming calendar year (“Operating System Capacity”), which determination shall be provided to the Members on or before September 30 of each year. The term Operating System Capacity as used herein shall have the same meaning as the term “Defined System Capacity,” as used in the Establishing Contract.

3.3 Firestone’s Reserved Capacity. Firestone and the Authority agree that initially Firestone shall be entitled to reserve up to 5/6th of the Design System Capacity and up to 5/6th of the annual Operating System Capacity of the Water Treatment Facilities. At such time as Firestone pays or is credited as paying the Firestone Subscription Fee, with respect to the initial Construction Phase, the Authority shall reserve for Firestone 5/6th of the Design System Capacity and 5/6th of the Operating System Capacity in the applicable Construction Phase of the Water Treatment Facilities (“Firestone’s Reserved Capacity”). Notwithstanding the foregoing, Firestone shall not be entitled to use any of Firestone’s Reserved Capacity until such time as Firestone has paid to the Authority or is credited by the Authority as having paid a Plant Investment Fee as provided in Article IV below. Firestone’s Reserved Capacity is subject to amendment, as approved by the Authority and its Members through either Water Treatment Facilities’ expansion per Article XI, or by agreements for the transfer of a Member’s capacity in the Water Treatment Facilities as provided in Article XIII.

3.4 Little Thompson’s Reserved Capacity. Firestone and the Authority agree that initially the remaining 1/6th of the Design System Capacity and 1/6th of the annual Operating System Capacity of the Water Treatment Facilities shall be made available by

the Authority for Little Thompson. Such capacity shall be reserved by the Authority for Little Thompson upon the payment by Little Thompson of a Subscription Fee as calculated in accordance with Section 2.5 above. Little Thompson's Reserved Capacity is subject to amendment as approved by the Authority and its Members through either Water Treatment Facilities' expansion per Article XI, or by agreements for the transfer of a Member's capacity interest in the Water Treatment Facilities as provided in Article XIII.

ARTICLE IV. PLANT INVESTMENT FEE

4.1 Plant Investment Fee. Before any Member may deliver water to the Authority for treatment or otherwise use any portion of the Member's Reserved Capacity in a Construction Phase of the Water Treatment Facilities, the Member must pay to the Authority, or be credited by the Authority, as paying a plant investment fee ("Plant Investment Fee") attributable to the capacity in the Water Treatment Facilities the Member has reserved through the payment of the Member's Subscription Fee. A Member's Plant Investment Fee may be paid in cash or a Member may receive credit that is applied to the Member's Plant Investment Fee for Water Treatment Facility Construction Costs previously paid by the Member on the Authority's behalf. The amount of each Member's Plant Investment Fee shall be determined in accordance with the provisions of Section 4.4 below.

4.2 Purpose of Plant Investment Fee. The Plant Investment Fee is intended to recover from the Member the Member's share of Construction Costs for the Water Treatment Facilities that were not previously paid by the Member, or where the Member previously paid such costs, the Plant Investment Fee is intended to recognize and represent the share of Construction Costs that are allocated to the share of the Design System Capacity of the Water Treatment Facilities that the Member will be authorized to use.

4.3 Determining Construction Costs. For purposes of determining each Member's Plant Investment Fee, the Authority shall first determine cumulative Construction Costs for the applicable Construction Phase of the Water Treatment Facilities. This determination shall be made by the Authority as soon as is reasonably practical after the applicable Construction Phase of the Water Treatment Facilities has been completed, but in all events, before the applicable Construction Phase of the Water Treatment Facilities is conveyed to and accepted by the Authority. In determining Construction Costs, the Authority shall utilize the Construction Costs Allocation Spreadsheet, attached hereto as Exhibit B, which shall be updated within 30 days following the final completion of each Construction Phase of the Water Treatment Facilities.

4.4 Method for Determining Plant Investment Fee. The amount of each Member's Plant Investment Fee shall be determined by multiplying the cumulative Construction Costs for each of the Construction Phases by the percentage of the Design System Capacity of the Water Treatment Facilities that the Authority has reserved for the Member, less any previous Plant Investment Fee payments or credits assigned for previously completed Construction Phases. The product of the multiplication shall be the Member's Plant Investment Fee. Exhibit B to this Member Agreement provides an example of how the Plant Investment Fee would be calculated for three phases of Design System Capacity expansion. Exhibit B shall be amended from time to time as construction phases are completed to show actual Plant Investment Fee calculations.

4.5 Payment of Plant Investment Fee. That portion of any Member's Plant Investment Fee that the Member is not credited by the Authority as having paid, shall be paid by the Member at least thirty (30) days before the Member delivers any water to the Authority for treatment by the Water Treatment Facilities. If the Member is credited by the Authority with paying Construction Costs in excess of the Member's Plant Investment Fee, the amount of the excess shall be applied by the Authority to the Members proportionate share of any future Water Treatment Facilities expansion cost, to the Member's portion of the Water Treatment Facilities Replacement Fund identified in Article XII, Section 12.2, or at the election of the Member, shall be refunded to the Member, out of the Plant Investment Fee paid by the other Member or as the Authority and Member agree.

4.6 Reimbursement of Costs. Any Construction Costs and any Non-Construction Costs paid by or credited to a Member that the Member does not elect to have applied to future Subscription Fees, future Plant Investment Fees, or the Water Treatment Facility Replacement Fund shall be reimbursed to the Member out of funds available to the Authority from the Plant Investment or Subscription Fees paid to the Authority in cash, or as otherwise agreed to by the Authority and Member.

ARTICLE V. DESIGN AND CONSTRUCTION OF PHASE I

5.1 Engineering Plans and Specifications. Firestone shall cause plans and technical specifications for Phase I of the Water Treatment Facilities ("Plans and Specifications"), to be completed. Phase I shall be designed so that the Water Treatment Facilities can thereafter be expanded in phases. Phase I shall have a water treatment capacity of up to 1.5 MGD.

5.2 Permits. Firestone shall acquire any and all permits needed for the construction and operation of the Phase I Water Treatment Facilities. These shall include, but are not be limited to, building permits, permits from the Colorado Department of Public Health and Environment related to the treatment process, and permits from the US Environmental Protection Agency related to the deep injection well

for storage of treatment process wastewater. All permits will be closed out or transferred to the Authority as a condition of acceptance of the Phase I Water Treatment Facilities.

5.3 Construction Documents. Firestone shall prepare all documents necessary to contract for the construction of the Phase I Water Treatment Facilities and to provide for construction, observation and oversight of the same (“Contract Documents”). The Contract Documents shall require the Contractor to post payment and performance bonds as required by law. The Plans and Specifications and all Contract Documents, including any change orders, approved by Firestone’s Board of Trustees, shall be made available to the Authority and the Authority’s Members by Firestone.

5.4 Bidding and Construction Process. Firestone shall be the owner of the Phase I Water Treatment Facilities for all construction contract purposes, including but not limited to, the bid documents, advertising for bids, receipt of proposals, opening of bids, and entering into a contract or contracts for the completion and construction, and for all construction warranties of the Phase I Water Treatment Facilities.

5.5 Substantial Completion of the Work. Firestone shall notify the Authority when the Phase I Water Treatment Facilities are substantially complete, and upon concurrence by a representative of the Authority prepare and deliver a notice of substantial completion to the Authority and to the Construction Contractor or Contractors.

5.6 Payment of Construction Costs. Firestone shall pay all reasonable and necessary costs for constructing the Phase I Water Treatment Facilities and will use the costs to update the Construction Costs identified in Exhibit B.

ARTICLE VI. CONVEYANCE OF PHASE I WATER TREATMENT FACILITIES

6.1 Conveyance of Improvements and Real Property. Before Firestone may deliver water to the Authority for treatment or otherwise use any portion of its Reserved Capacity in the Phase I Water Treatment Facilities, Firestone shall convey or assign to the Authority, by instrument of conveyance acceptable to the Authority, free and clear of all liens and encumbrances, all of Firestone’s right, title and interest in and to the Phase I Water Treatment Facilities and the deep injection well, including but not limited to, all regulatory permits and licenses therefore, as well as, equipment manuals and warranties, and all related pipes, facilities and equipment located within the boundaries of the Water Treatment Facilities site and the deep injection well site, together with any piping, or other equipment or facilities that connect the Water Treatment Facilities to the deep injection well, all as more particularly described on Exhibit C, as attached hereto and incorporated herein by this reference. Any pipes, equipment or other facilities located within the above-referenced sites, or that connect the Water Treatment Facilities to the deep injection well and which are not going to be transferred to the Authority, shall be

specifically identified on Exhibit C and reserved by Firestone in connection with such conveyance.

In addition to conveying the Phase 1 Water Treatment Facilities, deep injection well and related pipes, facilities, equipment, permits and licenses, Firestone shall convey to the Authority a property interest in said sites be it a lease or easement, as agreed upon by the Parties. Notwithstanding the foregoing, however, Firestone shall not transfer or assign to the Authority, and shall reserve unto itself, all construction Contractor warranties for the Phase 1 Water Treatment Facilities.

6.2 Final Costs and Documentation. At the time Firestone conveys the Water Treatment Facilities to the Authority, it shall also deliver to the Authority: (i) all design documents, drawings, plans, specifications, operating manuals, regulatory permits and licenses, etc., relating to the Water Treatment Facilities needed or useful in connection with the Water Treatment Facilities operation, maintenance, repair and replacement, together with an assignment of all warranties, permits, licenses relating to the Water Treatment Facilities and deep injection well and any equipment incorporated therein or which is used in connection therewith, except for any and all construction warranties, which as set forth in Section 6.1 above, shall not be assignable by Firestone and shall be administered by Firestone on and for the benefit of the Authority; and (ii) an itemization of all costs incurred by Firestone in constructing the Phase I Water Facilities, including but not limited to all costs paid to construction contractors, costs for construction management, construction observation, surveys, easement acquisition, bond issuance costs, insurance costs, and the cost of constructing the Deep Injection Well and all of the associated facilities and equipment needed for the Deep Injection Well and the cost of all associated equipment needed for the Operation of the Water Treatment Facilities.

ARTICLE VII. OWNERSHIP, OPERATION, MANAGEMENT, AND MAINTENANCE OF WATER TREATMENT FACILITIES

7.1 Calendar Year Operation. The Water Treatment Facilities shall be managed, operated and maintained by the Authority on a calendar year basis.

7.2 Ownership for All Purposes. Upon the Authority's acceptance of each Construction Phase of the Water Treatment Facilities, the Authority shall own the same and be responsible for the operation, management, maintenance, repair, replacement and expansion thereof as more particularly provided for in Article XI and Article XII below. The Authority shall at all times operate, maintain, repair, replace and expand, when applicable (hereinafter "Operate"), the Water Treatment Facilities in a prudent, sound and economical manner and shall keep the same or cause the same to be in good repair, order and condition, ordinary wear and tear excepted, except for any contractual warranty work that is performed by the Contractors.

7.2.1 Operating Expenses. All costs, expenses, compensation, salaries, fees, and wages paid by the Authority to Operate the Water Treatment Facilities shall, to the extent practical, be reasonable and comparable to those paid by other municipal or other public bodies for substantially similar services and facilities.

7.3 Rules and Regulations. The Authority may establish, and thereafter modify from time to time as necessary, rules and regulations governing the Operation and use of the Water Treatment Facilities without causing any Member a loss of right or capacity in the Water Treatment Facilities, or otherwise agreed to in their Member Agreement. The Authority shall observe and perform all of the terms, conditions and requirements set forth in State law or in any rules, regulations, orders and directions of any legislative, executive, administrative or judicial body that are applicable to the Water Treatment Facilities and/or the Authority.

7.4 Insurance. The Authority shall at all times maintain with insurers acceptable to the Authority and its Members, such insurance coverages as are customarily maintained with respect to similar water treatment facilities insuring the Water Treatment Facilities and the Authority, where applicable, against loss or damage to the Water Treatment Facilities, against loss of revenue, and against public official and general liability to the extent reasonably necessary to protect the Authority and its Members. By way of explanation and not limitation, the Authority shall obtain and keep in full force and effect property insurance, commercial general liability insurance, automobile liability insurance, and if and when the Authority has employees, workers compensation and employer's liability insurance.

7.5 Records, Accounts and Audits. The Authority shall keep accurate records and accounts of the Operation of the Water Treatment Facilities and of the transactions relating thereto, as well as of the operations of the Authority in accordance with generally accepted accounting principles as applied to governmental entities. Within one-hundred and eighty (180) days after the close of each calendar year, the Authority shall cause such records and accounts and all transactions of the Authority relating to the Water Treatment Facilities, with respect to such calendar year, to be audited by an independent certified public accountant as required by State law. A copy of each such audit shall be sent by the Authority to each Member and to the State auditor.

7.6 Exchange of Operating and Water Quality Information. Because the Water Treatment Facilities and each Member's water distribution system are interconnected and operate as part of consecutive water systems, the Authority and each Member, shall to the extent permitted by law, freely exchange operating and water quality information regarding their respective water facilities, including but not limited to: (i) the rate, volume, and quality of water delivered to the Water Treatment Facilities by the Member, as well as the rate, volume and quality of water delivered by the Authority to that Member; (ii) the Authority's and each Member's short and long-range supply and demand projections; (iii) any information that the Authority and each Member has

concerning any chemicals or other additives that are a part of the Authority's and each Member's water treatment or water pre-treatment process, if applicable; (iv) whatever information the Authority and each Member has concerning the age and chemical make-up of treated water in the Member's distribution system, including any storage that is a part of that system; and (v) all information that the Authority and each Member has concerning their respective SCADA systems and other forms of data sharing.

The Authority and Member understand and agree that in order for a Party to respond ("Responding Party") to inquiries or requests for information from either State or Federal regulatory agencies or any request under the Colorado Open Records Act, as the same may be received from time to time, it will be necessary for the Responding Party to obtain information in the possession of or under the control of the other Party, including but not limited to, the information described in subsections (i)-(v) above. Accordingly, each Party, without further consideration, agrees to provide all information that is in its possession or under its control, and that is relevant or in any way relates to any such required response by the Responding Party, as soon as is reasonably practicable. When a request is made by a Responding Party, the other Party shall, within two business days, acknowledge receipt of the request and provide an estimate as to when the requested information will be available, but in no event longer than seven (7) business days from the date the information request is received.

ARTICLE VIII. ANNUAL BUDGET

8.1 Annual Budget. Annually, the Authority shall prepare, or cause to be prepared, a proposed budget for the ensuing calendar year that will include all items of revenue and expense necessary to operate, maintain, repair, replace and expand, when applicable, the Water Treatment Facilities and to operate the Authority during the ensuing calendar year. The annual budget shall be prepared and thereafter adopted in accordance with all applicable budget laws. It is recognized that the Authority's Members must also comply with applicable budget laws, and that a portion of each Member's budgeted expenditures will be derived from the Authority's annual budget. Accordingly, as part of the Authority's annual budget process, the Authority will, in a timely manner, considering the budgetary timeline of the Members: (i) forward a copy of the proposed annual budget to each of the Members; and (ii) meet, at the request of any Member upon due notice to all the Members, to respond to questions and consider comments from the Members on the proposed budget.

8.2 Hearing on Proposed Budget. The Authority shall hold a public hearing on each proposed annual budget in accordance with applicable budget law at which any Member or other party may appear in person or by agent or other representative and present objections or comments to the proposed budget for the ensuing calendar year. Notice of the time, date and place of each hearing shall be published at least once in a newspaper of general circulation within the Authority's service area, in accordance with

State law. The Authority shall, also prior to the hearing, cause a copy of the notice of the budget hearing to be delivered to each Member.

8.3 Adoption of Annual Budget. The Authority shall adopt the annual budget for such calendar year (hereinafter referred to as the “Annual Budget”) in a manner and time frame in accordance with State law, but shall attempt to do so on or before the tenth day of November, next preceding each calendar year. A copy of the Annual Budget shall be filed with each Member and with the Division of Local Government within the Department of Local Affairs, State of Colorado.

8.4 Amendment of Annual Budget. If necessary, the Authority may at any time adopt an amended or supplemental Budget.

8.5 Failure to Adopt Annual Budget. In the event a budget for the ensuing calendar year has not been adopted on or before December 31 of the prior calendar year, Ninety Percent (90%) of the total amount appropriated for operation and maintenance expenses for the preceding calendar year shall be the total amount of the temporary budget for such purposes for the ensuing calendar year. Such temporary budget shall be effective only until such time as a budget has been finally adopted and approved.

ARTICLE IX. RATES, FEES AND CHARGES

9.1 Establishment of Rates, Fees and Charges. The Board shall establish rates, fees and charges sufficient to defray all costs of operating the Authority and operating, maintaining, repairing, replacing and expanding the Water Treatment Facilities, including providing for debt service, depreciation, charges for reserves, and any other financial obligations of the Authority.

9.1.1. Rates to Remain in Effect Until Changed. Once established, the rates, fees and charges provided for in this Article, shall remain in full force and effect until the revenues resulting from the collection of such charges becomes inadequate to defray the Authority’s costs as described above, or until the Board shall determine it necessary to raise or lower the charges for the treatment and delivery of water, subject to the provisions of Section 9.2. below.

9.1.2 Classifications for Rate Purposes. The Board may establish reasonable classifications between Members and non-Members for various purposes, including but not limited to rate making. The schedule of charges shall be uniformly applied to any similar users. Under the Establishing Contract, the Authority and Member agree that the Authority’s Board shall adopt water service rates and other charges to fully recover the Authority’s costs of treating and delivering water as determined by the Authority in the reasonable exercise of its discretion, together with such additional costs including, but not limited to, contingencies and reserve funds.

9.2 Rate Increases. The Authority and Member agree that the duration of this Member IGA is such that the passage of time will require changes in the charges to be made for the treatment and delivery of water hereunder. Accordingly, the Board may modify the schedule of charges for the treatment and delivery of water hereunder from time to time in its discretion provided that: (i) the Board shall notify each Member of the potential for an increase in water service rates and the projected increase at least thirty-five (35) calendar days prior to any formal Board action on any such increase; (ii) the Board shall notify each Member of any proposal for an increase in water service rates or other charges at least ten (10) business days prior to the Board meeting at which formal action on such proposal is scheduled; (iii) the new water service rates shall not become effective sooner than forty-five (45) calendar days after they have been adopted and shall not apply to water delivered by the Authority on or before the date of their adoption by the Board; (iv) the Board shall notify each Member of the new water service rates within ten (10) business days after they have been adopted by the Board; and (v) each Member may attend and participate in any rates workshop or public meeting held to discuss rates and may have access to rate information during the Authority's regular business hours.

9.3 Rate Methodology. Rates for delivery of water will be assessed to Members and non-Members that receive deliveries of water from the Authority in a manner which reasonably recovers the cost to serve each Member and non-Member. Costs recovered through other fees or charges, such as connection or system development charges, participation charges, or reimbursements are not included in the calculation of the revenue requirements for rates, but instead will be credited to the Member or non-Member depending upon the source of the payment. Generally the rate setting process will include: (i) a determination of the total amount of revenue required to be generated from rates ("Revenue Requirements from Rates"); (ii) allocation of the Revenue Requirements from Rates between the Members and any Non-Members, based on relative water demands and capacity needs of such Members and Non-Members; (iii) the design of water rates may include but is not limited to a fixed service charge and a volumetric charge per thousand gallons of water delivered. These charges will be designed to recover from each Member and non-Member within practical limits, the cost to serve the same.

9.3.1 Fixed Service Charge. The fixed service charge shall be designed to recover that portion of the Authority's annual fixed costs which the Board determines appropriate to recover from a fixed charge imposed monthly to provide sufficient cash flow to operate the Water Treatment Facilities, even if no water is produced, such as administrative costs, insurance, employee compensation, contract service costs, etc.

9.3.2 Volumetric Charge. The charge with respect to water treated and delivered by the Authority shall at all times be uniform as to all Members for the same type, classification and amount of water service, and shall give effect to the quantity differentials in the water delivered to the Authority and treated and delivered back by the

Authority to the Member. The volumetric charge shall be a fee per thousand gallons of potable water delivered to the Member.

9.4 Billing and Payment.

9.4.1. Fixed Service Charge. Each Member and Non-Member shall pay its fixed charge in equal monthly installments, in accordance with the schedule of rates and charges adopted by the Authority for the calendar year in accordance with this Member IGA.

9.4.2. Volumetric Charge. The Authority will bill each Member for the water delivered to the Member monthly, in arrears, based upon the metered volume of treated water delivered by the Authority to the Member and in accordance with the schedule of rates and charges adopted by the Authority for the calendar year in accordance with this Member IGA.

ARTICLE X. TERMS OF SERVICE

10.1 Points of Connection. Each Member shall be entitled to one point of connection to the Water Treatment Facilities through which raw water may be delivered to the Water Treatment Facilities and one point of connection through which treated water will be delivered by the Authority back to the Member (collectively, "Points of Connection"). The location of each Point of Connection shall be determined by the Authority in the reasonable exercise of its discretion. The Points of Connection for each Member shall be sized to accommodate the Member's Reserved Capacity in the Water Treatment Facilities based upon the engineering standards and operating procedures established by the Authority for the Water Treatment Facilities, but in no instance shall such connections be of a size that would exceed the 5,000,000 gallon per day capacity of the Water Treatment Facilities, unless specifically agreed to in writing by the Authority. Each Member shall submit engineering design plans to the Authority for the Member's Points of Connection for review and approval by the Authority before the Points of Connection are constructed. The Points of Connection shall be constructed either by the Member or the Authority and in accordance with a construction schedule, all of which shall be determined by the Authority in the reasonable exercise of its discretion, provided 100% of the design and construction costs for each Point of Connection shall be paid for by the Member. Each Point of Connection shall be equipped with metering and sampling equipment acceptable to the Authority for monitoring the volume of flow and the quality of water that is delivered to and from the Water Treatment Facilities.

10.2 Determination of Operating System Capacity. On or before September 30th of each calendar year, and based upon each Member's raw water delivery notification provided for below, the Authority shall determine the Operating System Capacity of the Water Treatment Facilities for the ensuing calendar year, and shall notify

each Member of its determination in writing. Such notification shall state the estimated minimum and maximum volume of water the Authority anticipates treating during the ensuing calendar year stated in terms of the annual acre feet of treated water that will be delivered in the aggregate by the Authority to all Members and to each Member separately, as well as the anticipated average daily and maximum daily peak flow of such deliveries.

10.2.1 Member Raw Water Delivery Notification. On or before September 15th of each calendar year, each Member that is entitled to receive treated water from the Authority shall advise the Authority in writing (“Member’s Raw Water Delivery Notification”) as to the minimum and maximum aggregate volumes of water the Member anticipates delivering to the Authority during the ensuing calendar year stated in terms of annual acre feet of water as well as in terms of the average daily and maximum daily peak flow.

10.2.2 Conditions on Members Raw Water Deliveries. Each Member shall deliver raw water to the Water Treatment Facilities at a pressure and rate of flow acceptable to the Authority so that the Authority can sustain reasonable operating conditions in the Water Treatment Facilities. The pressure and rate of flow for water deliveries to the Authority shall be determined by the Authority based upon engineering standards and such other requirements as are applicable to the Operation of the Water Treatment Facilities. Backflow prevention devices, if necessary, and water quality measuring devices, required for use of the Member’s capacity in the Water Treatment Facilities shall be approved by the Authority and shall be installed by the Member at the Member’s expense and thereafter owned and maintained by the Authority.

10.2.3 Modification of Raw Water Deliveries. Any Member’s Raw Water Delivery Notification may be modified in writing upon mutual agreement of the Authority and the Member, at any time before the beginning of the calendar year for which the Member’s Raw Water Delivery Notification was made, based upon water supply conditions, available capacity in the Water Treatment Facilities, infrastructure operating conditions, and any other factors determined pertinent by the Member and the Authority. In addition, a Member may deliver raw water to the Authority in excess of the amount stated in its Member’s Raw Water Delivery Notification, provided the Member has given written notice to the Authority of the Member’s intent to deliver excess raw water (“Excess Deliveries”) and the Authority has agreed to accept such Excess Deliveries and treat the same on the Member’s behalf. The Authority will determine in its sole discretion, whether to accept Excess Deliveries, or not.

10.3 Authority Control of Treated Water Deliveries. The Authority will control and determine the timing, rate of flow and volume of treated water deliveries to the Members on a daily and hourly basis. Operating protocols and procedures for communications between the Authority and its Members and in particular, their respective operators in responsible charge, shall be established by the Authority in

cooperation and with input from the Members. Subject to its statement of Operating System Capacity, the terms and provisions of this Member Agreement, and any circumstances beyond the control of the Authority, the Authority will maintain water deliveries each year to its Members in accordance with the determination of Operating System Capacity referred to in paragraph 10.2 above.

10.4 Water Quality. All water delivered to the Water Treatment Facilities by a Member, must meet or exceed the reasonable water quality standards as established from time to time by the Authority (“Water Quality Standards”). The Authority shall set or reaffirm the Water Quality Standards applicable to the Water Treatment Facilities at the time the Authority provides each Member with notice of the Operating System Capacity in the Water Treatment Facilities for the ensuing calendar year. Water Quality Standards may be changed by the Authority from time to time based upon governmental regulations, changes in a Member’s water quality, or because the mixture of water delivered to the Water Treatment Facilities has an undesirable impact on the quality of the water that can be delivered by the Authority to its Members.

10.4.1 Member Responsibility for Water Quality. Each Member shall be solely responsible for causing the raw water it delivers to the Water Treatment Facilities to meet the Authority’s Water Quality Standards, prior to delivering such water to the Water Treatment Facilities. Each Member shall monitor the water it delivers to the Water Treatment Facilities for compliance with the Water Quality Standards. The Authority shall have access to all Member monitoring devices and records. Any violation of the Authority’s Water Quality Standards shall be immediately reported by the Member to the Authority and all other Members. Any violation of the Water Quality Standards that continues for more than 24 hours or for more than seven (7) days in any three-month period may, in the Authority’s sole determination be grounds for suspending the Member’s right to deliver raw water to and receive treated water from the Authority. Upon the Member’s cure of the violation as evidenced through testing provided to the Authority by the Member, the Member’s deliveries of raw water to the Authority may resume. Each Member shall furnish records of the raw water quality delivered to the Water Treatment Facilities and deliver the same to the Authority on a schedule as determined by the Authority in the reasonable exercise of its discretion.

10.4.2 Authority Responsibility for Water Quality. The Authority shall be responsible for causing all water delivered by the Authority to a Member to meet or exceed all applicable Water Quality Standards as established by Federal or State law or regulation or as established by the Authority, whichever standard is more restrictive and protective of water quality.

10.5 No Obligation to Develop a Water Supply. The Authority shall have no obligation and assumes no liability to furnish or develop a source of water for the Water Treatment Facilities or to satisfy augmentation of water delivered to the Water Treatment Facilities for treatment.

10.6 Water Rights. The Authority shall make no claim to and shall have no ownership interest in any of the water rights used to support deliveries of untreated water to the Water Treatment Facilities or in or to any of the treated water that is delivered back by the Authority to the Members. All water delivered to the Authority by a Member shall remain under the dominion and control of the Authority.

10.7 Right to Terminate Service. The Authority shall have the right to terminate service to any Member for non-payment of the Authority's rates, fees, tolls or charges, for any other violation of this Member Agreement, or for any other violation of the Authority's rules and regulations concerning the Operation of the Water Treatment Facilities and/or the delivery of raw water to and delivery of treated water from the Water Treatment Facilities. Shut off shall occur no sooner than 7 days after delivery of written notice to Member, and only if to the Authority's reasonable satisfaction, the violation is not cured or diligent action taken to cure the violation within a reasonable period of time as deemed by the Authority. Notwithstanding any other provision of this Member Agreement to the contrary, the Authority shall not be required to give prior notice of any shut-off necessitated by an emergency as determined by the Authority. The Authority shall give any Member notice of such emergency shut-off concurrent with the shut-off or as soon as is reasonably practical following such emergency shut-off.

ARTICLE XI. EXPANSION OF WATER TREATMENT FACILITIES

11.1 Expansion-Engineering Report. The Authority, subject to availability of funds, shall take timely steps to ensure that the Water Treatment Facilities have adequate treatment capacity to meet the needs of the Members and non-Member users herein provided for. At such time as the Authority, based on generally accepted engineering principles and the growth and demand projections of the Members, determines that it is appropriate to expand the Water Treatment Facilities, be it the Phase II or Phase III expansions contemplated herein, or any other expansion of the Water Treatment Facilities, the Authority shall authorize the preparation of an engineering report. The engineering report, among other things, shall show the nature and extent of the proposed expansion, the projected costs thereof, including the projected share of such costs to be borne by each of the Members, and an initial estimated start and completion date of the expansion. The engineering report shall also calculate the then current Design System Capacity of the Water Treatment Facilities in terms of millions of gallons per day and what the Design System Capacity of the Water Treatment Facilities, shall be after completion of the expansion, all stated in terms of millions of gallons per day. When the engineering report has been received, the Authority shall give written notification to all Members of the date, time and location of a meeting of the Members to review the report, such meeting to be held within sixty (60) calendar days of the Authority's receipt of the report. A copy of the engineering report shall also be made available to each Member along with the notification of such meeting.

11.2 Member's Review. Each Member may submit comments and provide other input regarding the engineering report and any proposed expansion at any time, and in particular, at the meeting that will be held to review the report. The Authority shall take all comments into consideration and incorporate them into the final design of any expansion as the Authority determines appropriate.

11.3 Allocation of Expansion Costs. Unless the Authority provides service to a non-Member in accordance with an agreement approved by the Authority and all existing Members, each Member's share of the cost of any Water Treatment Facilities expansion shall be based upon and shall be in the same proportion as the Member's desired capacity of the Water Treatment Facilities expansion. For example, if the cumulative Construction Costs of a proposed expansion is \$6 million, and a Member's desired share of the proposed 4 MGD Water Treatment Facilities' Design System Capacity is 1.0 MGD (25%) that Member's estimated cost of the proposed expansion will be \$1,500, 000 calculated as follows:

$$\$6,000,000 \times 1.0 \text{ MGD}/4.0 \text{ MGD} = \$1,500,000.$$

If the Authority allocates capacity to a non-Member, then the above-referenced formula shall be modified based upon the proportionate share of the design capacity of the Water Treatment Facilities that is allocated to the Members and any non-Member.

11.4 Payment of Estimated Expansion Costs. The Authority shall not award a contract for the construction of any expansion phase of the Water Treatment Facilities, or for the design of any such expansion without having a deposit from each Member sufficient to fund the Member's contractual obligations relating thereto, or having evidence satisfactory to the Authority that each Member has made arrangements for financing the Member's share of the estimated projected construction and/or design costs.

11.5 Non-Participating Member. Any Member not requiring additional capacity in the Water Treatment Facilities shall have the right not to participate in any proposed expansion or in the alternative, may participate to the extent the Member determines appropriate. In the event a Member elects not to participate in a proposed expansion of the Water Treatment Facilities, or does not arrange for the financing for its share thereof, the other Member shall have the option to complete the expansion by paying for the costs that the non-participating Member would otherwise have paid. Once a proposed expansion has been completed, each Member's share of the Design System Capacity of the Water Treatment Facilities shall be recalculated based upon the percentage of the actual construction costs for the expansion that each Member has paid, and Exhibit A and Exhibit B shall be updated appropriately.

11.6 Under Subscribed Expansion. If the Authority proposes to expand the Water Treatment Facilities pursuant to this Article XI and the proposed expansion is not 100% subscribed by the Members, the Authority in accordance with the procedures set

forth in Article XIII may offer the unsubscribed portion of the additional capacity to a Non-Member upon such terms and conditions as agreed to by the Authority and Members.

ARTICLE XII. REPLACEMENT AND REHABILITATION COSTS

12.1 Purpose. The Members agree that the cost for the replacement and rehabilitation of the Water Treatment Facilities, including the cost of changes or improvements to such Facilities required by law or regulation, can be considered either a capital cost or an operation and maintenance expense. The Members recognize that such replacements, rehabilitations and/or changes and improvements are not likely to result in increased water treatment capacity. This section of the Member IGA is intended to provide the basis for appropriately categorizing such costs and the method for their payment.

12.2 Water Treatment Facility Replacement Fund. The Authority will, using accepted methods of accounting, establish a Water Treatment Facility Replacement Fund for the purpose of accumulating the funds necessary to replace and rehabilitate the Water Treatment Facilities, as needed. The Water Treatment Facilities Replacement Fund will be segregated into two fund categories – one for the Water Treatment Plant and the other for the Deep Injection Well, due to their markedly different depreciation schedules. The Authority will determine the level to which the Water Facility Replacement Fund shall be funded each year out of the Authority’s revenues. The Authority shall also determine a target level or aggregate amount of funds that shall be kept in the Water Treatment Facility Replacement Fund. No part of Water Treatment Facility Replacement Fund shall be used to defray any operation or maintenance expenses. The Authority will provide to all participants an annual accounting of the Water Treatment Facilities Replacement Fund that shall show the revenues and expenditures from the Fund on an annual basis.

12.3 Records. The Authority shall keep complete records of all Replacement and Rehabilitation Costs incurred by the Authority. Any Member may examine and audit the Authority’s records during regular business hours at any time upon three (3) days’ advance written notice.

12.4 Replacement and Rehabilitation Costs. As used in this Member IGA, the term “Replacement” and/or “Rehabilitation Costs” shall mean any repair to or replacement of any portion of the Water Treatment Facilities that does not provide for a planned increase in the capacity of the Water Treatment Facilities, but which costs \$25,000 or more and which extends the useful life of the Water Treatment Facilities by more than five (5) years. Any rehabilitation and replacement expenditures that are less than \$25,000 or which do not extend the useful life of the Water Treatment Facilities by more than five (5) years shall be treated as an operation and maintenance expense. Replacement and/or Rehabilitation shall include, but shall not be limited to, all

reasonable engineering, design, inspection and other consultant costs such as geotechnical engineers, contractor costs, material costs, labor costs and equipment costs.

12.5 Unplanned Design System Capacity Increase. Any unintended increase in the Design System Capacity resulting from a repair or replacement expenditure caused by such things as, but not limited to, capacity increases resulting from technological changes, shall be assigned to Member's pro rata based upon each Member's reserved capacity.

12.6 Authority to Incur Debt. The Authority shall have authority to incur revenue debt for the purpose of paying Replacement and Rehabilitation Costs to the extent such costs cannot be funded from the Water Replacement Reserve Fund.

ARTICLE XIII. RESTRICTION ON TRANSFER OF CAPACITY

13.1 General Restriction on Transfer. Except as permitted in accordance with this Article XIII, no Member shall transfer all or any portion of its capacity in the Water Treatment Facilities.

13.2 Prohibited Transfer is Void. Any transfer or attempt to transfer any capacity in the Water Treatment Facilities in violation of this Member Agreement, shall be null and void, and the purported transferee of any such capacity shall not be treated as the owner or beneficiary of any such capacity for any purpose.

13.3 Right of First Refusal. Each Member and the Authority shall have a continuing right of first refusal ("ROFR") with respect to any proposed transfer of capacity in the Water Treatment Facilities by a Member. The right of first refusal vests first with the Members and then with Authority.

13.3.1 Notice of Offer to Sell. If a Member decides to offer for sale, all or any portion of such Member's capacity in the Water Treatment Facilities ("Offering Member"), such Offering Member shall notify the Authority and the other Member(s) of its decision in writing ("Notice of Offer to Sell"). The Notice of Offer to Sell shall include the capacity being made available for sale and the relative Subscription Fee and Plant Investment Fee paid by the Offering Member based on the costs allocated in Exhibit A and Exhibit B, respectively, with no interest or additional value added.

13.4 Authority and Other Member's Right to Purchase. Within forty (40) working days of receiving the Notice of Offer to Sell ("Notice Period") the other Member shall either elect to purchase the Offering Member's capacity in writing (Notice to Exercise ROFR) or to decline (Notice to Decline ROFR). At the conclusion of the Notice Period or upon receipt of the Notice to Decline ROFR, whichever occurs first, the Authority shall have a Notice Period in which to elect or decline the ROFR.

13.5 Notice to Exercise ROFR is Not Delivered. If no Member or the Authority elect to purchase the Offering Member's capacity in accordance with the provisions of this Article XIII, the Selling Member may sell its offered capacity in the Water Treatment Facilities to a third-party upon such terms and conditions as the Selling Member and the third-party agree; provided, the third-party enters into an agreement acceptable to the Authority and the Members concerning the third-party's use of the purchased capacity.

ARTICLE XIV. MISCELLANEOUS PROVISIONS

14.1 Further Assurance. From time to time, at the request of a Member or the Authority, each Member shall, without further consideration, execute and deliver such further instruments, and shall take such further action as may be reasonably required to fully effectuate the purposes of this Member Agreement including the providing of operational and water quality information as more particularly provided in Article VII, Section 7.6.

14.2 Entire Agreement. This Member Agreement embodies the entire Agreement and understanding between the Parties hereto with respect to the subject matter hereof, and supersedes all previous agreements and understandings relating to the Membership in the Authority.

14.3 Assignment, Sale or Transfer. No Member shall have the right to sell, transfer or assign its interests in this Member Agreement, or any portion thereof, or any capacity in the Water Treatment Facilities without strict compliance with this Agreement, or the prior written consent of all Members.

14.4 Binding on Successors. This Agreement shall be binding upon and inure to the benefit of the respective successors and permitted assigns of the Members hereto. Any assignment of this Agreement shall be subject to the approval of the Authority and its Members and any such assignment without that approval, shall be null and void.

14.5 Severability. In case any one or more of the provisions contained in this Member Agreement, shall be invalid, illegal, or unenforceable in any respect, the validity, legality and enforceability of the remaining provisions contained herein shall not in any way be affected or impaired thereby.

14.6 Headings. The Article, Section, and Subsection headings contained in this Member Agreement are for reference purposes only and shall not in any way affect the meaning or interpretation of this Member Agreement.

14.7 Force Majeure. No Party hereto shall be considered in default in its performance of its obligations under this Member Agreement, to the extent that the performance of any such obligation is prevented or delayed by any cause, now existing or

in the future, which is beyond the reasonable control of the affected Party, including, but not limited to, acts of god, earthquakes, labor disputes, civil commotion, war events beyond the reasonable control of the Parties, such as regulatory restrictions or requirements, permit issuance, and the like. In the event a Party claims that the performance of its obligations is prevented or delayed by any such cause, the Party shall promptly notify the other Party of that fact and of the circumstance preventing or delaying performance. Such Party so claiming a cause or delayed performance shall endeavor to the extent reasonable, to remove the obstacles which preclude performance.

14.8 Damages. Firestone shall not be liable to Little Thompson, to the Authority, or to any other Member that may be admitted pursuant to the terms of this Member IGA or the Establishing Contract for consequential, indirect, punitive or special damages.

14.9 Most Favored Party. The terms and provisions of the Member intergovernmental agreements for each of the St. Vrain Water Authority Members shall be substantially similar and in no event shall the Authority offer a Member IGA to another St. Vrain Water Authority Member with more favorable provisions based upon all the terms and conditions of this Member IGA as a whole, without first offering to Firestone the opportunity to amend this Member IGA to contain such favorable provisions.

14.10 No Third-Party Beneficiaries. The Parties hereto are the only parties to this Member Agreement, and the only persons or entities entitled to enforce its terms.

14.11 Non-Waiver of Immunity. This Member Agreement shall not be construed to waive any of the privileges or immunities the Parties or their respective officers, employees, successors, and/or assigns are lawfully to pursuant to law, including, but not limited to, the Colorado Governmental Immunity Act, C.R.S. 24-10-101 et seq., as amended and any other privilege or immunity of the Parties.

14.12 Authority Financial Obligations. None of the Authority's financial obligations shall be binding upon or in any way be deemed to be a financial obligation of either Firestone or Little Thompson.

In witness whereof, the Parties have executed this Member Agreement as of the effective date set forth above.

TOWN OF FIRESTONE

By: _____
Bobbi Sindelar, Mayor

Attest:

ST. VRAIN WATER AUTHORITY

By: _____
Julie Svaldi, President

Attest:

EXHIBIT A **SUBSCRIPTION FEE**

Phase 1 Subscription Fee: Non-Construction Costs			
Item	Phase 1 1.5 MGD	Firestone Phase 1 Fee (1.25 MGD)	LTWD Phase 1 Fee (0.25 MGD)
Land Purchase	\$ 406,667	\$ 338,889	\$ 67,778
Water Quality Sampling	\$ 49,000	\$ 40,833	\$ 8,167
Legal	\$ 50,000	\$ 41,667	\$ 8,333
Other professional	\$ 50,000	\$ 41,667	\$ 8,333
Design/Permitting	\$ 862,100	\$ 718,417	\$ 143,683
CMAR Contract (Design)	\$ 17,400	\$ 14,500	\$ 2,900
Injection Well Permitting and Design	\$ 340,000	\$ 283,333	\$ 56,667
Total Non-Construction Cost	\$ 1,775,167	\$ 1,479,306	\$ 295,861

Member's Capacity	MGD	%
Little Thompson Water District	0.25	16.7%
Town of Firestone	1.25	83.3%
Total	1.50	100.0%

EXHIBIT B

Phase 1 Plant Investment Fee: Construction Costs			
Item	Phase 1 1.5 MGD	Firestone Phase 1 Fee (1.25 MGD)	LTWD Phase 1 Fee (0.25 MGD)
WTP Building and Process Equipment	\$ 17,997,128	\$ 14,997,607	\$ 2,999,521
Deep Injection Well	\$ 9,070,000	\$ 7,558,333	\$ 1,511,667
Construction Engineering	\$ 995,300	\$ 829,417	\$ 165,883
WTP FF&E	\$ 100,000	\$ 83,333	\$ 16,667
Sanitary Sewer Tap Fee	\$ 45,200	\$ 37,667	\$ 7,533
2" Water Service (water+tap)	\$ 350,574	\$ 292,145	\$ 58,429
Dry Utilities (gas, electrick, comm)	\$ 182,287	\$ 151,906	\$ 30,381
Total Construction Cost	\$ 28,740,489	\$ 23,950,407	\$ 4,790,081

Member's Cumulative Capacity	MGD	%
Little Thompson Water District	0.25	16.7%
Town of Firestone	1.25	83.3%
Total	1.50	100.0%

Phase 2 Plant Investment Fee: Construction Costs			
Item	Phase 2 0.75 MGD	Firestone Phase 2 Fee (0.375 MGD)	LTWD Phase 2 Fee (0.375 MGD)
WTP Building and Process Equipment	\$ 1,000,000	\$ 500,000	\$ 500,000
Deep Injection Well	\$ -	\$ -	\$ -
Construction Engineering	\$ -	\$ -	\$ -
WTP FF&E	\$ -	\$ -	\$ -
Sanitary Sewer Tap Fee	\$ -	\$ -	\$ -
2" Water Service (water+tap)	\$ -	\$ -	\$ -
Dry Utilities (gas, electrick, comm)	\$ -	\$ -	\$ -
Total Construction Cost	\$ 1,000,000	\$ 500,000	\$ 500,000

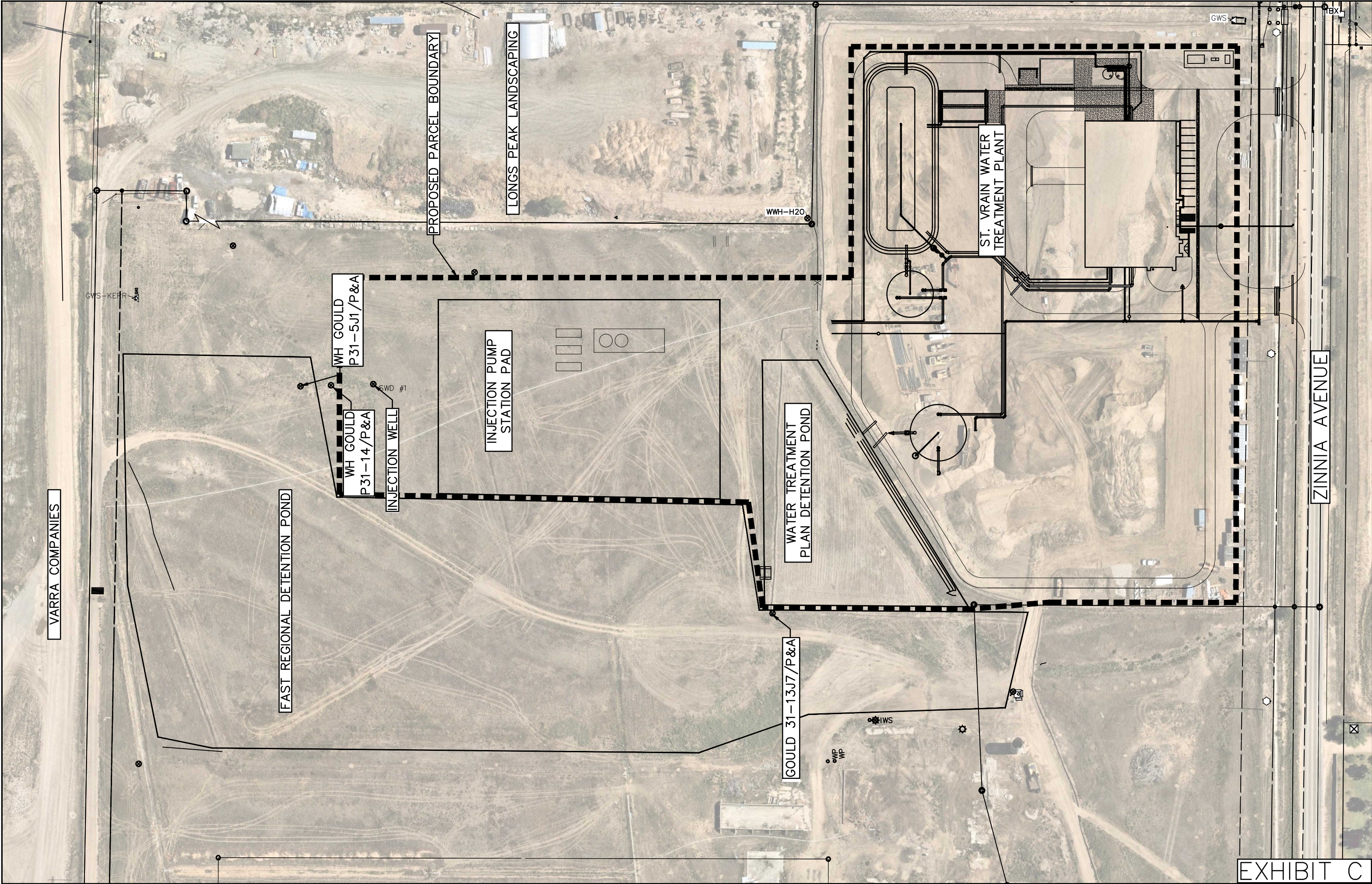
Member's Cumulative Capacity	MGD	%
Little Thompson Water District	0.625	27.8%
Town of Firestone	1.625	72.2%
Total	2.250	100.0%

	2.25 MGD	Firestone (1.625 MGD)	LTWD (0.625 MGD)
Cummulative Cost	\$ 29,740,489	\$ 21,479,242	\$ 8,261,247
Resolved PIF Payments		\$ (2,471,165)	\$ 3,471,165

Phase 3 Plant Investment Fee: Construction Costs			
Item	Phase 3 2.75 MGD	Firestone Phase 3 Fee (2.375 MGD)	LTWD Phase 2 Fee (0.375 MGD)
WTP Building and Process Equipment	\$ 12,000,000	\$ 10,363,636	\$ 1,636,364
Deep Injection Well	\$ -	\$ -	\$ -
Construction Engineering	\$ -	\$ -	\$ -
WTP FF&E	\$ -	\$ -	\$ -
Sanitary Sewer Tap Fee	\$ -	\$ -	\$ -
2" Water Service (water+tap)	\$ -	\$ -	\$ -
Dry Utilities (gas, electrick, comm)	\$ -	\$ -	\$ -
Total Construction Cost	\$ 12,000,000	\$ 10,363,636	\$ 1,636,364

Member's Cumulative Capacity	MGD	%
Little Thompson Water District	1.000	20.0%
Town of Firestone	4.000	80.0%
Total	5.000	100.0%

	5 MGD	Firestone (4 MGD)	LTWD (1 MGD)
Cummulative Cost	\$ 41,740,489	\$ 33,392,391	\$ 8,348,098
Resolved PIF Payments		\$ 11,913,149	\$ 86,851





FOURTH QUARTER SERVICE REPORT
October 1 – December 31, 2020

Prepared for: **The Town of Firestone**

**FREDERICK-FIRESTONE
FIRE PROTECTION
DISTRICT**
*Leading Together,
By Serving Together*



**OFFICE OF THE
FIRE CHIEF**
Office: 303.833.2742
Fax: 303.833.3736
E-Mail: jyoung@fffd.us

January 15, 2021

Town of Firestone
151 Grant Ave
Firestone, CO 80520

Mayor Sindelar, Honorable Trustees, and Town Manager Krieger,

In compliance with the District's Inter-Governmental Agreement (IGA) with the Town of Frederick, enclosed is the written quarterly service report of our performance during the 4th Quarter of 2020. The report contains three (3) categories, response times, training hours, and community risk reduction activities for the Fire District.

The response time report contains two (2) sections; total average response time and explanations for response times over seven (7) minutes. The average response time required by the IGA is 5.5 minutes 80% of the time. The District responded to a total of 607 fire, rescue and medical emergency incidents between October 1 and December 31, 2020, with an average emergency response time of 4 minutes and 45 seconds. The summary of responses over seven (7) minutes can be found on the *Incident Response Time Overages* report. Please note, it is District policy not to respond emergent to routine incidents such as blood draws, agency assist calls, or other non-emergency and non-life-threatening situations. For a specific explanation of all overages, please see the report.

The training report is divided into two (2) sections as well, fire and rescue training hours and emergency medical training hours. All training conducted by the District is taught according to State of Colorado Division of Fire Prevention & Control standards which in turn encompass International Fire Services Accreditation Council (IFSAC) and National Fire Protection Association (NFPA) standards. All medical training is approved by the District's Medical Director to meet or exceed Denver Metropolitan Medical Care Protocols. For the 4th Quarter of 2020, District employees and reserves participated in 4,195 hours of fire, rescue, and emergency medical service training.

The Community Risk Reduction Division completed 118 fire safety inspections during the 4th Quarter of 2020. Additionally, 9 Certificates of Occupancies were issued for businesses in the District. Also, there were two (2) fire investigations completed during the fourth quarter.

➤ **District Updates and News for the Fourth Quarter of 2020**

- o District Staff attended numerous virtual Weld County meetings through the months of October – December 2020. Which included the Communication Board Meetings, County Workgroups, CAD Workgroup meetings, E911 Board, MAC Group, LEPC and the Weld County Utility Board Commission. To include multiple ongoing COVID-19 virtual meetings with the Health Department and Weld County OEM and Weld County Fire Chiefs Association continuing throughout the 4th Quarter of 2020.
- o The District hosted and Chief Young led the Weld County Fire Chief's Association meetings in the 4th Quarter. Topics were upcoming potential of Civil Unrest, Wildland Deployment Improvements, Resource Ordering through the County, Dispatch Services, CAD Implementation, County wide ambulance licensing, Amendment B repeal, COVID Vaccines and response. Chief Young was reelected for another two-year term as the President of Weld County Fire Chiefs.
- o Chief Young and the Planning Section met with the Town of Frederick's Town Manager, Finance Director and Lead Engineer to discuss in detail the potential Impact Fee schedule of the District and collected by the Town of Frederick beginning in 2021.
- o Chief Staff attended the annual Colorado State Fire Chiefs business meeting. Discussion topics were current and upcoming legislation, state resources and wildland coverage, financial impacts of COVID, COVID response and numbers increasing across the state, potential civil unrest during and after the election, new officers' election for the next two (2) years, revenue stabilization for Fire Districts across the state with changes in oil and gas and the movement of Colorado Rising Action Committee to reduce all residential and non-residential assessment rates in 2022.
- o Staff has been working with Emergency Management Coordinator Garner to update the All-Hazards Comprehensive Emergency Operations Plan (EOP) and annexes. Staff has also been assisting her with the Whole Community Disaster Planning and Hazard Mitigation Plans with Weld County OEM being the lead on this project. Currently the revised and updated EOP will be provided to all the governmental agencies and policy makers in the first-quarter of 2021 for approval and adoption.
- o The District hosted the quarterly Carbon Valley Emergency Management Agency Advisory Board meeting. The topics of discussion and reviews were conducted on 2020 objectives, 2021 objectives, training topics for all staff, table-top exercise in 2021 and Emergency Operations Center needs for 2021 and associated planning.
- o Chief Young is working with AirLife/HCA HealthOne on the renewal of their lease at Station 2. The lease agreement expires at the end of February 2021. AirLife and the District came to an agreement to renew the lease for another two (2) years for 2021 – 2022.
- o Through ongoing discussion with Weld County Office of Emergency Management and Weld County Public Health. The District became a testing site for COVID-19 for all first responders of the Carbon Valley area in the 4th Quarter of 2020.

- o The District's Board of Directors approved the 2021 Budget and all associated projects and programs associated with the 2021 budget in December of 2020. We ask the trustees to visit our website at www.fffd.us to find our new 2021 – 2026 Strategic Plan, 2021 Budget and Budget Message.
- o The District is looking forward to meeting with the Town Trustees in the near future to provide them our annual outlook and report out on what is happening with your Fire District.
- o *As an Annex to this quarterly report, please find our 2021 – 2026 Strategic Plan. For those of you that participated in the external stakeholder focus, thank you. Without your assistance this project would have been much more difficult to obtain. I hope that each of you have time to take a look at the complete strategic plan and if you have questions or concerns, please let me know.*

Please review the enclosed materials and supporting data at your convenience. If you have any questions or should you need any additional information, please feel free to contact me. As always, if we can do anything to improve our service to the Town, please do not hesitate to contact me directly.

Respectfully,

A handwritten signature in blue ink, appearing to read "Jeremy A. Young", enclosed within a yellow rectangular border.

Jeremy A. Young MS, EFO, CFO
Fire Chief

Mission Statement

To enhance your quality of life, by always earning trust, reducing loss of life, preventing harm and protecting property with compassion and integrity.

Vision Statement

The Frederick-Firestone Fire District and its members will be a model of excellence in emergency services, risk reduction, and life safety programs. We will strategically engage the needs of our community; while remaining committed to continuous organizational development through trust, involvement, innovation, creativity, and accountability; while consistently remaining rooted in service.

Organizational Motto

“Leading Together, By Serving Together”

**FREDERICK-FIRESTONE
FIRE PROTECTION
DISTRICT**



**ASSISTANT CHIEF
OF OPERATIONS**

Office: 303.833.2742

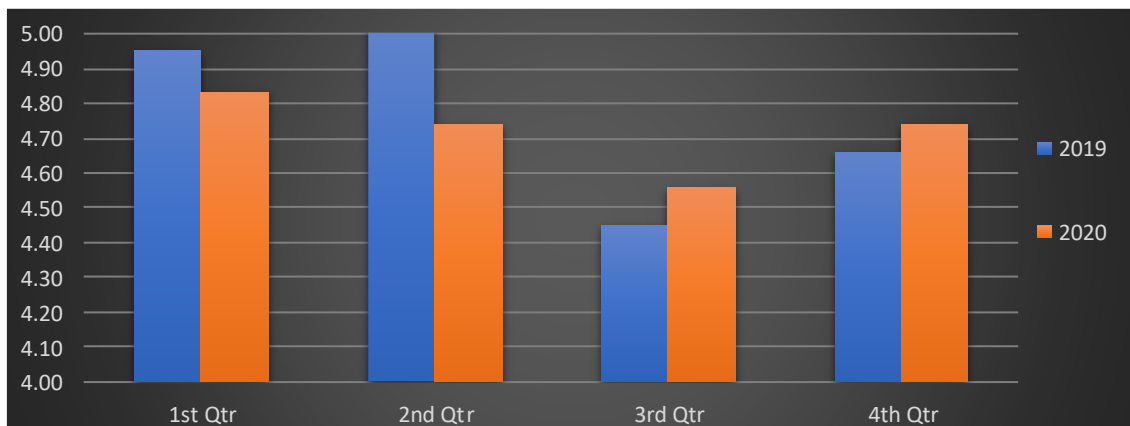
Fax: 303.833.3736

E-Mail: dprunk@fffd.us

**RESPONSE SUMMARY
October 1, 2020– December 31, 2020**

	<u>2019</u>	<u>2020</u>
Total incidents October – December:	584	607
Total number of non-emergency response calls:	297	338
Total number of emergency response calls:	287	269
<u>Total number of patient transports by ambulance:</u>	<u>256</u>	<u>254</u>
Average response time for emergency response calls:	4.66 min	4.74 min

**Average Emergency Response Times
(Minutes & Seconds)**



**FREDERICK-FIRESTONE
FIRE PROTECTION
DISTRICT**



**ASSISTANT CHIEF
OF OPERATIONS**

Office: 303.833.2742

Fax: 303.833.3736

E-Mail: dprunk@fffd.us

**RESPONSE TIME OVERAGES
October 1, 2020– December 31, 2020**

INCIDENT	DATE	ALARM TIME	RESPONSE MINUTES	EXPLANATION
Station 1				
2020-1703	10/12/2020	17:42	7	Dispatch alert/address issue
2020-1820	10/27/2020	03:47	11	Dispatch alert/address issue
2020-1890	11/05/2020	17:15	7	Dispatch alert/address issue
2020-2207	12/28/2020	00:51	7	Distance only no outside factors
Station 2				
2020-1644	10/03/2020	03:33	8	Distance only no outside factors
2020-1660	10/07/2020	10:24	7	Dispatch alert/address issue
2020-1681	10/09/2020	18:34	7	Distance only no outside factors
2020-2117	12/12/2020	20:43	8	Road conditions, weather/construction
2020-2150	12/18/2020	15:00	7	Distance only no outside factors
2020-2160	12/20/2020	05:53	7	Distance only no outside factors
2020-2222	12/30/2020	04:14	8	Road conditions, weather/construction
Station 3				
2020-1630	10/02/2020	01:46	8	Distance only no outside factors
2020-1642	10/03/2020	19:07	8	Distance only no outside factors
2020-1848	10/30/2020	10:57	7	Distance only no outside factors
2020-1893	11/06/2020	09:56	7	Primary unit in training/meeting
2020-1908	11/08/2020	02:20	7	Distance only no outside factors
2020-1911	11/09/2020	10:29	8	Distance only no outside factors
2020-1921	11/10/2020	15:02	7	Distance only no outside factors
2020-1933	11/12/2020	23:10	7	Distance only no outside factors
2020-1971	11/20/2020	14:18	8	Primary unit in training/meeting
2020-1990	11/22/2020	15:24	7	Distance only no outside factors
2020-1995	11/23/2020	22:26	7	Distance only no outside factors
2020-2010	11/25/2020	21:14	7	Distance only no outside factors
Station 4				
2020-1653	10/05/2020	11:43	7	Dispatch alert/address issue
2020-1714	10/14/2020	05:17	9	Distance only no outside factors
2020-1806	10/26/2020	08:44	7	Road conditions, weather/construction
2020-21111	12/12/2020	04:17	7	Road conditions, weather/construction

**FREDERICK-FIRESTONE
FIRE PROTECTION
DISTRICT**



**OPERATIONS SECTION
TRAINING DIVISION**

Office: 303.833.2742

Fax: 303.833.3736

E-Mail: bjoseph@fffd.us

**TRAINING SUMMARY
October 1, 2020– December 31, 2020**

Total Fire Training Hours October - December: 3,414 hours

Total EMS Training Hours October - December: 781 hours

Overview of Training Events in the 4th Quarter of 2020:

- All line personnel began and completed the Fire Behavior Curriculum Modules.
- A-shift and C-shift completed Live Fire Training evaluations. B-shifts was cancelled due to weather and will be made-up.
- Two (2) Paramedic/FF's completed their Paramedic Field Instruction Programs and one (1) Paramedic/FF started thief Field Instruction Program.
- One (1) EMT/FF completed their EMT Field Instruction Program
- All members of Recruit class 20-01 successfully completed their six-month recruit tests and evaluations.
- Twenty-four (24) members participated in the District's five-year strategic planning session.
- Trench Rescue Operations Training completed by all members
- Three (3) members attended initial Peer Support Academy and members attended quarterly updates.
- Members obtained the following state certifications:
 - Driver Operator / Driver Operator Pumper
 - Firefighter II
 - Fire Officer I and II
- All paramedics attended District paramedic meeting with Training Division over protocols and procedures.
- Personnel completed monthly emergency medical training provided by SCL and Target Solutions Courses.
- All members completed Stihl chainsaw training and maintenance.
- Para-Tec Rescue Training completed by all Tech. Rescue Team members.
- All line personnel completed doll house burns to study fire behavior in newer construction.
- Officers/acting officers meet with Training Division for Target Solutions on boarding and training.
- Personnel completed annual CPR renewals.
- Training Division continues to work on hiring process for recruit class 21-01.

**FREDERICK-FIRESTONE
FIRE PROTECTION
DISTRICT**



**ASSISTANT CHIEF OF
PLANNING**

Office: 303.833.2742

Fax: 303.833.3736

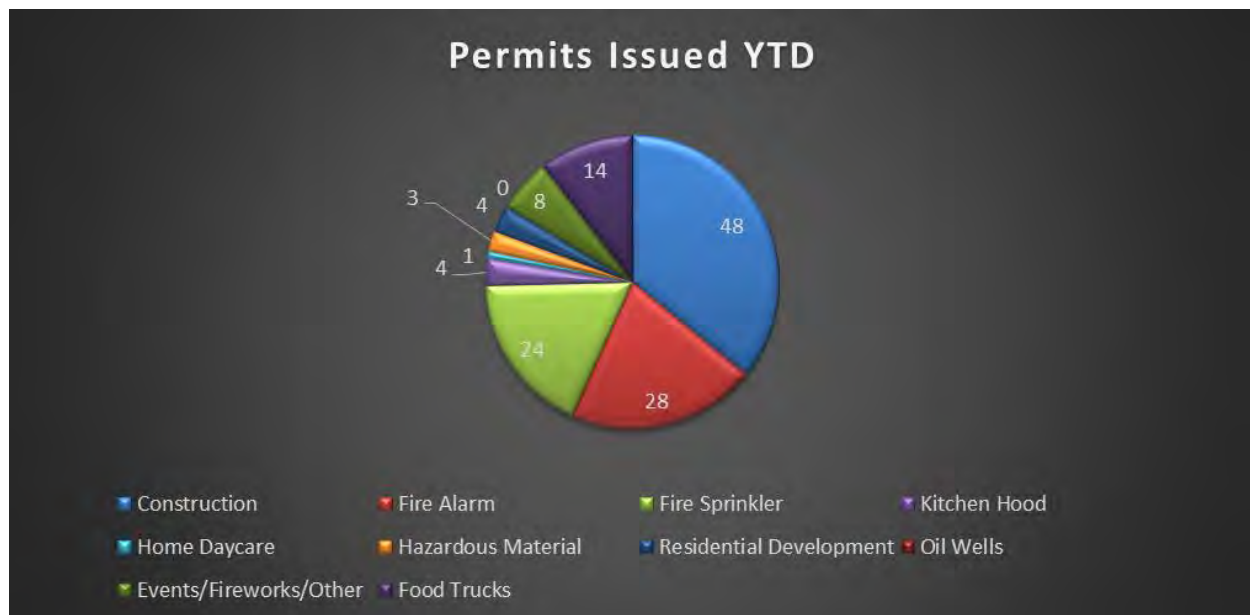
E-Mail: siacino@fffd.us

**PLANNING SECTION SUMMARY
October 1, 2020– December 31, 2020**

Fire Safety Inspections completed

- 118 Fire Safety Inspections in the 4th Quarter of 2020

New Construction Activity and Permits issued (year to date)



Certificate of Occupancy Inspections and completed projects 4th Quarter

- Easton Homes
- Universal RV
- Rinn Valley Church - AES Project
- Agilent Cafe
- Intec
- High Plains Marketplace Lot 5
- 3760 Monarch – Business Space
- 5641 Iris – Business Space
- 640 Main – Business Space

Fire Investigations in the 4th Quarter of 2020

- One (1) RV fire
- Three (3) Vehicle Fires
- There were sixteen (16) fires investigated during 2020
- 2020 property loss \$289,525.00
- 2020 property saved \$1,530,852.00 not including adjacent property or contents of the structure.

Youth Firesetter Program

- There were no new YFS cases during the 4th quarter

Community Outreach Programs / Pub Ed

- Continue to meet with the Towns of Frederick and Firestone to discuss the future of 2020 events.
- Completed CPR/AED Skills Check for some staff at GRC Consulting in Frederick.
- Began work on virtual learning and social media plans for Fire Prevention Week 2020.
- Monthly Meetings attended with Weld PIO and state groups.
- 16th Annual Santa Run was Dec. 18-20. Feedback from community and residents has been very positive.
- Applied for NFPA Community Risk Assessment pilot project called “My Sidewalk”. Should hear if the District was selected the first quarter of 2021.



FREDERICK - FIRESTONE FIRE DISTRICT 2021 - 2026 STRATEGIC PLAN



Facilitated by



Center for
Public Safety
Excellence

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Message from the Fire Chief



It is a privilege of our staff here at Frederick-Firestone Fire District to present the 2021 – 2026 Strategic Plan to enhance and solidify the services we provide to you, your family, and our community. This Community Focused Strategic Plan outlines the goals, objectives, and priorities for your Fire District and provides the path of success for your organization and our personnel. Today, all aspects of Public Safety are continuously subject to examination and scrutiny and you deserve accountability and transparency at every level. Our goal is to keep our public educated and informed while setting the course for a more enhanced service delivery in everything we do.

Our motto here at Frederick-Firestone Fire District is “Leading together, by serving together.” These are not just words for us, this is service in action to improve any situation

you may be experiencing. We are constantly scanning our environment and looking for ways and opportunities to add value, not only to each other but anyone who we come in contact with. Through improvements in our planning process and implementation of the service industry best practices, we will ensure the delivery of the highest quality of service to all who live, work, and visit our community.

On behalf of the men and women of Frederick-Firestone Fire District, we promise to challenge the status quo, look for new innovative ways and go above and beyond our community’s expectations. We will continue to be a serving leader in the fire and emergency medical services within our community, region, and state. We are excited about the future of Frederick-Firestone Fire District and I am proud and blessed each and every day to lead such a dedicated and exceptional team of public servants.

“Leaping into the unknown, when done alongside others, causes the solid ground of trust to materialize beneath our feet and erodes vulnerability within the organization.” Daniel Coyle

Jeremy A. Young, EFO, CFO
Fire Chief

Introduction

The Frederick-Firestone Fire District (FFFD) provides an all-hazards approach in the protection of the lives and property of the residents, businesses, and visitors of the towns of Frederick and Firestone and unincorporated areas of Weld County, Colorado. FFFD is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus, contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the department's path into the future via a "Community-Driven Strategic Plan." The following strategic plan was written with a basis in the Commission on Fire Accreditation International's (CFAI) fire and emergency service accreditation model and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

The CPSE utilized the community-driven strategic planning process to go beyond just the development of a document. It challenged the department's members to critically examine paradigms, values, philosophies, beliefs, and desires, and challenged individuals to work in the best interest of the "team." It further provided the department with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the organization's community and department stakeholders' groups demonstrated commitment to this important project and remain committed to the document's completion and future plan execution.



Frederick-Firestone Fire District
2021 – 2026 STRATEGIC PLAN
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FREDERICK - FIRESTONE FIRE DISTRICT

2021 - 2026 STRATEGIC PLAN

Organizational Background

The Frederick-Firestone Fire District is a quasi-municipal corporation and a political subdivision of the State of Colorado defined within Title 32 of the *Special Districts Act*. The District is located in Southwest Weld County, Colorado, and provides all-hazards emergency services to the Town of Frederick, the Town of Firestone, and portions of unincorporated Weld County.



The District was created by the citizens concerned about fire protection for their homes and businesses. The District was formed by order and decree of the District Court in Weld County, Colorado in 1975. The Frederick Fire Department became the Frederick Area Fire Protection District. In 2003, the Town of Firestone requested to be included in the protection area. The Frederick Area Fire Protection District then became the Frederick-Firestone Fire Protection District. In 2006, the District took full ownership of the Tri-Area Ambulance District and began emergency medical transport services within the fire district. Today, the District's jurisdiction consists of 36 square miles with a population of approximately 35,000 and is served by 66 full-time personnel. The District is governed by a five citizen-elected Board

of Directors and is operated by a full-time paid administrative staff, and paramedic and emergency medical technician firefighters.

The District provides advanced life support (ALS) emergency medical transport services, fire suppression, wildland fire services, fire prevention, fire and life safety code enforcement, public fire and medical education, fire investigation, technical rescue, swift water and ice rescue, hazardous materials mitigation, and community risk-reduction within its boundaries. These services are provided and identified within Intergovernmental Agreements (IGA) with both the towns of Frederick and Firestone, which establishes Frederick-Firestone Fire Protection District as the sole all-hazards emergency services provider within the corporate limits of both towns. These IGAs were established and require the District to align its boundaries with the towns whenever their boundaries expand through annexations of unincorporated Weld County. The District also provides these services outside its boundaries pursuant to numerous mutual aid and automatic aid agreements with other fire protection districts, municipal fire departments, and private emergency medical service organizations.



FREDERICK - FIRESTONE FIRE DISTRICT

2021 - 2026 STRATEGIC PLAN



Emergency services are provided through four fire stations, each having apparatus bays for housing vehicles and living areas for the district's paramedics, EMTs, and firefighters. In addition, the District's administration offices are located at 8426 Kosmerl Place in Frederick. The administration building houses all support sections including the Executive, Finance, Training, Planning and Operations staff. The building also hosts public education functions, community events, the Carbon Valley Emergency Management Agency, and the Carbon Valley Emergency Operations Center.



The District currently owns five Type-I fire engines, one aerial apparatus, one heavy rescue, two Type-VI brush trucks, one water tender, four ALS transport ambulances, and nine additional support vehicles. Over the past three years, the District has responded to an average of more than 2,400 emergency calls annually and improved the quality of life for more than 35,000 community members and visitors.

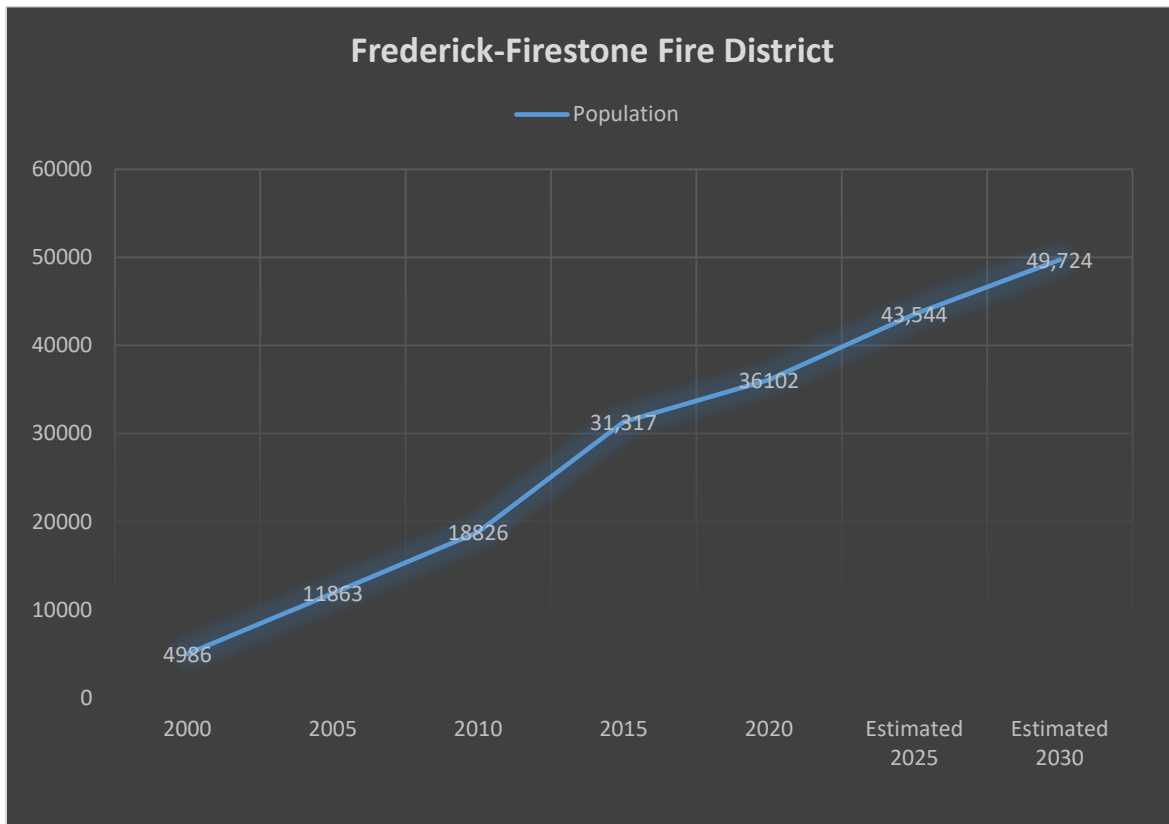


FREDERICK - FIRESTONE FIRE DISTRICT

2021 - 2026 STRATEGIC PLAN

Population Growth

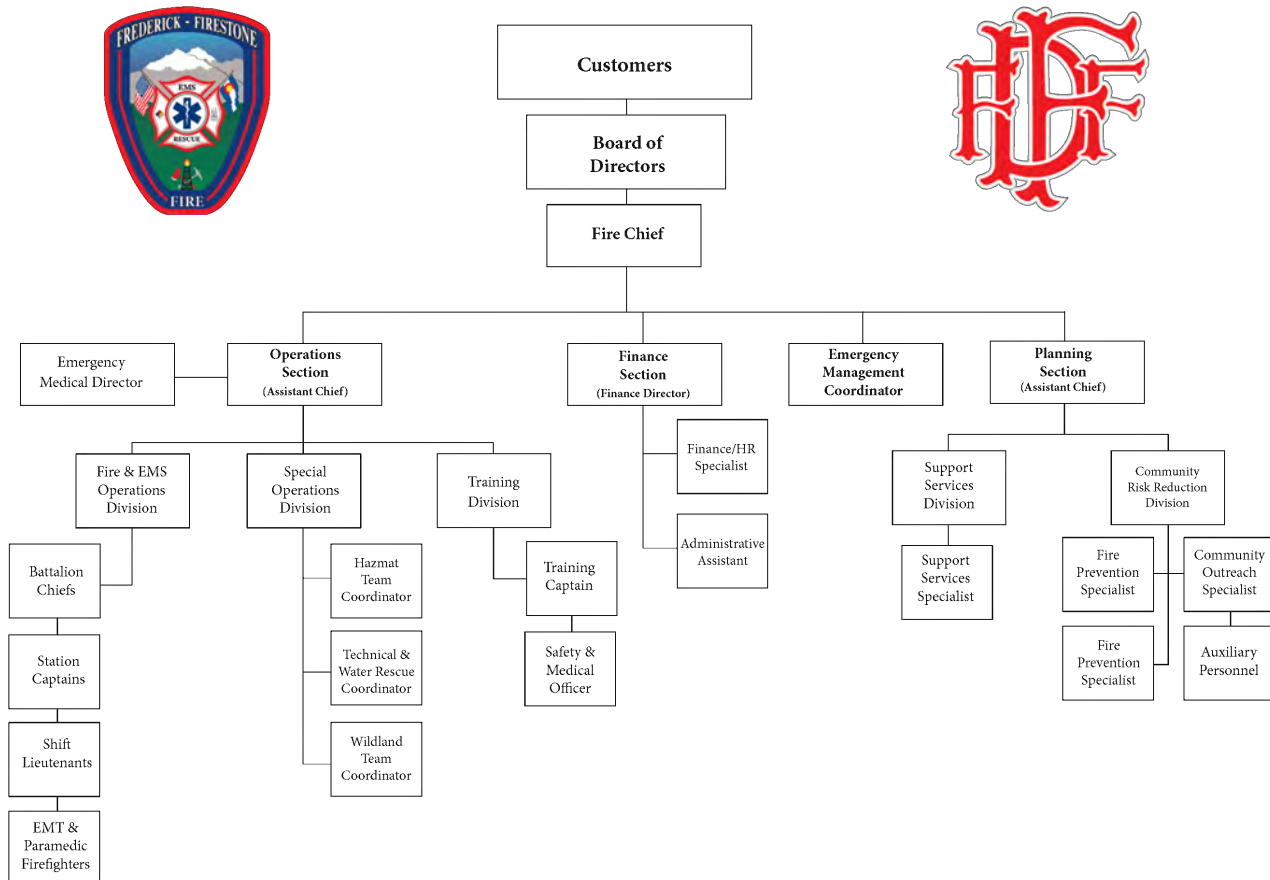
Population growth within the District is projected to continue up to a staggering 7% per year. The Towns of Frederick and Firestone continue to annex unincorporated area and increasing commercial and residential development within the District. Emergency and non-emergency calls for service are increasing as a result of the significant population growth and increased traffic flow. Nearly 79% of our requests for emergency services last year were related to medical situations: citizens needing an ambulance with immediate medical care needs. The District stands ready to respond to any call for service within the all-hazards definition of residential, commercial, wildland, and vehicle fires, hazardous materials emergencies, specialized/technical rescues and emergency management for large scale incidents, such as the 2013 Flood that devastated the Frederick - Firestone area.



FREDERICK - FIRESTONE FIRE DISTRICT 2021 - 2026 STRATEGIC PLAN

Organizational Structure

Frederick-Firestone Fire Protection District Organizational Chart



Community-Driven Strategic Planning

For many successful organizations, the voice of the community drives their operations and charts the course for their future. A community-driven emergency service organization is one that seeks to gather and utilize the needs and expectations of its community in the development and/or improvement of the services provided. To ensure the community remains a focus of an organization's direction, a community-driven strategic planning process was used to develop this strategic plan.

A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes the use of resources. The process of strategic planning can be defined as “a deliberative, disciplined approach to producing fundamental decisions and actions that shape and guide what an organization (or other entity) is, what it does, and why.”¹

¹ See Definition, Purpose, and Benefits of Strategic Planning (Bryson 8)



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Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning and no defined end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progression and success will be measured.

The Community-Driven Strategic Planning Process Outline

1. Define the programs provided to the community.
2. Establish the community's service program priorities and expectations of the organization.
3. Identify any concerns the community may have about the organization, along with aspects of the organization that the community views positively.
4. Revisit the mission statement, giving careful attention to the services and programs currently provided, and which logically can be provided in the future.
5. Revisit the values of the organization's membership.
6. Identify the internal strengths and weaknesses of the organization.
7. Identify areas of opportunity or potential threats to the organization.
8. Identify the organization's critical issues and service gaps.
9. Determine strategic initiatives for organizational improvement.
10. Establish a realistic goal and objectives for each initiative.
11. Identify implementation tasks for the accomplishment of each objective.
12. Determine the vision of the future.
13. Develop organizational and community commitment to accomplishing the plan.



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Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges and thanks the community and department stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes Fire Chief Jeremy Young and the team of professionals that participated for their leadership and commitment to this process.

Development of this strategic plan took place in September 2020, beginning with meetings hosted by a representative from the CPSE for members of the community (as named in the following table). The department identified community stakeholders to ensure broad representation. The community stakeholders were comprised of some who reside or work within the Frederick-Firestone Fire District's coverage area, and some who were recipients of FFFD's service(s).

Frederick-Firestone Fire District Community Stakeholders				
Jami Bedsaul	Bryce Borders	Lorri Brovsky	Don Conyac	Julia Davis
Barb Goettsch	Greg Goettsch	Katie Hansen	Danny Knutson	John Lee
Paula Mehle	Todd Norris	Roman Nykyforuk	Bryan Ostler	Elena Rosenfeld
Doug Sharp	Jennifer Simmons	John Splinter	Joe Turner	Greg Zadel



Community Stakeholders Work Session



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Community Group Findings

A key element of the Frederick-Firestone Fire District's organizational philosophy is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. Thus, the District invited community representatives to provide feedback on services provided by the department. Respondents were asked to provide a prioritized perspective of the programs and services provided by the department. Additionally, input was gathered during the meeting that revolved around community expectations and concerns (prioritized), as well as positive and other comments about the organization. Specific findings of the community stakeholders are provided in the appendix of this document. The department stakeholders utilized the full feedback from the community stakeholders in understanding the current challenges encountered within the organization. Additionally, the community stakeholders' feedback provided a process to ensure alignment with the work completed on the organizational mission, values, vision, and goals for improvement.



Community Stakeholders Work Session



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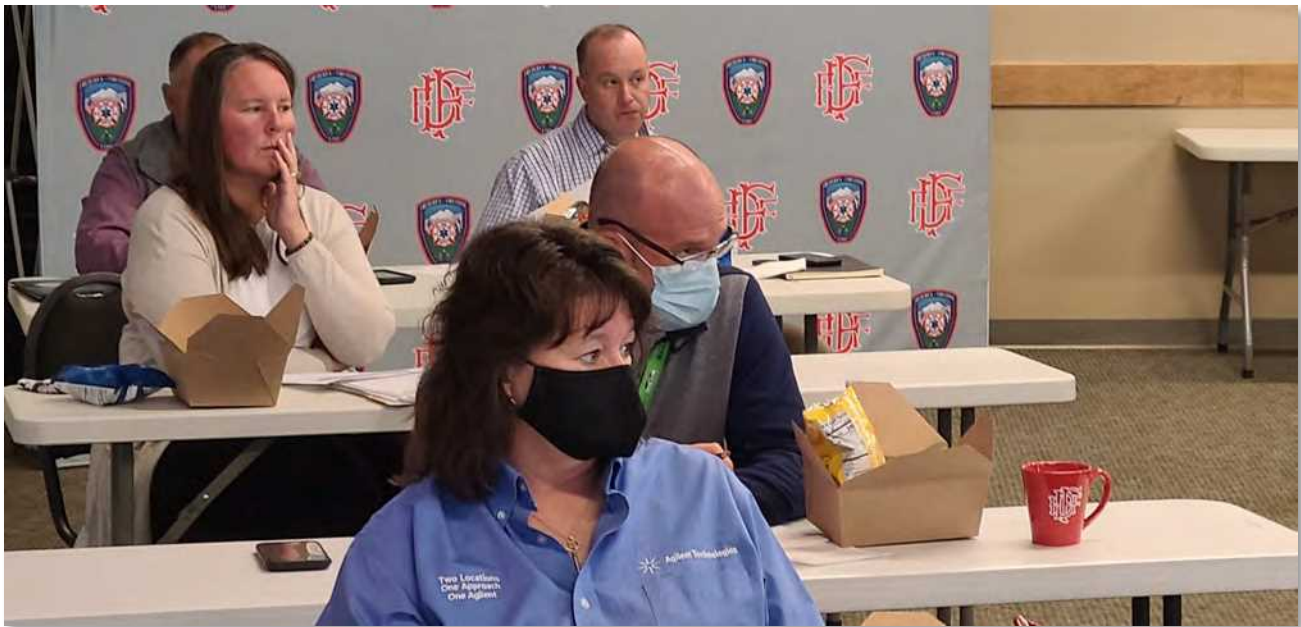
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Community Priorities

To best dedicate time, energy, and resources to services most desired by its community, the Frederick-Firestone Fire District needs to understand what the customers consider to be their priorities. With that, the community stakeholders were asked to prioritize the programs offered by the department through a process of direct comparison. The results were as follows:

Programs	Ranking	Score
Emergency Medical Services	1	140
Fire Suppression	2	129
Technical Rescue	3	103
Hazardous Materials Mitigation	4	82
Fire Investigation	5	65
Emergency Management	6	64
Community Risk Reduction	7	62
Wildland Fire Services	8	45
Public Fire and Life Safety Education	9	30

See Appendix 1 for a complete list of the community findings, including expectations, areas of concern, positive feedback, and other thoughts and comments.



Community Stakeholders Work Session



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Department Stakeholder Group Findings

The department stakeholder work sessions were conducted over the course of three days. These sessions served to discuss the organization's approach to community-driven strategic planning, focusing on the District's mission, values, core programs, and support services. Additionally, focus was given to the organization's perceived strengths, weaknesses, opportunities, and threats. The work sessions involved participation by a stakeholder group that represented a broad cross-section of the department, as named and pictured below.

Frederick-Firestone Fire District Stakeholders			
Chase Baldino	Adam Campbell	Summer Campos	Mike Cummins
Jaycee Dismuke	Courtney Dwyer	Chris Edwards	Francis English
Merrie Garner	Greg Gilbert	Steve Iacino	Bret Joseph
Chandler Martinez	Doug Prunk	Dave Puccetti	Nick Puccetti
Mike Reasoner	Garret Timm	Josh Venerable	Brian Verneti
Eli Vincent	Josh Williams	Jeremy Young	Matt Zaffree



Participating Internal Stakeholders



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Vision

The District's established organizational vision statement remains relevant for the agency and the community. It reads as follows:

The Frederick-Firestone Fire District and its members will be a model of excellence in emergency services, risk reduction, and life safety programs.

We will strategically engage the needs of our community; while remaining committed to continuous organizational development through trust, involvement, innovation, creativity, and accountability; while consistently remaining rooted in service.

Mission

The mission provides an internal aspect of the existence of an organization and, to a degree, an empowering consideration for all department members. The purpose of the mission is to answer the questions:

- Who are we?
- Why do we exist?
- What do we do?
- Why do we do it?
- For whom?



Department Stakeholders Work Session

A workgroup met to revisit the existing mission statement and, after ensuring it was aligned with community and organizational expectations, the group decided by consensus that the existing mission statement accurately reflected the district's mission, and no changes were made. The following mission statement was discussed and accepted by the entire group:

To enhance your quality of life by always earning trust, reducing the loss of life, preventing harm, and protecting property with compassion and integrity.



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Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to revisit the existing values and proposed minor revisions that were discussed, enhanced further, and agreed upon by the entire group:

Service

Our members believe in selflessly standing ready with duty, honor, and loyalty to help others during any time of need. This core value inspires our culture and is the cornerstone of our mission and vision.

Family

Our members believe in developing trusting relationships of emotional support with love and respect to serve one another, teach one another, and share life's joys and sorrows with one another for personal growth.

Professionalism

Our members believe in ownership, accountability, and mastery of their knowledge, skills, and abilities within our profession of emergency services, even as expectations and demands continue in the ever-changing world around us.

Compassion

Our members believe in empathy and kindness, which empowers us to do our best at relieving the suffering of physical, mental, and emotional misfortunes of others.

Integrity

Our members believe in maintaining strong moral and ethical principles of honesty, fairness, and respect in all aspects of life.

The mission and values are the foundation of this organization. Thus, every effort will be made to keep these current and meaningful so that the individuals who make up the Frederick-Firestone Fire District are guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.

Motto

“Leading Together, By Serving Together”



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Programs and Services

In order to ensure a deeper focus exists in determining issues and gaps within an organization, there must be a delineation between core programs and supporting services. Core programs are those core deliverables provided by the District. Supporting services are all of the internal and external programs and services that help the FFFD deliver its core programs.

The importance of understanding the difference is that issues and gaps may exist in core programs or supporting services, and the District's strategic approach may bring forth different considerations for improvement. Additionally, supporting services may be internal or external to the organization and requires understanding how the difference impacts their location within the analysis of strengths, weaknesses, opportunities, and threats if identified. Finally, it is important that the department stakeholders understand that in order to deliver the identified core programs, many local, state, and national supporting services support its delivery.

Through a facilitated brainstorming session, the department stakeholders agreed upon the core programs provided to the community, as well as many of the supporting services that support the programs. This session provided the sought understanding of the differences and the important key elements of the delineation.



Department Stakeholders Work Session



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SWOT Analysis

Through a SWOT analysis (strengths, weaknesses, opportunities, and threats), an organization candidly identifies its positive and negative attributes. The SWOT analysis also provides an opportunity for an organization to evaluate its operating environment for areas in which it can capitalize, as well as those that pose a danger. Department stakeholders participated in this activity to record FFFD's strengths and weaknesses, as well as the possible opportunities and potential threats. Information gathered through this analysis provides guidance toward the larger issues and gaps that exist within the agency. The information gleaned will assist the agency in finding its broader critical issues and service gaps.

Appendix 2 consists of the SWOT data and analysis collected by the department stakeholders.



Department Stakeholders Work Session

Critical Issues and Service Gaps

Following the identification and review of the department's SWOT, two separate groups of department stakeholders met to identify themes as primary critical issues and service gaps (found in Appendix 3). The critical issues and services gaps identified by the stakeholders provide further guidance toward the identification of the strategic initiatives, which will ultimately lend direction for the development of goals, objectives, critical tasks, and timelines.



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Strategic Initiatives

Based upon all previously captured information 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.

Frederick-Firestone Fire District Strategic Initiatives		
External Relationships	Community Engagement	Career Development
Capital Assets	Health and Wellness	Staffing

Goals and Objectives

To continuously achieve the mission of the Frederick-Firestone Fire District, realistic goals and objectives with timelines for completion must be established. These will serve to enhance strengths, address identified weaknesses, provide a clear direction, and address the concerns of the community. These should become a focus of the department's efforts, as they will direct the organization to its desired future while reducing the obstacles and distractions along the way. Leadership-established workgroups should meet and manage progress toward accomplishing these goals and objectives and adjust timelines as needs and the environment change. Regular reports of progress and changes should be shared with the FFFD's leadership.

Goal 1	Enhance the district's external relationships to improve services for our stakeholders/customers.		
Objective 1A	Identify a comprehensive list of external relationships that have a direct impact on service delivery and future service needs.		
Timeframe	6 months	Assigned to:	Executive Staff
Critical Tasks	- Form an external relationships committee comprised of the fire chief, three operational personnel, and three planning personnel. - Identify the district's core services. - Identify future service needs and trends. - Identify current and future external stakeholders who impact service delivery provided by the district. - Create a comprehensive list of services and external relationships for this initiative.		
Funding	Capital Costs: Unknown at this time	Consumable Costs: Monitoring	
Estimate	Personnel Costs: Budget	Contract Services Costs: Budget	



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Objective 1B	Research and analyze the district's current capabilities against current and future needs.		
Timeframe	6 – 9 months	Assigned to:	Executive Staff
Critical Tasks	• Review district core service effectiveness between stand-alone delivery and regional delivery. • Review relationship status with their service needs within external entities identified. • Review governing agreements against service needs. • Gather and review response and staffing data for service delivery and future needs. • Review community risk, service delivery, and needs against future growth and needs identified.		
Funding Estimate	Capital Costs: Unknown at this time Personnel Costs: Budget		Consumable Costs: Monitoring Contract Services Costs: Budget
Objective 1C	Utilize collective data and analysis findings to develop a communication process with identified external entities.		
Timeframe	12 months	Assigned to:	Executive Staff
Critical Tasks	• Utilize the data and committee recommendations to develop a communication process of current and future needs. • Determine types of communication to utilize. • Utilize subject matter experts and external entities to pilot communication process. • Revise the communication process as needed. • Obtain governing body approval for engagement and education.		
Funding Estimate	Capital Costs: Unknown at this time Personnel Costs: Budget		Consumable Costs: Monitoring Contract Services Costs: Budget
Objective 1D	Create engagement through education of governance and personnel on the communication process to foster relationships with identified external entities.		
Timeframe	3 – 6 months	Assigned to:	Executive Staff
Critical Tasks	• Committee presents external communication plan to all district personnel. • Committee presents external communication process to governing bodies (Board of Directors/Town(s) Leadership). • Provide survey to engagement groups to ensure education was complete. • Provide survey results to groups. • Revise the communications process as needed or required.		
Funding Estimate	Capital Costs: Unknown at this time Personnel Costs: Budget		Consumable Costs: Monitoring Contract Services Costs: Budget



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Objective 1E	Implement the communication process with identified entities that have a direct impact on service delivery and future service needs.		
Timeframe	12 – 18 months	Assigned to:	Executive Staff
Critical Tasks	• Schedule a meeting with identified external entities. • Execute communication process with external entities. • Document external entity meeting minutes with the committee. • Revise service delivery agreements from meeting outcomes. • Obtain legal and governing body review. • Obtain governing body approval from district and external entities. • Schedule a meeting with subject matter experts to train on new service delivery for implementation.		
Funding Estimate	Capital Costs: Unknown at this time Personnel Costs: Budget	Consumable Costs: Monitoring Contract Services Costs: Budget	
Objective 1F	Review and evaluate external relationships regarding service delivery and future service requirements to ensure needs are being met.		
Timeframe	12 months	Assigned to:	Executive Staff
Critical Tasks	• Have the committee gather data regarding service delivery impact at the six- and eight-month points after full implementation. • Schedule a meeting with subject matter experts to review data and trends of service delivery and needs. • Prioritize revisions through a gap analysis. • Update and review service delivery agreements. • Have committee communicate revisions and updates to district personnel. • Review and revise the process, as needed.		
Funding Estimate	Capital Costs: Unknown at this time Personnel Costs: Budget	Consumable Costs: Monitoring Contract Services Costs: Budget	



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Goal 2 Enhance community engagement to improve community resilience through community risk reduction.

Objective 2A Form a committee to analyze the current and future community program needs.

Timeframe	6 – 9 months	Assigned to:	Planning Section
Critical Tasks	- Identify committee members comprised of district personnel and community stakeholders, to include: - Community Outreach Specialist - Emergency Management Coordinator - Line personnel (three) - Town/government representatives - Saint Vrain Valley School District/Local Charter School Representatives - Community organizations - Residents. - Meet with the committee to identify analysis requirements. - Create and distribute a survey to determine community needs, wants, and perceptions. - Collate data from meetings and survey to establish baseline information.		
Funding	Capital Costs: Unknown at this time		Consumable Costs: Monitoring
Estimate	Personnel Costs: Budget		Contract Services Costs: Budget

Objective 2B Utilize collected data from community needs assessment to develop and revise community outreach programs.

Timeframe	6 – 9 months	Assigned to:	Planning Section
Critical Tasks	- Outreach program managers will apply findings from the previously established committee to determine which programs to create, enhance and/or eliminate, and to identify target audiences. - Create a program proposal based on outreach program manager's revisions. - Present proposal to committee members for approval and feedback. - Make changes to the proposal based on committee feedback.		
Funding	Capital Costs: Unknown at this time		Consumable Costs: Monitoring
Estimate	Personnel Costs: Budget		Contract Services Costs: Budget



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Objective 2C	Create a comprehensive district marketing and outreach program plan designed to educate and prepare community stakeholders.		
Timeframe	12 – 18 months	Assigned to:	Planning Section
Critical Tasks	• Organize the data collected from the program appraisal. • Outline and write a rough draft of a Comprehensive Marketing and Outreach Plan (CMOP). • Present plan to executive staff for approval and feedback. • Based on feedback, finalize the CMOP.		
Funding Estimate	Capital Costs: Unknown at this time Personnel Costs: Budget		Consumable Costs: Monitoring Contract Services Costs: Budget
Objective 2D	Implement activities as defined in community outreach and marketing plan to bolster the current and future needs of our community.		
Timeframe	12 months	Assigned to:	Planning Section
Critical Tasks	• Present final community outreach programs to district staff, by planning section. • Recruit and implementation team from district personnel to assist with the CMOP implementation. • Educate and train selected district personnel (CMOP team). • Create marketing materials based on the identified target audience; include evacuation procedures. • Publicize and schedule program delivery to identified target audiences. • Deliver community outreach programs to identified target audiences.		
Funding Estimate	Capital Costs: Unknown at this time Personnel Costs: Budget		Consumable Costs: Monitoring Contract Services Costs: Budget
Objective 2E	Evaluate the effectiveness of community outreach activities and measure community resilience as related to the overall goal of the program.		
Timeframe	3 – 6 months	Assigned to:	Planning Section
Critical Tasks	• Program managers will collect and analyze new data against baseline data. • Identify gaps and trends to evaluate community engagement, risk reduction, and community resilience. • Prioritize and revise programs based on identified gaps and trends. • Review and revise the program on an as-needed basis.		
Funding Estimate	Capital Costs: Unknown at this time Personnel Costs: Budget		Consumable Costs: Monitoring Contract Services Costs: Budget



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Goal 3 Enhance the district's career development processes to better prepare members for professional and personal growth.

Objective 3A Identify current career development needs for each position within the department.

Timeframe	6 months	Assigned to:	Training Division
Critical Tasks	• Review each position to determine which need defined career paths. • Review current job descriptions to ensure they are contemporary and adequate. • Survey members for their input regarding their career development. • Establish career path criteria for each position.		
Funding Estimate	Capital Costs: Unknown at this time Personnel Costs: Budget	Consumable Costs: Monitoring Contract Services Costs: Budget	

Objective 3B Develop a comprehensive outline that defines a career path for each position within the organization.

Timeframe	12-18 months	Assigned to:	Training Division
Critical Tasks	• Research other comparable fire departments' career development processes. • Define milestones for each position to be consistent with industry standards and the district's mission and values. • Compare milestones with job descriptions to ensure consistency. • Finance and training divisions shall perform a cost analysis of career path impacts. • Create a document with a flow chart to outline career paths.		
Funding Estimate	Capital Costs: Unknown at this time Personnel Costs: Budget	Consumable Costs: Monitoring Contract Services Costs: Budget	

Objective 3C Create an implementation and evaluation plan for each position.

Timeframe	6 months and ongoing	Assigned to:	Training Division
Critical Tasks	• Determine an evaluation process for career development. • Introduce career development paths into the personnel evaluation system. • Integrate career development paths into the personnel evaluation system. • Supervisors should meet one on one with employees to discuss career development paths (goals) and evaluate progress regularly.		
Funding Estimate	Capital Costs: Unknown at this time Personnel Costs: Budget	Consumable Costs: Monitoring Contract Services Costs: Budget	



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Objective 3D	Create a mentorship program to assist members on their defined career path.		
Timeframe	6 months	Assigned to:	Training Division
Critical Tasks	• Define expectations for mentors. • Determine mentorship standards and provide training. • Identify members who meet mentorship criteria. • Assign individual members as appropriate.		
Funding	Capital Costs: Unknown at this time	Consumable Costs: Monitoring	
Estimate	Personnel Costs: Budget	Contract Services Costs: Budget	
Objective 3E	Review and revise the district’s career development process to ensure its efficacy.		
Timeframe	6 months and ongoing	Assigned to:	Training Division
Critical Tasks	• Survey members to determine the effectiveness of the program. • Complete an annual internal and external evaluation of the program. • Review and revise the program, standard operating guidelines, and job descriptions, as needed.		
Funding	Capital Costs: Unknown at this time	Consumable Costs: Monitoring	
Estimate	Personnel Costs: Budget	Contract Services Costs: Budget	



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Goal 4 Enhance service delivery and resource service life through the innovative design, procurement, and replacement of capital infrastructure.

Objective 4A Gather data and information on the current capital infrastructure and service delivery.

Timeframe 6 months **Assigned to:** Finance Section/Executive Staff

Critical Tasks

- Complete an existing inventory of capital assets within the district, including (but not limited to): Fleet, Facilities, Equipment, and Technology
- Create a report on capital assets within the district including (but not limited to):
 - Historical maintenance issues.
 - Service life expectations.
 - Depreciation value.
 - Condition.
 - Facility approval.
- Assess service delivery impacts based on:
 - Out of service capital assets to include time in days or hours.
 - Facilities meeting current needs or growth.
 - Obsolete technology.
- Finance Director shall create an internal comprehensive report to be used to compare to the third-party needs assessment.

Funding Estimate Capital Costs: Unknown at this time Consumable Costs: Monitoring
Personnel Costs: Budget Contract Services Costs: Budget

Objective 4B Conduct a needs assessment that identifies the procurement and replacement of capital infrastructure.

Timeframe 9 – 12 months **Assigned to:** Finance Section/Executive Staff

Critical Tasks

- Develop a committee comprised of finance, command staff, and labor.
- Committee shall develop a Request For Proposal (RFP) for a third party needs assessment.
- Contract with a third party to conduct a needs assessment.
- Committee will review the internal and external needs assessment.

Funding Estimate Capital Costs: Unknown at this time Consumable Costs: Monitoring
Personnel Costs: Budget Contract Services Costs: Budget



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Objective 4C	Develop a comprehensive plan based on the outcomes of the needs assessment.		
Timeframe	6 months	Assigned to:	Finance Section/Executive Staff
Critical Tasks	• Task the committee to prioritize the district’s capital asset plan against the third party needs assessment. • Task the committee to develop a comprehensive capital asset plan that covers 5 – 15 years. • Obtain the district’s governing body approval for implementation.		
Funding Estimate	Capital Costs: Unknown at this time Personnel Costs: Budget	Consumable Costs: Monitoring Contract Services Costs: Budget	
Objective 4D	Create implementation strategies to procure, maintain, and replace capital infrastructure.		
Timeframe	12 -18 months	Assigned to:	Finance Section/Executive Staff
Critical Tasks	• Task executive staff to create a capital asset acquisition plan matrix for governing board approval. • Educate the community and cooperating partners on the capital assets plan by the executive staff. • Integrate the district’s capital asset plan into the district budget. • Utilize the district’s subject matter experts to execute the district’s capital asset acquisitions.		
Funding Estimate	Capital Costs: Unknown at this time Personnel Costs: Budget	Consumable Costs: Monitoring Contract Services Costs: Budget	
Objective 4E	Design and implement an evaluation and revision process that continuously enhances service delivery and resource service life.		
Timeframe	6 months/ongoing	Assigned to:	Finance Section/Executive Staff
Critical Tasks	• Create a survey to include a needs assessment that benefits service delivery gaps and/or creates enhancements. • Administer the survey to district personnel, governing body, and cooperating partners. • Review the survey results by the committee and the district’s command staff. • Revise the capital asset acquisition plan as needed based on the feedback from the committee and the district command staff. • Disseminate the revisions through the district’s policies and procedures.		
Funding Estimate	Capital Costs: Unknown at this time Personnel Costs: Budget	Consumable Costs: Monitoring Contract Services Costs: Budget	



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Goal 5 Enhance the health and wellness of the district's members to prevent injury and promote career longevity.

Objective 5A Evaluate the Safety and Wellness Committee processes related to member health and wellness.

Timeframe 3 months **Assigned to:** Operations Section

Critical Tasks

- Determine what current department goals are in place.
- Identify current objectives and processes employed by the Safety and Wellness Committee.
- Analyze what is working and what is not by surveying members from the committee and others within the organization for perceived effectiveness.
- Create a report based upon findings to share with the Safety and Wellness Committee and leadership.

Funding Capital Costs: Unknown at this time Consumable Costs: Monitoring
Estimate Personnel Costs: Budget Contract Services Costs: Budget

Objective 5B Analyze data to identify strengths and weaknesses of the health and wellness program.

Timeframe 5 months **Assigned to:** Operations Sections

Critical Tasks

- Categorize proficiencies and deficiencies in the following areas (disciplines):
 - Work/life balance.
 - Fitness standards.
 - Peer support.
 - Nutritional support.
 - Incentives (reimbursements, safety awards, etc.).
- Research processes from like-sized agencies (nationwide).
- Analyze data from proficiencies and deficiencies as well as research.
- Create a report based upon findings to share with the Safety and Wellness Committee and leadership.

Funding Capital Costs: Unknown at this time Consumable Costs: Monitoring
Estimate Personnel Costs: Budget Contract Services Costs: Budget



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Objective 5C	Prioritize health and wellness needs and deficiencies based on urgency and funding.		
Timeframe	3 months	Assigned to:	Operations Section
Critical Tasks	• Prioritize the identified needs based on department goals, funding, partnering agencies, facility space, and/or any other identified factors. • Determine if the current goals are meeting their intended objectives. • Determine if current policies align with local and national policies/requirements (cancer trusts, NFPA guideline changes, etc.). • Determine if the current funding is meeting the needs to support the goals. • If needed, explore methods for alternative funding. • Create a report based upon findings to share with the Safety and Wellness Committee and command staff.		
Funding Estimate	Capital Costs: Unknown at this time Personnel Costs: Budget		Consumable Costs: Monitoring Contract Services Costs: Budget
Objective 5D	Develop wellness practices/processes based on identified deficiencies.		
Timeframe	5 months	Assigned to:	Operations Section
Critical Tasks	• Establish target audiences for each discipline. • Establish subject matter experts for each discipline. • Establish curriculum changes to meet department goals. • Identify and define triggers and data points for evaluation. • Develop a marketing strategy for each specific program. • Share program plans with the Safety and Wellness Committee and command staff in order to continue with program implementation.		
Funding Estimate	Capital Costs: Unknown at this time Personnel Costs: Budget		Consumable Costs: Monitoring Contract Services Costs: Budget



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Objective 5E	Provide education and training to members on newly developed health and wellness practices/processes to ensure consistency.		
Timeframe	4 months	Assigned to:	Operations Section
Critical Tasks	• Develop a “train the trainer” course for the identified instructors. • Evaluate the instructors on their base knowledge and delivery methods. • Gather feedback from instructors for any policy modifications that are identified. • Post the draft policies for 30 days. • Request feedback from members and make any necessary modifications. • Train members on new policies and procedures.		
Funding Estimate	Capital Costs: Unknown at this time Personnel Costs: Budget	Consumable Costs: Monitoring Contract Services Costs: Budget	
Objective 5F	Implement the newly developed health and wellness processes.		
Timeframe	4 months/ongoing	Assigned to:	Operations Section
Critical Tasks	• Assign the final policy to all members using current procedures. • Develop a calendar, scheduled check-ins, and progress reports. • Evaluate continually to ensure goals are achieved.		
Funding Estimate	Capital Costs: Unknown at this time Personnel Costs: Budget	Consumable Costs: Monitoring Contract Services Costs: Budget	
Objective 5G	Continually evaluate, assess, and revise processes, as needed, to ensure effectiveness.		
Timeframe	4 months/ongoing	Assigned to:	Operations Section
Critical Tasks	• Collect previously established data points. • Based on established triggers and the associated data, evaluate the effectiveness of the policies. • Create a report based upon findings and revision recommendations, if any, share with the Safety and Wellness Committee and leadership.		
Funding Estimate	Capital Costs: Unknown at this time Personnel Costs: Budget	Consumable Costs: Monitoring Contract Services Costs: Budget	



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Goal 6 Maintain and enhance an effective program of optimal employee staffing that meets the changing needs of the community and the district.

Objective 6A Evaluate the current staffing of the district to ensure appropriate levels of service delivery.

Timeframe 4 months **Assigned to:** Operations Section/Executive Staff

- Critical Tasks**
- Review current staffing against approved staffing to determine vacancies.
 - Compare approved staffing levels to industry standards.
 - Review job descriptions, roles and responsibilities, and the organizational chart.
 - Analyze the workload for each position.
 - Prepare a report based on findings.

Funding Capital Costs: Unknown at this time Consumable Costs: Monitoring
Estimate Personnel Costs: Budget Contract Services Costs: Budget

Objective 6B Identify and analyze staffing needs based on projected growth.

Timeframe 3 months **Assigned to:** Operations Section/Executive Staff

- Critical Tasks**
- Review quantitative district statistics that impact service in the community.
 - Review projected community growth to determine future capital needs that would require additional staffing.
 - Perform a gap analysis based on statistics, workload, and projected community growth.

Funding Capital Costs: Unknown at this time Consumable Costs: Monitoring
Estimate Personnel Costs: Budget Contract Services Costs: Budget

Objective 6C Develop an effective staffing plan from the previously conducted gap analysis.

Timeframe 3 months **Assigned to:** Operations Section/Executive Staff

- Critical Tasks**
- Review gap analysis to determine current and future staffing needs.
 - Recommend updates to the current staffing matrix according to determined needs.
 - Create and modify job descriptions and the organizational chart, as needed.
 - Prioritize positions based on projected community needs.
 - Identify timeline for new position(s) implementation.

Funding Capital Costs: Unknown at this time Consumable Costs: Monitoring
Estimate Personnel Costs: Budget Contract Services Costs: Budget



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Objective 6D	Perform a cost analysis for the future staffing plan to aid in budget projections.		
Timeframe	6 months	Assigned to:	Operations Section/Executive Staff
Critical Tasks	• Model costs of new positions determined by the previously conducted gap analysis. • Insert model costs and data into internal budget process. • Gain Board of Director’s (BOD) approval through current BOD processes. • Incorporate new positions, as applicable, into the budget.		
Funding	Capital Costs: Unknown at this time	Consumable Costs: Monitoring	
Estimate	Personnel Costs: Budget	Contract Services Costs: Budget	
Objective 6E	Implement and evaluate the new staffing plan.		
Timeframe	1 year	Assigned to:	Operations Section/Executive Staff
Critical Tasks	• Prioritize job postings based on identified needs. • Identify recruitment resources to attract qualified candidates. • Execute the district’s hiring and promotional processes to fill the identified gaps. • Provide onboarding and new hire orientation according to district policy. • Evaluate and revise staffing plan to ensure it meets the changing needs of the community and district. • Re-prioritize the current job postings based on the evaluation of the identified needs.		
Funding	Capital Costs: Unknown at this time	Consumable Costs: Monitoring	
Estimate	Personnel Costs: Budget	Contract Services Costs: Budget	



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Goal 7

Prepare for, pursue, achieve, and maintain international accreditation to better serve our community and to embrace excellence.

Objective 7A

Form team or committee structures with management components as needed to pursue and maintain accreditation.

Timeframe

30 days

Assigned to:

Executive Staff

Critical Tasks

- Identify the needed team or committee structure(s) for the various components of the accreditation process.
- Create management oversight positions to lead the teams or committees, as well as the process overall.
- Establish team or committee member criteria.
- Determine the composition of the teams or committees.
- Solicit participation to meet the composition of the teams or committees.
- Develop and complete the selection process.
- Provide for the needed educational components provided through the Commission on Fire Accreditation International to ensure the relevant members have the needed training.

Funding

Capital Costs: Unknown at this time

Consumable Costs: Monitoring

Estimate

Personnel Costs: Budget

Contract Services Costs: Budget

Objective 7B

Develop a community-driven strategic plan.

Timeframe

3 months and ongoing

Assigned to:

Executive Staff

Critical Tasks

- Hold an external stakeholder meeting where community members provide feedback on program priorities, service expectations, concerns, and strengths perceived about FFFD.
- Provide internal stakeholder work sessions to evaluate (and update if necessary) the mission, vision, and values; determine internal strengths and weaknesses, external opportunities, and threats.
- Establish critical issues and service gaps. Determine specific strategic initiatives.
- Develop goals, objectives, critical tasks, and appropriate timelines, to include levels of measurability, to achieve over five years.
- Create a vision for the developed strategic plan.
- Publish and distribute the formal strategic plan to stakeholders as determined by the organization.

Funding

Capital Costs: Unknown at this time

Consumable Costs: Monitoring

Estimate

Personnel Costs: Budget

Contract Services Costs: Budget



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Objective 7C Implement the community-driven strategic plan.

Timeframe 3 months, ongoing **Assigned to:** Executive Staff

- Create a strategic planning subcommittee to review the draft strategic plan.
- Provide internal stakeholder work sessions to evaluate (and update if necessary) the draft mission, vision, and values; determine internal strengths and weaknesses, external opportunities and threats; establish critical issues and service gaps.
- Evaluate goals and objectives within the draft plan, and further define critical tasks as needed to ensure clarity with each goal.
- Determine a work plan for the accomplishment of each goal and implement the plan.
- Annually evaluate objectives accomplished with the plan.
- Report annual plan progress to internal and external stakeholders.

Funding Capital Costs: Unknown at this time Consumable Costs: Monitoring
Estimate Personnel Costs: Budget Contract Services Costs: Budget

Objective 7D Conduct a community hazards and risk assessment and publish a Community Risk Assessment - Standards of Cover document.

Timeframe 6 – 12 months **Assigned to:** Executive Staff

- Obtain instruction on hazard and risk assessment, and standards of cover preparation.
- Perform community hazards and risk assessment.
- Evaluate historical community emergency response performance and coverage.
- Establish benchmark and baseline emergency response performance objectives.
- Establish and publish the Community Risk Assessment - Standards of Cover.
- Maintain and annually update the Standards of Cover document.

Funding Capital Costs: Unknown at this time Consumable Costs: Monitoring
Estimate Personnel Costs: Budget Contract Services Costs: Budget

Objective 7E Conduct and document a self-assessment of the department utilizing the CPSE/CFAI Fire and Emergency Services Self-Assessment Manual criteria.

Timeframe 6 months **Assigned to:** Executive Staff

- Obtain instruction on writing a CFAI self-assessment manual.
- Assign the self-assessment manual category and criterion writing to the department accreditation committee/team members as appropriate.
- Review self-assessment and ensure all reference items are in order.

Funding Capital Costs: Unknown at this time Consumable Costs: Monitoring
Estimate Personnel Costs: Budget Contract Services Costs: Budget



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Objective 7F		Achieve agency accreditation by the CFAI.	
Timeframe	4 months	Assigned to:	Executive Staff
Critical Tasks	• Apply for “Candidate Agency” status with the CFAI. • Prepare for CFAI Peer Assessor Team visit. • Upload Strategic Plan, Standards of Cover, and Self-Assessment Categories and Criterion for review and comment by CFAI Peer Team. • Host CFAI Peer Team site visit for accreditation review. • Receive CFAI Peer Team recommendation to CFAI for Accredited status. • Receive vote during the CFAI hearings in favor of Accredited status.		
Funding Estimate	Capital Costs: Unknown at this time Personnel Costs: Budget	Consumable Costs: Monitoring Contract Services Costs: Budget	
Objective 7G		Maintain accreditation with the CFAI.	
Timeframe	Ongoing	Assigned to:	Executive Staff
Critical Tasks	• Submit the required Annual Compliance Reports. • Attend CFAI “Dayroom Discussion” web-meetings for continued education. • Participate in the accreditation process by providing “peer assessors” for external department review and identification of possible best practices. • Participate in the annual CPSE Excellence Conference for continued education and networking with other accreditation teams and accredited agencies. • Submit Annual Compliance Reports as required by CFAI policies. • Establish succession development of internal accreditation team in preparation for the next accreditation cycle.		
Funding Estimate	Capital Costs: Unknown at this time Personnel Costs: Budget	Consumable Costs: Monitoring Contract Services Costs: Budget	



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Strategic Plan Vision

On the final day of the process, the CPSE presented a strategic plan vision of where the organization will be in the future if the strategic plan is accomplished. This is not to override the department's global vision but rather to confirm the futurity of the work that was designed by the department stakeholders. This vision is intended as a target of excellence to strive toward and provides a basis for its goals and objectives.

"Vision is knowing who you are, where you're going, and what will guide your journey"

Ken Blanchard

The Frederick Firestone Fire District's 2026 Vision

To continue to fulfill our personal and organizational commitment of earning trust through transparent efforts that enhance the lives of those we serve. This vision, our true futurity, will become a reality by striving to accomplish our goals and objectives. **We will transition into this future by:**

Focusing on the innovative management of our capital infrastructure to make sure we are prepared now and in the future. We will always respect those resources entrusted to us; with the understanding, we must be ready to meet the challenges set before us. Through these efforts, we will establish transparent systems and processes designed to enhance the quality of life of those we serve.

Formulating processes to ensure we are appropriately staffed with the best trained and diverse workforce to meet the needs of the community. Our emphasis on career development will assure the future provision of quality services. By striving to invest in the health and wellness of our members, we will guarantee that their longevity provides a lasting return to our citizens. These efforts will highlight our dedication to the call of service.

Focusing on the creation of family-oriented community outreach processes, we will illustrate our commitment to the compassionate protection of life and property. We will always seek excellence, as evidenced by our pursuits of systems accreditations, high ratings, and designations that support our mission. During the course of this journey, our community will be a safer and better place to live, work, and play.

Dedication will always be a foundational principle as work towards strengthening our external relationships with partner agencies to generate improved efficacies in service delivery. Together we will continuously do what is best for our community while honoring our history through the prism of the future. We commit to personify our passion for what we do as we hold each other accountable for fulfilling our mission, living our values, accomplishing our goals, and making this vision a reality.



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Performance Measurement

To assess and ensure an organization is delivering on the promises made in its strategic plan, the organization's leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Organizations must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

- If you don't measure the results of your plan, you can't tell success from failure.
- If you can't see success, you can't reward it.
- If you can't reward success, you're probably rewarding failure.
- If you can't see success, you can't learn from it.
- If you can't recognize failure, you can't correct it.
- If you can demonstrate results, you can win public support.

Reinventing Government

David Osborn and Ted Gaebler

To establish that the department's strategic plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. An integrated process, known as "Managing for Results," will be utilized, which is based upon:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

A "family of measures" typically utilized to indicate and measure performance includes:

- **Inputs** - Value of resource used to produce an output.
- **Outputs** - Quantifiable units produced which are activity-oriented and measurable.
- **Efficiency** - Inputs used per output (or outputs per input).
- **Service Quality** - The degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
- **Outcome** - Qualitative consequences associated with a program/service; i.e., the ultimate benefit to the customer. Focused on the "why" of providing a service.



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The Success of the Strategic Plan

The District has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and members of the organization during the development stage of the planning process. To assist in the development of this plan, the department used professional guidance to conduct a community-driven strategic planning process. The success of this strategic plan will not depend upon the implementation of the goals and their related objectives, but from support received from the authority having jurisdiction, the members of the organization, and the community-at-large.

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify department and community stakeholders. This can be accomplished through a jointly developed understanding of organizational direction, focusing on all vested parties working to achieve the mission, goals, and vision. Further consideration must be made on how the organization will measure and be accountable for its progress and successes.



Milavec Lake at Frederick Recreation Area (FRA)



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Glossary of Terms, Acronyms, and Initialisms

Accreditation	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
ALS	Advanced Life Support
CFAI	Commission on Fire Accreditation International
CMOP	Comprehensive marketing and outreach plan
CPSE	Center for Public Safety Excellence
Customer(s)	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.
Efficiency	A performance indication where inputs are measured per unit of output (or vice versa).
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
Environment	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.
FFFD	Frederick-Firestone Fire District.
Input	A performance indication where the value of resources is used to produce an output.
Mission	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
NFPA	National Fire Protection Association
OSHA	Occupational Safety and Health Administration
Outcome	A performance indication where qualitative consequences are associated with a program/service; i.e., the ultimate benefit to the customer.
Output	A performance indication where a quality or number of units produced is identified.
SOG	Standard Operating Guideline



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Stakeholder	Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.
Strategic Goal	A broad target that defines how the agency will carry out its mission over a specific period of time. An aim. The final result of an action. Something to accomplish in assisting the agency to move forward.
Strategic Objective	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
Strategic Plan	A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.
Strategic Planning	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop procedures and operations to achieve that future, and determine how success is to be measured.
Strategy	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
SWOT	Strengths, Weaknesses, Opportunities, and Threats.
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.



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Works Cited

Bryson, John M. *Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement*. Hoboken, New Jersey: John Wiley & Sons, Inc, 2018.



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Appendix 1

Community Expectations

Understanding what the community expects of its fire service organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community's needs.

Community respondents were asked to list, in priority order, up to five subjects relative to the expectations they have for the Frederick-Firestone Fire District. Responses were then analyzed for themes and weighted. The weighting of the prioritized responses was as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, then it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the expectation responses of the community stakeholders:

Community Expectations of the Frederick-Firestone Fire District (in priority order)

1. Respond in a reasonable time to emergencies and incidents; response within agreements - reference times of 5 1/2 minutes 80% of the time; excellent medical services response times; fast/reliable service. (58)
2. Skilled/properly trained response to calls for service; trained staff ready to serve; excellent training; maintain a highly educated, trained, and professional staff. (38)
3. Community education, business education, youth education; communicate and educate residents; good community outreach; community trainings; proactive community engagement. (31)
4. Building plans/code enforcement; business safety checks to ensure compliance with codes; knowledge of fire codes; a benefit to businesses, not a fear of the unreasonable inspection. (23)
5. Properly equipped; have the proper equipment for calls and keep it maintained; always maintain/replace equipment as needed; making sure we have good and up-to-date equipment; age of emergency vehicles - do we need to buy new, and can we afford to? (20)
6. Enough stations to cover the growing area; proper planning in place to continue to offer a high quality of service as our community grows; keeping up with community growth; making sure we have enough fire stations. (18)
7. Agency cooperation - permitting, planning and response; continue their cooperation with Frederick and Firestone businesses; cooperation with other first responders; partnership with community and community activities. (17)
8. Provide exceptional EMS and fire services; fire protection and EMS services. (15)



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9. Staffing levels - make sure enough staff is on duty, fully staffed fire department. (8)
10. Pay structure - making sure we are paying the right amount; are salaries adequate to hire experienced personnel compared to other fire districts? (7)
11. Planning/emergency management; disaster preparedness. (6)
12. Here when I need you - for a fire, an accident, or prevention. (5)
13. Community involvement - approachable by community members; continue their social and professional exposure; maintain a community focus. (5)
14. Continued funding for FFFD to operate as needed. (5)
15. Working directly with oil and gas producers to establish roles and responsibilities during and emergency. (5)
16. Organized response each and every time to ensure consistency. (4)
17. Be ready for low-frequency, high impact calls; balance the ability of the department to handle high frequency, low impact calls with low frequency, high impact responses. (4)
18. Have a community risk reduction program that integrates into or with the emergency response program to properly grade the community's risk. (4)
19. Clearly understand hazards to oil and gas - if not, do not enter! (unified command). (3)
20. Value for money; to be a good value to the community. (3)
21. Evaluation and mitigation of community risks. (2)
22. Positive public image. (1)
23. Having qualified leadership. (1)
24. Hold staff accountable for using and modeling best practices - serving as ambassadors to the community. (1)



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Areas of Community Concern

The planning process would be incomplete without an expression from the community stakeholders regarding concerns about the organization. Some areas of concern may, in fact, be a weakness within the delivery system, while some weaknesses may also be misperceptions based upon a lack of information, understanding, or incorrect information.

Community respondents were asked to list, in priority order, up to five concerns they have about or for the department. Responses were then analyzed for themes and weighted. The weighting of the prioritized concerns was as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, then it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the concerns of the community stakeholders prioritized and weighted accordingly:

Areas of Community Concern about the Frederick-Firestone Fire District (verbatim, in priority order)

1. Funding - access to funding through property taxes/grants/donations; enough funding to properly equip the fire department; adequate funding to keep staff at top levels with respect to salary and training; long term financial plan with current and future obligations; are we providing funding to meet the needs? (46)
2. Ability to attract quality/committed staff; retaining top talent; is the fire department able to compete with larger departments in regards to pay and benefits to attract highly qualified /educated employees? (25)
3. The growth of the area, and keeping up with increased demands; resources with growing communities; is the fire department planning appropriately for future growth? (23)
4. Safety of all FFFD employees; safety of fire response personnel. (15)
5. Residents do not understand what fire district responsibilities are; community awareness of what is available to them; ignorance of citizens about what you do. (12)
6. Sufficient equipment to handle growth and service area; funding of equipment replacement. (9)
7. General apathy of residents; lack of involvement from citizens. (8)
8. Not enough employees living where they work. (5)
9. Increased influence and arrogance from the union. (5)
10. Spending too much on fancy equipment that is not needed. (5)
11. Maintaining understanding of expectations of one another with personnel changes. (5)



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12. Understanding the impact of rules on businesses and property owners, and being able to show why things are necessary. (5)
13. Call response times from second due stations. (5)
14. Does FFFD experience a consistently positive response from the community? (4)
15. Having adequate personnel available for emergencies. (4)
16. Adoption of policies that businesses are expected to pay for. (4)
17. Challenge of showing value of services to those not directly involved in any emergency. (4)
18. Properly balanced physical locations of stations. (4)
19. That they continue to learn about our chemicals on-site and understand how to respond accordingly. (4)
20. Threats to the community, such as active shooter. (3)
21. Community support - cooperation/partnership. (3)
22. Continue to deliver quality service, else our insurance rates increase. (3)
23. Ability to weather politics; political cooperation and integration. (3)
24. Level of services. (3)
25. Proper training for all personnel. (3)
26. Lack of regulations on various industries that put employees, public and the fire department at risk. (3)
27. Disagreements between communities having a negative impact on the district; lack of cohesiveness between the district and the towns. (3)
28. Rigid structure that promotes inflexible comments and inspections. (3)
29. Workforce retention (experienced and qualified). (3)
30. Investigation of fires and results. (2)
31. Being able to find people willing to work hard for the long haul. (2)
32. Inadequate documentation for buried utilities. (2)
33. Too much focus on your benefits of response times rather than the customers - for example, big fancy engines versus nimble quick vehicles for the typical incident. (2)
34. That at some point Frederick and Firestone will need to split. (2)
35. Do we have enough equipment? (1)
36. The checkerboard incorporation of Frederick and Firestone versus Weld County spreads our resources across geography. We do not see a benefit or see efficiency from unincorporated areas. Neighboring fire districts also do not benefit. This is not a win-win. (1)
37. How to develop a more streamlined/automated development review process. (1)
38. Inspections that are excessively costly to operating businesses. (1)



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Positive Community Feedback

The CPSE promotes the belief that, for a strategic plan to be valid, the community's view on the organization's strengths must be established. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the strengths may often help the organization overcome or offset some of the identified weaknesses.

Positive Community Comments about the Frederick-Firestone Fire District (verbatim, in no particular order)

- Well trained.
- Focused on the mission – we the citizens.
- Historically good stewards of my money.
- Kind, compassionate, empathetic.
- Things being done for the community – car seat installation, firehouse for kids.
- Great community outreach.
- Good response times.
- Good emergency management coordinator.
- Good cooperation with law enforcement.
- Well trained staff.
- Well-equipped staff, regarding trucks ambulances and support equipment.
- Excellent service and response times.
- Staff truly cares. This is obvious to all.
- Staff is invested. They should not have to, but they do invest their time and money to serve.
- We have a truly caring and dedicated staff and officers.
- Excellent leadership.
- Seems that both Frederick and Firestone municipal leadership exhibit good cooperative spirit.
- Many town functions and events are well coordinated between the two towns.
- Chamber of Commerce and fire department do a good job working together.
- Friendly/approachable staff – admin level, solution-oriented.
- Committed to traditions = expectations of respectable/respected (uniform, maintenance, manners etc.)
- Open to serve community – help beyond calls for service.
- Great leadership.
- Dedicated personnel, staff, and board.
- Concerned about the community.



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- Care enough to host strategic planning with community members.
- Great image / reputation.
- Integrity of staff, especially Fire Chief Young and Fire Marshal Iacino.
- Cooperation of staff.
- Even as we grow, you haven't lost with the community.
- Willingness to help the community when you are able (firefighters helping elderly w/cutting tree logs to the community garden.)
- Great Fire Chief and command staff.
- Staff – very professional in the public.
- Equipment - appears to be kept in good working condition.
- I believe the leadership team is excellent and all crews are well trained and effective.
- The availability of fire department buildings for outside use (training).
- Having an EOC manager on staff.
- I appreciate the FFFD service now provided.
- I am pleased with the overall morale I see in the entire department.
- Frederick Firestone Fire has always done a great job being involved in the community and at community events.
- Anytime we have had a call to the department the response time was quick.
- Professional friendly staff.
- Great community resource.
- Community outreach/education.
- Partnership with local jurisdictions.
- Staffing – have some really great team members that are great ambassadors for the district.
- Strategic and proactive mindset on growth.
- Solid Fire Chief and upper management.
- Positive community relationship.
- Reasonableness and open to dialogue at the top level.
- Willingness to partner with other agencies for events.
- Education/outreach.
- Training.
- Communication; website and social media.
- Greatly appreciate the community participation.



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- Enjoy the park next to the Frederick station.
- Very responsive.
- Good equipment, fire stations and training facilities.
- Good communication before/during/after fire inspections (annual and permit).
- Expertise of Assistant Chief/Fire Marshal Steve Iacino and Fire Prevention Specialist David Puccetti.
- Good insurance rating.
- Good visibility in the community.
- Professional – actions, appearance, manners.
- Working with this department has been great in regard to unified command during a oil and gas emergencies.
- I have worked with this department on oil and gas training and has always been positive.
- Always presents themselves in a positive manner.
- Customer service.
- Good standing in the community.
- Willing to listen.
- Very close helicopter ambulance support.
- Forward-looking management.
- The fact that the entire department comes to the facility to learn the layout and begin to understand the process and the chemicals we use.
- That during our annual inspection they were very reasonable and were willing to understand our company's reasons for something they noticed.
- That all the crews I have met have been extremely professional and respectful.



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Other Thoughts and Comments

The community was asked to share any other comments they had about the department or its services. The following written comments were received:

Other Community Comments about the Frederick-Firestone Fire District (verbatim, in no particular order)

- We appreciate what you all do for us every day.
- Quick answer time to community questions.
- Fun things you do for the kids – birthday parties – Santa in each neighborhood.
- Always see you at community events.
- Everything you do to keep us safe.
- Have enjoyed getting to know some of the staff and firefighters – do not think you get enough recognition.
- Thanks to Fire Chief Jeremy Young and his staff for a great job!
- Wonderful, helpful people, always willing to listen, gives feeling of comfort and safety.
- Great job!
- I feel Frederick / Firestone is very well served by our existing FFFD, top to bottom. Let's keep it that way.
- Keep up the great work!
- Need work on the inspection program with non-negotiable comments.
- Continue to foster relationship with other partner agencies (Firestone/Frederick) to help communicate to our customers (residents) with our cohesive voice. In the end residents want a high functioning fire department that will respond when called – they often don't know or understand the separate district.
- Thank you for including public comments in this planning process. Please share discoveries as the strategic planning continues.
- As always, we appreciate this department for everything they do to assist and protect the public in area of responsibility.
- Heroes at hand!
- Thanks for all you do!!
- You cannot over-communicate.



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Appendix 2

Strengths

It is important for any organization to identify its strengths to ensure that it can provide the services requested by the community, and that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths, or the primary function of the organization, should be seriously reviewed to evaluate the rate of return on staff time and allocated funds.

Through a consensus process, the department stakeholders identified the department's strengths as follows:

Strengths of the Frederick-Firestone Fire District	
Continuing development and improvement of training programs	Special ops teams (tech rescue, water, wildland, hazmat)
Having EM program - experience	Strong, consistent service delivery for fire & EMS
Good labor-management relationship	Family culture
Progressive, moving forward, striving for excellence	Presence at the local, state, and national level committees
Transparency	High-level community involvement
Experienced fire investigators	Organizationally forward-thinking
100% QA/QI done by Safety and Medical Officer	Strong Public Information Officer
Increased the standard for promotion	Strong financial management
Wildland and Urban Search and Rescue deployments	Full-service fire prevention/code enforcement program
Peer support team – active	Command staff expertise
Active planning (emergency, growth, strategy)	Young department – motivated, eager
Devoted leadership	Qualified staff with subject matter experts
District offers quality benefits	Well-done budget
Good financial reserves	Focus on safety
Balance of admin and line staff	Improved fleet maintenance
Quality fleet – custom design	Dedicated truck and rescue company
Recruit training task book: consistent foundation for new members	Improved staffing
Disciplined	Relationships with schools, law enforcement, public health, government organizations
Improved diversity	Internal/external communications
Reputation	Versatile equipment
Cancer reduction programs	Higher education within organization
Strong incident command structure	Staff and organizational ethics
Health and wellness, i.e., annual physicals	Board of Directors – Our Community Members
Peer support and Building Warriors	Staff members steeped in history of organization
On-site emergency operations center	Homegrown paramedics
Retention of employees	Improved relationships with neighboring agencies
Staff empowered by board of directors and command staff	Leadership development program
	Resource deployment to meet national standards



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Weaknesses

For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress. The following items were identified by the department stakeholders as weaknesses:

Weaknesses of the Frederick-Firestone Fire District	
Too much internal control – accounting, accounts payable	EMS billing opportunities
Banking – streamline procedures	Technology – programs/computer systems
Scheduling / coordinating process	Program process review
Comprehensive nature of the mentorship program	Very young department
Fiscal barriers to opportunities	No plans for a training facility
Willingness to partner with other agencies	Lack of internal new hire academy
Outgrown training facility	Sleeping space limited – station design
Information technology support is external (contracted)	Depth in special ops (tech rescue, hazmat, wildland)
Not having engineer rank	Lack of internal fleet maintenance facility
Lack of emergency medical technician field instruction buy-in	Software technology advancements
Efficient and effective crew resource time and utilization	Keeping up with service delivery
Aging apparatus fleet/equipment	Professional Development
Uneven off duty workload/work-life balance	Organizational staffing
Lack of continuity of operations plan	No human resource manager
Keeping up with growth is challenging to organizational change	Lack of adopted and well-documented hiring and promotional practices
Leadership (experience/youth)	Limitation with special district funding
Crew continuity (always changing)	Internal/external communications (balance)
Political awareness (some levels)	Employee engagement (some levels)
Succession planning	Marketing the district to the community
Physical fitness standards and enforcement	Recruitment process
Limited delegation and follow up	Committee input/decision making
Sense of entitlement for some personnel	



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Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. The department stakeholders identified the following potential opportunities:

Opportunities for the Frederick-Firestone Fire District	
Growth – community (housing/business)	Training (internal/external, up to date)
EMS system development	Alternative funding sources
Community planning – outreach events	Tech advancement – RMS, data collection
Closest unit dispatch	Professional growth
Public education – health services, school programs	Legislative changes
Partnership with development partners	PSAP/Dispatch Improvement
ISO improvement	Political capital – building support
Inclusions/exclusions – properties	Marketing plans – build
Set standards for multi-jurisdictional emergency management	Establishing relationship for training with new medical direction
Shared resources	Oil and Gas partnerships
Economic Development input	Staff relationships – cadet program
Leadership development	Community support
Medical support	Change!
External deployments	Joint Recruit Academy
Partner with Aims Fire Science & EMS	Union involvement in community
External Command staff for significant incidents	Building community preparedness/resilience
Better cooperation between towns (be the bridge)	Look for other funding sources – stabilize \$\$
Utilizing external sources for community risk reduction programs (partners, insurance)	Including/engaging community in community risk reduction/emergency preparedness programs
Added experience through regional collaboration	Administrative Professional growth
Collaboration with hospital on community health program	Assessing Denver Medical Protocols with new direction
	Regional and neighboring partnerships



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Threats

By recognizing possible threats, an organization can reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some of the current and potential threats identified by the department stakeholders were as follows:

Potential Threats to the Frederick-Firestone Fire District	
Global and local economy	Tax funding - instability
Political/operational relationships in Weld County – forgotten by Weld County leadership	Local government inconsistencies – police, town board
Politics – county vs. state	Regional and neighboring partnerships
Comparable wages with non-comparable districts	Shortage of qualified applicants
Allure of the fire service	Shortage of necessary equipment/PPE
Demand on services	Inclusion/exclusion of property
Lack of public trust	Fake news (media/social media)
Retention of members	Legislative mandates
Change in local government	Special interest groups
Pandemics	Natural/manmade disasters
Interagency relationships, i.e., dynamics	Litigation
Cyber Attack – information technology	Rapid growth into new areas
Employee benefit sot	PSAP/Dispatch changes
Local competition for revenue	Lack of transportation infrastructure
Construction costs	Terrorism
Lack of understanding/support from emergency management	Relationships due to outside mergers
Weld County Board Actions	Lack of input to Weld County Communications Board actions
Social unrest	Cost of inflation
Revenue stabilization	Constant change in municipal leadership
Supply chain disruption – recovery from Covid-19 is ongoing	Oil and Gas incident resource drain
Oil and Gas funding inconsistent	On the border of counties/regions – closest resources may not be available
Lack of commitment to emergency management program	Disaster – lifeline disruption
	Societal changes – police department protocol changes



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Appendix 3

The following information is the raw data comprised from the deliberation of the two work groups. The information in each table is linked to a strategic initiative that the overall group, by consensus, determined was something that the department should pursue for change and continuous improvement.

Critical and Service Gap Issues Identified by the Department Stakeholders

Initiative Link	Group 1	Group 2
External Relationships	External Relationships - o Willingness to partner - o Keeping up with growth - o Internal and external communications - o Community disagreements - o Outside policy decisions - o Changes in local government - o Legislative changes	External Relationships - o Politics - o Lack of Agreements - o Communication - o Geographical - o Growth – Community/staff - o Historical barriers - o Leadership - o Inclusions/exclusions

Topic	Group 1	Group 2
Community Engagement	Community Involvement - o District marketing - o Public trust - o Public education - o Community events - o Code enforcement - o Community preparedness - o Risk perception/assessment - o Transparency	Community Outreach - o Marketing – Social Media - o Education – business, youth, residents - o Community engagement - o Schools/school districts - o Programs offered - o Staffing

Initiative Link	Group 1	Group 2
Career Development	Career Development - o Define career path - o New hire academy - o Succession planning - o Employee experience levels - o Mentoring - o Recruitment/retention - o Workload balance - o Future positions	Succession Planning - o Professional Development line/admin - o New hire academy - o Engineer Rank - o Mentorship/coaching - o Paramedic growth - o Labor management - o Formal education - o Commitment Fostering



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Initiative Link	Group 1	Group 2
Capital Assets	Physical Resources - o Training Facility - o Aging fleet - o Expiring SCBAs - o Station Design - o Maintenance Facility - o Technology - o Programs and Computer Systems - o Financial Stewardship	Capital Infrastructure - o Fleet - o Equipment - o Facilities - o Funding - o Research and Development - o Data - o Staffing/IT - o Analyst/GIS - o Innovation - o Data/R&D - o Hardware/Software - o IT Training - o IT utilization of capacity

Topic	Group 1	Group 2
Health and Wellness	Health and Wellness - o Work/Life balance - o Fitness Standards - o Peer Support - o Nutritional Support - o Incentives - o Benefits - o Wages	N/A

Initiative Link	Group 1	Group 2
Staffing	N/A	Staffing - o Funding - o Recruitment - o Retention - o Facilities/Fleet - o Growth - o Data - o Community Support - o Training - o Benefits - o Customer Service



Hours/Units/Types Summary

PC	Title	Hours	Net Type	Amount	Info Type	Amount
1-00	Regular Pay	7,243.00	Direct Deposit Net	388,882.70	Informational	0.00
2-00	Overtime Pay	232.50	Net	116.51	Fringe Benefits	9.60
3-00	Paid Time Off & EIB	1,326.97	3rd Party Pay Net	2,892.80		
5-00	Call Outs	10.00				
7-00	Holiday, Holiday Worked	2,367.50				
8-10	PD Grant/Contracts	0.00				
8-00	Miscellaneous Pay	31.50				
8-21	NON WORK- COVID19	24.50				
8-22	EPSL-Emrgncy Pd Sick	50.00				
8-24	WORKING - COVID 19	145.50				
8-26	PHE - Public Health Emer	0.00				
9-01	Comp Time Earned	71.50				
9-02	Comp Time Used	57.50				
Grand Totals:		11,560.47		391,892.01		9.60

Pay Code Totals - Employee

PC	Title	Amount	PC	Title	Amount	PC	Title	Amount
1-01	Regular Pay	437,689.84	8-20	Retro Pay (non-FPPA)	0.00	61-02	HSA7200	-6,833.46
1-03	Mayor/Trustee	2,150.00	8-21	NON WORK - COVID 19	550.03	61-10	FSA- Dependent Care	-1,578.32
1-04	Temporary	658.00	8-22	EPSL-Emrgncy Pd Sick Lv	1,468.15	61-11	FSA- Limited Purpose	-166.66
2-00	Overtime	12,140.93	8-24	WORKING - COVID 19	3,464.83	61-12	FSA - Medical	-1,892.46
3-01	PTO	32,635.95	8-26	PHE - Public Health Emergenc	2,229.27	62-00	Dental Insurance	-925.48
3-05	PTO Payout	166.63	9-02	Comp Time	1,574.53	63-00	Vision	-324.00
3-10	Contract PTO	0.00	19-00	3rd Party Pay	2,935.36	64-01	Voluntary/Ad Life	-926.30
4-00	EIB	0.00	21-01	Stipend	0.00	64-03	Child Life	-44.80
5-01	Call Outs	65.47	21-02	Cell Phone Stipend	225.00	64-04	Spouse Life	-293.10
5-02	PD Call Outs	317.69	30-04	Life Ins > 50k	9.60	64-99	Accident Insurance	-845.68
7-01	Holiday	46,225.81	40-00	401k - PERA	-356.12	70-01	Misc Deduction	0.00
7-02	Holiday Work SW	15,476.60	50-01	FPPA 457	-1,193.30	70-02	Child Support	-837.50
7-03	Holiday Work NSW	-294.12	50-02	FPPA PD Pension	-23,216.64	70-03	Garnishment	-1,262.72
8-01	Misc Pay	-61.34	50-03	FPPA ROTH	-571.28	70-04	Equipment	-730.00
8-02	Retro Pay	0.00	51-01	PERA	-27,747.30	74-00	Soc Sec	-793.11
8-04	Bereavement	0.00	51-02	PERA+457	-595.12	75-00	Medicare	-7,607.14
8-06	Snow Day	0.00	51-03	PERA Life	-77.50	76-00	FWT	-49,284.72
8-07	LTD Reimb	0.00	52-01	ICMA 401a	-250.00	77-00	SWT	-17,934.00
8-08	Pd Admin Leave	0.00	52-02	ICMA 457b-Pre	-896.20	79-00	3rd Party Medicare	-42.56
8-10	PD Grant	0.00	52-04	ICMA 457b-Post	-384.62	85-00	Net Pay - check	116.51
8-12	Jury Duty	0.00	60-00	Health Insurance	-17,859.19	86-00	Dir Deposit	388,882.70
8-13	Military Leave	211.58	61-01	HSA3600	-2,468.92	89-00	3rd Party Net	-2,892.80
8-16	Employee Bonus	0.00						

Pay Code Totals - Employer

PC	Title	Amount	PC	Title	Amount	PC	Title	Amount
50-02	FPPA - Polic	17,160.23	61-01	HSA3600	1,200.00	91-00	Long Term Disability	1,954.19
51-01	PERA	46,419.72	61-02	HSA7200	3,700.00	92-00	Short Term Disability	1,949.50
51-04	PERA AED/SAED	498.08	62-00	Dental Insurance	5,610.00	93-00	Police Pension	6,062.78
52-01	ICMA 401a	1,600.00	63-00	Vision Insurance	884.25	94-00	Basic Life & AD&D	1,353.17
52-02	ICMA 457b	1,615.38	74-00	Social Security	793.11	95-01	Employee Asst Plan	573.76
60-00	Health Insurance	78,673.21	75-00	Medicare	7,649.71	98-00	State Unemployment	1,663.52

Name	Total Paid
Total 24/7 Networks, Inc.:	545.90
Total 4 RIVERS EQUIPMENT, LLC:	668.22
Total 8Z TITLE:	21.82
Total ABS CONCRETE INC:	8,172.00
Total ACC MOUNTAIN WEST:	55,823.00
Total ACCENT BRANDING SOLUTIONS:	411.80
Total ADAMSON POLICE PRODUCTS:	371.15
Total ADVANCED URGENT CARE & OCCUPATIONAL MED:	475.00
Total ADVANTAGE MEDICAL COMPANY:	995.00
Total Agency 360:	1,197.00
Total AIRGAS INC:	196.61
Total ALAN PLUMMER AND ASSOCIATES, INC:	77,512.03
Total AMAZON:	1,243.92
Total AMERICAN CONSERVATION & BILLING SOLUTION:	400.00
Total American Society of Canine Trainers:	165.00
Total ANGEL ARMOR, LLC:	659.51
Total ANTHEM BLUE CROSS AND BLUE SHIELD:	1,113.20
Total ANYTIME FITNESS:	67.50
Total APEX SHREDDING, INC.:	80.00
Total ArchiveSocial, Inc:	2,388.00
Total ASCEND PROJECT MGMT & STORMWATER SVC INC:	6,693.75
Total AUSMUS LAW FIRM, P.C.:	2,400.00
Total B K TIRE, INC:	2,351.40
Total BAREFOOT RESIDENTIAL LLC:	150.87
Total BENEFIT TECHNOLOGY RESOURCES, LLC:	950.00
Total Black Hills Energy:	4,576.02
Total BOBCAT OF THE ROCKIES:	4,622.00
Total BOHANNAN HUSTON INC:	10,407.49
Total BOWMAN CONSTRUCTION SUPPLY:	379.56
Total BOYDD PRODUCTS, INC:	2,988.00
Total BROWNELLS, INC.:	216.19
Total BROWNSTEIN HYATT FARBER SCHRECK:	15,000.00
Total BUDGET CONFERENCING:	250.46
Total CAPITAL TITLE-LAKEWOOD:	48.49
Total CARBON VALLEY RECREATION DISTRICT:	87.50
Total CASELLE, INC.:	3,455.00
Total CENTRAL WELD COUNTY WATER DISTRICT:	22.03
Total CENTRAL WELD COUNTY WATER DISTRICT.-TREA:	96,547.49
Total CENTRAL WELD COUNTY WATER DISTRICT-TAPS:	196,800.00

Name	Total Paid
Total CENTURY LINK:	790.02
Total CERTIFIED LABORATORIES:	1,827.85
Total CESARE, INC:	4,018.95
Total CHRISTMAS DESIGNERS.COM LLC:	1,944.90
Total CINTAS FIRST AID & SAFETY:	473.03
Total CIRSA:	7,893.20
Total CITRIX SYSTEMS INC:	1,200.00
Total CIVIC PLUS, INC:	6,601.77
Total COALRIDGE ANIMAL HOSPITAL, INC:	181.18
Total COLORADO ASSOCIATION OF CHEIFS OF POLICE:	300.00
Total COLORADO CIVIL GROUP INC.:	42,372.75
Total Colorado Communications & Utility Allian:	1,100.00
Total COLORADO DEPT OF REVENUE (MTR VEH):	150.00
Total COLORADO GEOLOGICAL SURVEY:	269.06
Total COLORADO MATERIALS, INC:	88.31
Total COLORADO STATE TREASURER:	5,789.67
Total COMCAST - PD:	4,066.22
Total COMCAST CABLE -0310188 - SEATTLE:	899.17
Total COMCAST-PHILADELPHIA:	595.07
Total Consolidated Electrical Distributors Inc:	2,713.72
Total DANA KEPNER COMPANY, INC.:	40,384.12
Total DBC IRRIGATION SUPPLY:	35,144.91
Total DELTA DENTAL OF COLORADO, INC:	6,870.11
Total DENVER REGIONAL COUNCIL OF GOVERNMENTS:	5,080.00
Total DESIGN CONCEPTS CLA, INC:	1,096.40
Total EMPLOYEE REIMBURSEMENTS & PER DIEMS:	636.90
Total EMPLOYERS COUNCIL SERVICES, INC:	255.84
Total ENTERPRISE FLEET MGMT CUSTOMER BILLINGS:	11,018.92
Total ENVIROTECH SERVICES, INC.:	14,141.37
Total Escrow Deposit Refunds:	15,589.78
Total FACTORY MOTOR PARTS CO.:	50.71
Total FASTENAL COMPANY:	1,986.00
Total FBI NATIONAL ACADEMY ASSOCIATES:	105.00
Total FIDELITY NATIONAL TITLE-LONGMONT:	50.00
Total FIRST AMERICAN TITLE CO:	99.65
Total FIRST AMERICAN TITLE INSURANCE COMPANY-E:	19.41
Total FIRST INTEGRITY TITLE COMPANY:	89.10
Total FIRSTBANK:	26,046.50
Total FORESTRY SUPPLIERS INC:	125.00

Name	Total Paid
Total FRANSEN PITTMAN GENERAL CONTRACTORS:	794,495.00
Total FRED DIEHL CONSULTING:	1,650.00
Total FRONT RANGE COMPLIANCE SERVICE, LLC:	453.25
Total FRONTIER BUSINESS PRODUCTS:	2,546.12
Total FRONTIER COMMUNICATIONS CORP (LEASE):	1,460.48
Total FRONTIER COMPUTER CORP.:	50,772.00
Total FUZION FIELD SERVICES LLC:	1,170.00
Total G & G EQUIPMENT INC:	529.07
Total GRAINGER:	3,335.34
Total GRAVES CONSULTING LLC:	125.00
Total GREEN GIRL RECYCLING SERVICES:	269.50
Total GROUND ENGINEERING CONSULTANTS, INC:	1,227.00
Total GUARDIAN TITLE-DENVER:	13.73
Total HACH COMPANY:	330.58
Total HALCYON DESIGN LLC:	14,288.00
Total HARDLINE EQUIPMENT LLC:	55.00
Total HEI CIVIL:	354,875.49
Total HERITAGE TITLE-LONGMONT:	387.97
Total HOME DEPOT CREDIT SERVICES:	209.91
Total IMS INFRASTRUCTURE MANAGEMENT SERVICES:	33,592.00
Total INTEGRATED WATER SERVICES, INC:	1,537,152.91
Total INTERSTATE BATTERY OF THE ROCKIES:	1,279.50
Total INTERSTATE FORD:	1,848.62
Total INTERWEST SAFETY SUPPLY, INC.:	1,647.50
Total IWORQ SYSTEMS INC:	13,800.00
Total JRM INC:	3,001.27
Total K & K LASER CREATIONS:	44.85
Total KATHLEEN A. OATIS:	1,250.00
Total KB HOME COLORADO INC:	134.89
Total KG CLEAN, INC:	5,156.78
Total KIMBALL MIDWEST:	520.73
Total KINSCO, LLC:	3,251.57
Total KISSINGER & FELLMAN P.C.:	815.50
Total L G EVERIST INC:	4,380.95
Total L.A.W.S.:	339.50
Total LAND TITLE (CSPR):	81.36
Total LAND TITLE-DENVER-2:	211.42
Total LAND TITLE-LONGMONT:	19.65
Total LANGUAGE NEXUS, INC:	200.00

Name	Total Paid
Total LAST CHANCE DITCH COMPANY:	2,614.50
Total LAWRENCE CUSTER GRASMICK JONES & DONOVAN:	11,564.80
Total LENNAR COLORADO:	237.35
Total LEONARD RICE ENGINEERS, INC:	26,570.00
Total LITTLE THOMPSON WATER DISTRICT:	270.56
Total LIVE WIRES, LLC:	2,612.36
Total LONGMONT HUMANE SOCIETY:	1,116.00
Total LONGMONT TROPHY & ENGRAVING:	140.30
Total MAC EQUIPMENT INC LONGMONT:	2,831.91
Total MAIN STREET MAT COMPANY, INC:	559.74
Total MATCO TOOLS:	480.75
Total MCCANDLESS TRUCK CENTER, LLC:	1,602.48
Total MCDONALD FARMS ENTERPRISES, INC:	4,777.66
Total MCGEE COMPANY:	215.60
Total MCGRANE WATER ENGINEERING, LLC:	8,075.00
Total MCI:	54.28
Total MELODY HOMES INC:	30.66
Total Meyers Research LLC:	13,250.00
Total MINES AND ASSOCIATES INC:	3,205.00
Total MIRACLE RECREATION EQUIPMENT CO.:	105.83
Total MISC VENDOR:	305.00
Total MTECH MECHANICAL TECHNOLOGIES GROUP:	880.00
Total MUNICIPAL CODE CORPORATION:	1,693.29
Total MUTUAL OF OMAHA INSURANCE CO:	14,665.82
Total NCSI:	28.50
Total NEW IPT INC:	49,150.00
Total NORTHERN COLORADO CONSTRUCTORS, INC:	3,600.00
Total NORTHERN COLORADO WATER CONSERVANCY DIST:	474,500.00
Total OFFICE DEPOT INC:	771.70
Total O'REILLY AUTO PARTS:	1,086.52
Total ORKIN PEST CONTROL, INC:	746.88
Total PAUL D. BASSO:	2,000.00
Total PERFORMANCE EQUIPMENT SERVICE:	11,410.00
Total PINNACOL ASSURANCE:	125,815.32
Total PITNEY BOWES PURCHASE POWER:	1,005.00
Total PUREWATER DYNAMICS, INC:	469.69
Total QUICK-SET AUTO GLASS:	340.00
Total RAMEY ENVIRONMENTAL COMPLIANCE, INC:	100.00
Total RED WING SHOE STORE:	1,909.87

Name	Total Paid
Total REDNECK TRAILER SUPPLY:	593.17
Total RESTITUTION / COURT REFUNDS:	1,628.30
Total RICHMOND AMERICAN HOMES:	50.35
Total RIPTIDE CAR & PET WASH:	563.25
Total ROAD SAFE TRAFFIC SYSTEMS:	4,379.00
Total ROCKY MOUNTAIN WILDLIFE SERVIC, INC:	1,148.50
Total ROSA LUCAS:	150.00
Total RPS PLAN ADMINISTRATORS/24 HOUR FLEX:	379.25
Total RURAL DITCH COMPANY:	234.00
Total SAFE BUILT COLORADO INC:	89,579.61
Total SAFETY AND CONSTRUCTION SUPPLY INC:	330.50
Total SALT LAKE WHOLESALE SPORTS:	11,796.00
Total SIMPLIFILE:	795.00
Total SIRCHIE FINGER PRINT LABORATORIES:	41.45
Total ST VRAIN SANITATION DISTRICT:	3,221.24
Total St. Vrain Water Authority:	10,000.00
Total STEVE BALCEROVICH:	1,250.00
Total SUNRISE ENVIROMENTAL SCIENTIFIC:	206.28
Total THOMSON REUTERS-WEST:	215.00
Total TIMBERLAN, INC:	26,490.05
Total TRANSWEST TRUCK TRAILER RV:	29.62
Total Treetop Products, Inc.:	7,037.88
Total Ultimate Training Munitions, Inc.:	9,454.70
Total UME CUSTOM EMBROIDERY:	525.00
Total UNITED POWER:	24,729.70
Total UNIVERSITY AUTO PARTS, INC:	2,398.08
Total UTILITY REFUNDS -1:	194.73
Total VALLI INFORMATION SYSTEMS:	1,898.73
Total VANCE BROTHERS INC:	3,713.89
Total VCA VETERINARY SPECIALISTS OF NO CO:	1,371.09
Total Verizon Connect NWF INC:	145.71
Total VERIZON WIRELESS:	5,673.01
Total VIA MOBILITY SERVICES:	15,700.00
Total VISION SERVICE PLAN - VSP:	2,468.10
Total WAAS CAMPBELL RIVERA JOHNSON & VELASQUEZ:	1,366.56
Total WAGNER EQUIPMENT CO.:	4,030.24
Total WAGNER WELDING SUPPLY CO.:	26.04
Total WASTE CONNECTIONS OF COLORADO INC:	746.33
Total WEAR PARTS & EQUIP CO., INC:	22,130.47

Name	Total Paid
Total WELD COUNTY DEPT OF PUBLIC HEALTH & ADMI:	723.50
Total WELD COUNTY REGIONAL COMMUNICATIONS CNTR:	55,884.00
Total WENCK ASSOCIATES INC:	131,546.53
Total WESTERN PAPER DISTRIBUTORS INC:	133.44
Total WESTWATER RESEARCH, LLC:	5,000.00
Total WEX BANK:	9,475.54
Total WHITESIDE'S BOOTS & CLOTHING 2 - BRIGHTO:	2,747.67
Total WICKHAM TRACTOR CO, Inc:	3,293.18
Total WILLIAMSON & HAYASHI, LLC:	12,143.14
Total WORKWELL OCCUPATIONAL MEDICINE LLC:	126.00
Total XPRESS BILL PAY / XPRESS SOLUTIONS:	1,940.16
Total YOURMEMBERSHIP.COM:	299.00
Grand Totals:	4,830,235.30