

GGFPD Board Study Group
August 19, 2021

Dear Golden Gate Fire Protection District Board of Directors,

Following the directive from the Board in December 2020, and with concurrence of the Timberline Fire Chief, GGFPD Chief Difeo has met with Chief Ondr of Timberline Fire Protection District to explore opportunities for collaboration between the Districts that could offer residents improved emergency services and resource stewardship. The Chiefs have prepared an analysis of the strengths and weaknesses of both Districts, and the opportunities and threats that any collaboration could present (SWOT analysis). A copy of their report is attached.

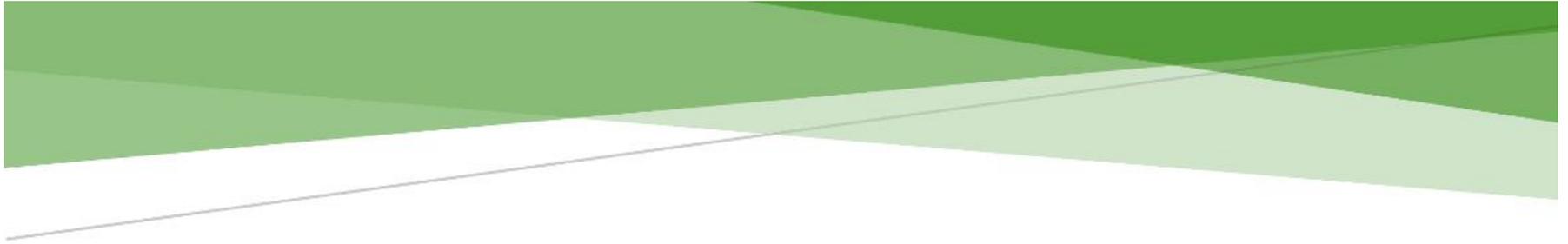
The Study Group has reviewed the Chiefs' analysis and finds that there are clear opportunities for improvement in emergency service delivery in our District and definite financial challenges to maintain and improve our services that could be addressed by some form of collaboration with TFPD. Accordingly, the Group recommends to the Board that:

1. The Board appoint two Board Members and the Chief to meet with two TLFD Board Members and their Chief on a Task Force to further explore and identify these opportunities.
2. If the Task Force finds identifies further partnership opportunities between the Districts, the Board would appoint a committee that includes GGFPD District members and firefighters to solicit public input on these opportunities and any alternatives that might exist.
3. To further study the implications of any opportunity identified by the Task Force, the Board consider professional analysis of the opportunity by independent financial and legal experts, prior to any final decisions being made.

Thank you for your consideration,

The GGFPD Board Study Group

Sheila Carlon
Damian Difeo
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TIMBERLINE FIRE PROTECTION DISTRICT
GOLDEN GATE FIRE PROTECTION DISTRICT
ORGANIZATIONAL COMPARISON, JUNE 2021

Chief Paul Ondr and Chief Damian DiFeo

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Section 1

Purpose



Timberline Fire Protection District (TFPD) and Golden Gate Fire Protection District (GGFPD) have served the citizens and respective fire districts for many years while continuously working to improve the services provided. With the decline of volunteerism, ever increasing costs, increasing service demand, and increasing requirements put on fire districts and volunteers across the county, the sharing of services, consolidations, fire authorities and mergers are becoming commonplace. GGFPD and TFPD are no different.

In late 2020, GGFPD entered into an agreement with TFPD to share a training position due to a vacancy in GGFPD's staffing. Following that agreement, the GGFPD Board directed the Fire Chief to investigate other areas where partnerships may be appropriate.

The following comprehensive analysis of the GGFPD and the TFPD is designed to provide information that will empower the Board of Directors of both districts to explore the similarities and differences in order to make responsible, long-term decisions that are in the best interest of protecting and serving the people of both Fire Districts.

Those that have been involved in entities such as ours (local government, primarily tax funded) have seen the ups and downs that occur when the economy and housing markets fluctuate. Currently, local governments are doing well but as with everything, this will change. The Fire Chiefs of both districts believe very strongly that one of our tasks is to prepare for the inevitable downturn and personnel shortages. The goal of this analysis is to provide the background data to ensure that both districts benefit and prosper from any future partnerships if deemed appropriate.

Both department chiefs completed a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) on their respective departments. Those results are summarized as follows:

Strengths, Weaknesses, Opportunities, Threats (SWOT analysis)



TFPD Strengths

- Prioritization of our volunteers and career staff
- Financial position
- Apparatus replacement plan is funded
- New communication equipment
- Strong positive reputation and presence within our community
- Career staffing is strong at the administrative and operations levels
- In almost all cases, response staffing meets community demand
- Strong senior level staffing that is continually pushing for organizational improvement
- Strong Board of Directors that believes in a progressive organization
- Willingness to embrace technology
- Ability to adapt and overcome challenges
- Proactive approach and emphasis on training
- Recruitment of shift volunteers has been very successful

GGFPD Strengths:

- Stable budget with no outstanding debt.
- A dedicated proactive Fire Chief and a dedicated core group of volunteer officers and volunteers.
- Strong and proactive Board of Directors.
- Well maintained equipment (though older apparatus) and all equipment functions properly.
- Good geographical layout of its stations and equipment.
- Good community support and support from the GGFPD auxiliary.

- Good auto-aid agreements with neighboring agencies.
- Dispatching from a large well-staffed dispatch center and robust communications systems.
- Well organized plan review, permitting and inspection process.
- Recently achieved an ISO rating of 6.
- Passing of 5A allowing for mil levy adjustment if the RAR is adjusted.

TFPD Weaknesses:

- Several station improvements or replacements are needed in the next 5-10 years.
- Career staffing levels are sustaining for current workload but employees are at their maximum capacity.
- Volunteer turnover.
- Delays in auto-aid between GGFPD & TFPD due to the use of two dispatch centers.

GGFPD Weaknesses:

- Aging apparatus fleet.
- Budget does not support a replacement plan for large ticket items such as trucks.
- Budget does not allow for the outright purchase of a new water tender that is badly needed, only a down payment on a loan.
- Budget will not support future station replacement or major remodels; only a small remodel of Station 81 to add shift quarters.
- Budget will not support the hiring of paid Firefighters & staff.
- Inadequate staffing for emergency response on a consistent basis.
- Response times for emergency response are consistently below the national average.
- Ongoing recruitment and retention issues.
- Volunteer turnover.
- Inadequate training for new and existing volunteers (currently contracting with TLF D for assistance)
- Administrative and human resources functions are done by a part-time employee.
- Delays in auto-aid between GGFPD & TFPD due to the use of two dispatch centers.

TFPD Opportunities:

- Expand our wildland program to include mitigation and additional deployment opportunities.
- Continue to grow our shift and resident program when additional housing becomes available.
- Utilizing personnel/equipment from neighboring districts to decrease the needed resources owned by every department.

GGFPD Opportunities:

- Remodel of Station 81 includes a residence unit which may assist with recruitment and response times.
- Positively positioned for resource/equipment and personnel sharing with adjacent/neighboring districts.

TFPD Future Threats:

- Economic downturn.
- Loss of tax revenue from wildfire.
- Rising costs.
- Continued decline in volunteerism especially from in-district volunteers.

GGFPD Future Threats:

- Continued decline in volunteerism especially from in-district volunteers.
- Continued shift volunteer turnover due to lack of calls.
- Inadequate personnel for response and delayed response times resulting from the above two items.
- Inadequate budget to replace aging equipment and station upkeep.
- Increased traffic and public in the canyon & parks (new Douglas Mountain Open Space) causing increased call volume.
- Economic downturn resulting in lower tax revenue.
- Rising costs.

Conclusion:

As shown in the comparison document that follows, TFPD and GGFPD have many similarities and many differences. Neither department is in financial turmoil. Both departments have similar ISO ratings, mill levies and FPPA pension plans. The biggest differences between the two agencies are the size/population of the districts, number of apparatus and stations, the number of volunteers, the number of paid personnel and tax revenue. At the present time GGFPD is struggling to cover calls and is frequently doing so with the help of mutual and auto aid. Neither district is in dire need of consolidation. As stated in the Purpose, it is the recommendation of both Chiefs that the boards begin a conversation about future possibilities and the feasibility of partnership options.

DESCRIPTION OF THE FIRE AGENCIES AND COMMUNITY

TFPD

Demographics:

Approximately 175-square miles in Gilpin and Boulder Counties. Supports emergency services for approximately 6,300 residents.

About Us:

Timberline Fire Protection District (TFPD) is located within the Colorado Front Range, approximately 30 miles from the Denver/Boulder metro areas. TFPD was formed in 2011 via an inclusion/dissolution election, at that time Colorado Sierra was dissolved and the area was included into the High Country Fire Protection District. A name change then occurred to form the Timberline Fire Protection District. TFPD's response area spans north to south from the small town of Nederland in Boulder County all the way to the gaming towns of Black Hawk and Central City located near Interstate 70. Our district extends east to the foothills of Boulder/Denver and west to the Continental Divide, with elevations ranging from around 6,000 to over 13,000 feet. The combination of Gilpin County and our small extension into Boulder County hosts somewhere around 6,300 year-round residents. In addition to the many subdivisions and communities within TFPD's district boundaries are the Golden Gate Canyon State Park (2 million visitors), thousands of acres of National Forest (10-20,000 visitors), countless popular hiking trails, world-class backcountry skiing and climbing destinations, a vast network of OHV trails, and the southeastern portion of Eldora Mountain Ski Resort. The district is bisected north to south by the Union Pacific Railroad, and east to west by the scenic Peak-to-Peak Highway (CO-119).

Timberline is a combination agency. Our membership is made up of both career and volunteer responders. Our roster hovers around 65 members, the majority of which are volunteers. Timberline is an all-hazards agency, meaning we respond to everything from medical calls and vehicle accidents, structure and wildland fires to backcountry or technical rescues. Our membership maintains appropriate certifications to assure we're ready to answer the call when needed. We

respond out of 10 stations, housing around two dozen pieces of apparatus. The rural nature of our district makes for a handful of challenges ranging from extreme weather and high altitude to inadequate water supply for fire suppression, and steep, winding, mostly unpaved roads that make up most of our community. Despite all of this, we strive to maintain response times and staffing levels as laid out by the National Fire Protection Association (NFPA) and have been able to achieve a rating of 5 by the Insurance Services Office (ISO) for much of our coverage area. In addition to covering our own district, TFPD provides mutual-aid and auto-aid to our neighboring fire districts and deploys personnel and apparatus to wildfires nationally.

Community:

Timberline has a very diverse community with many of our property owners living on the mountain but working somewhere on the front range. The current values of the homes in our district have increased exponentially over the last 5-10 years. Historically, Timberline has had a large senior population, however younger people with families have begun to move into the area and build/remodel homes.



Demographics:

Approximately 50 square miles in Jefferson County. Supports emergency services for about 1,000 residents.

About Us:

The Golden Gate Fire Protection District (GGFPD) is a rural fire department at the base of the Front Range foothills just west of Golden. The department was formed in 1988 by the residents of Golden Gate Canyon and was an all-volunteer department for many years. As of April 2021, the department has sixteen volunteers, one part-time paid Fire Chief and one part-time paid Administrative Assistant. The department has three volunteer programs, in-district, shift & a Resident Firefighter program. The department has three fire stations and operates 9 pieces of apparatus. Due to the extended response time from our emergency medical service, GGFPD responds to all calls for service even if it is a minor medical call. GGFPD responds to approximately 100 calls per year and deployed to the Cameron Peak fire twice in 2021 with firefighter assistance from TFPD. We maintain an ISO rating of 6 for residents within 5-miles of a station and 10 for residences over 5-miles.

Community:

The GGFPD is bordered on the South by Golden Fire Department, the east by Golden and Fairmount Fire Protection District, the west by Timberline Fire Protection District and the north by Coal Creek Fire Protection District. The main roadway in and out of the district is a paved, narrow, winding 2-lane road with steep grades running west from the Golden area up to a crest on Michigan Hill at the Gilpin County line. However, many roadways within the district are gravel or dirt. The biggest threat to our community is wildland fire which is compounded by the fact that we have no fire hydrants in our district. Our district has a mix of residential structures that includes smaller modest homes to multi-million-dollar homes. GGFPD also has three open space mountain parks owned and managed by Jefferson County accounting for 30% of our district.

See [Appendix A](#) for District Maps

MISSION, VISION, CODE OF ETHICS, CORE VALUES AND STRATEGIC PLAN

TFPD

Mission:

The mission of the Timberline Fire Protection District is to utilize resources efficiently to provide emergency services for the benefit of citizens and visitors to the district while maintaining the safety and security of our members.

Vision:

It is the vision of the Timberline Fire Protection District to be a professional fire department that sets THE standard for service, safety and community relationships in the rural environment based upon leadership dedicated to organizational ethics and values.

Code of Ethics:

As board members of the Timberline Fire Protection District, it is our responsibility to utilize resources efficiently to provide emergency services and to perform these duties to the ethical standards that are expected by the citizens and our peers.

We Will:

- Never compromise safety.
- Treat all persons courteously, equally, and fairly, avoiding unjustifiable or improper criticism or comment against other individuals or groups.
- Encourage open communications throughout the agency.
- Demonstrate organizational pride through accountability for our actions.
- Make decisions in the best interest of the organization and its mission.

As a board member of the Timberline Fire Protection District, I recognize the position I hold as a symbol of public faith. To honor this faith, I shall maintain the highest standards of integrity and perform to the best of my abilities, conducting myself at all times in such a manner as to create respect for the fire district and myself.

Core Values:

We, as the board members of the Timberline Fire Protection District, declare the following values to be the fundamental principles that define our organization:

DEDICATION: We will provide high-quality service to our citizens through: Organizational Commitment Reliability Fiscal Responsibility Duty

INTEGRITY: We will maintain the highest level of integrity through:

- Honesty
- Cooperation
- Working only with the facts
- Trust

LEADERSHIP: We will lead by example and strive to exhibit confidence through:

- Decision Making
- Growth Opportunities
- Experience
- Open Communications Fairness

RESPECT: We feel respect must be earned through:

- Compassion
- Courtesy

TEAMWORK: We feel teamwork is critical to success and is accomplished through:

- Family Values
- Standardization
- Confidence^[1]_{SEP}
- Pride

Strategic Plan:

At the present time, TFPD does not have a written strategic plan, but it is currently in-process.

GGFPD

Mission:

The GGFPD Mission is to respond promptly with the right amount of properly trained personnel, and proper equipment to the following emergency calls.

- Emergency Medical Service
- Vehicle Rescue (Extrication)
- Structure Firefighting
- Wildland Firefighting
- Hazardous Materials Response
- Search & Rescue
- Mutual-Aid to neighboring departments
- Community Evacuation
- Community Education

We will perform the mission with integrity, continuous improvement and within GGFPD's financial resources.

Vision:

The GGFPD Vision is to become the most effective, benchmarked and admired high country wildland urban interface volunteer fire department in the Rocky Mountains.

Strategic Plan:

At the present time, GGFPD does not have a formal strategic plan, but we do have strategic initiatives. Two of these are to remodel a station to add shift quarters to support our shift volunteer program, and to find ways to better retain our volunteer firefighters. This study will also help GGFPD work towards building a strategic plan.

DISTRICT STAFFING LEVELS AND HUMAN RESOURCE CAPABILITIES

TFPD

CAREER STAFFING	
Full-Time Fire Chief	Full-Time Maintenance Captain
Full-Time Deputy Chief	Part-Time Maintenance
Full-Time Administrative Chief	A-Shift Lieutenant
Part-Time Operations Chief	B-Shift Lieutenant
Part-Time Training Coordinator	C-Shift Lieutenant

VOLUNTEER STAFFING	
(6) Station Lieutenants	(2) Resident Firefighters
(21) In-District Firefighters	(21) Shift Firefighters

TFPD has a strong staff base in all positions. If additional workload were added, Part-Time Maintenance and Training would likely be increased to Full-Time status. We would also be looking to add a Part-Time Administrative Assistant.

TFPD also has a growing need for a Full-Time Wildland Coordinator. This position would be responsible for planning and implementation of all aspects of wildfire response and preparedness ranging from mitigation, planning, response, public relations and deployment.

Response staffing is strong and in the coming years we plan to add additional resident positions as living space becomes available. We are also actively looking to recruit in-district responders, specifically targeting the outlying edges of the district. We do have current, updated Personnel and Policy Manuals.

GGFPD

CAREER STAFFING

Part-Time Fire Chief	Part-Time Administrative Assistant
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VOLUNTEER STAFFING

(1) Training Captain (Station 82 resident)	(4) Shift Firefighters
(3) Station Lieutenants (in-district)	
(8) In-District Firefighters	

Our current volunteer count is sixteen (includes above noted positions), with a target count of twenty. In March, we recruited additional volunteers, but feel our turnover will continue to be high. In the last 3-years, we have brought on 13 new volunteers and lost 15.

GGFPD has a growing need for more volunteers, and one of our strategic initiatives is to find a better way to retain our current volunteers. GGFPD also has the need for someone to manage vehicle and station maintenance as it is too much to ask of a volunteer firefighter. We currently have a volunteer Training Captain that coordinates weekly training with the Lieutenants, and we have an Intergovernmental Agreement with TFPD to assist that Captain on the administrative and planning side of training. Although our training program is working now, it is likely not sustainable in the long term with only a volunteer Training Captain. We have a part-time office administrator, but with this being part-time, things do not always get completed in a timely fashion. Other than recruitment and retention, the biggest personnel issue long term is the Fire Chief position. For many years, the Fire Chief was a volunteer position and only in the last several years has it been a paid, part-time position. This is problematic because although GGFPD is a small department, the Fire Chief has the same duties of a larger district Chief, just on a slightly smaller scale. The average pay for a Fire Chief in the US is around \$95,000.00 per year. If GGFPD continues to have a part-time Chief, it may cost approximately \$50,000 per-year in salary costs (plus benefit costs) in the future. Part-time Chiefs are also difficult to recruit.

See [Appendix B](#) for District Organization Charts

SECTION 6 CAREER AND VOLUNTEER COMPENSATION

TFPD

Career Compensation:

Salaries and benefits are always a difficult subject due to the ever-increasing cost of living and skyrocketing cost of benefits coupled by limited revenue availability and grant dollars. TFPD works to compensate its employees fairly, and believes that appropriately compensated employees will work hard, support the organization and be dedicated to our volunteers, community and mission. Along with fair pay, we offer health insurance, life insurance, FPPA retirement, and optional 457 plan, and paid time off. These benefits are available to all full-time employees working 32 hours or more per week.

Volunteer Compensation:

Volunteer compensation is a complex issue as it governed by many different regulations and laws. The line between saying thank you to a volunteer and accidentally turning them into an employee is very thin and blurry due to the Fair Labor Standards Act (FLSA).

TFPD and the volunteer fire service nationwide is always looking for ways to incentivize volunteers and while there is not magical solution to the recruitment and retention problem the items listed below were identified by our members in a survey a few years ago. We have implemented these items and attribute most of our recruitment success to them:

1. A robust training division and training program. Our volunteers tend to fall in to one of two broad categories:
 - a. Those that are volunteering in order to gain experience and certifications to obtain a career in the fire service.
 - b. Those that enjoy the comradery and challenges that being a volunteer firefighter has to offer, and simply want to serve the community.

Both categories of volunteers want to be well trained. While their personal motives may be different, they share the desire to serve at the highest level.

2. A welcoming, positive, rewarding, and busy experience. We have found that our volunteers do not have interest in sitting in a fire station alone with nothing to do. They are more engaged and excited to serve when they experience “firehouse comradery”, this does not necessarily mean running 911 calls. One of the many jobs of our career Shift Lieutenants do is to keep our volunteers busy. This can include training, apparatus checks and maintenance, building inspections, physical fitness, district familiarization, station maintenance, cooking together and much more.
3. SWAG (Stuff We All Get): while this may seem silly, firefighters love SWAG! They are proud of to be a part of something bigger than themselves and like to show it off. Some examples of SWAG include T-shirts, sweatshirts, hats, flashlights, belt buckles, and bumper stickers. We have found that these small tokens of appreciation mean a lot to our volunteers.
4. Department Events: we hold 2-3 events each year ranging from awards dinners held in a casino ballroom, to summer picnics in a local park. Frequently, our members are encouraged to bring their significant other as well. We usually have great attendance and feedback from these gatherings.
5. Simply saying “thank you”: getting up in the middle of the night when you must work the next day or leaving a family dinner to assist someone can be a rewarding experience. We have also found that our volunteers appreciate knowing that the leaders of the organization appreciate the sacrifice they make every day.

TFPD had a volunteer pension program that would provide a lifetime benefit to a volunteer who served a minimum of ten years; however, this was closed to new members in 2013. The reason for closing the pension was simple, as the department grew, the actuarial studies were requiring larger annual contributions based on the assumption many of the members would collect a benefit. But the reality is very few of our volunteers stayed long enough to be eligible.

With the closing of the pension program, we had intended to explore things like fuel reimbursement or LOSAP programs. Currently, we have a committee that is exploring a LOSAP type program, and I expect a report on their findings soon. We have set aside \$12,000 in our Recruitment and Retention line item within our budget for this future program.

TFPD does offer a stipend to our Friday, Saturday, and Sunday FDO (Fire Duty Officer), this is based on the daily federal per-diem reimbursement rate, currently \$66. We also offer wages to members that fill in for our career Shift Lieutenants when they are gone, this is at the average single day rate (24-hours) for our career staffing, approximately \$350/day.

Career Compensation:

GGFD has two paid employees the part-time Fire Chief and the part time office administrator. The Fire Chief receives a salary of \$18,000 per year which is much below the county average and the office administrator receives \$23.00 per hour. Neither employee receives any benefits such as health care or retirement. The Chief does receive a mileage reimbursement for using his personal vehicle (at \$.50/mile).

Volunteer Compensation:

As with TFPD and many other volunteer or combination departments, GGFPD volunteers fall into the same two categories as stated above. GGFPD also believes a robust training program is essential to recruiting and retaining volunteers and we continually work to improve our training program. GGFPD also had a volunteer pension program with the same vesting requirements as TFPD. This pension program was closed to new members in March of 2011. To replace this program GGFPD created a length of service award program (LOSAP). The funds from this program are paid out on an annual basis and the members are issued 1099 Tax Forms. Approximately 2-years ago GGFPD created a stipend program for its volunteers. This stipend is paid out on a quarterly basis and is based on volunteers making their quarterly requirements which is tracked for each requirement. GGFD spends approximately \$10,000 per year on this program.

See [Appendix C](#) for GGFD LOSAP & Stipend program.

DISTRICT MILL LEVIES, ANNUAL BUDGETS (INCLUDING CASH POSITIONS), AND
CURRENT SERVICE DEBT

TFPD

Mill Levy:

TFPD has a base mill levy of 8.342. We also have a Gallagher adjustment due to the current Residential Assessment Rate (RAR) fluctuation of .038, and an abatement adjustment of .022. Our total 2021 mill levy is **8.402**.

Budget:

Timberline Fire Protection District has adopted a \$100,000 deficit budget in 2020. We increased our overall revenues with wildland deployment reimbursements and careful spending. At the end of last year, we were \$6,000 under budget (deficit spent by \$94,000). The increased revenues from wildland deployments also allowed for spending \$140,000 of unbudgeted funds on 800mhz radios.

Our 2021 budget is written as a \$40,000 deficit, although we expect that we will finish the year significantly under budget and likely without deficit spending. The current budget does not include any anticipated wildland deployments for the year.

Timberline also completed an impact fee study and implemented the fees beginning in June 2020. Current fees are \$2327 per new residential structure, and \$2.82 per square foot for any new commercial building. Our 2021 budgeted revenues include estimated fees of \$23,270 in 2021 (10 residential structures at \$2327 each).

Current Cash Position:

As of March 31, 2021, TFPD has approximately \$1,000,000 in liquid funds, this is twice the amount required by a District

Board resolution adopted in 2019. A significant portion of these funds are earmarked for capital improvements or apparatus.

Property Tax Revenues:

Timberline's property tax revenue in 2015 was \$666,917 and total revenue was \$750,137 (audited). These numbers have increased in 2020 to \$1,049,858.00 and total revenue of \$1,413,302 (unaudited). This increase is due to an inclusion election in 2017 of unprotected areas of Gilpin County and property tax valuation increases.

Debt:

In 2021, TFPD entered into a contract for 5 new apparatus (3 Engines, 2 Brush Truck) for approximately \$1.8 million. This was partially funded by through the trade-in of 4 engines for \$595,000. The remainder of \$1.234 million is a low interest (2.19%), 10-year lease purchase. TFPD will make its final payment in 2031. Currently, TFPD puts \$160,000 per year into its apparatus replacement fund, the annual Lease payment of \$139,336 will be paid from these funds.

TFPD has no other debt.



Mill Levy:

GGFPD has a base mill levy of **9.016** with the ability to adjust the mill levy based on the residential assessment rate (RAR).

Budget:

Our total budget for 2021 is \$286,139, of which \$119,000 is capital expense that includes \$43,000 for the Station 1 remodel to add shift quarters and \$60,000 for a new water tender. We will be transferring \$73,151 from reserves to accomplish these projects. GGFPD's long term projections currently do not support the replacement of aging apparatus. There will also be a need for more extensive facility remodels and to replace or significantly refurbish Station 83 within the next 10-years.

Current Cash Position:

GGFPD currently has a cash position of \$229,182 (March 3, 2021). If we were to spend our entire budget for 2021 our cash position at the beginning of 2022 would be \$130,868.

Property Tax Revenues:

GGFPD tax revenue increased approximately 10% for budget year 2021 compared to 2020 which was mostly due to district growth and appreciation of assessed property values, without changes to mill levy or RAR. The expected tax revenue for 2021 is \$204,987. Revenues were \$170,415 in 2018 and \$196,369 in 2020.

Debt:

GGFPD currently has no debt.

Please refer to the fire districts web sites for detailed budget information.

SECTION 8 FPPA VOLUNTEER PENSION

TFPD

Status:

TFPD Volunteer pension was closed to new members on January 1, 2013. Currently, there are 49 retirees receiving benefits, 6 surviving spouses receiving ½ benefits. We also have 5 members that are still active and vested (10 years +), and 1 additional member that eligible but not yet vested.

As of April 15, 2021, the pension payout is \$17 per service credit (year), paid monthly starting at age 50 (or when the retiree submits their paperwork after age 50). If the retiree passes, their spouse will receive ½ of the monthly benefit for the remainder of their lifetime, or until remarried.

As of March 31, 2021, the balance in the TFPD pension fund is \$1,689,427.25 and according to the last actuarial study dated January 1, 2019, the volunteer pension is 85% funded. We expect FPPA to return our updated actuarial study in early fall 2021.

Example: Member joins TFPD at age 30, volunteers for 15-years, and leaves at age 45. Upon turning age 50 retiree would be eligible to receive monthly payments of \$255 (\$17 x 15years) per month. If the retiree passes away, their surviving spouse will receive payments of \$127.50 per month for the remainder of their life or until remarried.

Eligibility:

To be eligible for benefits a member must have:

- Joined TFPD prior to January 1, 2013.
- Earned at least 10 years of service credit. A year of service credit equals requires meeting district minimum training requirements. Recently the requirement was 36 hours of in-district training per year. This has been raised to 48 in-district training hours, effective May 1, 2021.

- Reached age 50. However, a member can continue to volunteer after age 50 and continue earning years of service credit.
- Filed retirement paperwork with the district, approved by the Board of Trustees (meets quarterly).

GGFPD

Status:

GGFPD Volunteer pension was closed to new members in March 2011. Currently there are 9 members receiving benefits and there is one active member eligible to draw.

As of April 2021, the pension payout (for 20-years of service) is \$300.00 paid monthly starting at age 50. When a member dies, their spouse would receive 50% for the remainder of their lifetime. As of April 2021, the balance in the GGFPD pension fund was \$347,000 and the fund is currently 135% funded so no additional funds have been allocated in the last 3-years.

Eligibility:

To be eligible for benefits a member must have:

- Joined GGFPD prior to March 2011
- Earned at least 10 years of service credit. A year of service credit equals requires meeting district minimum training requirements. The current requirement is 48-hours of in-district training per year.
- Reached age 50. However, a member can continue to volunteer after age 50 and continue earning years of service credit.
- Filed retirement paperwork with the district, approved by the Pension Board of Trustees (meets quarterly)

See [Appendix D](#) for latest Volunteer Actuarial Studies

SECTION 9 DISTRICT FACILITIES

TFPD

<i>Station#</i>	<i>Description</i>	<i>Wish List</i>	<i>Issues</i>	<i>Status</i>
1: Magnolia Road	3 bays no living quarters. exterior good condition	Backup generator	Engines barely fit Tenders will not fit.	One empty bay
2: Pinecliffe	2 or 3 bays no living quarters. exterior is OK. remodeled 2016	None	Rock fall behind building Tenders will not fit.	Brush truck and storage Not ISO recognized
3: Rollinsville	Gilpin County owned no living quarters.	District owned station (in progress)	None	Tender UTV
4: Pine Drive	3 large bays living quarters in use by Gilpin Ambulance (GAA)	Combine Station 3 and 4 to a new location (in progress)	Drainage possible roof leaks, gutters	Engine GAA
5: Mid-County	2 bays Living quarters Training Room	None	Outgrown, need additional training space and living quarters.	Engine Brush
6: Dory Lakes	2 bays no living quarters.	None	None	Brush Not ISO recognized
7: Highway 46	4 bays Headquarters	Second floor exit	ADA non-compliance Second floor exit Needs fire alarm.	Tender Brush Maintenance

8: Golden Gate	2 bays No living quarters.	Recycled asphalt drive Bathroom	None	Engine 1 empty bay
9: Apex Valley Road	Gilpin County owned 1 bay	None	None	Engine
10: Smith Hill Storage	2 bays No living quarters.	None	Poor location	OOS Storage only Not ISO recognized

GGFPD

<i>Station#</i>	<i>Description</i>	<i>Wish List</i>	<i>Issues</i>	<i>Status</i>
81: Robinson Hill	2 bays Living quarters budgeted for 2021.	Full remodel	Varmint mitigation remodel needed this year.	Engine (T3) Brush UTV
82: Crawford Gulch	3 bays	None	None	Tender Engine (T3) Brush
83: Golden Gate Canyon Road/Grange	2 bays	None	Drainage from hill behind facility Insulation Bathroom remodel needed.	Engine (T1) Tender

Summary:

Both TFPD and GGFPD have excellent station distribution apart from the area south-west of Central City. All other areas of both districts can be reached driving less than 5 road-miles as required by ISO.

As can be seen in the wish list and issues line for each station, many facilities have room for improvement but none of these issues currently impede response.

TFPD

Apparatus Status:

As can be seen in the spreadsheet below TFPD replaced (4) Type-1 engines and (2) engine/tenders in 2013/2014. The average age of large apparatus is just under 9-years, the average age of midsize vehicles (brush and rescue) is 12-years and average age of utility vehicles is 6-years. The average age of all vehicles combined is 9-years.

Current Funding and Capital Plan:

Currently TFPD puts \$60,000 per year into its apparatus replacement fund and plans to increase that contribution to \$200,000 per year in 2023 when the lease-purchase payments expire. The district apparatus replacement plan is a living document that continually changes, but it's projected through 2041 based on our current fleet. It is very difficult to predict the exact costs and future equipment needs but TFPD feels this plan will likely fund many of our future needs.

GGFPD

Apparatus Status:

GGFPD's average age of large vehicles is just under 24 years. The average age of midsize (brush and rescue) is 9.5 years and the one utility (command) vehicle is 18 years. The average age of all vehicles combined is 18.5 years.

Current Funding and Capital Plan:

GGFPD currently has no replacement plan or adequate savings to do so. We do have \$66,000 budgeted in 2021 for a down payment to replace T82.

Engine/Tender	TFPD	2021	Engine/Tender	GGFPD	2021
E51 (Traded in 8/10/21)	2014	7	E81	2003	18
T53	2014	7	E82	1998	23
E54 (Traded in 8/10/21)	2014	7	E83	1995	26
E55 (Trade in 10/2022)	2014	7	T82	1984	37
T57	2014	7	T83	2006	15
E58 (Trade in 10/2022)	2014	7			
E59	2001	20			
Average age		8.85714286			23.8
Brush/Rescue			Brush/Rescue		
B51	2001	20	B81	2018	3
B57	2004	17	B82	2005	16
B55	2015	6			
B56	2008	13			
B52	2014	7			
R53	2012	9			
Average age		12			9.5

Utility/Maintenance			Utility/Maintenance		
U55 White Plow	2007	14	Command	2003	18
U57 New Maint.	2020	1			
U54 Command	2009	12			
U51 Command	2018	3			
U52 Command	2018	3			
U59 Red plow	2017	4			
Average age		6.16666667			18
Average age of all vehicles		9			18.5928571
Combined average	12.11				

TFPD

GGFPD

SOFTWARE PLATFORMS AND NFIRS REPORTING

TFPD

Software Platforms:

- Quick Books 2018 Desktop Pro: All District financial tracking and budgeting. We also use a program called Neat for credit card receipt management.
- ADP: Bi-weekly payroll.
- Vector Solutions: Tracks all training and certifications as well as providing online training, shift scheduling and employee scheduling.
- 3XLogic/Infinias Access Control: Manages station access via RFID cards, cameras at some stations.
- Microsoft Suite: Primarily email server and cloud document sharing.
- Google Drive: Cloud document storage, website documents cloud storage.
- The district website is hosted via colorado.gov.
- Gaggle: Group email delivery platform.

NFIRS Reporting/Emergency Response Software:

- Emergency Reporting: NFIRS (National Fire Incident Reporting System) reporting on a monthly basis; the program is also allocated for equipment inventory and maintenance tracking.
- I Am Responding: Provides dispatch information to the personal phones of responders. Also provides emergent or reminder notifications (texts and emails) to our staff, when needed. We are in the test phase of adding monitors to the stations giving responders a large visual aid for response. This program has additional features that we have not explored yet.

Software Platforms:

- Target Solutions: used for tracking Firefighter certifications and JPR's.
- QuickBooks: used for all AP, AR, budgeting, LOSAP, fuel stipends and payroll.
- Web site: maintained in -house and needs significant redesign.

NFIRS Reporting/Emergency Response Software:

- GGFPD currently reports to NFIRS (National Fire Incident Reporting System) on a monthly basis through the reporting system Emergency Reporting. The system is used to do incident reports and track members shifts, hours and points.
- I Am Responding is used to notify members of a fire call on their cell phones and provides dispatch information. It is also used to send out messages to members on their cell phones.
- Computer aided dispatch (CAD): GGFPD currently has five Surface Pro's with CAD loaded on them. There is one at each station one in the Chiefs vehicle and one in the utility vehicle. When GGFPD drops a call the call information is displayed in the CAD software on the Surface Pro's. This software is directly linked to JeffCom dispatch and provides all call notes from the call taker in real time.

SERVICE DELIVERY AND RESPONSE STATISTICS

TFPD

Service Delivery:

TFPD is an all-hazard agency that responds to EMS, wildfire, structure fire, hazardous materials, auto accidents, search and rescue and citizen assistance calls.

Response Statistics:

In 2020, TFPD responded to 671 calls for service with an average first on scene time of 11 minutes and 6 seconds. TFPD had an average of 6.97 responders per call (after removing all calls that were not toned). Statistical data is from Emergency Reporting software.

GGFPD

Service Delivery:

GGFPD responds to all calls for service which includes EMS, Wildfire, structure fire, hazardous materials, auto accidents, search and rescue, and citizen assistance calls.

Response Statistics:

In 2020, GGFPD responded to 99 calls with an average response time of 17:46. GGFPD had an average of 4.5 responders per call. 50 of the calls were in Station 81's response area, 25 where in Station 82's response area, and 23 were in Station 83's response area. Statistical data is from Emergency Reporting software.

AUTO-AID AND MUTUAL-AID AGREEMENTS

TFPD

TFPD has auto-aid agreements with Black Hawk Fire, Golden Gate Fire, Coal Creek Fire, Sugarloaf Fire, and Nederland Fire as well as individual mutual-aid agreements with City of Central, Clear Creek Fire and we are a signor on the Metro area mutual-aid agreement.

Structure fire plan within TFPD boundaries:

Gilpin County:

- Golden Gate Fire sends (1) Tender.
- Coal Creek Fire sends (1) Tender.
- Nederland Fire sends (1) Tender.

Boulder County:

- all the above +
- Sugarloaf sends 1 Tender.

Structure Fire plan for neighboring agencies:

TFPD will send a minimum of 1 Tender to structure fires within the districts of Golden Gate Fire, Coal Creek Fire and Nederland Fire. We are frequently requested to those districts for other types of fires, needed equipment is requested per incident.

Agreements with Black Hawk Fire:

An auto-aid agreement is in place for **ALL** calls on or immediately accessed from Hwy 119, this extends from the junction of Highway 6 and 119 to the south edge of the City of Black Hawk. While these calls are within TFPD's district boundaries, TFPD does not respond unless requested by Black Hawk Fire.

Non-specific incident type auto-aid:

Golden Gate and Timberline Fire have a general auto-aid agreement which applies to all calls within specific areas of our districts. See Auto-Aid map, Appendix E.

GGFPD

GGFPD has auto-aid agreements with Fairmount Fire, Golden Fire, and Timberline Fire. There are no formal mutual-aid agreements with other agencies, but any agency in the metro area can request mutual aid when needed. Below is a summary of the auto-aid agreements.

Wildland Fire plan within GGFPD boundaries:

- Golden fire sends (1) Brush Truck and (1) Battalion Chief
- Fairmount Fire sends (1) Brush Truck, (1) Tender and (1) Battalion Chief
- Timberline Fire sends (1) Brush Truck and (1) Tender.

Structure fire plan within GGFPD boundaries:

- Golden Fire sends (1) Type-1 Engine.
- Fairmount Fire sends (1) Type-1 Engine and (1) Tender.
- Timberline Fire sends (1) Type-1 Engine and (1) Tender.

Confirmed structure or wildland fire west of Highway 93 (Fairmount Fire District), or within Timberline Fire District:

- GGFPD sends (1) Tender.

Confirmed wildland Fire within Golden or Timberline Fire District:

- GGFPD sends (1) Brush Truck and (1) Tender.

Non-specific incident type auto-aid:

Golden Gate and Timberline Fire also have an auto-aid agreement which applies to all calls in specific areas of our districts. See Auto-Aid map, Appendix E.

Golden Gate and Fairmount Fire also have an auto-aid agreement specific to White Ranch and Mount Galbraith Open Space Parks. Any backcountry rescue calls in either park gets a response from both Fairmount Fire and Golden Gate Fire.

See **Appendix E** for Auto-Aid Mapping

BASELINE EVALUATIONS FOR THE AGENCIES IN COMPARISON TO INDUSTRY STANDARDS

This section refers to NFPA 1720 which is the standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments'

The table below is the minimum staffing and response time for fire suppression per NFPA 1720:

Table 4.3.2 Staffing and Response Time

Demand Zone	Demographics	Minimum Staffing/ Max. Response Time (minutes)	Should meet this % of the time.
Suburban	500–1000 people per square mile	10/10	80
Rural	< 500 people per square mile	6 personnel/ 14 or less to arrival (Target response)	80
Remote	Travel distance 8 miles	4	90

TFPD and GGFPD fall under the “rural” demand zone, meaning 80% of the time both agencies should be on scene in 14 minutes with a minimum of 6 personnel. The data below is the best available from both agencies. The reporting system does not have a specific report for these metrics.

TFPD

2020 statistics	First unit arrival was 14 min or less 60% of the time. We had 6 or more responders 75% of the time.
2019 statistics	First unit arrival was 14 min or less 71% of the time. We had 6 or more responders 53% or the time.
2018 statistics	First unit arrival was 14 min or less 76% of the time. We had 6 or more responders 57% or the time.

GGFPD

2020 statistics	First unit arrival was 14 min or less 46% of the time. We had 6 or more responders 27% of the time.
2019 statistics	First unit arrival was 14 min or less 66% of the time. We had 6 or more responders 54% of the time.
2018 statistics	First unit arrival was 14 min or less 44% of the time. We had 6 or more responders 70% of the time.

SECTION 15

STAKEHOLDER INPUT

TFPD STAKEHOLDER INPUT

To understand how changing the relationship between TFPD and GGFD would affect our partner agencies I emailed, High Country Auxiliary, Andrew Whittle (Saint Anthony's Hospital), Nathan Whittington (Gilpin County emergency manager, Todd Farrow (Golden Gate State Park Manager) and Kevin Armstrong (Gilpin County Sheriff). Everyone received an email asking a question similar to:

“Timberline Fire and a Golden Gate Fire are doing an internal study looking at potentially joining forces. These possibilities could include anything from sharing resources to a Fire Authority or merger. As part of this process, we have come up with several areas of research and discovery, one of those areas includes stakeholder input”.

With exception of the High Country Auxiliary all the feedback was positive. None of the agencies were surprised by the decision to explore additional sharing of resources, none of them identified any negatives and the consensus was additional cooperation efforts would benefit both districts.

The High Country Auxiliary was more cautious and did not want to give additional input until more information was available.

GGFPD STAKEHOLDER INPUT

To understand how changing the relationship between TFPD and GGFPD would affect our partner agencies, Chief Difeo emailed the President of the GGFD Auxiliary, our Medical Director at Saint Anthony's Hospital, Jeffcom Dispatch Center, and the Jeffco Sherriff. Everyone received an email asking a question similar to the following:

GGFD has formed a committee to look at what possibilities exist to improve service by working with Timberline Fire. These possibilities could include anything from sharing resources to a Fire Authority or merger. As part of this process, we have come up with several areas of research and discovery, one of those areas includes stakeholder input. I was hoping we could get some input from you on how you would envision things working if we joined forces with TLPD and what your overall thoughts are on that idea. Not asking you to get too much into the weeds on this but some conceptual ideas/thoughts would be helpful as we continue in this process. Thanks in advance for your time.

For the most part the responses received were supportive and understanding of the situation and the need to explore these opportunities. All parties felt that they could work within that framework without issue. The biggest player in this would be Jeffcom Dispatch and the coordination between them and Gilpin Dispatch. It will take a bit of coordination but they offered assurance they can make it work.

TFPD

Competencies:

Capabilities:

Shortfalls:

TFPD's Training Division is currently composed of a full-time Deputy Chief (responsible for training) and a part-time Training Lieutenant. These employees perform administrative tasks as they relate to certification management, as well as coordinate and instruct most of the district training with the assistance of the volunteer station officers and a volunteer Training Cadre made up of six senior firefighters. Currently, the training needs of the district are mostly met with the above personnel, however as TFPD grows its membership, the Training Division's span of control is greatly diminished, and both the quality and quantity of training is likely to decrease. In addition to the training needs of TFPD, the Training Division is also tasked with assisting GGFPD with coordination and administration of their member's training and certification. This, combined with the projected growth of both agencies, makes the need for increased Division staffing an even greater priority.

GGFPD

Competencies: The senior members of the GGFPD have a very strong skill set and are competent when it comes to helping teach and organize training. Our Volunteer training Captain also is very competent and does a good job organizing & planning for trainings.

Capabilities: Presently the Volunteer Training Captain does not have full-time employment and is a resident at the Fire Station which allows him to dedicate a lot of time to the training position. However, he is in the process of gaining full-time employment which will limit his time to function in that position

Shortfalls: Currently GGFPD contracts with TFPD to help with our training division. TFPD provides training admin services and helps our Training Captain coordinate joint trainings. Due to the size of GGFPD we are not able to put on our own fire academies and lean on TFPD and other agencies to get our new people trained. GGFPD could use an employee dedicated to handling all aspects of training from administration to implementation.

SECTION 17

PLAN REVIEW & PERMITTING

TFPD

Plan Review:

Only in the last year has TFPD been involved with driveway approvals. We now approve each driveway per the county's requirements. The TFPD Chief acts as the Fire Marshal of the district. All plan reviews and inspections that require a certified inspector are completed via contract to various contractors.

Permitting Capabilities:

In 2020 TFPD adopted the 2018 International Fire Code, this has not been adopted by Gilpin County which is still operating under the 2006 IFC. With this adoption, TFPD included the caveat that driveways that cannot meet the county's driveway grade will be approved but the dwelling will need fire sprinklers that meet the requirements in NFPA 13D with a 20-minute water supply. Gilpin County requires a fire sprinkler in any dwelling that exceeds 3600 square feet of conditioned space.

TFPD occasionally attends HOA meetings, assists with The Gilpin County School annual safety day, has a booth at the annual Gilpin County Fair and distributes carbon monoxide, smoke detectors and address signs.

GGFPD

Plan Review:

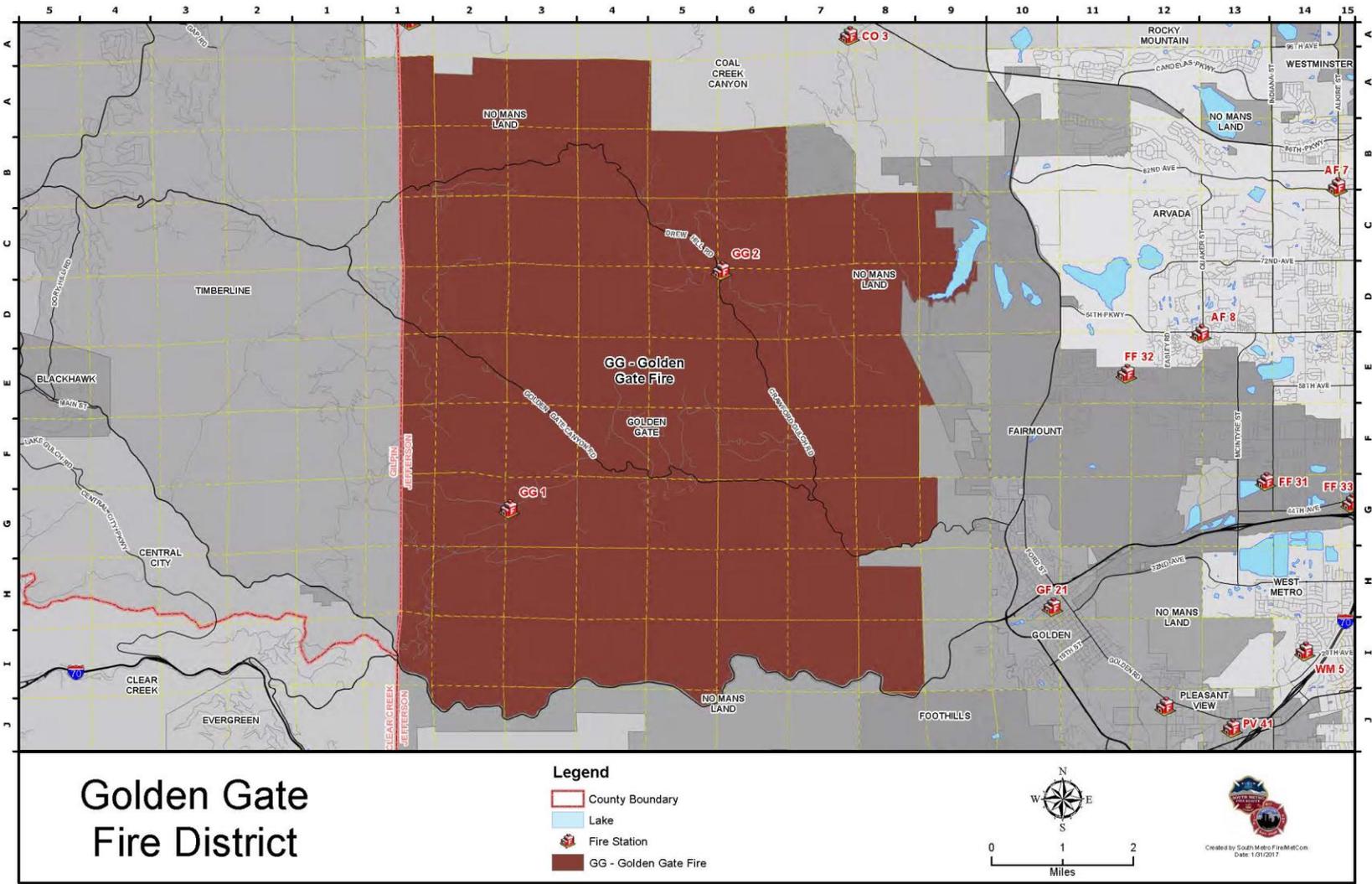
GGFPD has a structured plan review and permitting process for fire protection systems, fire alarm systems, cisterns and driveways. GGFPD works with the Fire Marshall at Fairmount Fire to help with plan review for sprinkler systems and fire alarm systems. GGFPD does rough & final inspections for all permitted projects in the district.

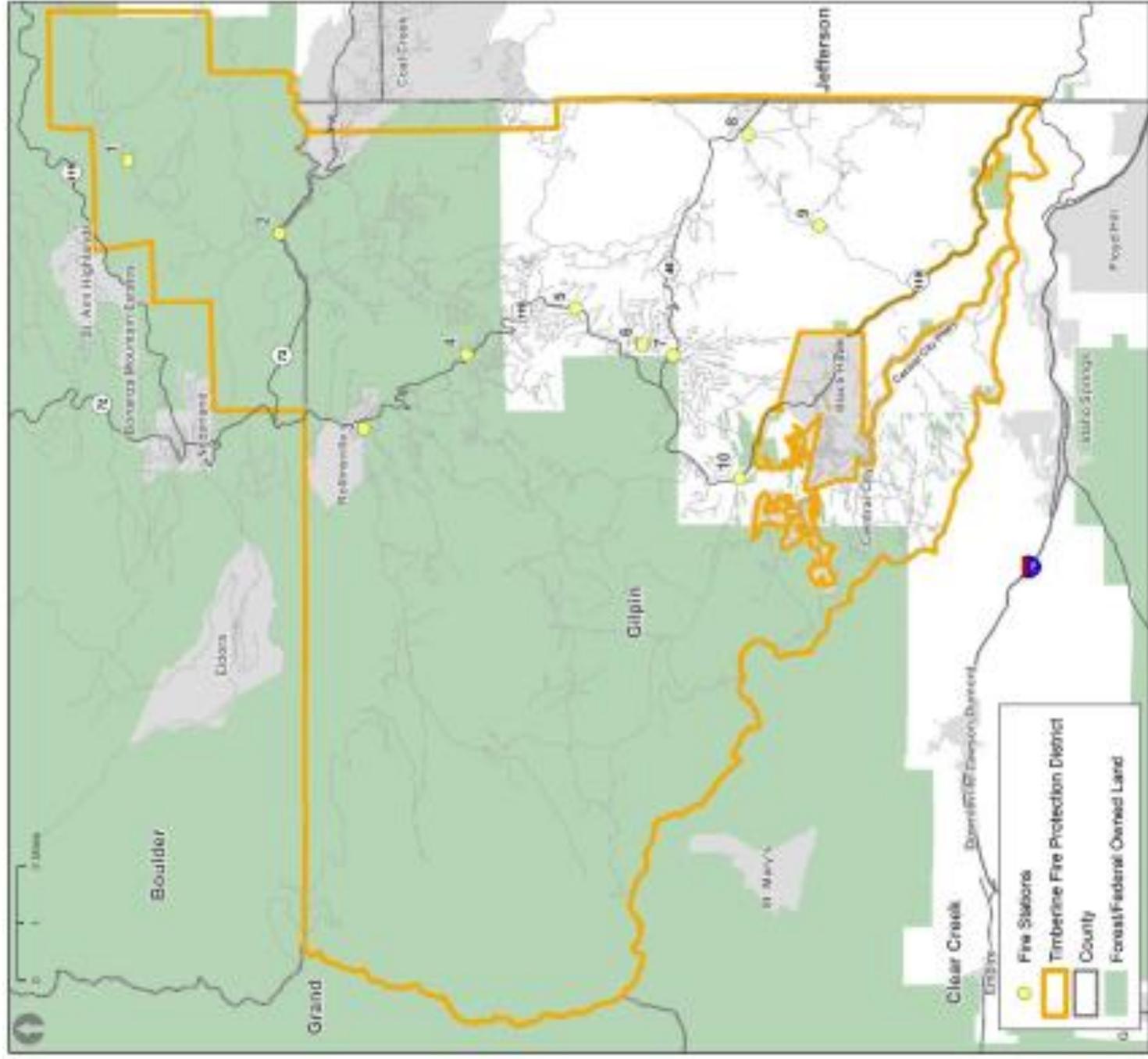
Permitting Capabilities:

The GGFPD Chief acts as the Fire Marshal for the district and attends monthly Jefferson County Fire Marshal meetings. GGFPD does not do any fire prevention work in the community except for our Fire Wise program and slash chipping day held once a year.

Appendix A

District Maps



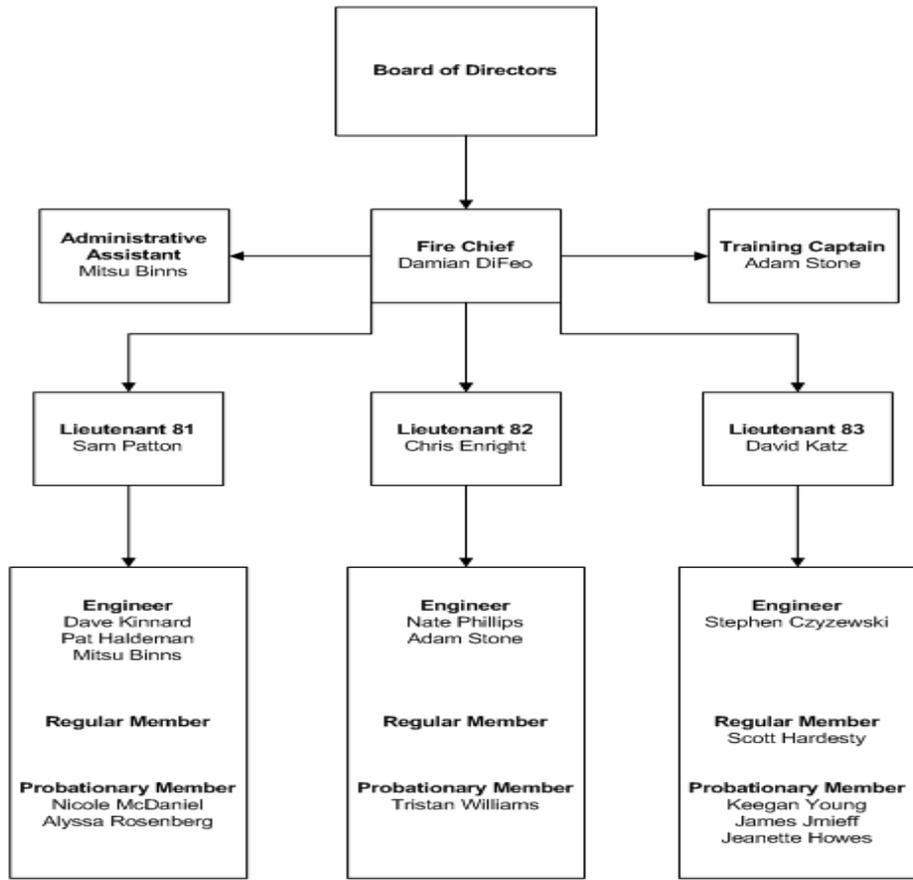


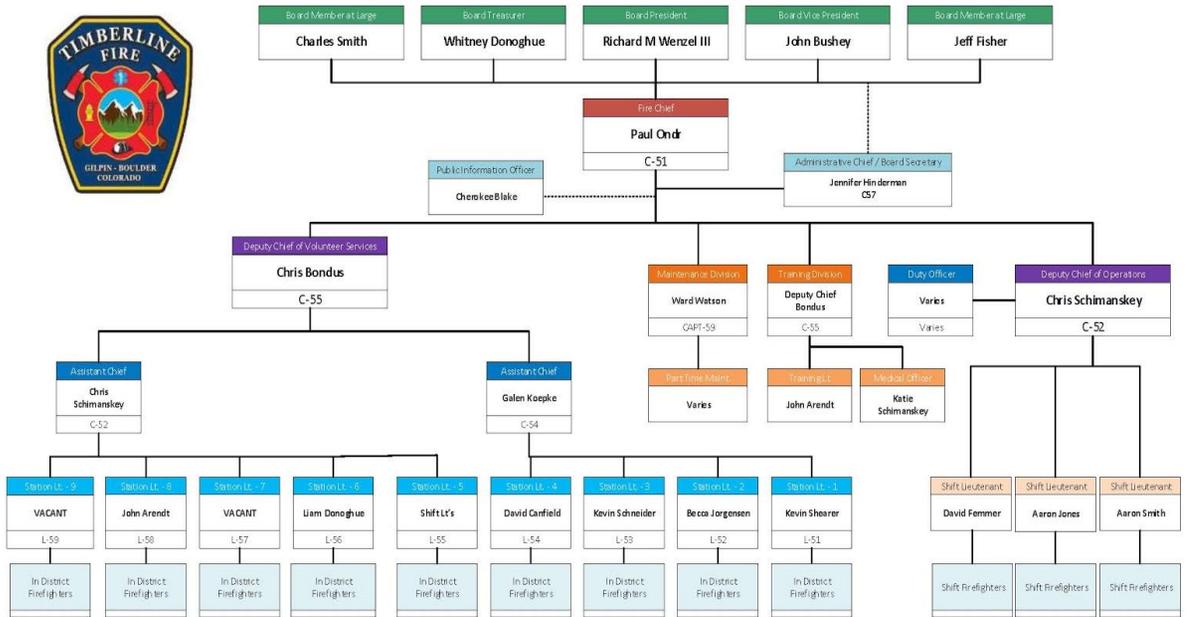
-  Fire Stations
-  Timberline Fire Protection District
-  County
-  Forest/Federal Owned Land



Appendix B Organizational Charts

GOLDEN GATE FIRE PROTECTION ORGANIZATIONAL STRUCTURE





09/15/2021

Appendix C

GGFD LOSAP and Stipend Program

Years of Service	Award Amount	Position	Position	Position	Position	Position	Position	Position	Position	Maximum Total per year
		Increase Engineer	Increase LT.	Increase Training Captain	Increase Manager Role	Position Increase FF cert (max)	Increase EMS cert (max)	Increase Haz-Mat cert	Increase Wildland cert (max)	
1 to 2	\$500.00	\$100.00	\$200.00	\$200.00	\$100.00	\$200.00	\$100.00	\$75.00	\$100.00	\$1,575.00
3 to 4	\$600.00	\$100.00	\$200.00	\$200.00	\$100.00	\$200.00	\$100.00	\$75.00	\$100.00	\$1,675.00
5 to 6	\$700.00	\$100.00	\$200.00	\$200.00	\$100.00	\$200.00	\$100.00	\$75.00	\$100.00	\$1,775.00
7 to 8	\$800.00	\$100.00	\$200.00	\$200.00	\$100.00	\$200.00	\$100.00	\$75.00	\$100.00	\$1,875.00
9 to 10	\$900.00	\$100.00	\$200.00	\$200.00	\$100.00	\$200.00	\$100.00	\$75.00	\$100.00	\$1,975.00
11 or more	\$1,000.00	\$100.00	\$200.00	\$200.00	\$100.00	\$200.00	\$100.00	\$75.00	\$100.00	\$2,075.00

Position Increase Descriptions

ASSISTANT CHIEF

Serves in the position of Volunteer Assistant Chief for the plan year or prorated for partial plan year.

TRAINING

Serves in the position of Volunteer Training Captain for the plan year or prorated for partial plan year.

VOLUNTEER LIEUTENANT

Serves in the position of Volunteer Lieutenant for the plan year or prorated for partial plan year.

VOLUNTEER ENGINEER (QUALIFIED TO DRIVE AND OPERATE ALL DEPARTMENT APPARATUS)

Serves in the position of Volunteer Engineer for the plan year or prorated for partial plan year.

MANAGER ROLE

Fills one of the following Manager Roles for the plan year or prorated for partial plan year: Truck Manager, Equipment Manager, Water

FIREFIGHTER CERTIFICATIONS

Plan participants may earn position increases by successfully gaining the following certifications. Participants can only earn additional funds

EMS CERTIFICATIONS

Plan participants may earn position increases by successfully gaining the following certifications. Participants can only earn additional funds in a plan year for the highest certification held not for all certifications held. EMR = \$50.00, EMT B = \$75.00, EMT P = \$100.00

HAZ-MAT CERTIFICATIONS

Plan participants may earn position increases by successfully gaining the following certifications. Participants can only earn additional funds in a plan year for the highest certification held not for all certifications held. Haz-Mat OP's = \$50.00, Haz-Mat Tech = \$75.00 **Wildland Certifications**

Plan participants may earn position increases by successfully gaining the following certifications. Participants can only earn additional funds in a plan year for the highest certification held not for all certifications held. Squad Boss = \$50.00, Engine Boss = \$100.00

POINT BASED SYSTEM/STIPEND PROGRAM

This program is based on a quarterly requirement in which activities & shifts will be converted to a point system for tracking. Volunteer firefighters will receive a stipend for services provided to the district, the stipends are earned on a point system. Volunteers are awarded points for service, as specified below. The district has two categories of volunteer firefighters: in-district and shift volunteers. The shift volunteers are required to provide 24-hours of service (24-points) per month and 72-hours of service per quarter (72 points per quarter). The quarterly requirement can be met by completing shifts as described in the shift program appendix. The in-district volunteers are required to earn 8-points per month, 24-points per quarter from multiple categories. All points are reviewed on a quarterly basis, and volunteers will need to meet their quarterly requirement to remain in good standing.

Shift program stipend:

- **Probationary Firefighter:**
 - maximum stipend \$100.00 per quarter (\$400.00 per year)
 - Probationary Firefighters earn \$1.04 per point
- **Regular Member Firefighter:**
 - maximum stipend \$125.00 per quarter (\$500.00 per year)
 - Regular member Firefighters earn \$1.39 per point
- **Engineer or Higher:**
 - maximum stipend \$150.00 per quarter (\$600.00 per year)
 - Engineer or higher Firefighters earn \$1.74 per point

Shift volunteers may earn additional points in the categories below. These points will count towards the quarterly stipend only, not towards the quarterly shift requirement.

- Call response: 2 Points
- Training: 1 point for any on-line or webinar classes, 2 points for lecture or classroom training, 3 points for any hands-on training (up to 5hrs)
- Activity Hours/Public Education: 3 Point Per event
- Meetings: 2 Points Officers meeting, 2 points Business meeting
- Truck Check: 1 Point per truck check
- Emergency Call Back: 4 Points 1-8 hr, 8 points 9-12 hr, 12 points 13-24 hr.

In-district program stipend:

In-District Volunteer Stipend Schedule:

- **Probationary Firefighter:**
 - maximum stipend \$100.00 per quarter (\$400.00 per year)
 - Probationary Firefighters earn \$9.38 per point
- **Regular Member Firefighter:**
 - maximum stipend \$125.00 per quarter (\$500.00 per year)
 - Regular Member Firefighters earn \$12.50 per point
- **Engineer or Higher:**
 - maximum stipend \$150.00 per quarter (\$600.00 per year)
 - Engineer or higher Firefighters earn \$15.63 per point

In-District volunteers may earn additional points in the categories below:

- Call response: 2 Points
- Training: 1 point for any on-line or webinar classes, 2 points for lecture or classroom training, 3 points for any hands-on training (up to 5hrs)
- Activity Hours/Public Education: 3 Point Per event
- Shift Hours: 4 Points 8hr shift, 6 points 12hr shift, 12 points 24-hour shift
- Meetings: 2 Points Officers meeting, 2 points Business meeting
- Truck Check: 1 Point per truck check
- Emergency Call Back: 2 Points 1-8 hr,4 points 9-12 hr,6 points 13-24 hr.

Bank system:

The bank system is designed so Firefighters have points they can use in the event they are short on points in a quarter. If a Firefighter earns more than the 24/72-point requirement in a quarter the additional points will be put in their bank. The maximum points each Firefighter can carry over in his/her bank is 24/72 points, i.e., a quarter.

Appendix D

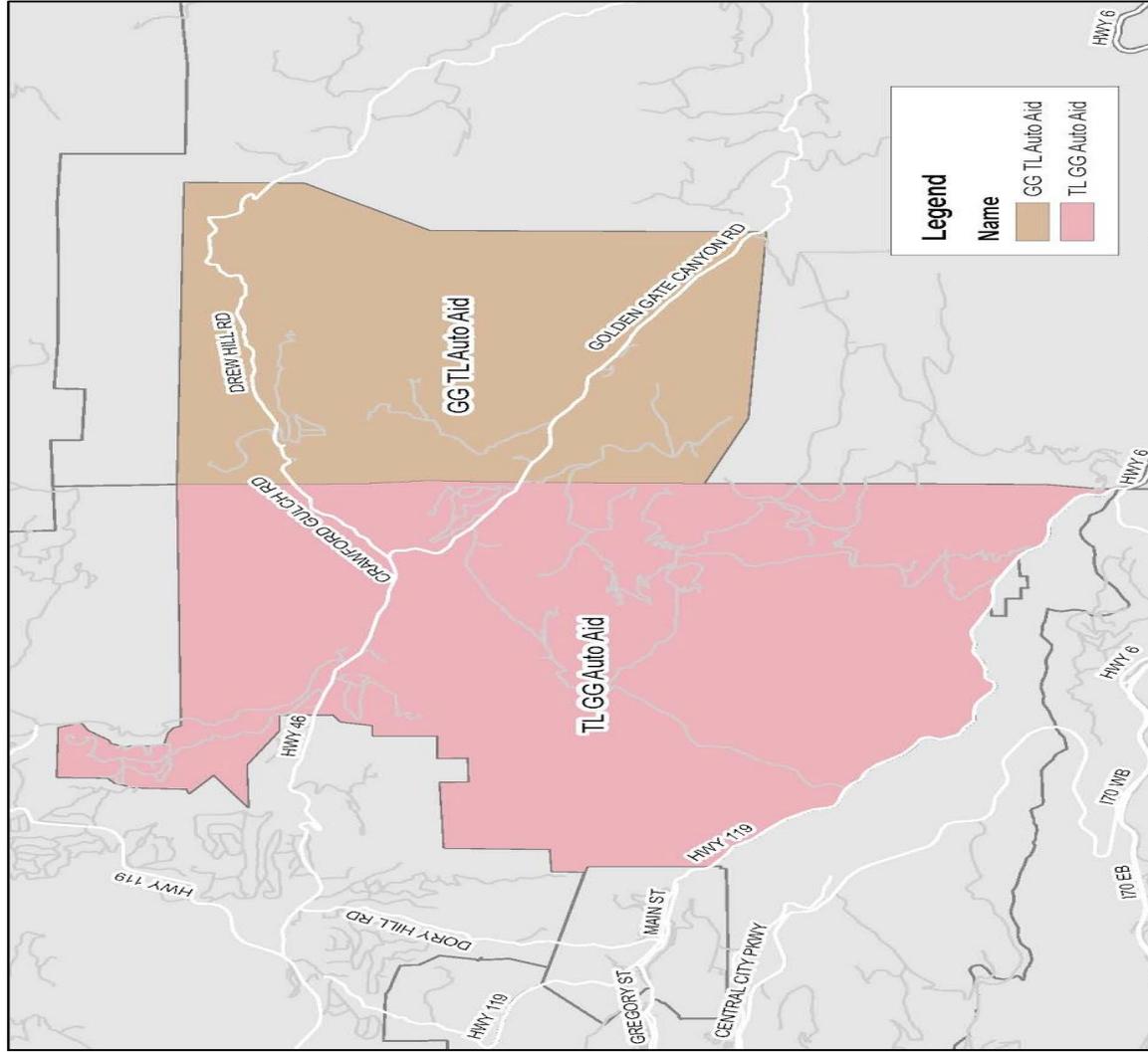
Volunteer Pension Actuarial Studies

TFPD

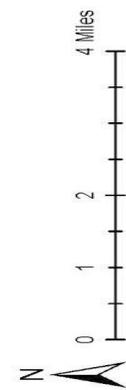
2015, 2017, 2019 Actuarial studies are available upon request. This is because each report is approximately 30 pages.

2021 should be available in August of 2021.

Auto Aids: Timberline and Golden Gate



Prepared by JeffCom GIS
January 2019



Appendix E

TFPD
and
GGFD
Auto
Aid
Maps

Appendix F

Colorado Rural Fire Districts: Financial and Operational Comparison

Department	Annual operating expense	Reserves	Mil Levey	District Size	Residents	Paid personnel	Volunteer Personnel	Call Volume	Stations	Cost per call
Foothills Fire	\$989,655.00	\$917,502.00	9.199	74 mi.	22,000	4	35	650	5	\$1,522.55
Timberline Fire	\$1,313,000.00	\$1,000,000.00	8.342	175 mi.	6,500	9	65-70	660	10	\$1,989.39
Coal Creek Fire	\$1,113,750.00	\$71,000.00	10	51 mi.	7000	3	49	250	4	\$4,455.00
Kremling Fire	\$506,924.00	\$885,901.00	9.543	360 mi.	1300	2	9	91	1	\$5,570.59
Inter-Canyon Fire	\$1,538,975.00	\$2,000,000.00	13.561	52 mi.	6000	4	30	475	5	\$3,239.95
Nederland	\$992,000.00	\$352,000.00	14.914	56 mi.	3500	5.5	10	430	3	\$2,306.98
Golden Gate Fire	\$200,000.00	\$175,000.00	9.016	50 mi.	2000	1	16	100	3	\$2,000.00