AGENDA FOR THE
ENGLEWOOD CITY COUNCIL
STUDY SESSION
MONDAY, APRIL 14, 2014
COMMUNITY ROOM
6:00 P.M.

I. Selection of CM Search Firm Finalists
Deputy City Manager Mike Flaherty and Human Resources Director Sue Eaton will discuss the City Manager Search Firm finalists.

II. Duncan Park Update and Parks & Recreation Grants – 6:20 p.m.
Parks and Recreation Director Jerrell Black and Public Works Director Rick Kahm will provide on update on Duncan Park and Parks and Recreation Grants.

III. Colorado State Wildland Fire Engine – 6:40 p.m.
Fire Chief Andrew Marsh and Deputy Fire Chief Dick Petau will discuss the joint intergovernmental agreement for the joint staffing and operation of a Colorado State wildland fire engine.

IV. Fire Study – 7:00 p.m.
Fire Chief Andy Marsh will discuss the Fire Study.

V. Fire Training Center Update – 8:00 p.m.
Fire Chief Andy Marsh will provide an update on the Fire Training Center.

VI. City Manager's Choice.
A. Habitat for Humanity fee exemption

VII. City Attorney's Choice

VIII. Council Member's Choice

Please Note: If you have a disability and need auxiliary aids or services, please notify the City of Englewood, 303-762-2407, at least 48 hours in advance of when services are needed. Thank you.

CITY OF ENGLEWOOD
HUMAN RESOURCES

TO: MAYOR PENN AND CITY COUNCIL

CC: GARY SEARS, CITY MANAGER, MIKE FLAHERTY, DEPUTY CITY MANAGER

FROM: SUE EATON, DIRECTOR OF HUMAN RESOURCES

DATE: APRIL 8, 2014

SUBJECT: SELECTION OF EXECUTIVE SEARCH FIRM FINALISTS

As you are aware, the next step in the City Manager recruitment process is Council's review of the qualified consultant proposals received through the RFP process. This will occur during the April 14th Study Session. Upon receipt of the proposals after the submission deadline on April 11th, Deputy City Manager Mike Flaherty and I will review them to ensure compliance with RFP guidelines and the quality of the statement of work. We will present Council with those found qualified at the Study Session and be prepared to discuss the factors that led to that qualification. Any proposals found to be not qualified will be available for Council's review as well, should you choose to review them.

Council's stated goal is to select up to three qualified firms to be interviewed at the May 5th Study Session. If Council requires additional information from any (or all) of the search firms or for any other reason is unable to select the finalists on the 14th, the matter could be continued to the Study Session on the 21st. The RFP does specify "short-list" notification by the 21st.

Please feel free to call me if you have any questions or concerns about the process described above.

1000 Englewood Parkway Englewood, Colorado 80110 Phone 303-762-2370 FAX 303-783-6897
www.englewoodgov.org

MEMORANDUM

TO: Gary Sears, City Manager

FROM: Jerrell Black, Director of Parks and Recreation

DATE:: April 9, 2014

RE: Duncan Park / Parks and Recreation Grants

GRANTS:

The Parks and Recreation Department was awarded a $5,000 grant from the USA Swimming Make a Splash program. There were 120 applicants with 57 receiving grants. The USA Swimming Foundation's Make a Splash initiative is a national child focused water safety campaign which aims to provide the opportunity for every child in America to learn to swim. With this grant the Recreation Division will continue to offer free to low cost swimming lessons for the children of Englewood.

On behalf of Betty's Toys, the department received a $6,000 donation to support our 2014 annual Funfest special event and also our Theater in the Park program. This year's event for the kids will be Androcles and the Lion and the production will be held in September. Our Funfest family event will be August 9 at Belleview Park.

DUNCAN PARK:

Construction bids were closed this week for the development of Duncan Park. There was only one bid received and it was in excess of the funds we had budgeted for the project. I have worked with our staff and Public Works staff and we believe we can make adjustments to the Conservation Trust Fund and the Open Space Fund and close the funding gap. I, along with other project staff, will provide a brief update to City Council on Monday, April 14.

Please let me know if you have any questions.

TJB
Duncan Park Update_Bid Award_April 14_2014

Cc Michael Flaherty, Deputy City Manager
Dan Brotzman, City Attorney
Rick Kahm, Director of Public Works
Dave Henderson, Engineering/Capital Projects Administrator
Dave Lee, Manager of Open Space

Memorandum

Englewood Fire Department

TO:	Mayor and City Council
THROUGH:	Gary Sears, City Manager Andrew Marsh, Fire Chief
FROM:	Richard Petau, Deputy Fire Chief
DATE:	April 9, 2014
SUBJECT:	Proposal for Housing/Staffing a Wildland Fire Engine

Issue

Consideration of a proposal from the Colorado Department of Public Safety Division of Fire Prevention and Control to house and staff a Colorado State Type 6 Wildland Fire Engine within the City of Englewood

Background

In June of 2002, Englewood firefighters were requested and responded to assist fighting the Hayman Fire. At the time, the Hayman Fire was the largest wildland fire in the history of Colorado. With our firefighters having no formal wildland firefighting training, the City of Englewood and the Englewood Fire Department decided that, if we were going to participate regionally in this type of firefighting, we would need specific training. Subsequently, the Englewood Fire Department Wildland Team was born. Since that time, team members have performed many wildland firefighting duties in Colorado as well as in Texas, Georgia, Wyoming, Idaho, and California. All assistance is fully reimbursable for vehicles, all personnel costs, as well as overtime backfill. Most of our participation has been staffing a State of Colorado Type 6 Fire Engine.

Along with classroom training, certified wildland firefighters must have worked at a wildland fire incident at least once every two years. Over the past several years, it has been difficult to get our 10 team members out to fires due to the state engines already being staffed by personnel from other departments.

Proposal

In June 2013, City Council approved an Intergovernmental Agreement (IGA) with the Colorado Department of Public Safety Division of Fire Prevention and Control regarding the temporary staffing and operation of a State Wildland Fire Engine. The current proposal expands the IGA to include joint staffing and operation of a State Wildland Fire Engine that would be housed by the City of Englewood.

Because most agencies that assist with wildland fires have their own type 6 vehicle, they are readily able to get their team members out to the fires that occur. Englewood Fire Department does not have a wildland fire engine, so we had always relied on the Colorado State Forest Service engines to utilize our team members. In 2013, the State of Colorado wildland firefighting program was transferred from the Colorado State Forest Service to the Colorado Department of Public Safety Division of Fire Prevention and Control. Because of this, the State-owned type 6 engines no longer have buildings for housing.

Governor Hickenlooper has directed that the recently formed Division of Fire Prevention and Control select partner agencies to better utilize the resources owned by the State. The City of Englewood was approached by the Division as being an excellent partner in the past and was asked about the possibility of housing one of the State's type 6 engines along with a staff member from the Division. When not on an assignment, this vehicle and personnel would be housed at the training facility and available for our use as we see fit. In return, Englewood wildland firefighters would receive preference when the need for additional staffing is required. Englewood wildland firefighters would also benefit from training that would be provided by the Division.

With City Council's direction, the ordinance for adoption of the IGA related to this matter will be scheduled for the regular City Council meeting on April 21, 2014. If this arrangement is approved, the City of Englewood would be one of the first jurisdictions in the State to host and help staff a state wildland fire engine. There is no cost or obligation to our City.

Memorandum

Englewood Fire Department

TO: Mayor and City Council

THROUGH: Gary Sears, City Manager

FROM: Andrew Marsh, Fire Chief

DATE: April 9, 2014

SUBJECT: Plan for Sustaining our Municipal Fire Department

BACKGROUND

On February 24, 2014, staff provided City Council with a presentation on various alternatives for the provision of fire and rescue services in the City of Englewood, including unsolicited contract proposals from the City of Denver and the South Metro Fire Rescue Authority, as well as the option of remaining as a municipal fire department. Subsequently, City Council directed staff to prepare a more detailed plan for sustaining a municipal fire department, while leaving open the possibility of further consideration of the South Metro Fire Rescue proposal. City Council decided against further consideration of the Denver proposal at this time.

Following are the City Outcomes and Fire Department Key Goals for 2014 that have been approved by City Council and that are guiding the work of staff:

City Outcomes and Fire Department Key Goals for 2014

Outcome: A City that provides and maintains quality infrastructure

- Develop a master plan for the redevelopment of the fire and police facilities including:
  - 911 Communications
  - Fire stations
  - Fire training facility
- Consider bond alternatives for the fire department, including capital improvement projects
- Implement online permitting and electronic plan submittal process (Supplemental funding for this project was approved by City Council in February 2014)

Outcome: A progressive City that provides responsive and cost efficient services

- Analyze and report on alternatives for fire and emergency services, based upon the South Metro Fire Rescue proposal, the Denver Fire proposal, and our internal assessment of Englewood's fire and emergency capabilities and costs

DISCUSSION

The plan for sustaining our municipal fire department is comprised of four key areas:

- Infrastructure
- Apparatus and Capital Equipment
- Human Resources, Safety and Training
- Emergency Response Coverage and Services

Each of these areas is discussed below with references to selected strategic initiatives and recommendations from the "Cooperative Efforts Feasibility Study" for the City of Englewood and Littleton Fire Rescue that was completed by Emergency Services Consulting, Inc. (ESCI) in January 2013. Additional supplemental information is included as well.

Following are excerpts from the ESCI Study related to the option of Englewood maintaining a municipal fire department:

> "Status quo (continuing the current structure and operations) for the fire departments (Englewood Fire Department and Littleton Fire Rescue) should involve the development and adoption of as many of the strategic initiatives as possible." (ESCI Study, p. 160)
>
> "ESCI does not believe this (status quo) is a viable strategy that best serves both communities. This strategy forces the cities to confront service reductions or revenue increases as an alternative." (ESCI Study, p. 161)

A copy of the 10 Strategic Initiatives recommended by ESCI is attached. The ESCI Study provided recommendations for organizational improvement and opportunities for collaborative programs if the fire departments remain independent and some of the suggestions are referenced below. Also attached is a comparison of mill levies in the metro Denver area for municipalities and fire services. These overriding thoughts should be kept in mind as a plan is developed for sustaining a municipal fire department.

Exhibits:

- A. Recommended Strategic Initiatives from the ESCI Study
- B. Comparison of mill levies for municipalities and fire services

Infrastructure

Fire Dispatch

ESCI Recommended Strategic Initiative (High Priority) – I. Consolidation of Emergency Communications and Dispatch, including a common Mobile Data Terminal (MDT) system with automatic vehicle location (AVL)

ESCI Recommended Strategic Initiative (High Priority) – II. Develop/implement dropped border response including regional Incident Command and Operations supervision (High Priority)

Shortcomings noted by ESCI:

- "The lack of 9-1-1 benchmarks and adopted call processing/dispatch time standards for the Englewood Police Fire Dispatch Center." (ESCI Study, p. 66)
- "Englewood communications center does not have the ability and authority to dispatch the closest available unit to an emergency incident." (ESCI Study, p. 66)

The top two Strategic Initiatives recommended by ESCI are related to fire dispatch and are identified as "high priority." To a large extent, the recommendations and shortcomings regarding fire dispatch could be addressed by implementing a separate Computer Aided Dispatch (CAD) for the fire department that is networked with neighboring fire departments. Currently, the City of Englewood is not participating in a regional Fire CAD project that will consolidate emergency dispatch centers under on virtual digital umbrella.
The benefits of joining the current Fire CAD consolidation project include:

- Eliminating cost duplication as each agency will no longer have to purchase and maintain its own CAD system
- Enable quicker response times to emergency incidents through more accurate911-call routing and processing
- Enhance public and firefighter safety through shared emergency response resources and incident management coordination
- Upgrade communications between dispatchers and emergency responders, improving incident support functions especially during major and multi-jurisdictional incidents

Exhibits:

- C. City of Littleton News Release dated 2/21/14 entitled "CAD Consolidation Planed for Area Dispatch Centers"
- D. Denver Post article dated 4/7/14 entitled "New system to bring unity to suburban emergency response services"

The feasibility of implementing a separate Fire CAD for our fire department has been discussed with our Police Department, which operates our Police/Fire Dispatch Center. (See attached memorandum dated April 4, 2014 from Police Commander Tim Englert.) The options include adding the Fire CAD capability to our existing Dispatch Center or contracting the fire dispatch function to another agency. The first option involves acquiring the capital equipment at an approximate cost of $200,000 and adding dispatcher positions along with ongoing operational expenses at an annual cost of approximately $208,000 to $270,000. The second option involves contracting the Fire Dispatch function with another agency that already operates a separate Fire CAD. A service proposal (attached) from the Metropolitan Area Communications Center (METCOM), which dispatches South Metro Fire Rescue, quotes an annual cost of $207,648. A quote from Littleton Fire Rescue Communications is $195,000 per year. Either option would enable our fire department to operate with our neighboring fire departments on the networked Fire CAD with common MDTs, AVL, and dropped border response. The net cost of each proposal could be reduced by $25,000 with eligible funding from the Arapahoe County E-911 Authority Board.

Commander Englert concludes that the addition of a second, Fire CAD to the Englewood Dispatch Center does not appear to be cost effective or feasible at this time. Rather, the transfer of Fire Dispatch to

another agency such as METCOM would be the most cost effective and timely approach to improve fire and medical dispatch services.

Two other urgent needs related to Fire Dispatch are replacing the antiquated and unreliable fire station alerting systems at an approximate cost of $161,000 and acquiring MDTs for the fire department vehicles at an approximate cost of $30,000 to $42,000, plus annual operating costs. The station alerting systems are the means by which the alarms are received in the fire stations from Fire Dispatch, and the MDTs provide detailed dispatch call information for specific addresses along with other capabilities such as mapping and pre-incident plans.

Exhibits:

- E. Memorandum from Police Commander Tim Englert dated 4/4/14 regarding Fire Dispatch
- F. Memorandum from Battalion Chief Mark Ertle dated 4/7/14 regarding Communications Assessment
- G. Memorandum from Battalion Chief Mark Ertle dated 4/7/14 regarding Fire Manager IT Needs
- H. Proposal for Service dated 3/20/14 from Metropolitan Area Communications Center (METCOM)

Fire Stations

In the ESCI Study, the physical condition of all three fire stations was rated as "poor." The firefighters have expressed particular concerns with the air quality in the fire stations and other issues related to maintaining a healthy and safe work environment.

Attached is a "Facility Assessment Report" dated March 25, 2014 prepared by our Public Works Department. All locations are identified as in need of some immediate repairs that are underway and include building systems such as HVAC, exterior lighting and roofs. The potential cost for improving or remodeling the current structures range from $2.3 million to $3.2 million and is not recommended due to the age and condition of the facilities. The replacement of all three fire stations with facilities compliant with current industry standards ranges from $7.3 million to $12.9 million. Public Works recommends further study by a consultant.

In addition, Englewood Fire Department obtained, without charge, an independent general overview and commentary on the condition of the three fire stations from F&D International, an architecture and engineering firm from Boulder with fire station experience. An engineer and project manager from the firm recently toured the fire stations and confirmed that they are "in desperate need of improvement." Other comments regarding the fire stations include:

> "Severely outdated, non-code compliant, with some of the noted code violations considered serious in terms of life-safety."
> "Facilities are outdated and nearing non-functional status."
> "The facilities do not address proper housing for male and female work force."
> "There are numerous ADA non-compliance issues."

The firm estimated the cost to construct a larger station such as the Jefferson Fire Station in the range of $3.5 million to $5 million. Smaller stations such as the Tejon and Acoma Fire Stations may cost between

$1.3 million and $1.8 million. The firm suggests that a master facility plan be developed to determine the best course of action with remodeling and/or rebuilding.

Exhibits:

- I. Facility Assessment Report dated 3/25/14 from the Englewood Public Works Department
- J. Facility Commentary Report dated 4/4/14 from F&D International, LLC

Fire Training Facility

> "Strategic direction with regard to the Metro Fire Training Academy program and facility is another essential component of a collaborative effort between LFR and EFD." (ESCI Study, p. 4)

In the ESCI Study, the physical condition of the classroom/office building at the fire training facility was rated as "excellent." The "Facility Assessment Report" by Public Works notes that most of the needed repairs could be accomplished for a modest $3,500-$5,000. Since the training facility is jointly-operated by Englewood Fire Department and Littleton Fire Rescue, these repairs could be paid for by the joint operating fund and would be readily achievable.

For several years, staff has been working with an engineering consultant to develop options for mitigating the water run-off generated from training with the live burn prop and to make necessary repairs to the structure. The current course of action is to direct the run-off to the sanitary sewer line that runs through the site at an approximate cost of $27,400. Drawings are being finalized to make the connection and construct the system. Additionally, repairs are needed for the structure of the live burn prop before it can be placed back in service at an approximate cost of $30,000. Therefore, the total cost to return the live burn prop to operation is $57,400. Finally, a stormwater management plan has been designed for the site, and the estimated cost for these improvements is $140,000. Other capital needs include vegetation screening and fencing for the site. The cost of these capital improvements would likely be split between the two current users of the fire training facility, which are Littleton Fire Rescue and the City of Englewood.

Both the ESCI Study and the South Platte River Corridor Vision report dated December 2013 recommend the development of a Master Plan/Strategic Direction for the fire training facility.

Exhibit:

- K. Letter from Homestake Engineering, PC dated 4/6/14 regarding Training Area Environmental Compliance

Apparatus and Capital Equipment

> "ESCI does recommend that a process be established to begin reserving for vehicle replacement." (ESCI Study, p. 89)

The ESCI Study included a Vehicle Replacement Schedule that suggested establishing an annual funding requirement of $195,000. Currently, most fire department vehicles are funded by the Public Improvement Fund (PIF), and there are two vehicles that are on a lease/purchase at $118,392 per year ending in 2017 that is paid for by the PIF. The only vehicles funded by the Capital Equipment Replacement Fund (CERF) are the ambulances and staff/command vehicles. A memorandum from Fleet

Manager Pat White of the Public Works Department dated March 25, 2014 regarding Fire Department Vehicle Replacement Assessment is attached. The one vehicle in immediate need of replacement is the only aerial truck (Squirt) at a cost ranging from $750,000 to $1,100,000. There are three other vehicles—an ambulance and two command/staff vehicles that are also overdue for replacement at an estimated cost of $339,000. Within the next seven years, the estimated vehicle replacement costs are $1,040,000.

Regarding Capital Equipment, a replacement schedule has been developed for the larger items and is attached. Based on the schedule, an annual funding requirement of approximately $107,000 per year is projected.

Exhibits:

- L. Memorandum from Fleet Manager Pat White dated 3/25/14 regarding Fire Department Vehicle Replacement Assessment
- M. Memorandum from Battalion Chief Mark Ertle dated 4/5/14 regarding Apparatus Replacement
- N. Fire Department Capital Equipment Replacement Schedule from Division Chief Kraig Stovall

Human Resources, Safety and Training

ESCI Recommended Strategic Initiative – IV. Training, including common standards and a single annual training plan (High Priority): contract for services or consolidate programs

"Both agencies (Englewood Fire Department and Littleton Fire Rescue) have diligently managed limited revenue typically through staff reductions in support programs, limited capital expenditures, and deferred maintenance." (ESCI Study, p. 4)

"E5CI has found that municipal emergency services agencies generally require a 10 to 15 percent ratio of administration and support to operational personnel." (ESCI Study, p. 47)

"Individually, LFR and EFD operate understaffed training programs with very capable training personnel performing similar work; there is a lost opportunity for this talent to coordinate efforts and increase program effectiveness. There is also a troubling dilution of training program work with 'other duties' that detract from critical deliverables." (ESCI Study, p. 53)

"When fire agencies consider the possibilities of working together, training programs offer an ideal and practical starting point. As members work with each other in a learning environment, not only are shared skills developed, but interpersonal and interagency relationships begin to grow. Consolidated, effective training is clearly one of the most important components of a cooperative service delivery plan." (ESCI Study, p. 53)

"Given the volume of patient contacts, this program (the Englewood Fire Department EMS program) is significantly understaffed and merits at least one if not two additional staff personnel to handle required duties and workload." (ESCI Study, p. 70)

"The National Fire Protection Association (NFPA) recommends a multifaceted, coordinated risk reduction process at the community level to address local risks. This requires engaging all

segments of the community, identifying the highest priority risks, and then developing and implementing strategies designed to mitigate the risks." (NFPA Fire Protection Handbook, 2008)

Of the 10 Strategic Initiatives recommended by ESCI, three are noted as "high priority." Of the three high priority items, two are related to dispatch and communications, and the third involves the training program. In light of the ESCI recommendation and based on an internal assessment, the highest and most urgent priority for staffing is the addition of a dedicated Training Officer to lead and manage the training and safety functions. Training is also one of the biggest opportunities for collaboration with our neighboring fire departments, particularly with the resources of the Metro Fire Training Facility. This position is critical to the success of our training and safety program and to adequately address the stated concerns of our firefighters in these areas.

One of the logistical challenges to coordinating such functions as operations and training with our neighboring fire departments is different firefighter shift schedules. Placing our firefighters on the same shift schedule as South Metro Fire Rescue and Littleton Fire Rescue would alleviate many of those challenges. This change is recommended by the ESCI Study.

Another significant opportunity for collaboration is with the services of the Fire Marshal's Office, including fire and life safety education. South Metro Fire Rescue has recently inquired about the possibility of cooperative services in these areas, and such an arrangement is currently being discussed. However, even with a certain amount of shared services, an analysis by our Fire Marshal confirms the need identified in the South Metro contract service proposal to add two additional positions in the Fire Prevention Division based on the current workload. These additional positions would enhance the fire inspection and public education programs with the goal of improving firefighter and public safety through an aggressive community risk reduction program.

Finally, other actions that would positively impact operations and staffing include filling the three vacant firefighter positions and addressing pay compression concerns within the non-union ranks above the position of Lieutenant. In the 2014 approved budget, the firefighter positions are not authorized for hiring until September 1, 2014. Employees view the pay compression issue as a disincentive to promote from the union ranks on shift work into higher MSC positions with a traditional work schedule (except battalion chiefs). The classification and pay issues for MSC positions are scheduled to be reviewed later this year.

Exhibits:

- O. Comments by the Englewood Fire Department Command Staff from Deputy Chief Dick Petau
- P. Comments by the Englewood Fire Firefighters Association (EFFA) from President Mark Burley
- Q. Fire Prevention Overview and Comparison of Services from Fire Marshal Laura Herblan

Emergency Response Coverage and Services

ESCI Recommended Strategic Initiative – V. Develop Joint Standards for Service Delivery, including aligned operational staffing schedules

ESCI Recommended Strategic Initiative – VI. Develop an integrated Deployment Plan and Standards

"For both agencies (Englewood Fire Department and Littleton Fire Rescue), current response time performance appears to be at the outer edge of acceptable for typical urban fire and EMS response and predictably will deteriorate as service demands increases." (ESCI Study, p. 4)

"ESCI also encourages consideration and discussions with the City of Sheridan regarding EMS and fire Services." (ESCI Study, p. 7)

"The true mark of quality of the best fire departments however, is those that work continuously for measurable improvement in organizational performance." (ESCI Study, p. 184)

"In fact, we are pleased to report that available evidence shows that these two emergency services agencies (Englewood Fire Department and Littleton Fire Rescue) consistently provide quality service to the citizens of the protected communities. However, the underlying support systems and programs are seriously strained and are at risk to fail." (ESCI Study, p. 185)

The ESCI Study recommends conducting a Standards of Cover, Deployment and Risk Assessment 5tudy to address specific performance and response times, goals and staffing, including fire station locations. Both service contract proposals from the City of Denver and South Metro Fire Rescue do not include maintaining three fire stations in the City of Englewood, and geographic information systems (GIS) models performed by South Metro Fire Rescue suggest the need to relocate the headquarters Jefferson Fire Station for more efficient coverage of the northern half of the City. The scope of this work would also include coordinating our services with neighboring fire department and perhaps offering our services to another jurisdiction, such as the City of Sheridan, as recommended by the ESCI Study. This type of study would likely require the expertise of a consultant.

Other needs for the sustainability of Englewood Fire Department are developing and adopting a Strategic Plan including the mission, vision, values, goals and objectives. Additionally, the Englewood Fire Department should pursue the Fire Department Self-Assessment process to conduct a structured and comprehensive internal review of performance with the goal of establishing continuous organizational improvement and achieving fire department accreditation. Both of these projects could be completed by staff and would be a means to measure and continuously improve our organizational performance and service to the public.

CONCLUSION

In summary, following is a draft Plan Framework for Sustaining the Englewood Fire Department as a Municipal Agency. The plan includes the mission, vision, values, goals and objectives, which include suggested timeframes. Also, staff requests direction about moving forward with the $200,000 PIF supplemental appropriation for the fire department that was recommended earlier year. At the time, action was deferred until a plan for sustaining our municipal fire department was presented to City Council.

Exhibits

- A. Recommended Strategic Initiatives from the ESCI Study
- B. Comparison of mill levies for municipalities and fire services
- C. City of Littleton News Release dated 2/21/14 entitled "CAD Consolidation Planed for Area Dispatch Centers"
- D. Denver Post article dated 4/7/14 entitled "New system to bring unity to suburban emergency response services"

- E. Memorandum from Police Commander Tim Englert dated 4/4/14 regarding Fire Dispatch
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- H. Proposal for Service dated 3/20/14 from Metropolitan Area Communications Center (METCOM)
- I. Facility Assessment Report dated 3/25/14 from the Englewood Public Works Department
- J. Facility Commentary Report dated 4/4/14 from F&D International, LLC
- K. Letter from Homestake Engineering, PC dated 4/6/14 regarding Training Area Environmental Compliance
- L. Memorandum from Fleet Manager Pat White dated 3/25/14 regarding Fire Department Vehicle Replacement Assessment
- M. Memorandum from Battalion Chief Mark Ertle dated 4/5/14 regarding Apparatus Replacement
- N. Fire Department Capital Equipment Replacement Schedule from Division Chief Kraig Stovall
- O. Comments by the Englewood Fire Department Command Staff from Deputy Chief Dick Petau
- P. Comments by the Englewood Fire Firefighters Association (EFFA) from President Mark Burley
- Q. Fire Prevention Overview and Comparison of Services from Fire Marshal Laura Herblan

Plan Framework for
Sustaining the Englewood Fire Department as a
Municipal Agency
(Draft as of 4/9/14)

Mission

The Englewood Fire Department is (a municipal agency) dedicated to the protection of life, property and the environment through a commitment to excellence in emergency response, training, public education, fire prevention, and the efficient utilization of resources

Vision

- Sustain the Englewood Fire Department as a vital, all-hazard public safety function that is responsive to the changing demands of the community and the environment

- Eliminate preventable fires, injuries and other emergency incidents through a comprehensive fire and life safety education program focused on community risk reduction, particularly involving the youngest and oldest residents of our City of Englewood

- Foster the organization as a preferred place to work that makes optimal use of the talents and strengths of its staff through the provision of adequate resources and opportunities to contribute to the success of the organization

Values

Honor, Excellence, Dedication, Service

Goals and Objectives

Goal: Elevate the fire dispatch and communication systems to current industry standards

Objectives:

- Replace the dispatch station alerting stations for the three fire stations by December 2014

- Acquire mobile data terminals (MDTs) for the primary fire and rescue response vehicles by December 2014

- Implement a networked fire computer aided dispatch (CAD) by July 2015
  Options:
  - Upgrade the capabilities of the Englewood Police Fire Dispatch Center by acquiring the fire CAD equipment and adding staff that is certified as fire and EMS dispatchers
  - Contract Fire Dispatch services with another agency that has a networked Fire CAD and certified fire and EMS dispatchers

Goal: Develop fire stations and training facilities that are fully functional now and into the future

Objectives:

- Complete immediate repairs and maintenance as identified in the "Facility Assessment Report" from Public Works by June 2014
- Complete a master plan for the renovation and/or replacement and possible relocation of the fire stations by September 2014
- Complete a master plan for the fire training facility that includes addressing the strategic direction and needs of the training partners, as well as the South Platte River Corridor Vision, by September 2014
- Complete renovations to the live burn prop at the training facility that address essential repairs, mitigate the run-off, and return the live burn prop to full operation by October 2014
- Complete renovations to the training facility that implement a storm water management plan for the site, including landscape screening and security fencing, by September 2015

Goal: Maintain fire apparatus and equipment that is fully functional and cost efficient

Objectives:

- Adopt and maintain a fire apparatus replacement schedule for vehicles that are not included in the CERF by May 2014
- Adopt and maintain a fire equipment replacement schedule by May 2014
- Replace the aerial fire truck as identified in the "Fire Department Vehicle Replacement Assessment" by Fleet Maintenance of Public Works by July 2015
- Replace fire department vehicles in the Capital Equipment Replacement Fund (CERF) that are overdue based on the CERF Vehicle Replacement Schedule and Policy by July 2015

Goal: Provide fire department personnel with the essential resources, particularly with regard to safety and training, to perform their duties and deliver customer-oriented services

Objectives:

- Implement cooperative services with South Metro Fire Rescue for Fire Marshal functions including plan review and inspections by May 2014
- Implement an on-line permitting, payment and plan review process by December 2014

- Maximize our use of the fire training facility by coordinating our training program with Littleton Fire Rescue and perhaps South Metro Fire Rescue by January 2015

- Change the firefighter shift schedule to align with the schedules for Littleton Fire Rescue and South Metro Fire Rescue by January 2015

- Implement a new Training Coordinator position to manage our training program and collaborate with our training facility partners by March 2015

Goal: Achieve and maintain fire department accreditation and excellence through continuous organizational self-assessment and quality improvement

Objectives:

- Complete a Standards of Cover, Deployment and Risk Assessment Study by September 2014

- Complete the fire department self-assessment process of the Commission on Fire Accreditation International by December 2014

- Submit an application for fire department accreditation by July 2016

- Obtain fire department accreditation by September 2017

A

Emergency Services Consulting International

www.esci.us • info@esci.us • 800.737.3714

Cooperative Effort Feasibility Study: LFR / EFD

Recommended Strategic Initiatives

I.	Consolidation of Emergency Communications & Dispatch, including a common MDC/MDT system with AVL (HIGH PRIORITY)
II.	Develop / implement dropped border response including regional Incident Command and Operations supervision (HIGH PRIORITY)
III.	Develop Uniform Pre-Incident Plans
IV.	Training, including common standards and a single annual training plan: (HIGH PRIORITY) • Contract for services, or • Consolidate programs
V.	Develop Joint Standards for Service Delivery, including aligned operational staffing schedules
VI.	Develop an integrated Deployment Plan and Standards
VII.	Develop shared methodology to provide Medic Unit surge capacity
VIII.	Provide for shared Safety and Medical Officer services
IX.	Consolidate life safety education programs
X.	Consolidate emergency management programs

B

Location	Mill Levy (General Operations)	Other (Bonds, Refunds, etc...)	Fire Services	TOTAL
City of Westminster	3.650			3.650
City of Littleton	6.662			6.662
City of Englewood	5.88	2.244		8.124
City of Sheridan	5.974	2.132		8.366
City of Wheat Ridge *Seeking a 4.5 mill FD increase in 2014	1.806		*7.500	9.306
City of Lone Tree			9.444	9.444
City of Aurora	10.290			10.290
City of Thornton	10.210			10.210
Town of Castle Rock	1.703		8.750	10.453
City of Golden	12.340			12.340
City of Greenwood Village	2.932		9.444	12.376
City of Brighton	11.795		1.000	12.795
City of Louisville	6.720		6.686	13.406
City of Centennial	4.982	0.091	9.444	14.517
Town of Parker	2.602		13.096	15.698
City of Lakewood	4.711		13.739	18.450
City of Arvada	4.310		14.898	19.208
Highlands Ranch Metro District	19.713			19.713
City of Cherry Hills Village	13.374		9.444	22.818
City of Broomfield	11.457		11.375	22.832
City of Northglenn	11.597		11.375	22.972
City of Denver	32.926			32.926
Fire Service				
South Adams County Fire Prot. District			4.300	
Wheat Ridge Fire Protection District *Seeking a 4.5 mill FD increase in 2014			*7.500	
Littleton Fire Protection District			7.678	
Fairmount Fire Protection District *Seeking a 4.0 mill increase in 2014			*8.157	
Castle Rock Fire Protection District			8.750	
South Metro Fire Rescue			9.444	
North Metro Fire Protection District		1.400	11.375	12.775
Parker Fire Protection District			13.096	
West Metro Fire Protection District			13.739	
Cunningham Fire Protection District			13.970	
Arvada Fire Protection District			14.898	
North Washington Fire Protection District			17.344	
S.W. Adams Fire Protection District		1.000	17.800	18.800

News & Announcements

CAD Consolidation Planned for Area Dispatch Centers

Posted Date: 2/21/2014 2:45 PM

The Littleton, Evergreen, South Metro and West Metro Fire Departments and the Metropolitan Area Communications Center Authority (MetCom) recently kicked off a monumental project that will consolidate four emergency dispatch centers under one virtual digital umbrella.

Currently each dispatch center purchases and maintains its own Computer-assisted Dispatch (CAD) system to process 911 emergency calls and send fire and EMS resources to an emergency. Combining the four centers under one consolidated CAD platform demonstrates each agency's dedication to collaboration, continual improvement of service delivery, and commitment to providing the citizens with the most effective and efficient 911 emergency response service possible.

Implementation of the CAD consolidation project named JACC which stands for Jefferson-Arapahoe Consolidated CAD, will be overseen by MetCom and is expected to be completed by Fall 2014.

"Littleton Fire Rescue is continually seeking ways to improve emergency services delivery to our residents and community and participating in the JACC project is one step towards that goal," said Littleton Fire Rescue Chief Chris Armstrong. "We are proud to be included in a project that we feel will set a new standard in emergency services dispatching in the region and we are looking forward to working with our partners to ensure the project is successful.

When completed JACC will:

- Eliminate cost duplication as each agency will no longer have to purchase and maintain its own CAD System.
- Enable quicker response times to emergency incidents through more accurate 911-call routing and processing.
- Enhance public and firefighter safety through shared emergency response resources and incident management coordination.
- Upgrade communications between dispatchers and emergency responders, improving incident support functions especially during major and multi-jurisdictional incidents.

JACC will enhance citizen safety and operational efficiency through immediate sharing of key information both before and during emergency incidents. As an example, JACC will enable dispatchers to view available resources from multiple response jurisdictions, in real-time, directly on their computer screens. This will allow dispatchers to order critical resources such as water tenders for wildfire more rapidly, saving precious time.

The project, funded by the Arapahoe and Jefferson County 911 Authority Boards, is one of the largest regionalized CAD projects in Colorado. JACC spans across Arapahoe, Douglas, and Jefferson Counties; includes 23 cities; serves over one million people; and covers two major interstate transportation corridors. When fully operational, JACC will process over 66,000 fire/emergency medical calls per year.

Paul Smith, Director of MetCom stated, "This is a monumental event that could not have become a reality without the support of all agencies involved including our respective Boards and City Councils."

More News »

New system to bring unity to suburban emergency response services

By John Aguilar The Denver Post The Denver Post
Posted:

DenverPost.com

It could be the sudden discovery of a child trapped on the top floor of a burning building. It could be a multi-car collision just over the city line, close to a fire station but outside its jurisdiction.

These are the critical details of everyday tragedies that, if not shared across multiple responding agencies, can lead to miscommunication, unnecessary delays and precious wasted time.

"The one thing you hear about any major incident is that there was a communication problem," said Paul Smith, executive director of Centennial-based Metropolitan Area Communications Center, or MetCom.

Under Smith's leadership, five fire agencies in the Denver metro area — Arvada, Evergreen, Littleton, South Metro and West Metro — are making strides to consolidate their emergency dispatch centers and place the management of all 911 calls for fire and medical help under a single computer-aided dispatch system (CAD).

Covering 23 cities, 1 million residents and nearly 1,200 square miles across three counties, the Jefferson-Arapahoe Consolidated CAD (JACC) will be one of the largest efforts of its kind in the state. Parts of Douglas County also will be covered.

When it goes live at the beginning of October, JACC will process more than 78,000 fire and emergency calls a year, Smith said.

"It's a huge way to do data interoperability," he said. "With information being shared by everyone, situations where someone is trapped in a bedroom would be seen by all the agencies."

Not only will the dispatcher know where all responding units are at any given time, that information also will appear on the mobile data terminals inside firetrucks racing to a scene. Littleton will get the same mapping technology as South Metro, while Evergreen will have access to the same firefighting plans as West Metro.

"When they go on an attack, it's a more unified approach," Smith said.

Evergreen Fire and Rescue Chief Mike Weege said JACC will allow a commander on scene to focus on the specific firefighting effort rather than having to worry about whether the right units are on the way.

"As an incident commander, you're concentrating on the initial attack and you want to avoid taking the time to explain what you need," Weege said. "With the shared CAD, the dispatcher will know what (types of units) to call for backup."

Littleton Fire Chief Christopher Armstrong said the consolidation effort promises to reduce redundancies and fill in holes on a call.

"Really what it's doing is taking a bunch of individual pockets and providing us a regional overview of our resources," he said.

The Arapahoe County and Jefferson County 911 authority boards are funding the $1.3 million project, which is designed by San Diego-based TriTech Software Systems.

TriTech is the company behind Boulder County's consolidated CAD system, which was rolled out in late 2012 for fire and police services.

Robert Sullenberger, division chief with the Boulder County Sheriff's Office, said the new system far exceeds in performance what the county used before. It handled 310,000 calls in 2013, he said.

The true test of the system came in September, when historic flooding prompted a wave of 911 calls into the county's four dispatch centers.

"I was very impressed with it when the floods hit up here," Sullenberger said. "The system held up — there was no downtime whatsoever. And that was one heck of a stress test we put on that software."

John Aguilar: 303-954-1695,

Memorandum

To: Chief Andrew Marsh

CC: Chief John Collins

From: Commander Tim Englert

Date: April 4, 2014

Re: Fire Dispatch

The Englewood Police/Fire Dispatch Center currently has a staffing of ten full time dispatchers and two supervisors. Police and Fire calls for service are received and dispatched using a shared Computer Aided Dispatch System (CAD). The CAD system interfaces with the records management systems for the police and fire departments. The CAD system also interfaces with the mobile data terminals which are located in the police patrol fleet. The fire department currently does not have this capability. During 2013 the Englewood Dispatch Center processed a total of 16,739 calls for service of which 12,648 were police related and 4,091 fire/medical related. The calls for service break down to 76% police and 24% fire/medical. The Englewood model of a hybrid dispatch center is uncommon in the metro area. No other PSAP in Arapahoe County uses this model. The City of Littleton who dispatches both police and fire calls has two separate autonomous dispatch centers to provide police and fire dispatching.

The backbone of the dispatch system is the CAD system. There are many CAD system vendors. Englewood currently has a Logisys system. The police records management system (RMS) is also a Logisys system. The Englewood Fire Department uses an RMS system from High Plains which is common to Littleton Fire and South Metro Fire. South Metro Fire Rescue is dispatched by a self-funded entity called METCOM. METCOM, Littleton Fire, and West Metro Fire all use a TriTech CAD system. These three agencies have recently taken advantage of Arapahoe County E911 funding to network their three CAD systems. This networking provides increased efficiency and reduced response times. The networking also provides the ability to share resources and more effectively respond to large scale incidents across jurisdictional boundaries. The TriTech CAD provides mapping data and response information to responding units while tracking each unit via GIS data. Englewood equipment currently does not have mobile data terminal connections and uses printed map books for response.

The question was raised as to the cost and feasibility associated with the purchase of a second CAD system from TriTech for the Englewood Dispatch Center. The advantages to the Englewood Fire Department of being a part of the TriTech CAD network are indisputable. As next generation 911 systems begin to be implemented the amount of information pushed out to units in the field is ever increasing. As previously stated there is no other dispatch center in Arapahoe County that dispatches both police and fire units from the same CAD with the same dispatchers.

In order to add a second CAD to the Englewood Dispatch Center staffing would have to be increased. The current minimum staffing for the center is two dispatchers at all times. The addition of a second CAD would require the minimum to be raised to 3. In the most generic terms numerically this could be accomplished with the addition of 2-3 full time dispatchers and one supervisor. The average cost of a dispatcher with benefits is $62,355. The average cost of a supervisor is $82,847. The potential staffing cost would be $207,557 to $269,945. This projection is based on the assumption that the dispatchers could be fully trained in the use of two different CAD systems. In surveying the PSAP managers in Arapahoe County and the company representative from TriTech, all were very skeptical as to the success of requiring competency with two CAD systems. The number of technical systems each dispatcher is required to learn is ever increasing with next generation 911 systems. The addition of a second CAD could well be unreasonable potentially affecting employee retention and field operator safety. Moving toward a Littleton system with two separate centers, dispatcher staffing would need to increase by 6 dispatchers and one supervisor.

Equipment requirements of the addition of a second CAD can be estimated. The CAD unit hardware for two positions would be approximately $200,000. Network interfaces would most likely be funded by the E911 Authority. The existing configuration of the room would require remodeling to accommodate the necessary PC computers. Extra electrical circuits would need to be added. The addition of the new CAD especially during the implementation phase would require additional IT staffing.

Equipment requirements for Englewood units to receive information from a TriTech CAD would be mobile data terminals and the associated mounting equipment. Englewood currently has 6 pieces of mobile equipment in service at any one time. The mobile data terminals cost $4,500 a piece for a total of $27,000. The total of the mounting equipment necessary would be $2,529. The recurring cost of the previously mentioned mobile licenses and the monthly cost of air cards for each MDT would also be paid by the city. Each mobile terminal would require a license. The first year licenses are approximately $2,000 per unit. Each year following a reduced rate of 22% of the initial fee is charged.

Requests were made of both Littleton Fire Dispatch and METCOM to provide updated quotes as to the cost of dispatching for Englewood Fire. The quotes were based on call for service data provided to both center managers. At the time of this memo only the quote from METCOM has

been received. The quoted price received from Littleton for providing dispatch services is $195,000.00. The quoted price from METCOM for providing dispatch services is $207,648.00. An additional $25,000 could be obtained from the Arapahoe County E911 Authority to further reduce the cost to $170,000.00 and $182,648.00 respectively. Further study would be required by Fire staff in order to select the best fit for our fire departments needs.

The loss of fire dispatch in the Englewood Dispatch Center would still leave 76% of the annual call load. With increasing demands on dispatchers such as the implementation of text to 911 capabilities this year the police dispatch function would still be viable and cost effective to retain. A common CAD network for law enforcement agencies in Arapahoe County has been discussed. Any movement for law enforcement agencies would be a minimum of 2 to 3 years for planning and implementation. From an IT perspective replacement of the law enforcement CAD would be a 2 year project at a minimum.

In summary the addition of a second CAD to the Englewood Dispatch Center does not appear to be cost effective or feasible at the present time. Taking advantage of the services offered and improved efficiencies offered by METCOM is very appealing. The transfer of dispatch to METCOM could be accomplished in 30 to 60 days once funding was approved. Such a decision would be the most cost effective and timely approach to improve the fire/medical service to the citizens of Englewood while maintaining the identity of the Englewood Fire Department.

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Memorandum

Englewood Fire Department

TO: Fire Chief Andrew Marsh

THROUGH:

FROM: Battalion Chief Mark Ertle

DATE: April 7, 2014

SUBJECT: Communications Assessment

Chief,
As we have discussed, there are several needs in the areas of communications and dispatch. The lack of a dedicated fire dispatcher in the communication center, lack of infrastructure in the fire apparatus, the inability to get CAD data to an MDT in our vehicles, and lack of interoperability are some of the issues that need to be addressed. Some of the infrastructure issues will need to be addressed with all of the options and will enhance our response to emergencies. There are a couple of options that have been explored and below are a brief synopsis of each.

First the infrastructure that is common to all of these options and needs to be upgraded to bring Englewood Fire Department to current standards:

1. One of the most critical components of the system is the station alerting systems that are outdated and are not always reliable. We have a current quote of $161,000 to replace the systems in all 3 fire stations with a new system that would increase the reliability and is compatible with both Englewood Communications Center and Metcom.
2. We need to have mobile data terminals (MDT's) installed in all of our response units with 4G connectivity that have the ability to interface with CAD live. This will include the purchase of 6 MDT's, the associated mounting hardware, and software licenses at a combined cost of approximately $42,000 plus the ongoing costs of the software licenses of $22,000.
3. The ability to have automatic vehicle location (AVL) through GPS would also enhance our ability to respond and have the closest unit dispatched. This would also upgrade our outdated printed map books to electronic format that is easier to acquire and see than looking the information up in a book especially at night. Further research is needed to get exact costs of GPS systems and software needs for the systems to be functional.

The first option to consider is to remain with Englewood Dispatch Center and purchase the infrastructure to accommodate our needs. To best accommodate the CAD interface issue and interoperability issues with other jurisdictions, the purchase of a TriTech CAD would allow Englewood Dispatch Center to network with the neighboring fire dispatch centers and share Automatic Vehicle Location (AVL) and dispatch the closest available unit. This would mean hiring additional dispatchers handle fire dispatch and training the dispatchers to NFPA 1221 and Emergency Medical Dispatching. This option is not cost effective and the feasibility of operating two CAD's in one dispatch center is questionable at best.

The second option is to contract services for dispatch from Metcom. Metcom Dispatch Center has the infrastructure in place that would be needed to have a live interface with the Records Management System (Fire Manager), have Automatic Vehicle Location and dispatch the closest unit from Englewood, South Metro, or Littleton Fire Departments, and are trained to NFPA 1221 standards. Metcom utilizes a TriTech CAD and is in the process of consolidating CAD information from multiple jurisdictions including Arvada, Evergreen, Littleton, South Metro Fire Rescue, and West Metro Fire Rescue. Metcom utilizes dedicated Fire Dispatchers and Emergency Medical Dispatching which would allow us to send fewer resources on less critical medical calls saving wear and tear on fire apparatus. Metcom would also provide GIS services which would replace our outdated printed maps. Metcom also has an Incident Dispatch Team (IDT) that responds to the scene of large incidents to assist the Incident Commander with management of the incident. Metcom also monitors NFPA response standards and can make recommendations to better meet those standards. In my opinion, Metcom would provide the best service for Englewood Fire Department and value for the money.

The third option is to contract services from Littleton Fire Dispatch Center. Littleton also utilizes a TriTech CAD and is similar in cost, although I have not seen a formal proposal from Littleton. Littleton Fire Dispatch does not have an IDT and I am unsure if GIS services would be included with this proposal. Further information would be needed to make a recommendation to go with Littleton Fire Dispatch but for the slight difference in cost Metcom appaars still to be the best service for the money.

I would recommend looking at an increase in ambulance transport fees and fees for reoccurring fire alarm calls to businesses as a possible way to offset some of the funding of this service. There may also be some funding available from the E911 authority to offset some of the costs of this service.

6

Memorandum

Englewood Fire Department

TO: Chief Andrew Marsh

THROUGH:

FROM: Battalion Chief Mark Ertle

DATE: March 11, 2014

SUBJECT: Fire Manager IT needs

Chief Marsh,

I spoke with High Plains and they said they just need someone to help them during the upgrade to load the program on our computers, after that he said it requires very little IT support on their end.

We also need to have someone from IT that knows what needs to be done to maintain the Fire Manager server. Brandon Angle was our support person prior to his departure and he performed monthly maintenance to the server, I am not sure what exactly that entails but it was done monthly. We also need to have someone that can do a mobile database restore in a more timely manner so we can implement changes to templates in less than a couple of weeks.

We also need someone that can support getting new hardware setup and in service in less than several months. We have had the new ToughPads for several months now and we still do not have them. The Tough Books that we are currently using are in dire need of replacement and the equipment has been delivered to IT but the process seems to have come to a halt there.

We could also use a CAD to Fire Manager interface that was requested several months ago to enhance our ability to access information live from CAD. This is something that would make the current CAD better for Fire but is still less than ideal for the Fire Department needs. A new CAD that would have the ability to share resource AVL information with our neighboring jurisdictions would enhance our ability to have the closest units respond without delay. Also, having a CAD that would give us the ability to use MDT's in the rigs to communicate with dispatch without radio communication would enable units to go en route, on scene and in service and provide that real time data back to CAD and the dispatchers.

Proposal for Service:
Fire Dispatch - City of Englewood

March 20, 2014

METROPOLITAN AREA COMMUNICATIONS CENTER
9195 East Mineral Avenue, Centennial, Colorado 80112

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MetCom Overview

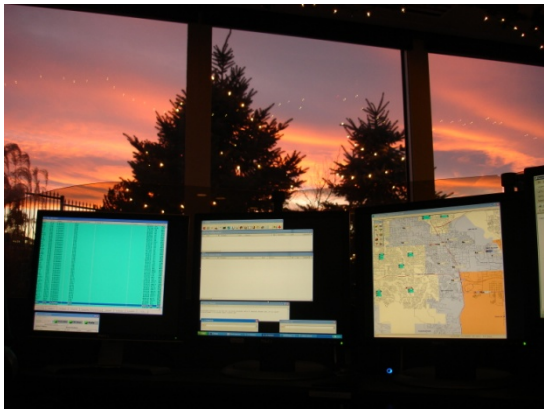
03/20/2014

The Metropolitan Area Communications Center (MetCom) was designed to serve as a regional Fire/EMS emergency communications center committed to outstanding patient care, exceptional customer service and improved call handling performance. This is demonstrated by MetCom's ability to meet or exceed all NFPA 1221 performance standards, meet the standards established by the Commission on Fire Accreditation International (CFAI) and its recognition as an "Accredited Center of Excellence" (ACE) by the National Academies of Emergency Dispatch. MetCom's ACE makes it the 141st public safety communications center in the world and the first PSAP in the Denver Metropolitan area to demonstrate this high level of Emergency Medical Dispatch performance.

MetCom officially opened in January of 2006 and currently serves as the communications center for South Metro Fire Rescue Authority and West Douglas County Fire Protection District. MetCom is located on the lower level of the South Metro Fire Rescue Authority Headquarters at 9195 East Mineral Avenue, Centennial, Colorado.

For 2014, MetCom is staffed with twelve full-time and three part-time communications professionals. The mission of these individuals and the agencies served by MetCom is handled logistically by five technical professionals, one Administrative Manager and an Executive Director. Two members of MetCom's technical staff are dedicated to providing GIS and Analytic services to South Metro Fire Rescue Authority and West Metro Fire Protection District. MetCom's dispatchers hold national certifications in Emergency Medical Dispatch, Emergency Fire Dispatch, Incident Command System (ICS) and National Incident Management System (NIMS). All dispatchers are in the process of becoming Blue Card certified. In 2013, MetCom dispatched over 17,500 calls for service and answered approximately 48,000 phone calls.

MetCom's staff is strengthened through a state of the art computer-aided dispatch (CAD) system. The Inform CAD system, produced by TriTech of San Diego, California, is a Windows-based, computer-aided dispatch system designed to enable Fire/EMS providers to improve response times and patient care though GIS integration.



The Inform CAD platform supports multiple interfaces which allows caller information to be input directly from the 911 phone system, emergency units to be tracked through automatic vehicle location (AVL) and the use of mobile data terminals (MDT) to support field operations. Additionally, MetCom supports interfaces to:

- Westnet alerting systems
- Fire Manager RMS
- Paging vendors allowing for automatic notification of call information and responses
- Littleton Fire Dispatch and Parker Police Department

Radio communication is supported through the use of the Consolidated Communications Network of Colorado (CCNC), a statewide 800 MHz digital trunked radio system. This common statewide backbone allows MetCom and the agencies it serves to communicate with each other in most parts of Colorado.

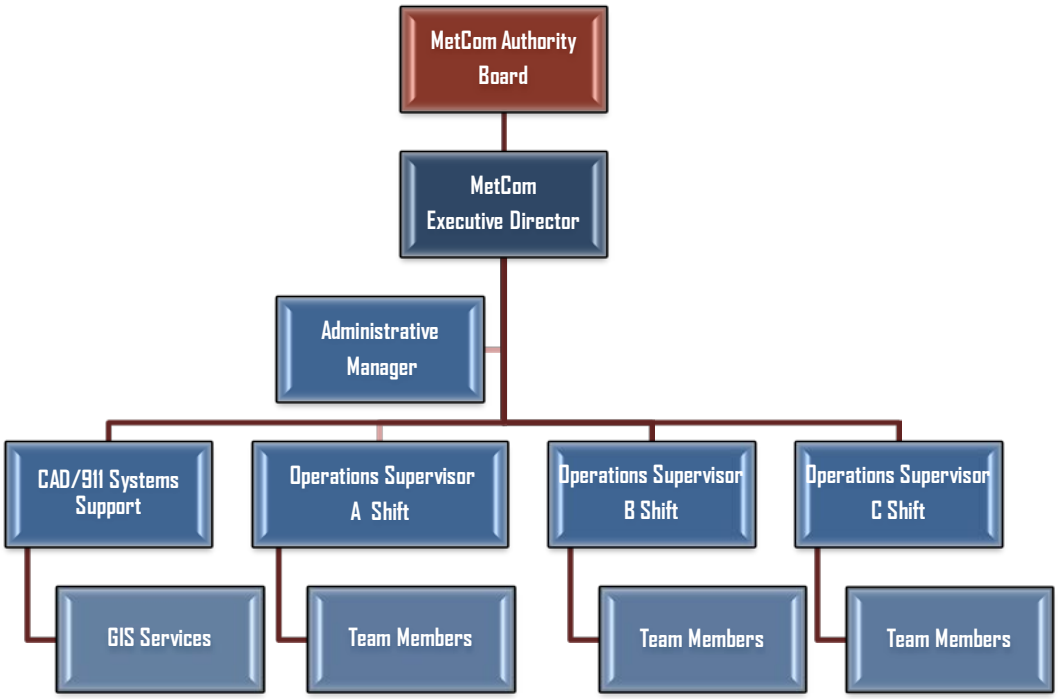
The standardized equipment and frequency format allow users to communicate with the each other and all area communications centers regardless of the unit's location within the state. Additionally, MetCom has the ability to page and communicate on VHF frequencies from its dispatch consoles.

MetCom has formed very important vendor relationships with some major companies in the public safety arena. These alliances allow MetCom to be highly agile with regard to customer's needs and rapid center growth. MetCom's strength and versatility come from its ability to perpetuate these vendor relationships.

Staffing

MetCom must be in a position to rapidly adjust to customer expectations as well as be able to scale up to support large or complex incidents. MetCom is unique in that its dispatchers work 24-hour shifts and the Center is typically staffed with three dispatchers and one supervisor.

Minimum staffing is three dispatchers in, or in proximity of, the Center at all times. The fourth dispatcher can be in training, on a ride-along or on break and is available for recall. By staffing four people per shift, MetCom has the ability to manage, or rapidly call back staff to manage a complex incident. Sleep rooms are located down the hall from the Communications Center and at night, staff can be called back into the Center within 90 seconds. Additionally, we have IDT dispatchers that are on call for support in the field or in the Center for major or complex incidents.



From a leadership perspective, the Executive Director, who reports to the Authority's Board of Directors, is entrusted to make all operational decisions and maintains managerial responsibility over the supervisors, dispatchers and equipment within MetCom. The Executive Director and the staff of MetCom are supported by an Administrative Manager who functions as MetCom's Human Resources representative, finance department and logistical support person.

MetCom's Technical Services Department includes a CAD Administrator, two GIS professionals, a DBA/Analyst and a Technology Manager. These individuals support MetCom's complex technology solutions, perform regular system tests and ensure adequate system maintenance. MetCom maintains service agreements with all major vendors including CAD, telephony and radio systems. These agreements ensure software support and upgrades. The Technical Services Department's common goal is to ensure system reliability and functionality, 24/7.

Training and Education

The new hire training academy starts with a comprehensive selection process. MetCom only hires communications professionals for dispatch positions with a minimum of two years of public safety experience. Additionally, all personnel must undergo standardized testing, psychological screening, drug testing and background checks prior to being offered a position with MetCom. Once hired, initial training focuses on advanced Fire/EMS call management, while reinforcing consistency and the importance of documentation. The new hire training academy includes 120 hours of didactic training and 240 to 320 hours of on-task training prior to being cleared to work all positions within the Communications Center. The training program is certified by APCO as meeting the APCO Project 33 Standards, further demonstrating MetCom's commitment to excellence in public safety communications.

As a base standard, all dispatchers are required to certify and maintain certifications in CPR and the National Academies of Emergency Dispatch's Emergency Medical Dispatcher and Emergency Fire Dispatcher programs. They must also be APCO Telecommunicator and Fire Communications certified, have completed courses in NIMS 700 and 800, ICS 100 through 300 and Blue Card. All dispatchers also have awareness-level training in hazardous materials, technical rescue, dive operations, wildland fire operations and aircraft rescue firefighting (ARFF).

MetCom works to strengthen departmental knowledge through scheduled continuing education and field observation rides. MetCom provides monthly "Ripped from the Headlines" training, along with quarterly "Hot Topics" discussions and Table-Top exercises to ensure core knowledge for low frequency / high acuity calls for service.

All personnel must attend a minimum of 40 hours of in-service training in addition to staff meetings, drills and exercises. As of December, 2013, all of MetCom's Supervisors have completed a national two-week Communications Center Manager course and are expected to attend yearly management training as well as all departmental in-service training.

Process Improvement Program

Dispatcher and system performance is monitored and opportunities for improvement are addressed individually and/or systemically. The MetCom Quality Assurance Program is based on a standardized evaluation process. The purpose of this program is to:

- Ensure that dispatch personnel understand policy, practice and procedure
- Ensure strict adherence to the medical protocol cards
- Ensure that calls are accurately documented in CAD
- Ensure user agency safety
- Ensure standardized and consistent radio dispatching
- Ensure the training program is consistent with national standards

Process Improvement evaluations occur monthly and are reviewed by the Supervisors. Areas of improvement or concern are reviewed by a peer-driven Dispatch Review Committee (DRC). Areas that are retroactively reviewed include:

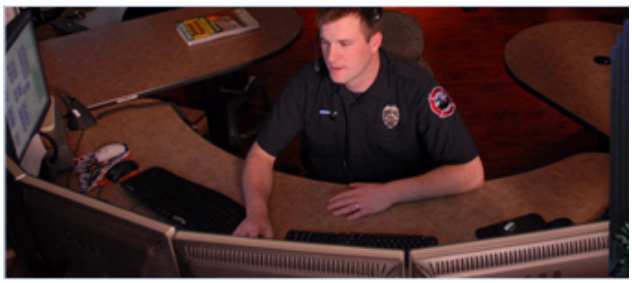
- EMD Calls
- Radio Dispatch
- All Critical Incident calls
- Random Selection of Customer Service Calls

Case reviews are assessed utilizing standardized forms to evaluate the consistency of EMD, emotional content of the call, consistency of information given to responding crews, consistency in radio dispatching procedures and overall success of the call.

Process improvement also includes the use of feedback forms which function as a routine and reliable way to receive information on a call. These forms are submitted by individuals involved with the dispatching process, including fire personnel, supervisors or other dispatchers. The feedback form is a written request for clarification on service events. The expressed issue is investigated by the Communications Supervisors and forwarded to the Director as appropriate. The Dispatchers receive feedback and recognition for exemplary performance.

MetCom has also developed the following reports to illustrate departmental compliance:

- Key Performance Indicators (KPI)
- Number of calls dispatched by dispatcher
- Call assign times for all priorities
- Dispatch code comparative history
- MPDS Master Dispatch Analysis
- Protocol Compliance
- Quality Improvement Summary
- Dispatch Compliance
- Exceptions by Cause



In addition, MetCom has the ability to pull specific reports for agency performance, pandemic planning and response compliance. The strengths of MetCom have been developed and oriented toward a single vision of being one of the state's most comprehensive customer service focused communications centers. This has been established by a team approach involving all of the employees at all levels, driven by a common mission and organizational values. Our strength comes from being grounded in our operational diversity, technology and most importantly, our employees.

Incident Dispatch Team (IDT)

MetCom's current service area encompasses 270 square miles of mixed topography with everything from commercial high rises to wildland interface. The numerous hazards and potential for significant incidents prompted the need for communications support outside of the dispatch center. To fill this need, the Incident Dispatch Team (IDT) was established in 2008. Building upon the philosophies of successful IDTs across the country, MetCom is able to offer an operationally efficient team with diverse capabilities.

Typical staffing is four dispatch personnel with a minimum of one IDT member per shift. MetCom's constant staffing level is three, allowing one IDT member to respond immediately to an incident. On-call IDT members are also available to supplement center or field-based staffing. Currently seven dispatchers, the Executive Director and Technical Services personnel are members of the IDT.

MetCom's IDT members are qualified through an in-house training academy which covers a wide range of material from the basics of firefighting to building a communications plan. All members are required to be certified through ICS 400. The team also has 1 FEMA Type 3 COML, 2 COML trainees, 1 NWCG COML Trainee, 3 NWCG COMT Trainees and 1 Type 3 Logistics Section Chief. All members of the IDT are also on Arapahoe County's Type 4 IMT.

When deployed, all IDT members are equipped with a full set of Nomex bunker and wildland gear, allowing them to safely function on scene. As a single resource, the members will bring a kit that includes a laptop computer, printer, camera, GPS, VHF radio programming equipment, internet access, weather software including radar & lightning data, a cache of ICS forms and a small office supply kit.

In support of our agencies, the IDT operates two fully-equipped response vehicles and two SUVs. The primary response vehicle is designated as "IDT1" which is an ambulance-sized communications unit. It has all of the capabilities of a single resource dispatcher with added computer capability, whiteboard walls for resource tracking, onboard generator, cell phones, fax machine, two 800 MHz and two VHF mobile radios and most importantly, an ICRI Tactical Gateway. The ICRI allows the team members to bridge dissimilar radio systems or frequency bands together on scene to facilitate interoperability.

The largest vehicle is designated as "Command 3" and is jointly owned by South Metro Fire Rescue Authority (SMFRA) and Greenwood Village Police Department. MetCom supports this vehicle for SMFRA and is responsible for its regional deployment and staffing. Command 3 is a 45' long, tandem axle, mobile command and communications unit. All of the IDT members are trained to drive and operate this vehicle. Its capabilities include a private command / planning room with teleconferencing, satellite phone, cell phones, satellite television, galley and several dispatcher / communication stations with radios varying from 800 MHz, VHF, Aircraft, HAM and CB. The vehicle's roof can be used as an observation platform.

Emergency Medical Dispatch (EMD)

MetCom's dispatchers are trained and practice Emergency Medical Dispatch (EMD) as part of a standard known as the Medical Priority Dispatch System (MPDS). MPDS is based on published standards by the National Association of EMS Physicians (NAEMSP), the American Society for Testing and Materials (ASTM), the American College of Emergency Physicians (ACEP), the U.S. Department of Transportation (USDOT), the National Institutes of Health (NIH), the American Medical Association (AMA), and more than 20 years of research, development, and field testing throughout the world. The MPDS protocol contains 34 Chief Complaint Protocols, Case Entry and Exit information, call termination scripts, and additional verbatim instruction protocols for AED support, cardiopulmonary resuscitation (CPR), childbirth assistance, tracheotomy, airway and breathing, and the Heimlich maneuver. Special protocols for stroke identification, aspirin administration and pandemic flu triage are also part of this international standard. MetCom holds accreditation through the National Academies of Emergency Dispatch for its ability to comply with all training, quality assurance and performance standards associated with MPDS.

Interoperability

MetCom's Motorola-based radio system is capable of communicating with all local agencies including neighboring fire rescue departments, law enforcement and EMS providers. Interoperable communications are either in native format on Motorola 800 MHz systems or through interoperable gateways tying disparate 800 MHz radio systems together.

In support of interoperable communications, MetCom is a member of the Consolidated Communications Network of Colorado (CCNC) which is a users group for the Colorado Statewide Digital Trunked Radio (DTR) System. CCNC supports 700 MHz and 800 MHz radio communications throughout the state of Colorado. The DTR network is divided into four zones and provides direct radio-based communications to over 45,000 portable, mobile and fixed-based subscribers (radios). The coverage area includes all of the Denver Metro (Front Range) area and the most populated areas throughout Colorado.

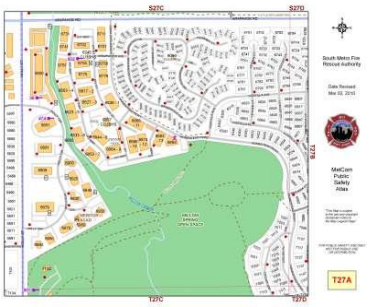
The cities of Denver, Aurora, Lakewood and Wheat Ridge utilize a Harris 800 MHz radio system which is made compatible with Motorola systems through the use of an interoperable communications gateway. This "Network First" gateway was installed in 2005 tying the two systems together. The gateway supports 16 channels for metro-wide interoperable communications and is utilized daily by the public safety agencies in the Denver area.

To further support communication efforts, procedures have been developed and formally documented in the Denver Urban Area Tactical Interoperable Communications Plan (TIC Plan). Additionally, all radios in the Denver metropolitan area are programmed with federal interoperable channels to include "8TAC"

and “8CALL” channels which can be utilized in both repeated and simplex modes. These channels are available for national, regional and local interoperable communication needs; they are frequently utilized by public safety agencies and are maintained by the State of Colorado and local agencies.

Denver and Arapahoe counties maintain 800 MHz radio caches in support of radio swaps. These radios are preprogrammed with local channels and readily available to all public safety agencies. In 2009, MetCom installed a tactical fixed-base gateway (Motobridge) which is used to ensure interoperable communications between disparate radio systems. The difference between Motobridge and Network First is that Motobridge allows for tactical on the fly patching of local talk-groups. This means that the agency on scene does not have to change channels on an incident that requires mutual aid once fire ground operations have begun.

Geographic Information Systems (GIS)



By having GIS staff as part of the technical team, MetCom has the ability to maintain exceptionally accurate and detailed map data. This allows the dispatchers to concentrate on the caller, quality of care and dispatch times because they do not have to worry about manually finding the incident’s location. The GIS team also plays a large role in the IDT/IMT arena by providing maps and aerial photography used for incident management.

When a fire agency contracts with MetCom to provide dispatch services, the GIS department works diligently to ensure map data meets the highest standard of accuracy. This level of accuracy is obtained by collecting data from cities and counties, driving the surrounding area and meeting with the particular fire agency to learn the local geography. All of this information is then compiled and used to update MetCom’s street and address data, drastically improving the time it takes to locate callers and incidents.

PrePlan Program

During the initial stages of fire suppression operations, PrePlans have proven instrumental in consistently achieving a successful outcome. To that end, MetCom provides coordination, quality control, format and drawing conversion as well as automated file updates through mobile software applications to front-line apparatus. MetCom’s PrePlan services ensure easy access to up-to-date drawings and other critical building information enroute to an incident. First responders can click a button on their MDT and receive a PDF of the building footprint or floor plan in addition to a “Fact Sheet” with information such as construction type, firefighter precautions, hazmat data, etc.

MetCom’s GIS team also collects a significant amount of auxiliary map information, such as schools, parks, trails, driveways, hydrants, gate codes, knox boxes, landing zones, points of interest, etc. This data is then used to generate custom maps and map books.

Expanded GIS and Analytics

In addition to Dispatch Services, MetCom also offers expanded GIS and analytics to area fire departments. These services are already being provided to South Metro Fire Rescue Authority and West Metro Fire Protection District.

The value of expanded GIS and analytic services includes the improved capabilities in planning, prevention, mitigation and response programs whether the nature of the emergency is fire, medical, or natural/human-caused disasters.

In cooperation with SMFRA and WMFPD; MetCom's has worked to promote CAD, RMS and GIS data sharing in support of data interoperability and standardization among the agencies. To that end, MetCom has develop a multi-agency RMS Data Standards Committee which has developed common fire service standards for exchanging data among supported agencies for use in reporting.

MetCom has also worked closely with SMFRA and WMFPD in the development of custom reporting, data analysis and the creation of custom databases. Custom reporting also includes the creation of automated reports that arrive in the mailboxes of Division and Battalion Chiefs each morning. Just some of the analytical reporting that MetCom can provide include: Response time analysis, vulnerability analysis, deployment planning and EMS utilization.

Conclusion

MetCom was developed to reduce fire department response times by improving dispatcher call handling and ensuring the quickest, most appropriate response is dispatched regardless of jurisdictional boundaries. In addition, it was created based on the need to provide centralized, regional communications for multiple Fire/EMS agencies that share jurisdictional boundaries. The ultimate outcome is that MetCom now ensures reduced response times and improved operational support for the fire and EMS agencies it currently serves. More importantly, dispatch personnel are focused on providing the very best in patient care and customer service to the citizens we serve.

Our values of innovation, teamwork, dedication, accountability and integrity provide the guideposts for the daily commitment to fulfill our mission:

> ***"MetCom's Public Safety Professionals are committed to serving with integrity, compassion and care for the welfare and safety of our citizens and personnel. We support expedient, quality fire rescue and provide emergency medical instructions through the application of the industry's best practices. Our standard is excellence and the road to success is through our teamwork."***

EXHIBIT A

SERVICE STANDARDS
City of Englewood

1. MetCom will provide a flexible staffing plan that has the ability to staff up to handle high demand incidents and events, including rapid call-back of staff, when necessary. To accommodate the staffing plan, sleep rooms are located on-site and IDT dispatchers are available for on-call support in the field or in the dispatch center for major or complex incidents. MetCom will make scheduling modifications or increase staffing levels if necessary to insure the highest quality in Fire/EMS call management and customer service.

2. MetCom will provide dispatching services using a map-based CAD system that also has the ability to provide station-based dispatching. This agreement can be modified to include AVL and MDTs at the request of the City of Englewood. EFD will be responsible for purchasing required MDT hardware and software licenses as required by TriTech.

3. MetCom primarily operates on the State of Colorado 800 MHz Digital Trunked Radio System. MetCom will insure that EFD has adequate dispatch and operational talk-groups to support fire/EMS operations.

4. MetCom will work with EFD to utilize their existing station alerting system. MetCom does have the ability to interface with Westnet's First-in Smart Station Alerting System if the City chooses to install Westnet in the future.

5. MetCom will provide automated unit and staff paging via a standard interface to EFD alpha numeric pagers, if so equipped.

6. MetCom will provide a nationally recognized standard of Emergency Medical Dispatch (EMD) to the citizens calling 911.

7. MetCom has the ability through a standard RMS interface to transmit call information to EFD's Fire Manager RMS.

8. MetCom will provide all required GIS data integration and support for the street data required to dispatch EFD.

9. MetCom will create, at no additional charge, a public safety map book specific to the City of Englewood. This map book will be provided in an electronic PDF format for station and apparatus use.

10. MetCom will provide its Incident Dispatch Team (IDT) including units and personnel as needed to support fire suppression and special operations for EFD.

11. MetCom will provide basic GIS and analytic services to EFD in support of CFAI Accreditation. Additional GIS and analytics services can be provided, by separate contract, at EFD's request.

12. EFD is required to provide and maintain data circuits, vehicle/handheld radio hardware and other equipment to facilitate direct connectivity to MetCom for the purpose of data integration, station alerting, paging and radio communications. This includes costs associated with utility company circuits, connections, maintenance and recurring service charges. MetCom will serve in a consulting and support capacity to assist EFD in the implementation and on-going operation of this equipment.

EXHIBIT B

City of Englewood

MetCom's proposed pricing is divided into two sections to address the operational and capital required to operate the Center.

Dispatch Services – User agencies are billed quarterly by MetCom for "dispatch services." This fee is based on an annualized rolling three-year average of the agency's "calls for service" within their own district.

Capital Reserve – All agencies contribute annually to MetCom's capital reserve account. This fund is used for capital projects such as server replacement and equipment upgrades. The capital reserve fee is set by the Board and is used to insure that MetCom has the ability to expand or upgrade as needed with limited or no additional impact on the user agencies. The Capital Reserve for the first 3 year term of this agreements will be 3% of the annualized Dispatch Services cost.

The initial term of this User Agreement shall be for three years ("Initial Term") from the Effective Date. Thereafter, this User Agreement may be renewed for one subsequent three-year term ("Subsequent Term"), upon written notice by the City of Englewood, given to MetCom no less than twelve months prior to the expiration of the Initial Term or Subsequent Term then in effect.

Pricing for dispatch services will be fixed at a rate of $48.00 per call for the first 3 year term. Cost per call for the second term will be adjusted by the 3 year average of CPI and will be fixed for years four through six.

Cost for the first year of Dispatch Services is based on estimated call volume as reported by EFD and will be adjusted once actual volume from 2011 – 2013 has been reported to MetCom. Cost for years two and three may be adjusted based on EFD's average call volume based on a three year rolling average.

Agency	Calls Per Year	Base Cost Per Call	Dispatch Services	Capital Reserve	Total Cost Per Call	Total Fee
Englewood	Est. 4200	$48.00	$201,600.00	$6,048	$49.44	$207,648.00

Metropolitan Area Communications Center
9195 East Mineral Avenue, Centennial, Colorado 80112
Dispatch 720-258-8977

City of Englewood

Facility Assessment Report

FOR

City of Englewood Fire Operations

Jefferson Fire Station
Acoma Fire Station
Tejon Fire Station

Rick Kahm – Public Works Director

Dave Henderson – Deputy Public Works Director
Michael Hogan – Facilities Manager
Pat White – Fleet Manager

Updated March 25, 2014

Executive Summary

The existing City of Englewood Fire Operations Facilities are in need of repair and or potential improvements to bring them to current industry standards and codes. The purpose of the Facility Assessment was to evaluate the building envelope and all building systems for maintenance and or upgrade opportunities. Public Works surveyed multiple General Contractors, Estimators, and Architects who build and remodel fire stations generating a sample of projects completed within the last two years including cost, layout and building size.

The study found that all three stations are currently operating in a safe code compliant fashion related to their age and are fully operational. All three locations are in need some immediate repairs to building systems. These repairs are currently in process and include HVAC, exterior lighting, and roofing repairs. All three locations have opportunities for improvement, potential remodel or replacement.

The potential cost for improving or remodeling the current structures would range from $2,337,530 to $3,236,580. The actual costs within the range would be determined by the scope of the remodel or upgrades. Remodeling is not recommended by public works as the current structures built in the late 70s and early 80s are smaller than the current requirements for comparable stations and the base electrical, HVAC, and facility space plan are obsolete by today's industry standards. New stations have individual bunk areas, workout facilities, office space, and specialized areas required by NFPA.

In addition to the potential remodeling option the city has the opportunity to replace the stations eliminating the size and age discrepancies that make remodeling imprudent. Replacement of all three stations with facilities compliant with current industry standards would range in cost from $7,310,000 to $12,900,000. The actual cost of each station is determined by the scope of the new facility including such factors as architectural design, façade type, and fixtures and finishes. Replacement stations for Tejon and Acoma would need to be approximately 5,000 sq./ft. larger to accommodate the new industry standards. The central station located at Jefferson would need to include administration and other specialty areas increasing its size by over 15,000 sq./ft. Replacing Acoma and Jefferson would also include a land acquisition cost that is currently undetermined. The current Acoma and Jefferson locations will not support the additional sq./ ft. needed to increase the facility size.

If city management pursues action related to these facilities further study by consultants will be needed to inspect and analyze the overall structural condition of this facility and provide recommended upgrades, assess accessibility, current building code, and upgrade/compliance recommendations. They will also evaluate mechanical and electrical systems for current code related upgrades.

Purpose and Scope

The city manager's office requested that Public Works provide an evaluation of the fire operation facilities. This evaluation was performed by Public Works Staff and reported on as follows. There are several provisions to this report that include the following:

- The Facility Assessments and the accompanying cost information including the pricing provided is based on industry standards obtained by research and industry experience. Consultants including architects, engineers, and contractors will be needed to provide detailed scope of the various needs and more definite cost information.
- The costs reported in the report are not definitive or absolute.
- The costs are based on comparisons with recently constructed facilities and industry experts.
- The report is intended to identify the buildings current condition, as well as facility needs, requests, and potential priorities. No recommendations are provide or implied in the report.
- It is anticipated the Facility Assessment would assist management as a tool to help determine a course of action regarding the facilities.

The existing facilities are in need of repair and or potential improvements to bring them to current standards and codes. The purpose of the Facility Assessment is to evaluate building envelope and all general building systems for maintenance and or upgrade opportunities to existing systems.

Further study by consultants will inspect and analyze the overall structural condition of this facility with recommended upgrades, assess accessibility, current building code related items and provide upgrade/compliance recommendations. They will also evaluate Mechanical and Electrical systems for current code related recommended upgrades.

All facilities covered in this report are currently operating in a safe code compliant fashion related to their age and are fully operational.

Acoma Fire Station

Built 1981 – 4,630 Square Foot

New Construction Costs – Based on 9000 sq. / ft. Sub Station

$ 1,530,000 – $ 2,700,000 ($170 - $300 per sq./ft.)

Land Acquisition Needed to Expand - $ 200,000 - $400,000

Approximate Remodel Costs - $ 601,900 – $ 833,400 ($130 - $180 per sq./ft.)

1. Concrete Drive – Freeze Thaw Damage
2. North Fence – Needs Replaced
3. Paint Store Front – Front entry store front rusting and damaged
4. Carpet – Needs replaced throughout
5. Paint – Needs paint throughout – Should be done every 5 Years
6. Sliding Door – Broken and slides rough needs replaced
7. Skylight Repair – Needs replaced and drywall repairs
8. Dumpster Coral – Wood weather damaged and needs replaced
9. Patio Fence – Wood weather damaged and needs replaced
10. Sign – Weather damaged needs resigned and painted
11. Exterior Lighting – Not adequate and needs upgraded and replaced
12. Blinds – Need replaced - Broken
13. Lighting – All interior lighting needs upgraded
14. Kitchen Remodel
15. Appliances – Replace and upgrade to commercial grade
16. Furniture Office – Replace office furniture
17. Paint Truck Room
18. Bunk Room Remodel
19. Condition Truck Room – Provide cooling in truck room
20. Generator – Needs replaced
21. Locker Room Bathroom Remodel – ADA Upgrades
22. Residential AC Units – Installed 2001 – 13 years old – 12 years useful life
23. Windows – Metal need replaced
24. Electrical – Upgrades needed to support new equipment

Acoma Fire Station

Jefferson Fire
Central Station

Built 1972 - 8,500 Square Foot Approximately

New Construction Costs – Based on 25000 sq. / foot Central Station with Admin

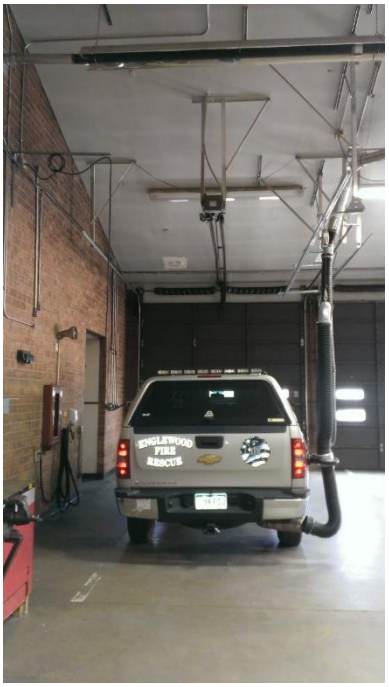
$ 4,250,000 - $ 7,500,000 ($170 - $300 per sq./ft.)

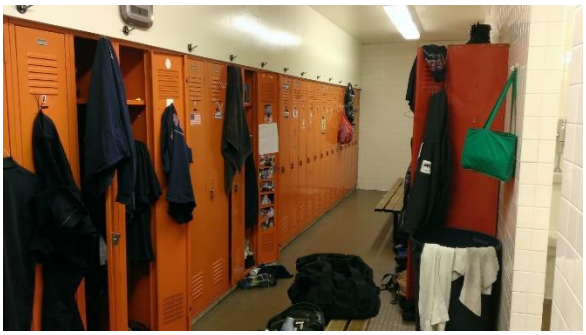
Land Acquisition Needed to Expand – Cost to be Determined

Approximate Remodel Costs - $ 1,105,000 – $ 1,530,000 ($130 - $180 per sq./ft.)

1. Patio Fence – Brick weather damaged and needs replaced or repaired
2. Roofing – Needs replaced in all flat roof areas
3. Carpet – Needs replaced throughout
4. Paint – Needs paint throughout – Should be done every 5 Years
5. Electrical – Upgrades needed to support new equipment
6. Skylight Repair – Needs replaced and drywall repairs
7. Sign – Weather damaged needs resigned and painted
8. Exterior Lighting – Not adequate and needs upgraded and replaced
9. Blinds – Need replaced - Broken
10. Lighting – All interior lighting needs upgraded
11. Kitchen Remodel
12. Appliances – Replace and upgrade to commercial grade
13. Paint Truck Room
14. Bunk Room Upgrades
15. Condition Truck Room – Provide cooling in truck room
16. Locker Room – ADA Upgrades
17. bathroom Remodel – ADA Upgrades
18. AC Units – Installed 2000 – 14 years old – 11 years useful life
19. Windows – Metal need replaced
20. Bunk Room – Needs paint and beds upgraded

Jefferson Fire Station





Tejon Fire Station

Built 1976 - 4,851 Square Foot

New Construction Costs – Based on 9000 sq. / foot Sub Station

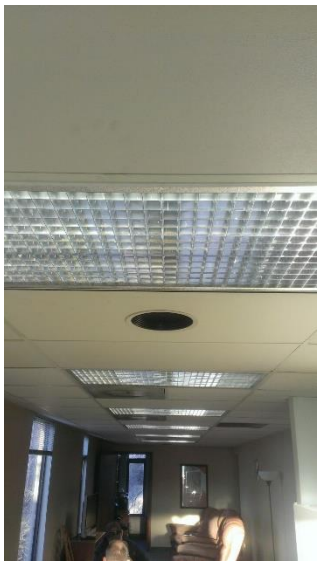
$ 1,530,000 – $ 2,700,000 ($170 - $300 per sq./ft.)

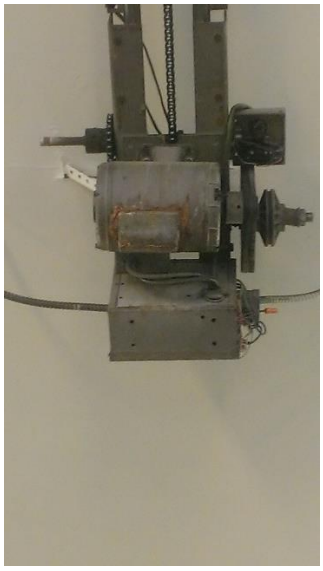
Land Acquisition Needed to Expand – Existing Site is Suitable for Expansion

Approximate Remodel Costs - $ 630,630 - $ 873,180 ($130 - $180 per sq./ft.)

1. HVAC Replacement – Unit replaced during building addition 1995 – 19 years old – Useful life 5 Years
2. Paint - Needs paint throughout – Should be done every 5 Years
3. Drywall – Multiple drywall issues throughout building
4. Carpet – Need to replace all carpet in building
5. Replace Door Openers in Truck Room – Some openers old and need replaced
7. Trash Can Coral – Don't have one need to build one
8. Electrical – Upgrades needed to support new equipment
9. Exterior Lighting – Not adequate needs upgraded and replaced
10. Condition Truck Room – Provide cooling in truck room
11. Kitchen Remodel
12. Bunk Room Remodel
13. Appliances – Replace and upgrade to commercial grade
14. Lighting – Need to upgrade all lighting inside building
15. Windows – Replace old metal windows
16. Locker Room Remodel – ADA Upgrades
17. Bathroom Remodel – ADA Upgrades

Tejon Fire Station





Fire Training Center

Built 1982

1. Replace weather stripping on all exterior doors
2. Repair water damage in first floor Men's Shower
3. ADA upgrades to first floor bathrooms
4. All plumbing and electrical in garage area brought up to code
5. Replace or repair air compressor
6. Shut off installed for garage heaters
7. Added electrical outlets and lighting brought to code
8. Backflow inspections
9. Replace safety switches on heating units
10. HVAC balance
11. Soffit leak by front door
12. Secure well bunker

Approximate Remodel and Repair Costs of all Items except ADA Bathrooms and Compressor

$3500-$5000

Appendix

New Construction	Style	Per Foot	Station Type	Normal Size	Sticks and Bricks	FF&E	Total Cost
Cummings Estimating Base Finish Block Walls	One Story	$ 230	Sub	9000	$ 2,070,000	$ 360,000	$ 2,430,000
Cummings Estimating Base Finish Block Walls	Two Story	$ 230	Central	20000	$ 4,600,000	$ 800,000	$ 5,400,000
Rocky Moutain Fire Station #1	Two Story	$ 247.47	Sub	9768	$ 2,026,588	$ 390,720	$ 2,417,308
Loveland Fire Station #6	Two Story	$ 165.06	Sub	8935	$ 1,117,376	$ 357,400	$ 1,474,776
Rocky Moutain Fire Station #6	One Story	$ 273.08	Sub	9951	$ 2,319,377	$ 398,040	$ 2,717,417
Loveland Fire Station #2	One Story	$ 287.19	Sub	13036	$ 3,222,331	$ 521,440	$ 3,743,771
Platte Valley Kersey Fire Station	Two Story	$ 209.71	Central	33200	$ 5,634,329	$ 1,328,000	$ 6,962,329
	Avrages	**$ 234.64**		**Range**	**170-300**		
Remodel	**Style**	**Per Foot**	**Station Type**	**Normal Size**	**Sticks and Bricks**	**FF&E**	**Total Cost**
Arvada Fire Station #4	One Story	$ 158.10	Sub	7503	$ 886,071	$ 300,120	$ 1,186,191
Arvada Fire Station #6	One Story	$ 129.47	Central	19926	$ 1,782,718	$ 797,040	$ 2,579,758
West Metro Fire Station #3	Two Story	$ 132.28	Sub	3482	$ 321,305	$ 139,280	$ 460,585
West Metro Fire Station #11	One Story	$ 179.23	Sub	2600	$ 361,994	$ 104,000	$ 465,994
Arvada Fire Station #5	One Story	$ 150.82	Sub	5357	$ 593,644	$ 214,280	$ 807,924
	Avrages	**$ 149.98**		**Range**	**130-180**		

Golden Triangle Construction

Cost Management and Estimating

Commercial Architects

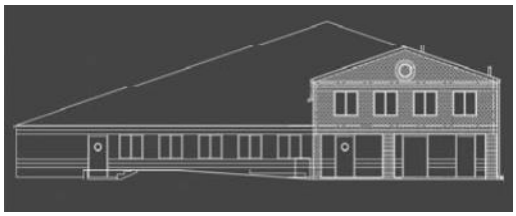
Rocky Mountain Fire Station #1
Location: Boulder, Colorado
Description: A new 2-story 9,768 SF fire station with 4 vehicle apparatus bays.
Final Contract Amount:: $2,026,588

Loveland Fire Station No. 6
Location: Loveland, Colorado
Description: New 8,935 SF fire station
Final Contract Amount:: $1,117,376

Rocky Mountain Fire Station #6
Location: Boulder, Colorado
Description: Demolition of existing fire station and construction of new 9,951 SF facility including sleeping quarters, offices and apparatus bay. This project also includes a 842 SF detached garage, site paving and a helicopter landing pad.
Final Contract Amount:: $2,319,377

Arvada Fire Station #4 Addition/Remodel
Location: Arvada, Colorado
Description: A 7,503 SF addition and remodel of an existing one story fire station with supporting facilities. Project was completed while occupied.
Final Contract Amount:: $886,071

Arvada Fire Station #6 Addition/Remodel
Location: Arvada, Colorado
Description: An addition above the existing fire station and a partial remodel of the existing space for a total of 19,926 SF. Project was completed while occupied.
Final Contract Amount: $1,782,718



West Metro Fire Station #3
Remodel Location: Lakewood, Colorado
Description: A second-floor addition and interior remodel totaling 3,482 SF of the existing fire station.
Final Contract Amount: $321,305

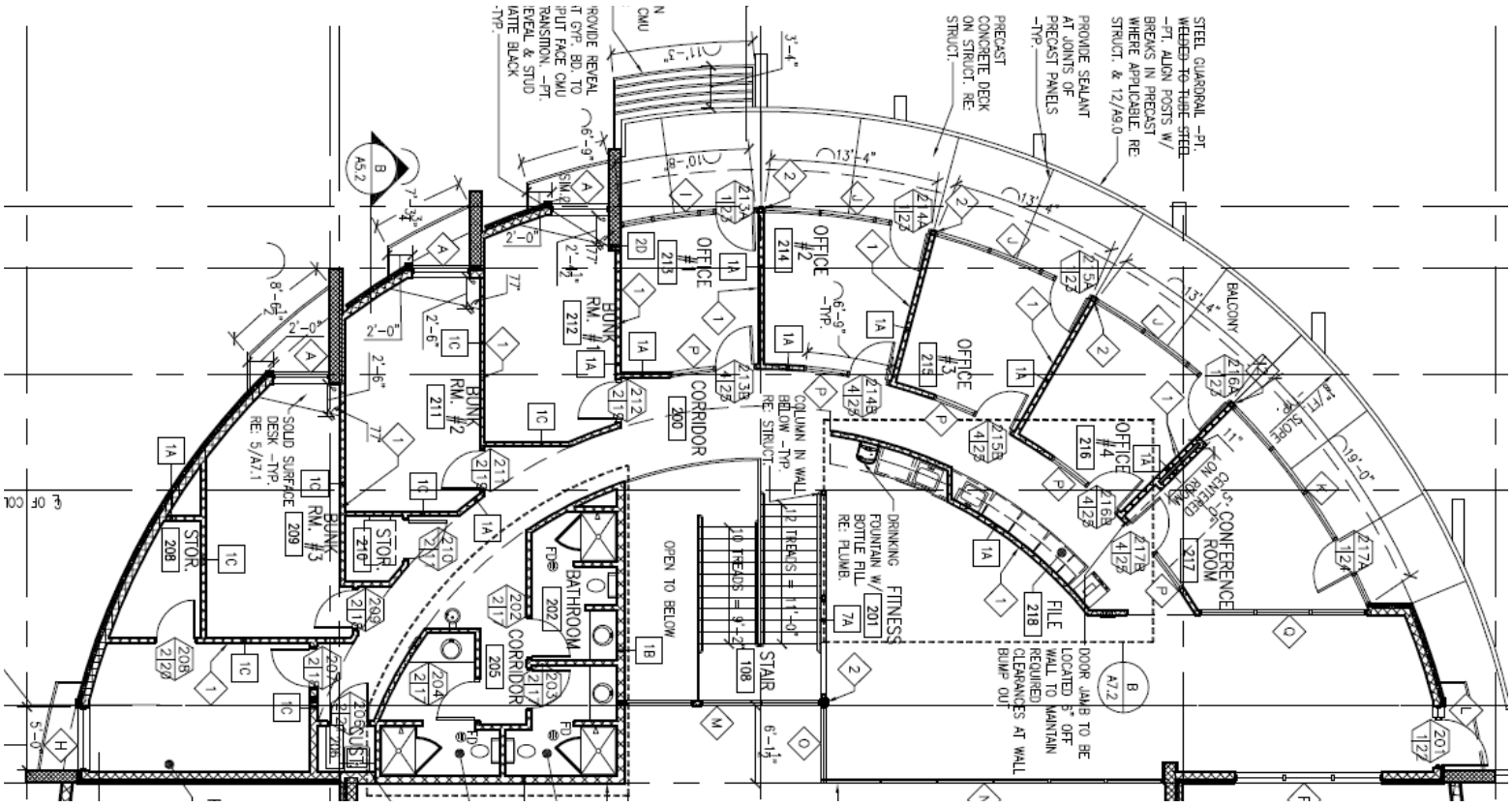
West Metro Fire Station #11
Remodel Location: Morrison, Colorado
Description: Weight room addition and interior remodel totaling 2,600 SF of the existing one-story fire station.
Final Contract Amount: $361,694

Loveland Fire Station No. 2 Location: Loveland, Colorado
Description: Construction of a new two-story fire station on an approximately 3 acre site. The facility consists of a one story structure with the living quarters, training, exercise and office area being constructed of wood, stick frame and the truck bays of concrete masonry construction. The project will be LEED Certified.
Final Contract Amount: $3,222,331

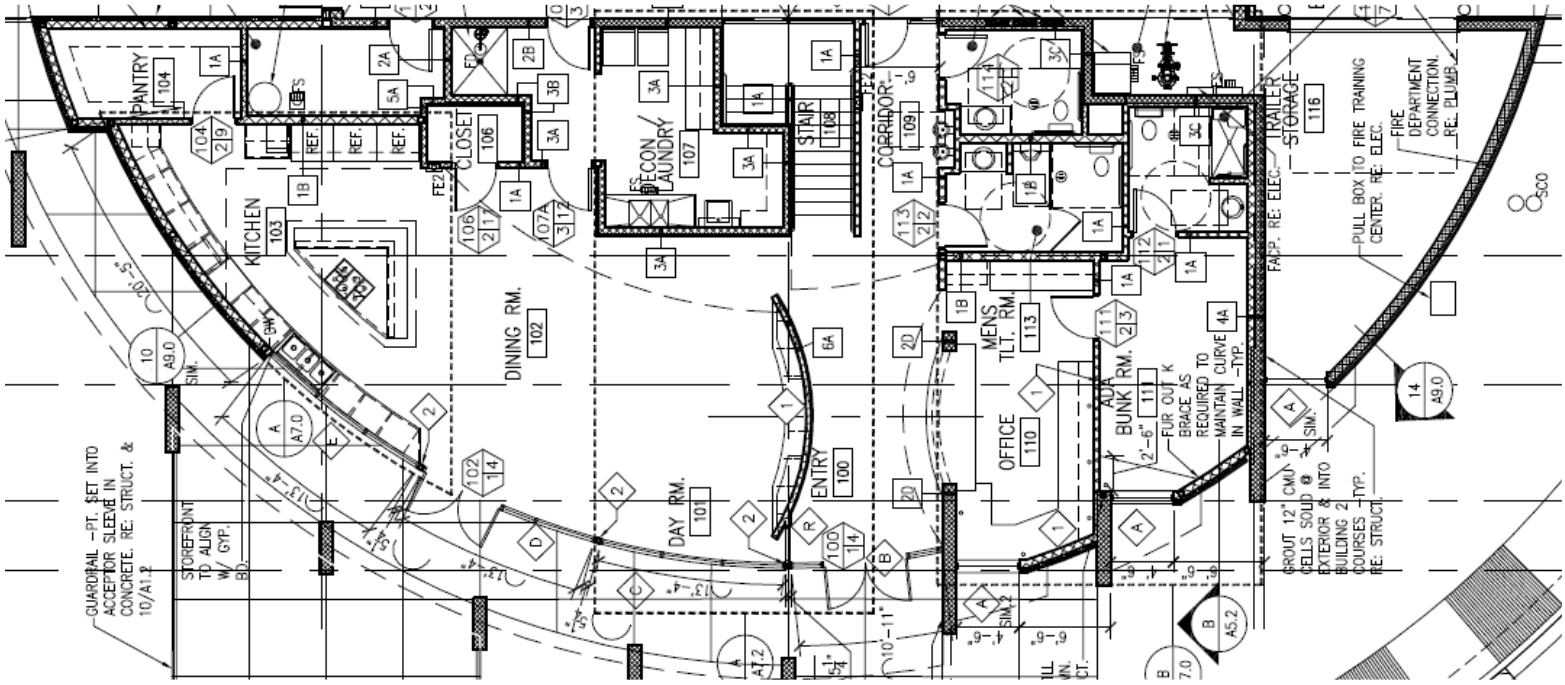
Platte Valley Kersey Fire Station Location: Kersey, Colorado
Description: New 33,200 SF 2-story fire station with partial basement. Building includes a day room, kitchen, sleeping quarters, offices, community room, fitness center and room for future emergency operations center, 7 vehicle bays with work and storage spaces.
Final Contract Amount: $5,634,329

Arvada Fire Station #5
Remodel/Addition Location: Arvada, Colorado
Description: A 1,352 SF addition to and 5,357 SF interior remodel of the existing fire station.
Final Contract Amount: $593,644

Boulder Wildland Fire Station (Sub Station) Second Floor Bunkroom Example



Boulder Wildland Fire Station (Sub Station) First Floor Living Areas Example



Boulder Wild land Fire Station Bid Summary 11,000 sq./ft. Sub Station

CONSTRUCTION GROUP

Boulder Wildland Fire Station
December 10, 2013

BASE BID

Owner:	Boulder	Building SF	11,268.00		BID TOTAL	$3,345,170.52
Arch:	Architect / Engineer	Site SF			SF Price	$296.87

Div.	Description	Labor	Material	Equipment	Subcontract	Total	Subcontractor
01000	GENERAL CONDITIONS	$ 60,280.00	$ 13,299.00	$ 28,700.00	$ 7,082.00	$ 109,361.00	
01210	Allowance	----	----	----	$ 1,000.00	$ 1,000.00	
01813	LEED Requirements	$ 15,070.00	----	----	----	$ 15,070.00	
	CAD Redlines	----	----	----	$ 6,000.00	$ 6,000.00	C.S. LTTTD
	SURVEY	----	----	----	$ 23,250.00	$ 23,250.00	Flatirons
02070	SELECTIVE DEMOLITION	----	----	----	----	$ -	
02110	SITE CLEARING	----	----	----	$ 95,080.00	$ 95,080.00	Front Range
02210	FINISH GRADING	----	----	----	x	$ -	Front Range
02221	TRENCHING	----	----	----	x	$ -	Front Range
02270	TEMPORARY EROSION CONTROL - maintenance and s	----	----	----	$ 4,746.00	$ 4,746.00	
02300	EARTHWORK	----	----	----	x	$ -	
02466	DRILLED CONCRETE PIERS	----	----	----	$ 64,590.00	$ 64,590.00	Ludwig
02510	ASPHALTIC CONCRETE	----	----	----	$ 78,555.00	$ 78,555.00	Asphalt specialties
02520	PORTLAND CEMENT CONCRETE PAVEMENT	----	----	----	$ 93,100.00	$ 93,100.00	GR
	12" Trench Drain at south driveway	----	----	----	x	$ -	GR
	12" Trench Drain GRATING at south driveway	$ 473.00	$ 9,882.00	----	----	$ 10,355.00	
02521	CONCRETE CURBS & WALKS	----	----	----	x	$ -	PAA
02580	PAVEMENT MARKING	----	----	----	x	$ -	KC Striping
02665	WATER SUPPLY SYSTEM	----	----	----	$ 137,609.00	$ 137,609.00	Pipeline
02720	DRAINAGE STRUCTURES	----	----	----	x	$ -	Pipeline
02730	SANITARY SEWER	----	----	----	x	$ -	Pipeline
02810	IRRIGATIONS SYSTEM	----	----	----	$ 90,487.00	$ 90,487.00	Designscapes
02915	SOIL PREPARATION	----	----	----	x	$ -	Designscapes
02922	SEEDING	----	----	----	x	$ -	Designscapes
02930	EXTERIOR PLANTS	----	----	----	x	$ -	Designscapes
02846	PARKING SIGNAGE	----	----	----	$ 3,979.00	$ 3,979.00	KC Striping
	BIKE RACK - 2	----	----	----	$ 2,769.00	$ 2,769.00	Specialties Contracitng
03300	CAST-IN-PLACE CONCRETE - Foundations	----	----	----	$ 157,100.00	$ 157,100.00	GR Construciton
03300	CAST-IN-PLACE CONCRETE - Interior Flatwork	----	----	----	$ 59,695.93	$ 59,695.93	Thoutt
03451	ARCHITECTURAL PRECAST CONCRETE	----	$ 39,220.00	$ 1,200.00	$ 8,500.00	$ 48,920.00	tocky mountain prestress
04220	CONCRETE UNIT MASONRY	----	$ 21,056.00	----	$ 257,900.00	$ 278,956.00	Barnes
05120	STRUCTURAL STEEL FRAMING	----	----	----	$ 290,300.00	$ 290,300.00	Colorado Steel
05210	STEEL JOINT FRAMING	----	----	----	x	$ -	Colorado Steel
05310	STEEL DECKING	----	----	----	x	$ -	Colorado Steel
05400	COLD-FORMED METAL FRAMING	----	----	----	x	$ -	Diversified
05510	METAL STAIRS	----	----	----	x	$ -	Colorado Steel
05521	PIPE AND TUBE RAILINGS	----	----	----	x	$ -	Colorado Steel
06062	PLASTIC LAMINATE	----	----	----	x	$ -	bunta
06100	ROUGH CARPENTRY - backing/blocking	$ 3,613.00	$ 3,504.00	----	----	$ 7,117.00	
06160	SHEATHING	----	----	----	x	$ -	Precision Applications
06200	FINISH CARPENTRY	----	----	----	x	$ -	bunta
06402	INTERIOR ARCHITECTURAL WOODWORK	----	----	----	$ 75,920.00	$ 75,920.00	Bunta
07195	MASONRY SEALER	----	----	----	x	$ -	Maximum Painting
07210	BUILDING INSULATION	----	----	----	$ 9,742.00	$ 9,742.00	Domestic
	Foundation insulation	----	----	----	$ 2,860.00	$ 2,860.00	NPW
07240	EXTERIOR INSULATION AND FINISH SYSTEMS	----	----	----	$ 13,500.00	$ 13,500.00	Mile High Stucco
07250	WEATHER BARRIERS	----	----	----	x	$ -	
07260	UNDER-SLAB VAPOR BARRIER/RETARDER	----	----	----	x	$ -	Thoutt
07280	INSULATING SPRAY FOAM	----	----	----	$ 11,095.00	$ 11,095.00	MATO
07410	METAL WALL PANEL	----	----	----	$ 177,792.00	$ 177,792.00	FDG Products
	Corrugated metal wall panel	----	----	----	$ 2,805.00	$ 2,805.00	
07425	THERMAL AND AIR BARRIER WALL SYSTEM	----	----	----	x	$ -	
07531	EPDM ROOFING	----	----	----	$ 64,028.00	$ 64,028.00	Tiley
07620	SHEET MTEAL FLASHING AND TRIM	----	----	----	x	$ -	Tiley
07650	FLEXIBLE FLASHING	----	----	----	x	$ -	
07721	ROOF HATCH	----	----	----	$ 1,862.00	$ 1,862.00	
07840	FIRESTOPPING	----	$ 500.00	----	----	$ 500.00	
07900	JOINT SEALERS	----	----	----	$ 9,400.00	$ 9,400.00	Cowboy Caulking
08110	HOLLOW METAL DOORS AND FRAMES	----	$ 26,423.00	----	$ 1,280.00	$ 27,703.00	Doorways/METRO DOOR
08210	FLUSH WOOD DOORS	----	x	----	$ 2,740.00	$ 2,740.00	METRO DOOR
08310	ACCESS DOORS AND PANELS	----	----	----	x	$ -	
08350	521 SERIES ALUMINUM SECTIONAL OH DOORS	----	----	----	$ 45,000.00	$ 45,000.00	Overhead Door
08360	OH SECTIONAL DOORS	----	----	----	x	$ -	Overhead Door
08411	ALUMINUM FRAMED ENTRANCES AND STOREFRONTS	----	----	----	$ 181,075.00	$ 181,075.00	cutting edge
08520	ALUMINUM WINDOWS	----	----	----	x	$ -	cutting edge
08625	TUBULAR SKYLIGHTS (TDD1)	----	----	----	$ 19,600.00	$ 19,600.00	Solargreen
08626	TUBULAR SKYLIGHTS (TDD2)	----	----	----	x	$ -	Solargreen
08627	TUBULAR SKYLIGHTS (TDD3)	----	----	----	x	$ -	Solargreen
08710	FINISH HARDWARE	----	x	----	x	$ -	ASA Door Tech
08734	COMMERCIAL DOOR OPERATORS	----	----	----	x	$ -	Overhead Door
08800	GLAZING	----	----	----	x	$ -	Grand View
08877	SAFET AND SECURITY FILM	----	----	----	x	$ -	cutting edge
09216	NON-STRUCTURAL METAL FRAMING	----	----	----	$ 159,465.00	$ 159,465.00	Precision Applications
09260	GYP BOARD ASSEMBLIES	----	----	----	x	$ -	Precision Applications
09300	TILE	----	----	----	$ 19,770.00	$ 19,770.00	HOLLIGAN
09305	TILE ADHESIVES, MORTARS AND GROUTS	----	----	----	X	$ -	HOLLIGAN
09511	ACOUSTICAL CEILINGS	----	----	----	$ 11,056.00	$ 11,056.00	ACOUSTICAL CEILINGS
09650	RESILIENT FLOORING	----	----	----	$ 36,099.00	$ 36,099.00	Décor
09653	RESILIENT WALL BASE AND ACCESSORIES	----	----	----	x	$	Décor
09680	CARPET	----	----	----	$ 6,725.00	$ 6,725.00	CCC
09775	FIBERGLASS REINFORCED PLASTIC PANELS	----	----	----	$ 745.00	$ 745.00	Co Specialties
	Concrete Restroplate and sealer	----	----	----	$ 15,441.00	$ 15,441.00	HCC
09900	PAINTING	----	----	----	$ 46,795.00	$ 46,795.00	Maximum Painting
10155	TOILET COMPARTMENTS	----	----	----	$ 7,395.00	$ 7,395.00	Simpson & Simpson
10350	FLAGPOLES	----	----	----	$ 3,859.00	$ 3,859.00	Norcon
10430	SIGNS	----	----	----	$ 3,711.00	$ 3,711.00	Gordon
10523	FIRE EXTINGUISHERS, CABINETS AND ACCESSORIES	----	----	----	$ 1,511.00	$ 1,511.00	
10700	EXTERIOR SUN CONTROL DEVICES	----	----	----	x	$ -	Grand View
10800	TOILET ROOM ACCESSORIES	----	----	----	x	$ -	Simpson & Simpson
12345	STAINLESS STEEL CASEWORK	----	----	----	$ 31,095.00	$ 31,095.00	olorado Custom Stainles
12481	ENTRANCE FLOOR MAT AND FRAMES	----	----	----	$ 8,715.00	$ 8,715.00	Specialties Contracting
	EQUIPMENT INSTALL	$ 2,800.00	----	----	----	$ 2,800.00	
15400	PLUMBING	----	----	----	$ 150,630.00	$ 150,630.00	Bochnak
15500	FIRE SUPPRESSION	----	----	----	$ 22,623.00	$ 22,623.00	Total fire Protection
15800	HVAC	----	----	----	$ 105,000.00	$ 105,000.00	Kuck
15900	HVAC COMMISSIONING	----	----	----	x	$ -	Kuck
16000	ELECTRICAL	----	----	----	$ 251,471.00	$ 251,471.00	E-Light
16721	FIRE ALARM	----	----	----	x	$ -	E-Light
16995	LIGHTING CONTROL COMMISSIONING	----	----	----	x	$ -	E-Light
		----	----	----	----	$ -	
		----	----	----	----	$ -	
	SUBTOTAL	$ 82,236.00	$ 113,884.00	$ 29,900.00	$ 2,882,547.93	$ 3,108,567.93	
	LABOR BURDEN/TAXES	$ 37,006.20	$ -	$ 2,421.90	$ -	$ 39,428.10	
	SUBTOTAL	$ 119,242.20	$ 113,884.00	$ 32,321.90	$ 2,882,547.93	$ 3,147,996.03	
					OH&P	$ 94,094.36	4.00%
	Adds & Savings				BOND	$ 24,718.45	$ 10,454.93
	Boulder Use Tax	$ 59,544.04			2yr Warranty	$ 6,615.61	
	dd				BUILDER'S RISK	$ 9,820.27	
					Permit	n/a	
					ADDS & SAVINGS	$ 61,925.80	
					TOTAL	$ 3,345,170.52	
	SUBTOTAL	$ 59,544.04			bid	$ 3,345,000.00	
	TOTAL W/ MARKUP	$ 61,925.80					

Symmetry Builders	$ 3,147,200.00		
TC2	$ 3,224,000.00	$ 76,800.00	2%
Dohn	$ 3,329,000.00		
WCG	$ 3,345,000.00		
GTC	$ 3,392,700.00		
MW Golden	$ 3,442,755.00		
HW Houston	$ 3,498,000.00		
Mark Young	$ 3,533,647.00		

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FDI International, LLC
Architecture • Engineering

ARCHITECTURE
ENGINEERING
PROGRAM MANAGEMENT

Date: 4 April 2014

To: Deputy Chief, Richard Petau

Cc: Rose Lynch, Emergency Management Specialist

From: Todd Ficken, Sheri Binkly

RE: **Facility Commentary Associated with the City of Englewood Fire Department Stations**

This memorandum has been prepared per the request of the Englewood Fire Department in an effort to provide a very general overview and commentary on the condition of three fire stations, namely the Acoma Station, the Jefferson Station, and the Tejon Station. Our commentary is limited in nature, meaning we did not perform an exhaustive facility condition assessment; rather we toured the three stations for about one hour per station and our observations were limited to what we could visually observe.

Our commentary is offered without bias and is based upon our years of experience with fire station facilities and our experience as a professional architectural and engineering firm. Our commentary is offered to provide some honest commentary of our observations. We have attempted to present this commentary from the context of fire facilities and their need to provide a "safe" working environment for the fire department, provide facilities that will be beneficial to the community they service, and be fiscally sensitive.

Site Visit

On 19 March we had the privilege to tour the three stations, with the Deputy Chief and other department staff members. We discussed everything from staffing levels, to facility issues and equipment and apparatus needs. Afterwards, we did have the opportunity to study some of facility's floor plans, site plans, and various reports that have been prepared in recent past. In preparing this memorandum, we did take the time to reflect upon our tour and the information provided which allowed us to draw upon our experience with fire facilities in general.

Observations

In general, all three stations are in desperate need of improvement. It is obvious that the fire department has tried to meet the ever evolving demands of fire safety with the resources available to it, but the facilities are:

1. Severely outdated, non-code compliant, with some of the noted code violations considered serious in terms of life-safety.
2. Significant deferred maintenance issues.
3. Facilities are outdated and nearing non-functional status.
4. Department facilities are fast approaching obsolesces in terms of meeting modern urban and structure firefighting needs.

5723 Arapahoe Ave., Suite 1B
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Phone: 303.652.3200
www.fdi-one.com

5. There is a lack of facility space to properly house firefighting equipment.
6. The facilities do not address proper housing for male and female work force.
7. There are numerous ADA non-compliance issues.
8. There are major site constraint issues noted in terms of apparatus access.
9. The stations lacked the necessary space to prudently accommodate all the fire protection functions.

In reference to our comment with respect to "non-code compliance" issues; we feel this is an item that requires immediate attention. The fire department (being a code enforcement jurisdiction itself) has a responsibility to uphold the code and hold it to the highest level. It appears that over the years, the stations incurred various degrees of remodeling and additions which added to the existing code compliance issues.

For instance, one example we noted is that the Jefferson station dormitory has a mechanical system that was not properly designed, is lacking fire doors and has numerous ADA non-compliance issues. In our professional opinion, all of these stations have numerous code and non-compliance issues that have existed since the buildings were originally constructed.

Also, the number and placement of fire stations are critical in terms of response times. Response times factor heavily in the community's property insurance rates. Based upon what we have observed, we would suggest that the number of fire stations and where they are located is ideal. Of course this is our initial opinion and more discussion and analysis would be required to fully justify that opinion.

Based on what we have observed, would highly recommend that the City look at an in-depth facility master plan and assessment program to explore (i) specific facility improvements, albeit remodel, addition, or new construction and (ii) financing options.

The Plan Assuming the City would like to entertain ways to address the adequacy of their fire protection and emergency response needs, we would suggest that a facility assessment master plan he developed. This plan would look at many attributes, some of which would include, but may not limited to:

1. Community Goals and Objectives
    a. Public Service
    b. Function and Efficiency
    c. Quality of Environment
    d. Cost Effectiveness
2. Existing Conditions and Opportunities for Improvement
    a. Summary of existing conditions
    b. Existing square footage per person
    c. Deficiencies
    d. Opportunities for improvement
3. Work Place Best Practices
    a. Space Planning
    b. Location Study
    c. Joint Agency Opportunities
    d. Flex-space
    e. Open Planning
    f. Growth models
    g. Current fire facility standards

h. Building efficiencies
i. Capacity verses demand

4. Financial Aspects
    a. Budgets
    b. Timing
    c. Funding resources and opportunities

Station Programing

There are industry standards in terms of how much space a fire station requires. These standards are based on what is deemed as "large stations" or "small stations". Large stations are the primary station in a community. In the event that a large stations location prevents firefighters from meeting critical response time requirements, an additional small station is constructed. A large station is roughly defined to be between 20,000 to 30,000 ft^2 whereas a small station is generally defined as being between 5,000 to 8,000 ft^2. We would suggest that Englewood would require one large station and two small stations, where the large station is located where the Jefferson Station is, and the two small stations would be Acoma and Tejon.

Large Station Large stations are designed and constructed as the primary fire station in a community. It is our opinion that the Jefferson site would be ideal for possibly developing into an "inter-agency" facility. This would be a facility that meets the needs of law enforcement, dispatch, and fire safety personnel. Looking at just the fire department side of this concept, the facility would act as the fire department's headquarters. It would be developed to provide:

(1) Space for current and anticipated equipment and apparatus needs
(2) Crew quarters to service men and women, including locker rooms
(3) Administrative facilities
(4) Day room facilities
(5) Kitchen area
(6) Laundry facilities
(7) PT facilities
(8) Training room
(9) Other items such as
    a. Dispatching systems
    b. Proper ventilation systems
    c. Proper IT and telecom systems
    d. Security systems

Depending on the size of the force and the equipment/apparatus needs, a large station could require an estimated 20,000 square feet of space. In terms of costs, this could be anywhere from \$175/ft^2 to \$250/ft^2 or between \$3.5 to \$5 million dollars. As noted, we believe that there is an excellent opportunity to explore a way to develop an inter-agency command station that services the needs of the law enforcement as well as emergency response services, e.g., very similar to what is there today.

How this master plan looks, i.e., is there a remodel and addition or new build, we do not know at this time. We would suggest that a master facility plan may very well conclude (both from a practical and financial point-of-view) a new build, where a "campus" environment is planned and constructed would be the best approach.

Small Station In keeping with the large central station concept, the small stations would be similar to what the department has currently, i.e., the small stations would be considered satellite stations. Where the main department's business would take place at the Jefferson station.

Similar to the large station comments, what the prudent amount of facility square footage is not known at this time. A proper facility master plan would have to be commissioned to explore that question in more detail. But making some very broad assumptions, we would anticipate that the small station would include items similar to the large station, except the required space would be less. In keeping with the generally defined space requirements of a small station, if we assume 7,500ft2, the costs (if building new) would be similar to the large station, and would range between $1.3 to $1.8 million.

Budget & Financing

The facility budget would of course depend heavily on finalizing a facility master plan that meets the approval of the Fire Department and City Council; the master plan may include items such as:

1. Demolition of existing facilities and reconstructing,
2. Potential partnering (developing multi-agency) shared facilities
3. Land acquisitions
4. Remodeling

What the exact extent of the budget should be is not known at this time – but our experience has shown that the community can most likely obtain grant funding, albeit partial or possibly all of the funding to prepare a Facility Master Plan which will then provide a much more concise budget and plan that will balance emergency service needs with fiscal responsibility.

As noted above, a large station (assuming a new build) could be between $3.5 to $5 million and a small station could be $1.3 to $1.8 million. It is important to point at that these are very general estimates. A detailed assessment would have to be prepared to properly characterize the costs. Thus, we caution the reader that actual project estimate figures could be less or significantly more than what we have reported herein.

Next Steps

Based upon our initial tour of the facilities, it is our professional opinion that the City along with the fire department should look at addressing many latent facility concerns. Some of these facility related concerns are significant code compliance issues that have major life-safety concerns. Other concerns are deferred maintenance issues, and other concerns that have to do with the level of preparedness of the department in terms of equipment and apparatus.

The City and the constituents of the City have definitely out-grown the current fire department facilities from all perspectives and we would, after careful consideration (and looking at the situation objectively), recommend the City and the Fire Department look at commissioning a master facility plan; this would help guide the Council and the Department in terms of what is best for the community as a whole.

In closing, we do want to commend the Chief and the Deputy Chief (who we toured the facilities with), as well as the entire department staff in the effort they have put in trying to meet the needs of being prepared and having a safe and functioning fire station in spite of the current conditions. That effort definitively shines through, but even with that effort, the council, department, and the community do need to look at ways to address the fire department facilities.

Again, thank you for allowing us to tour your facilities, we enjoyed meeting everyone. If you have any questions or would like to discuss the fire department's facilities in more depth, we would enjoy the opportunity to do so.

Todd E. Ficken, PE

Sheri A. Binkly, Project Manager

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HOMESTAKE
ENGINEERING
Professional Corporation

10865 E. Parker Road
Parker, CO 80138
(303) 841-5607,

April 6, 2014

Kraig Stovall
Director, Fire Training Center
3616 East Elati Street
Englewood, CO 80110

RE: Training Area Environmental Compliance
Fire Training Center
2301 West Chenango Avenue
Littleton, CO

Dear Mr. Stovall:

You have asked for a description and rough cost estimate for the elimination of the discharge of contaminated wastewater from the Burn Building area of the Training Facility, at the above referenced location.

BACKGROUND:

Our February 15, 2013, letter provided rough estimates of three alternatives to handle wastewater flows from the subject property. They were outlined as follows:

1. Treatment and Discharge of wastewaters
2. Retaining and Hauling of wastewaters.
3. Reuse of wastewater

This correspondence was requested by you as a request for the development of rough cost estimates for discharge of the wastewaters into an existing interceptor sewer. The flows from the sewer are treated by the Littleton/Englewood Wastewater Treatment Facility located down stream from the Fire Training Facility. This will be referred to as the Pre-treatment Alternative.

DISCUSSION:

As you know, this option of transportation and treatment of wastewater from the facility had been ruled out by the Wastewater Treatment Facility's unwillingness to accept stormwater from the Training Facility. The stormwater would be introduced by virtue of the Burn Facility being used outdoors and debris from the burn building being extinguished and stored outdoors during and after the training

There was a planned addition to the existing building. We assume that the planning for the addition has been discontinued. Accordingly, the addition is not included in the cost estimate provide below.

CURRENT DISPOSITION:

Not included in our previous estimates were the cost to comply with the stormwater management feature of the Clean Water Act. This estimate includes the stormwater management features. This includes collection and detention and some treatment of stormwate flows.

We have not assessed the capability of the area on the west side of the burn building to enable a detention pond to be constructed. Our last attempt at planning the site excluded the stormwater management feature of the project. Now that the stormwater management project for the entire facility is being re-considered, we undertook and cursory investigation as to whether the previously planned pond could fit into the area on the west side of the burn building.

The last attempt to fit the pond found the pond edge only ten feet from the building. As we introduced the pond area we found that the neighboring District on the west had left the west property line approximately 5 feet higher than it had been prior to their work. I believe that they were supposed to coordinate with us but they were not responsive to our calls. Accordingly, because of the need to terrace down to the top of the pond, we do not believe there would be enough area on the west side of the building.

Our previous design was cramped because of a water line to the south of the pond. Because of the swale needed to cut of the water on the south of the area, the water pipe would have been inadequately frost protected and may have frozen and broken. The hydrant may have needed to be moved, as well. We now recommend that the water line and hydrant be re-located. This should solve the problem by allowing more space for the pond. This would allow the pond configuration to be further from the building, thus allowing better movement around the burn building. Our next Site Planning effort will reflect this change.

We were also asked to update our estimate of the cost to repair the burn building. An previous letter report from Homestake indicates that the cost to repair the structure could approach $30,000.00. We will revise this estimate when we do a re-investigation of the structure.

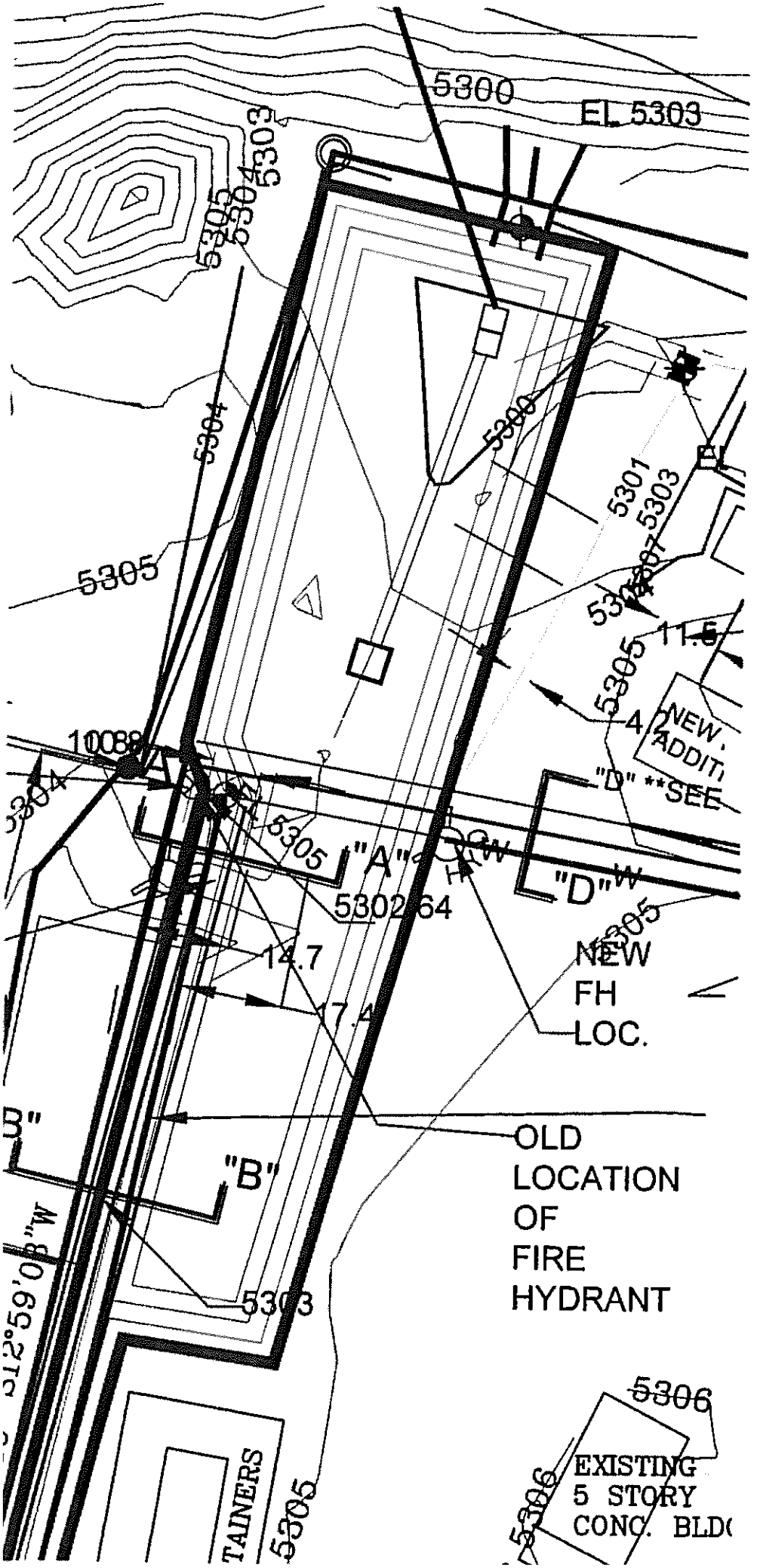
Accordingly, we provide the following rough cost estimate for the Pretreatment Alternative which is to construct improvements outlined below:
PRE-TREATMENT AND DISCHARGE OF WASTWATER INTO THE INERCEPTOR LINE, INCLUDING COMPLIANCE WITH STORMWATER MANAGEMENT ON THE SITE. (COLLECTION AND DETENTION) costs are shown in the attached Figure I.

We trust this is sufficient for your needs, should you have questions, please advise.

Wayland Britt PE
Homestake

Figure 1

Construction cost estimate		Pretreatment and Stormwater Management	
WATER HANDLING	PIPE		7500
	Rocks		300
	Filter unit		1600
	Manhole		10000
	Pump tank		3000
	Pump facilities		5000
			27400
SITE WORK	Asphalt removal and regrade		12000
	Basin excavation/backfill		13338
	New asphalt, Grade		81600
	Soil haul		6511
	Management, Profit		11200
			124649
BUILDING REPAIR			$30,000
TOTAL CONSTUCTION			$182,049
Permit Fees			$3,640.98
			$185,690
PROFESSIONAL SERVICES			
Design	Site plan revision, drainage plan		$5,000
	Construction Plans and Spec.		$15,000
	Erosion Control Plans	Env	$5,000
			$25,000
	Contract Documents	Civil	$3,000
Construction	Contract Documents	Structural	$2,000
		Materials Test	$4,000
		Inspection	$4,000
		Cont adm	$3,000
			$13,000
TOTAL ESTIMATE, NO CONTINGENCY			$223,689.98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To: Rick Kahm, Director of Public Works
From: Pat White, Fleet Manager
Date: March 25, 2014
Subject: Fire Department Vehicle Replacement Assessment

As per your request an assessment is attached describing the projected replacement dates and costs of the City of Englewood Fire Department fire apparatus. The replacement dates are based upon a life cycle of 15 years front line service and 5 years of reserve status. The projected replacement costs are based upon a 4% increase in production costs per year and costs that are associated with NFPA changes in standards that are required in the production of fire apparatus. These costs are only projected costs and could vary in amount when the unit is actually replaced.

In addition to the assessment a spreadsheet is attached listing all of the equipment currently assigned to the Fire Department. This spreadsheet lists the description, life expectancy, value, current hours or mileage, and whether the unit is covered by monthly maintenance and CERF.

If you need any further information, please let me know.

Attachments:

2014 Fire Department Vehicle Replacement Assessment
Fire 2014 Cost and Replacement Spreadsheet

2014 Fire Department Vehicle Replacement Assessment

Currently the Englewood Fire Department has 28 pieces of equipment assigned. Of these, 15 Units are considered rolling stock (powered and licensed) and of these 5 are currently enrolled in the Capital Equipment Replacement Fund (CERF). The units that are in the CERF program are the Medic Units (2) and Staff vehicles (3). The Fire Apparatus (pumpers and aerial units) replacement schedule is based upon 15 year front line service and 5 year reserve status. Currently the Fire Department has 5 pieces of Apparatus with a replacement value of $2,041,890 of which 3 units are front line units with two reserve pieces of equipment.

Unit 6490 a 2001 American LaFrance Squirt currently has 10,264 hours of use which has exceeded the projected hours of use for a normal replacement schedule. As it is the only piece of aerial equipment currently in the fleet, this unit from an operational standpoint would probably never be used in a reserve capacity. Consideration of early replacement should be explored and the estimated replacement cost would be in the neighborhood of $750,000.

Unit 6501, a 2007 Crimson Pumper, and Unit 6502, a 2007 Crimson Heavy Rescue Pumper, are both currently on a lease/purchase. The yearly cost is $118,392 and is being paid from the Public Improvement Fund. The final payment for these units is March 1, 2017. The following table lists the apparatus, projected replacement year, and projected cost.

Apparatus	Projected Year of Replacement	Projected Cost of Replacement
2000 American LaFrance Pumper	2020	$531,250.00
2001 American LaFrance Squirt	2015 (based upon usage)	$750,000.00
2002 American LaFrance Pumper	2022	$584,375.00
2007 Crimson Pumper	2027	$630,400.00
2007 Crimson Heavy Pumper	2027	$748,880.00

The following attached spread sheet lists the current units assigned to the Fire Department, descriptions and serial numbers, acquired and depreciated values, life expectancy, and current hours or miles of use. It also states whether the units are covered by monthly maintenance and CERF. The current yearly budgetary amount charged to Fire Department for vehicle replacement (CERF) and vehicle maintenance is $155,429.00 per year.

Unit Number	Description	Serial Number	License	Status	Bill Code	Acquire Date	Acquire Cost	Deprec. Value	Life Expectancy/Months	Miles	Hours	CERF
3917	1972 GRAVELY Tractor	86024	NONE	A	2	01/01/1972	0.00	0.00	0	0		NO
5217	2001 KAWASAKI MULE	JKIAFCF1X1B500249	UNKNOWN	A	1	12/20/2001	6,457.03	0.00	None-hold over unit		2841	NO
6351	2011 FORD Escape Hybrid	1FMCU5K31BKC53806	298-UHC	A	1	07/05/2011	28,741.00	20,058.82	96	32635		YES
6353	2009 CHEVROLET CUTAWAY CC4V042	1GBE4V1929F402606	273-UHF	A	1	05/25/2012	168,554.00	138,900.98	108		1822	YES
6354	2012 DODGE AMBULANCE	3C7WDMCL6CG210455	453-YOM	A	1	06/29/2012	136,660.00	113,883.33	108		1212	YES
6469	1991 HAULMARK TRAILER	16HCB0813NH015340	372V14	A	2	07/24/1991	2,034.00	2,034.00	0	0	0	NO
6471	1993 CHEVROLET K2500	1GCFK24H2PZ256324	852A38	A	1	08/10/1993	14,081.00	0.00	240	25425		YES
6474	1948 CHEVROLET AMBULANCE	FAA414680	43C393	A	2	11/18/1995	0.00	0.00	None	38		NO
6475	1930 FORD FIRETRUCK	AA4033258	166868	A	2	11/01/1995	0.00	0.00	None	64		NO
6477	1981 KATOLIGHT N175PH4	84157 B-32574	NONE	A	2	10/10/1981	0.00	0.00	240		736	NO
6484	1998 EVANS GENERATOR	G50MG-1000T	UNKNOWN	A	2	07/31/1998	2,795.00	0.00	120		0	NO
6485	1998 EVANS GENERATOR	G29MG-0600T	UNKNOWN	A	2	07/31/1998	1,298.00	0.00	120		0	NO
6486	1998 EVANS PUMP	AC3MG0600T	UNKNOWN	A	2	07/30/1998	1,689.00	0.00	120		0	NO
6487	1998 EVANS PUMP	AC2MG0600T	UNKNOWN	A	2	07/30/1998	1,489.00	0.00	120		0	NO
6488	2000 AM LAFRANC PUMPER	4Z36E5EB1YRH12551	345AVJ	A	1	07/14/2000	306,886.00	32,393.52	240		7684	NO
6489	2000 HAULMARK TRAILER	16HGB1822YU020525	797AVO	A	2	06/07/2000	5,395.00	0.00	120		0	NO
6490	2001 AM LAFRANC SQUIRT	4Z3AAACG21RH71659	249BHE	A	1	04/08/2001	458,710.50	71,354.97	240		10264	NO
6491	2001 FORD E450	1FDXE45F71HB16413	335-BHE	A	1	02/15/2002	85,400.00	0.00	None-hold over unit		1456	NO
6492	2002 GMC YUKON	1GKEK13Z32J270874	271-CEH	A	1	05/01/2002	27,589.26	0.00	None-hold over unit	95036		NO
6493	2002 AM LAFRANC PUMPER	4Z3AAACG03RK50116	783-DFC	A	1	10/20/2002	337,863.99	86,348.13	240		7141	NO
6494	2003 FREIGHTLINER M2106	1FVACYAK63HLB1776	010-DYI	A	1	01/29/2003	60,698.35	27,567.17	240	3891		NO
6498	2004 SPECTRUM 20GS	GM28726-GA1S	UNKNOWN	A	2	04/02/2004	10,195.00	5,267.42	240		389	NO
6499	2005 FREIGHTLINER M2	1FVACYBS45HU77164	638-DYI	A	2	05/05/2005	160,376.30	91,548.14	240		641	NO
6501	2007 CRIMSON PUMPER	4S7AU2F9X8C061004	828-DYI	A	1	01/29/2008	425,931.80	257,925.37	240		5864	NO
6502	2007 CRIMSON HEAVY RESCUE	4S7AU2F908C061013	829-DYI	A	1	02/08/2008	512,480.90	313,182.77	240		3657	NO
6503	2008 CHEVROLET SILVERADO 2500	1GCHK23658F223491	094-FLI	A	1	09/04/2008	37,400.06	9,350.02	84	28503		YES
6504	2009 BAUER TCOM-25	1B9PE12229N730150	491-CEH	A	2	10/15/2009	100,173.14	58,434.33	120		90	NO
7390	2005 CHEVROLET IMPALA	2G1WF52K359352614	445-LIV	A	2	05/27/2005	19,325.00	0.00	None-hold over unit	59360		NO

Distinct Count of Equipment: 28 | Total Cost to Acquire: 2,912,243.33 | Total Depreciated Value: 1,228,248.97

Total Distinct Count of Equipment: 28 | Report Total Cost to Acquire: 2,912,243.33 | Report Total Depreciated Value: 1,228,248.97 | REPORT PARAMETERS:

09012009

Bill Code 1 Covered by Monthly Misc. Charge.
Bill Code 2 is Charge Back

M

Memorandum

Englewood Fire Department

TO: Fire Chief Andrew Marsh

THROUGH:

FROM: Battalion Chief Mark Ertle

DATE: April 5, 2014

SUBJECT: Apparatus Replacement

Chief,
As we have discussed, we have several immediate needs for apparatus replacement. The most critical need is the replacement of the 2001 American LaFrance 65' Tele Squirt Aerial Unit. Because the Squirt currently has 10,264 hours of use, which has exceeded the projected hours of use for a normal replacement schedule, it is estimated that this vehicle will need major service of the driveline components in the next 250- 500 hours of use. The service center is in agreement that this unit is due for replacement. We have discussed replacing this unit with a more versatile 100' Platform Aerial due to the increase in multi-story apartment buildings and existing high rise buildings already in the City of Englewood. The current replacement cost of this unit is estimated to be $750,000, if we were to replace the unit with a 100' Platform, which would better befit the needs of the fire department, the cost would be close to $1.1 million. The build time would be estimated to be 270-360 days after the order is placed. I would recommend considering relocating the aerial unit to Tejon Station to reduce the wear and tear of the unit over the 15 year life of the vehicle, although we will have some limitations on the configuration or location due to the overall height of these aerial units and the current height of the bay doors at the stations.

The next need is the replacement of the 2001 Ford E450 Ambulance/Medic Unit that was held over as a reserve unit because the unit that was scheduled to be the reserve was having major electrical issues and it was decided by the service center that this unit was in better overall condition at that time. The Medic units are on a 9 year replacement cycle and this unit has over 95,000 miles on it currently and is 4 years past the expected service life. The current estimated cost of replacement of this unit is estimated at $185,000.

We also have several support vehicles that are in need of replacement and I have included the spreadsheets that lay out the costs and replacement time frame for the fleet. I have discussed the estimated costs and time frame with Pat White and we agree that these would be the best estimates based on current information. I would also recommend that we consider a sole source purchase of vehicles with a reputable manufacturer such as Pierce as we have had some issues with the low bid units that we have purchased in the past. Many Denver metro fire departments sole source Pierce because of their reliability and local support; West Metro, Denver, South West Adams County, Boulder, and Westminster are a few of the fire departments that sole source Pierce.

Unit Number	Description	Replacement Unit	Estimated Replacement Cost Today	Replacement Time Frame	Acquire Date	Life Expectancy/Months from purchase date	Miles	Hours	CERF	Anticipated Repairs
6490	2001 AM LAFRANC SQUIRT	100' Aerial Platform	$1,100,000 add 3%/yr after Sept. 2014	Immediate	04/08/2001	240		10264	NO	Engine and Transmission Rebuild in the next 500 hours of use $40,000, approx. 800 hours of use/yr.
6491	2001 FORD E450	Medium Duty Ambulance	$185,000	Immediate	02/15/2002	None-hold over unit		1456	NO	? Unit has been held over 3 years past life expectancy
6471	1993 CHEVROLET K2500	Chevy Silverado Crew Cab K2500	$70,000	Immediate	08/10/1993	240	25425		YES	
7390	2005 CHEVROLET IMPALA	GMC Yukon	$42,000	Immediate	05/27/2005	None-hold over unit	59360		NO	
6492	2002 GMC YUKON	GMC Yukon	$42,000	Immediate	05/01/2002	None-hold over unit	95036		NO	
6503	2008 CHEVROLET SILVERADO 2500	Chevy Silverado Crew Cab K2500	$70,000	1 year	09/04/2008	84	28503		YES	
6488	2000 AM LAFRANC PUMPER	1500 GPM Engine	$500,000 add 3%/yr after Sept. 2014	5 years	07/14/2000	240		7684	NO	
6353	2009 CHEVROLET CUTAWAY CC4V042	Medium Duty Ambulance	$185,000	5 years	05/25/2012	108		1822	YES	
6354	2012 DODGE AMBULANCE	Medium Duty Ambulance	$185,000	7 years	06/29/2012	108		1212	YES	
6504	2009 BAUER TCOM-25	Air Compressor	$100,000	5 years	10/15/2009	120		90	NO	

6493	2002 AM LAFRANC PUMPER	1500 GPM Engine	$500,000 add 3%/yr after Sept. 2014	8 years	10/20/2002	240		7141	NO	
6494	2003 FREIGHTLINER M2106	Medium Duty Commercial Chassis	$85,000	9 years	01/29/2003	240	3891		NO	
6351	2011 FORD Escape Hybrid	Escape	$34,000	5 years	07/05/2011	96	32635		YES	
6499	2005 FREIGHTLINER M2	Haz Mat Unit	$240,000	9 years	05/05/2005	240		641	NO	
6501	2007 CRIMSON PUMPER	1500 GPM Engine	$500,000 add 3%/yr after Sept. 2014	13 years	01/29/2008	240		5864	NO	
6502	2007 CRIMSON HEAVY RESCUE	1500 GPM Engine	$500,000 add 3%/yr after Sept. 2014	13 years	02/08/2008	240		3667	NO	

Fire Department Capital Equipment Replacement Schedule					
Item	Initial Cost	Projected Service Life in Years from 2014	Projected Replacement Cost with Inflation (2.41%)	Recommended Annual Replacement Funding	Expected Year of Replacement
SCBA	$220,000.00	11	$314,454.75	$28,586.80	2025
Life Pak 15 (3)*	$90,000.00	10	$114,200.01	$11,420.00	2024
AEDs (10)	$20,000.00	10	$25,377.78	$2,537.78	2024
Air Trailer	$90,000.00	16	$131,740.82	$8,233.80	2030
Mobile and Portable Radios*	$250,000.00	15	$357,334.95	$23,822.33	2029
Stair Chairs (2)	$22,400.00	10	$28,423.12	$2,842.31	2024
Extrication Equipment	$30,630.00	15	$43,780.68	$2,918.71	2029
Res Q Jacks	$9,000.00	20	$14,490.72	$724.54	3034
Gas Powered Fans (3)	$7,500.00	12	$9,980.90	$831.74	2026
Air Bags*	$5,000.00	20	$8,050.40	$402.52	3034
Station Alert Systems*	$150,000.00	20	$241,511.93	$12,075.60	3034
Exhaust Extraction System	$50,000.00	18	$76,759.58	$4,264.42	3032
CBRNE Detection System	$18,000.00	16	$26,348.16	$1,646.76	3030
5" Hose	$30,000.00	20	$48,302.39	$2,415.12	Phased Annual Replacement
1 3/4" Hose	$10,000.00	20	$16,100.80	$805.04	Phased Annual replacement
2 1/2" Hose	$38,000.00	20	$61,183.02	$3,059.15	Phased Annual replacement
Totals	$1,040,530.00		$1,518,040.00	$106,586.61	
* Items currently needing replacement					

Englewood Fire Department Stand Alone Options

For this I believe a 2 step approach would be the most feasible. Step 1 would be immediate steps that would improve safety and training. Step 2 will be more long range plans.

Step 1

Reorganize:
I have researched 2 other area Fire Departments of similar size to ours and both have significantly more staff than do we. Cunningham Fire Protection District and Castle Rock Fire Department. Both Departments feature a dedicated Training Chief and either Shift Training Officers or an assistant to the Training Chief perhaps at a Captain level. At present there are no dedicated training personnel in our Dept. Institution of either of these options would have an immediate and positive impact on safety and training. Within the reorganization the staff pay compression will need to be dealt with. Without any pay incentive there would not be any interest from any of the incumbent Battalion Chiefs in filling any of the staff positions. Change in schedule, increased work load and increased responsibility are also factors. I would recommend at minimum a 10% separation between all ranks beginning with Captain. The Captain would be 10% over a Lieutenant, B/C, Fire Marshal, Chief Building Official, EMS Chief and Training Chief would be 10% over Captain. Assistant Chief and Deputy Chief of Operations would both be 10% over the B/C level. I believe this pay incentive along with an increase of staff personnel to lighten the work load would be sufficient to garner interest from the incumbent B/C's. I have attached 2 different org charts for your review. Budget for this reorganization would be modest. However both would require the addition of 2 FTE's to our Dept. Both would start at entry level so this would add to our budget.
The Training Chief and Assistant(s) would assess our own needs and begin to coordinate with our neighbor Fire Departments on delivery of training. For safety and efficiency it would be essential for us to train with these entities as we frequently interface with them on many EMS calls and on any structure fire we always count on their help with an additional B/C, safety officer, engine crews and EMS crews.
Efficient and effective training with these neighbors would necessitate an alignment with their schedules. 48/96.

Training:
Combining training with SMFRA and LFR is an essential part of us moving forward on our own. It needs to be mentioned that some of the training provided by both SMFRA and LFR are done via video feed directly to the stations. At present neither Acoma nor Tejon stations have the necessary connectivity to receive video feed. Both stations would need to be upgraded to T-1 at minimum or better to fiber optics.

Hire personnel:
Currently the Dept. has held off on the hiring of 3 firefighters due to budget constraints. Hiring of these 3 positions would improve our staffing levels, reduce overtime and reduce the fatigue level of the firefighters that are working to fill in the vacant positions. With my proposed reorganization we would hire 2 additional FTE's.

Dispatch:
Partnering with either MetCom or Littleton Fire Dispatch would greatly enhance safety and efficiency benefiting the citizens as well as our own personnel. Presently our dispatch center is operating as well as can be expected with the limited resources (compared to MetCom and Littleton Fire Dispatch) they have. Using either of the dispatch centers would enable us to "drop our boarders" sending closest units regardless of which dept. they are affiliated. On structure fires necessary units would be dispatched immediately rather that our dispatch making a phone call to our neighbors to request units. Trained EMD dispatchers would allow more freedom to send Medic units only more often than currently done.

Shift Training Officer:
One option to further enhance safety and training would be to establish a dedicated shift safety and training officer. This person would have their own vehicle and be able to respond to any incident within our area. This person would also administer training to his/her shift. This position would be in lieu of a training Captain in Admin and is in one of the proposed org charts attached. I would also add that if we were to have a Training Chief and Training Captain, partner with MetCom/Littleton Fire Dispatch, train consistently with SMFRA and LFR this position might not be warranted as we could utilize the B/C and Safety Officer that would be responding into our city from either SMFRA or LFR.

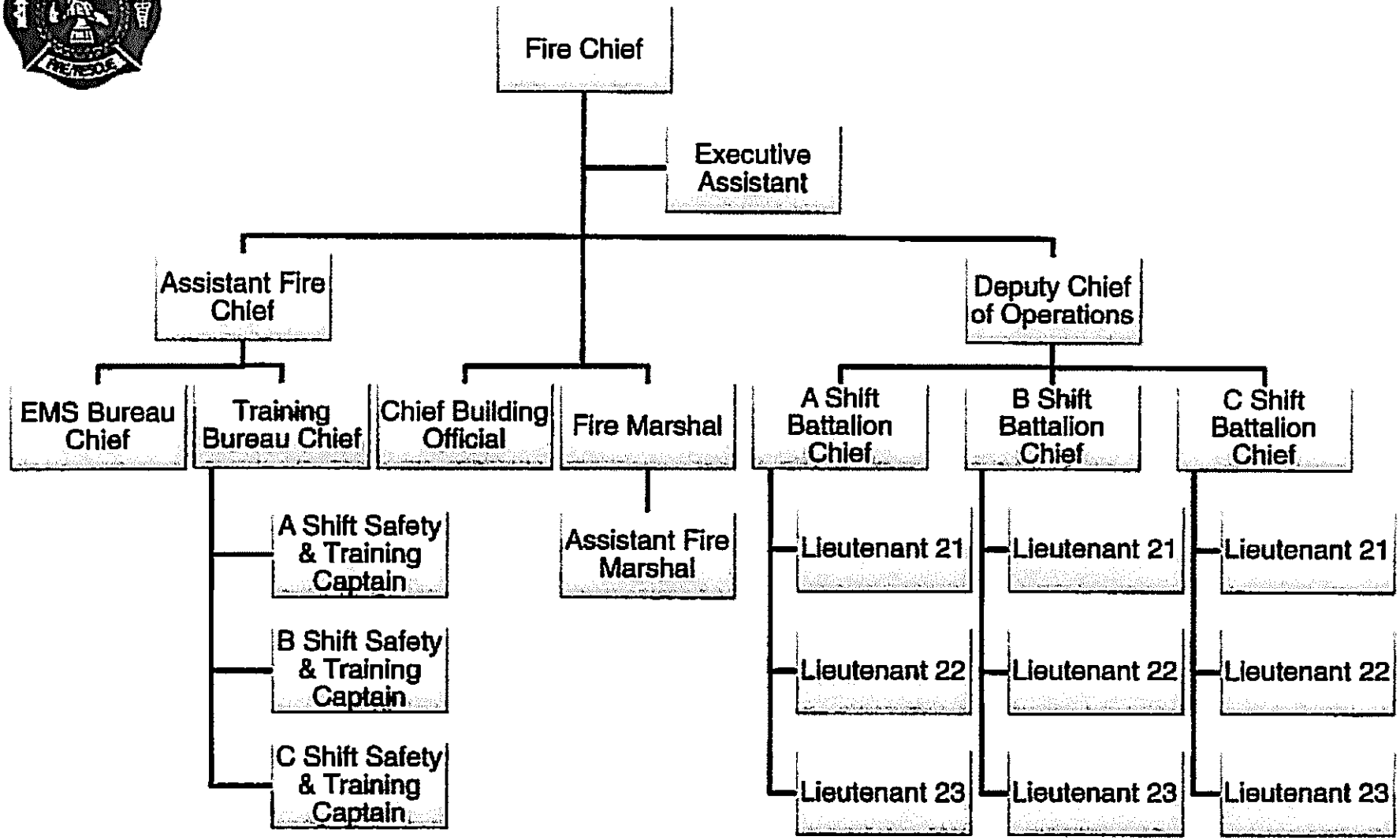
Facilities:
An immediate assessment needs to be done on all the fire stations to insure that they are a safe environment for our personnel. Separation between truck rooms and living spaces are of concern.

Special Teams:
We have several special teams but at this point they are in name only. Haz-Mat, Fire Investigation, SCBA, Fire Safety Education are all teams that are needed. None are supported with consistent training or budgets. We do support the programs that receive training through other agencies such as car seats, wildland (all hazard), SWAT and PIO. None of them have their own budgets.

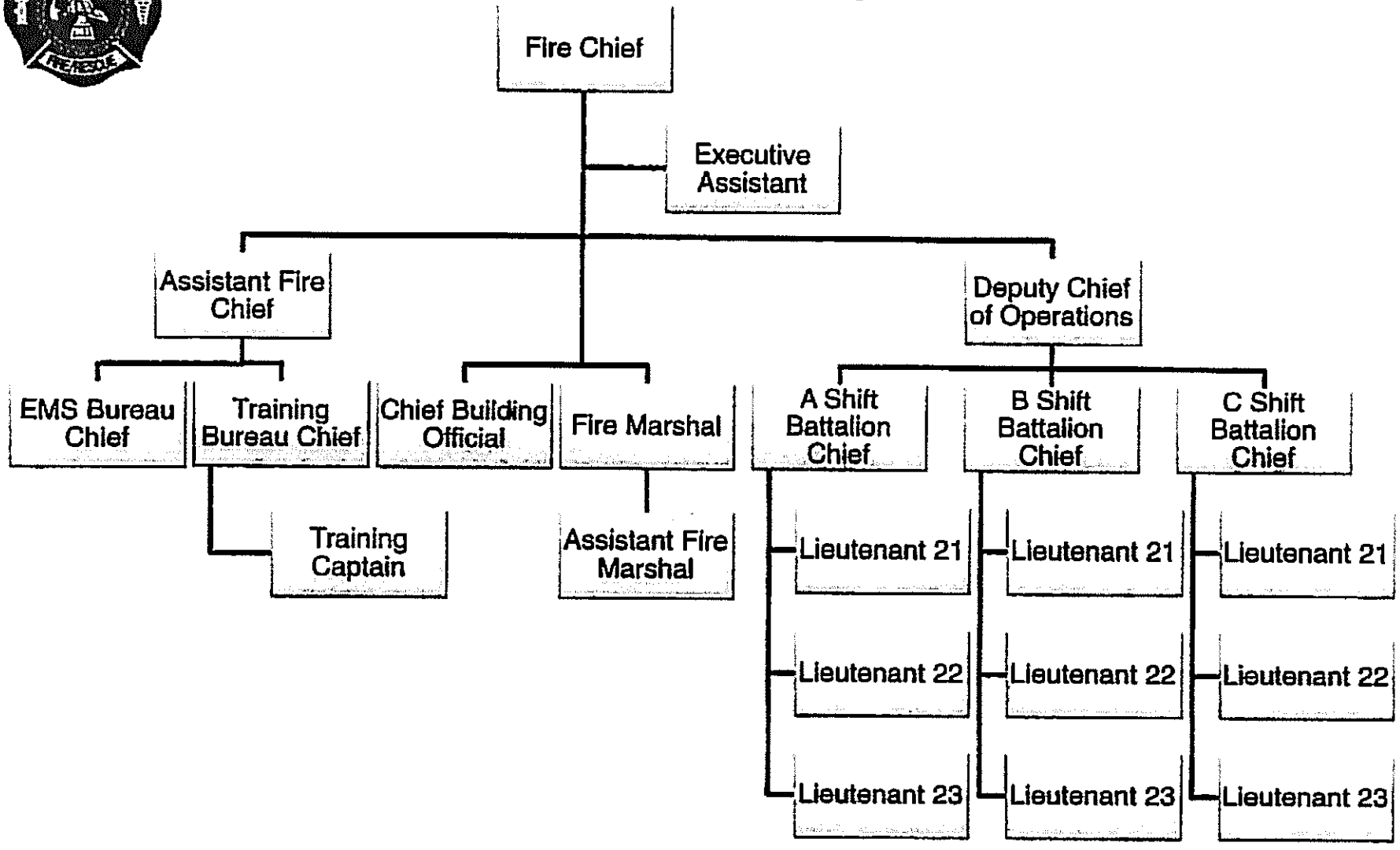
Step 2

Step 2 would involve all of the capital needs. I assume there would need to be a dedicated funding source for these. Included, station remodel/replacement, MFTC, vehicle replacement

Englewood Fire Department



Englewood Fire Department



P

1. METCOM 911/ Computer Aided Dispatch / Emergency Medical Dispatch

METCOM -If EFD transitioned to METCOM 911:
- apparatus response would be monitored and coordinated within the national fire service response time standards.
- would keep EFD dispatch relevant to current and future upgrade/transition to national/regional emergency dispatch requirements and standards.
- EFD communications equipment in the stations and on apparatus can be brought up to present day technology and will be able to project and plan for future needs, i.e., upgrades
- 9-1-1 calls will be handled by dispatchers focused and trained to manage fire & rescue & EMS
- dispatchers are trained and certified in Emergency Medical Dispatch and Emergency Fire Dispatch
- MEDCOM is meets NFPA 1221 and meets the telecommunications requirements for SMFR CFAI Accreditation
- the cost may be spread over a given time period / can be financed?

Additional information below

2. Fire Stations – air quality and health concerns

The firefighters understand that the city and fire department have limited funding for station capital improvements. The major concern which needs to be addressed is to make every effort to allow the firefighters to live in a healthy environment. With the correlation between the firefighters exposure to toxic, hazardous substances – in which studies have shown contribute to FF disease and health issues while on the job and in retirement – it would benefit the FF's and the city to take the steps necessary to provide the FF's with a clean living environment. This would benefit the FF's with steps to a healthy living environment while on-duty and the city to manage employee health concerns and costs attributed to their work environment.

The number one issue to address is to provide air in the stations that is clean.

Besides that, we understand that modest remodeling and repair can make the stations comfortable.

If a fire station is evaluated that it needs to be replaced the FF's also have the desire to demonstrate to the citizens and taxpayers a reasonable, sensible answer with a modest, affordable building to take its place. Perhaps a metal building, pre-fabricated, etc...

Additional information below

3. Cooperative Fire Service agreement – can cover just about anything

Functional Collaboration - Each department operates independently and remains legally separate, but some functions work as a coordinated unit. Functions may include . . .

Training/Professional Education

– Entities may benefit from building partnerships with community colleges to support recruit fire fighters and incumbent firefighting training.

MFTC Public Safety Education Center

– public access to fire service operations/demonstrations/community academy

Joint Purchasing

- Consider purchasing apparatus/equipment of the same brand in order to facilitate compatibility and exchange and economies of scale

- Consider asking a vendor to finance a collaborative effort in return for the increased business

Central Dispatch

- Consider centralizing dispatch operations in one center
- Guarantees dedicated, trained dispatch
- May improve a coordinated regional response to emergencies

Additional information below

MetCom

The Metropolitan Area Communications Center (MetCom) was designed to serve as a regional Fire/EMS emergency communications center committed to outstanding patient care, exceptional customer service and improved call handling performance. This is demonstrated by MetCom's ability to meet or exceed all NFPA 1221 performance standards, meet the standards established by the Commission on Fire Accreditation International (CFAI) and its recognition as an "Accredited Center of Excellence"(ACE) by the National Academies of Emergency Dispatch in 2010. In 2013, it was time to renew ACE status by resubmitting an extensive package of information about MetCom, including a detailed self-study and analysis. Re-accreditation requires proper system of oversight, medical control and quality improvement programs. In addition, all dispatchers must maintain required certifications through continuing education. We are proud to announce that effective July 2, 2013, MetCom was awarded Re-Accreditation as an Emergency Medical Dispatch Center of Excellence by the International Academies of Emergency Dispatch. One of the comments made in the re-accreditation notification speaks directly to the quality of MetCom's dispatch personnel: "Your call takers do an excellent job...and their customer service is phenomenal!"" MetCom is the 141st public safety communications center in the world to demonstrate this high level of Emergency Medical Dispatch performance.

IAED (International Academies of Emergency Dispatch)

On July 30, 2010, the International Academies of Emergency Dispatch (IAED) formally presented MetCom with the Accreditation as an Emergency Medical Dispatch Center of Excellence. MetCom became the 141st center in the world to be awarded this high distinction for our comprehensive implementation and compliance with the Medical Priority Dispatch System (MPDS) and associated "20 Points of Excellence."

The MPDS is the world's most widely-used 9-1-1 type pre-arrival instruction and dispatch life support protocol system. With scripted telephone instructions for CPR, airway obstruction relief, hemorrhage control, and childbirth assistance, the MPDS has been credited with helping save thousands of lives. In addition to requiring proper system oversight, medical control and quality improvement programs, Accreditation demands careful MPDS compliance and certification for all emergency call-takers and medical dispatchers.

Earning the Accreditation award is voluntary and involves completing a detailed self-study analysis. This accomplishment demonstrates to not only each individual in the communications center, but also to the administration, community and the world, that MetCom is compliant with all international standards for Emergency Medical Dispatch (EMD).

APCO Project 33

MetCom is now one of 33 Centers in the nation to have its training program certified by The Association of Public-Safety Communications Officials (APCO). The APCO P33 Training Program Certification - requires agencies to meet or exceed the APCO ANS 3.103.1-2010: Minimum Training Standards for Public Safety Telecommunicators.

The standard specifies the minimum training requirements of calltakers and dispatchers of law

enforcement, fire services, and emergency medical services assigned to the public safety communications function. Telecommunicators are typically tasked with receiving, processing, transmitting, and conveying public safety information to dispatchers, law enforcement officers, fire fighters, emergency medical and emergency management personnel.

NFPA® 1221 Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems

The CAD would: dispatch apparatus by response time based on apparatus location and fastest response route; dispatch the apparatus type (i.e., aerial, engine, medical) appropriate for the emergency/address classification; improve mutual/auto aide response and apparatus.

Every fire organization? Whether volunteer, combination, career, federal, or private? Can use the accreditation model in setting goals, crafting strategic and action plans, and continuously evaluating and improving services provided to the public.

The Commission on Fire Accreditation International (CFAI) comprehensive self-assessment process promotes excellence and encourages quality improvement by enabling fire and EMS agencies to:

- Assure colleagues and the public that they have definite missions and objectives that are appropriate for the jurisdictions they serve
- Provide a detailed evaluation of the services they provide to the community
- Identify areas of strength and weakness within the department
- Create methods or systems for addressing deficiencies while building organizational success
- Encourage professional growth for both the department and its personnel
- Provide a forum for the communication of organizational priorities
- Foster national recognition by colleagues and the public
- Create a mechanism for developing strategic and program action plans

What is "Accreditation"?

Accreditation is a comprehensive self-assessment and evaluation model that enables organizations to examine past, current, and future service levels and internal performance and compare them to industry best practices. This process leads to improved service delivery.

CPSE's Accreditation Program, administered by the Commission on Fire Accreditation International (CFAI) allows fire and emergency service agencies to compare their performance to industry best practices in order to:

- Determine community risk and safety needs and develop community-specific Standards of Cover.
- Evaluate the performance of the department.
- Establish a method for achieving continuous organizational improvement.

Local government executives face increasing pressure to "do more with less" and justify their expenditures by demonstrating a direct link to improved or expanded services. Particularly for emergency services, local officials need criteria to assess professional performance and efficiency. The CFAI accreditation process provides a well-defined, internationally-recognized benchmark system to measure the quality of fire and emergency services.

CFAI Mission

The Commission on Fire Accreditation International (CFAI) is committed to assisting and improving fire and emergency service agencies around the world in achieving organizational and professional excellence through its strategic self-assessment model and accreditation process that provide continuous quality improvement and enhancement of service delivery to the community and the world at large. CFAI provides fire department training to assist departments with the tools necessary to begin and maintain the self-assessment process.

A task force of highly qualified and dedicated chief fire officers, trainers, city/county administrators, and academic professionals worked together to create the self-assessment model -- the basis for CFAI accreditation. The goals that guide the model assure that the process is:

- Applicable across the broad spectrum of the fire service industry
- Challenging
- Contemporary, not revolutionary
- Able to evolve over time
- Achievable!
- Useful for a comprehensive organizational evaluation
- A practical management tool for fire and EMS agencies
- **Achieving Accredited Agency status takes work, but it's well worth the effort.**
- The self-assessment process demands the largest portion of time to achieve accreditation. Although there is a substantial commitment of time and resources, departments nationwide have realized the value of the self-assessment process and accreditation model because you are documenting policies and procedures that you should have in place already. You are simply documenting what you are doing.
- The accreditation process results in the development of planning documents, including short-term action and long-term strategic plans? Important tools in the budgeting process and a basis for justifying departmental programs and services. Accreditation has the potential to dramatically improve a department, its services, and its vision for the future.

A fire station involves unique design needs that require the kind of flexibility that is inherent in metal building construction: truck/apparatus bays, firewalls, mezzanines, as well as a kitchen, living and sleeping areas, office space, a training center, and often a physical conditioning room.

Your structural fire station design needs can be rendered within a matter of hours when using the technology available through a steel building system. This leads to quick delivery of your building project, and a more rapid construction time over typical conventional buildings.

Metal building technology allows your design professional the freedom to concentrate on improving the form and function of your fire station, while you enjoy the economic benefits of a steel building system.

The Best Warranty

- **25 year warranty** rust-through perforation warranty
- **40 year warranty** on paint
- **Lifetime warranty** on fasteners
- **Save money** prefabricated buildings erect fast
- **More durable** metal buildings are stronger than wood or brick
- **Galvanized** secondary framing
- **Energy Efficient**
  A Nucor steel building is adaptable to a number of energy efficient insulation systems, from basic fiberglass to rigid board. Better insulation systems mean your energy bills become easier to manage. By specifying a low profile roof, you can eliminate unnecessary head room to heat and cool.
- **Flexible**
  Every Nucor metal building is custom-designed and fabricated to meet the functional requirements of your business. This means you suffer no price penalty.
- **Attractive**
  Nucor steel buildings can be designed with a range of covering systems such as glass, brick, or block. And, of course, Nucor's attractive wall systems are available in a number of architecturally pleasing colors.
- **Serviceability**
  With a background in heavy manufacturing and steel producing facilities, you can

depend upon Nucor for a building system that meets your expectations. Nucor Building Systems utilizes support material produced by our own Nucor Steel Divisions.

- **Financial Strength**
  Nucor Building Systems is a division of Nucor Corporation, a Fortune 500 company. Nucor is recognized as a well-managed and financially stable company that you can depend on. A strong consideration of any purchase decision must be the ability of a company to stand behind the products they sell. Be sure to ask for your building manufacturer's financial statement before you buy.
- **Environmentally Friendly**
  LEED® is a rating system for the design, construction, and operation of performance for green buildings. The steel in NBS buildings is recyclable and is made from scrap. Nucor Building Systems offers two standard white CFR options that exceed the LEED Solar Reflectance Index requirement of 78. These factors allow a Nucor Builder to earn LEED points.
  For more details about NBS and LEED ratings.
- LEED and the related logo is a trademark owned by the U.S. Green Building Council and is used with permission.

Cooperative Fire Service agreement

Functional Collaboration - Each department operates independently and remains legally separate, but some functions work as a coordinated unit. Functions may include . . .

o **Training/Professional Education** – Entities may benefit from building partnerships with community colleges to support recruit fire fighters and incumbent firefighting training.

o **Joint Purchasing**- Consider purchasing apparatus/equipment of the same brand in order to facilitate compatibility and exchange and economies of scale – ***fire engines/aerials, ambulances, fire hose***, etc...

- Consider asking a vendor to finance a collaborative effort in return for the increased business

o **Central Dispatch**

- Consider centralizing dispatch operations in one center

- Guarantees dedicated, trained dispatch

- May improve a coordinated regional response to emergencies

Potential Advantages
Cost savings should not be expected early in a collaborative partnership. Instead, monetary savings should be seen as a long-term benefit to collaboration. Upfront costs for studies and transaction costs often overshadow any initial cost savings. However, countless nonmonetary benefits are more immediate . . .
Service
• Increases manpower to improve fi re safety for citizens and firefighters
• Provides firefighters breaks during fires
• Improves employee performance and increases employee morale by aligning the staffing model with demands for service, modifying the organizational structure and clarifying roles and responsibilities
• Coordinates training and communication across a larger area to provide a more unified effort during incidents
• More efficiently uses personnel and their talents
• Better utilizes staff's talents through staff specialization
• Facilitates more appropriate use of mutual aid agreements
• Provides greater staff flexibility
• Decreases response times
• Provides better results during the insipient stage, when firefighters can still make a difference
• Enhances career opportunities to staff
• Facilitates compliance with MIOSHA requirements
• Facilitates collaborative and centralized dispatch
• Improves quantity and quality of services including those of special operation teams and inspectors
• Reduces duplication of services
• Allows departments to utilize resources that otherwise may not be available
Finance
• Spreads financing responsibility and risk

• Reduces equipment replacement costs through volume purchasing and, initially, an abundance of apparatus
• Eliminates duplication of high capital, equipment and personnel costs
• Reduces taxes by financing services with a larger tax base
• Reduces insurance costs by sharing expensive, insured equipment

Community Relations and Department-to-Department Relations

• *Fosters an environment far future joint ventures*
• Facilitates the exchange of expertise and creativity between departments and the community
• Creates a strong front for responding to external challenges
• Meets the expectation of citizens that governments should work together
• Improves relations with neighboring communities
• Shows taxpayers that you are using their tax dollars wisely
• Fosters appreciation of work being done by the communities to improve fi re service
• Improves equity of access to services
• Expands the sense of community
• Reduces problems of jurisdictional boundaries
• Improves insurance ratings which lowers consumers' insurance premiums
• Attracts businesses and furthers economic development with low insurance costs
• Eventually increases the demand for firefighters with an increase in population

Potential Disadvantages

• Loss of authority
• Tiered labor contracts
• Loss of promotional opportunities
• Loss of jobs
• Difficulty in getting out of the consolidation once in it
• Transaction costs
• Increased response times for those in proximity to a closed station
• May ruin an attempt to make a department more diverse

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Fire Prevention Overview and Comparison of Services

Fire Prevention functions are offered through the Englewood Fire Department (EFD) and the South Metro Fire Rescue Authority (SMFRA) Life Safety Bureau's which provides plan review, construction inspection, investigation, and business inspection services. Currently, EFD completes plan reviews in an average of two weeks, and accommodates construction inspection requests with 48-hours advance notice, based on the volume of requests. SMFRA currently completes 75% of plan reviews within one week and also completes construction inspection requests on the day following business day. SMFRA has staff levels that are dedicated to conduct business inspections on a risk-based, 3-year cycle which increases the quality and consistency, as well as eliminates this workload from the operations personnel (who can focus more on preplans). These inspectors also work with the firefighters to follow up on false alarms, system malfunctions, citizen complaints, and code violations. The current EFD staffing level which includes only two full time employees (FTE) must depend on the operations personnel to conduct risk-based business inspections. Due to the workload and time limitations, a significant responsibility and workload rests on a very limited number of personnel. EFD cannot meet the unrealistic expectations associated with the current work load. This lack of resources has a direct impact on the emergency preplans and the amount of time dedicated to essential prevention activities.

Analyzing the administrative and support positions of the fire department is essential to understanding the number of resources committed to this important function. The appropriate balance of the administration and support components to the operational component is critical to the success of the department's mission and responsibilities. SMFRA's proposal would utilize the current SMFRA Life Safety Bureau staff levels, the current EFD Fire Marshal and Assistant Fire Marshal positions, as well as create an additional two positions dedicated to fire prevention services. The numbers of employees dedicated to fire and life safety are essential components to firefighter and public safety. An aggressive risk management program, through active fire and life safety services, is a fire department's best opportunity to minimize the losses and human trauma associated with fires and other community risks. The proposal with EFD and SMFRA offers an excellent opportunity to consider cooperative efforts within this important program area. Both agencies stand to realize significant value by fostering combined fire prevention programs, especially in the areas of fire and life safety public education, incident safety and fire investigation. If EFD remains a stand alone fire department, the Fire Prevention Division would need to hire additional personnel to adequately staff the workload. The estimated cost associated at adding two additional employees dedicated the fire prevention division is estimated at about $192k.

Life Safety Services Program Assessment

	EFD	SMFRA
Code Enforcement		
Fire Codes Adopted	2012 IFC	2006, 2009, 2012 IFC
Areas of jurisdiction	City of Englewood	Cherry Hills Village, Greenwood Village, Centennial, Lone Tree, Castle Pines, Castle Pines Village, town of Parker, town of Foxfield, and large portions of unincorporated Arapahoe and Douglas Counties.

Staff Levels		
Dedicated employees to fire & life safety division	2	32-Community Safety Services Division Division includes the life safety bureau, life safety education, grant management, emergency management, and planning & analysis. The life safety bureau is responsible for traditional fire prevention activities and includes oversight of development and construction (plan review and inspection), fire investigation, and on-going code compliance (hazmat compliance and business inspections).
New Construction Inspections and Involvement		
Consulted in proposed new construction	Yes	Yes
Perform fire and life safety plan review	Yes	Yes
Turnaround time to perform fire and life safety plan review	10 Business Days	5 Business Days
Perform Over-the-Counter fire and life safety plan review	No	Yes
Sign-off on new construction	Yes	Yes
Next Day inspections	No, 48 hours	97%
Total 2013 Plan Reviews	298	4,400
Total 2014 Plan Reviews to Date	59	1,134
Charges for inspections and reviews	EFD Fee Schedule	SMFR Fee Schedule
Perform existing occupancy inspections	Yes, FM office and operations personnel	Yes, Life Safety Bureau
Special risk inspections	As needed	Yes
Storage Tank Inspections	Yes	Yes
Key-Box entry program in place	Yes	Yes
Hydrant Flow Records Maintained	No, as needed	Yes
General Inspection Program		
Frequency of inspections	High-Hazard annually	High-Hazard annually
Inspection Program	Operations personnel	Life Safety Bureau
Number of personnel devoted to program	2	27
Fire Safety and Public Education		
Number of personnel devoted to program	No	Yes- 3
Fire Investigation		
Number of personnel devoted to program	No- Fire Marshal and 1 Investigator per shift	Yes
Safety Officer		
Personnel devoted to the program	No	Yes

Memorandum

Englewood Fire Department

TO: Mayor and City Council

THROUGH: Gary Sears, City Manager

FROM: Andrew Marsh, Fire Chief

DATE: April 9, 2014

SUBJECT: Update on Metro Fire Training Facility

The purpose of this communication is to update City Council on several recent developments involving the Metro Fire Training Facility (MFTC) located in our City at 2301 West Chenango Avenue. MFTC is co-owned by Littleton Fire Rescue, South Metro Fire Rescue, West Metro Fire Rescue, and our City.

First, Littleton Fire Rescue has recommitted to continue as an equal operating partner. Currently, the two operating partners are Littleton and Englewood, and the two agencies split the operating costs for MFTC. Littleton also has plans to assign two staff positions at the facility. Additionally, initial conversations have occurred with South Metro Fire Rescue about the possibility of the agency re-joining as an operating partner.

Second, we are moving forward with a plan to mitigate the run-off from water used during training with the live burn prop, which will remain out of service until the plan is implemented. Construction drawings are being finalized to tap into the sanitary sewer line that runs through the property and will be submitted to Littleton and our City for approval. Water used with the live burn prop will be collected, filtered and then discharged into the sanitary sewer. Additionally, repairs to the live burn prop are needed and must be completed before the live burn prop returns to full service. A stormwater management plan for the site is also being finalized.

Third, the City Managers and Fire Chiefs of Englewood and Littleton have met twice with the Director and Senior Planner of South Suburban Parks and Recreation District about partnership opportunities with MFTC. South Suburban has development plans pending for the Murray Property Open Space located adjacent to the MFTC property on the east. While South Suburban plans to proceed this year with the development of the front half of the Murray property fronting Santa Fe Boulevard, South Suburban was open to the possibility of partnering in the

development of future plans for the back half of the Murray property adjacent to MFTC, perhaps with a project involving the creation of a fire safety village promoting fire and life safety and an active and healthy lifestyle, as well as featuring the fire training activities at MFTC. Additionally, South Suburban expressed interest in the possibility of partnering in the future to obtain adjacent vacant tracts of land behind the Arapahoe County Residential Center and the Arapahoe County Humane Society that could be used to expand the Open Space and possibly rearrange the lay-out of the MFTC property consistent with the South Platte River Corridor Vision.

M E M O R A N D U M

TO: Mayor and City Council

THRU: Gary Sears, City Manager
Alan White, Community Development Director

FROM: Harold J. Stitt, Senior Planner
Janet Grimmett, Housing Finance Specialist

DATE: April 14, 2014

SUBJECT: Habitat for Humanity of Metro Denver's Application to Arapahoe County

Habitat for Humanity of Metro Denver (HFHMD) is interested in developing land they currently own at 2153-55 W Baltic Place located in northwest Englewood. HFHMD is a non-profit corporation that provides home ownership opportunities by building and renovating homes.

HFHMD's proposed project consists of subdividing the existing lot at 2153-55 W Baltic Place into two buildable lots that are in compliance with the current R-2-A zoning for that area. Attached single family homes will be built on each lot creating two new homes that will be sold to qualified low-income families. The home sizes will be: 1) a two-bedroom, one bath, unit (982 square feet); and, 2) a three-bedroom, 1 bath, unit (1097 square feet). Each unit will be designed and built in compliance with the Englewood Unified Development Code. HFHMD has applied to Arapahoe County for grant funds to assist with the development and building of these units.

HFHMD is requesting that Council waive the building permit fees, the plan review fee, and the fee in lieu of park land dedication associated with this project. The grant approval from Arapahoe County for the development of the land is not contingent upon Council waiving or reducing any fees, however, it is strongly encouraged as evidence of the local jurisdiction's support for the project.

In 2006 and 2008 Council waived building permit fees and the fee in lieu of park land dedication for two separate 8-unit projects built by HFHMD known as the Vassar/Hillside project and the Harvard/Hillside project. It is estimated that the waiver of fees for this project would total $4,000.

Council would need to adopt a resolution to waive any fees. That resolution will be brought to Council on April 21, 2014. Construction is anticipated to start on this project in May 2014 and be completed by the end of the year.

City staff would not be involved with the development or execution of this project except for the required subdivision, development, and permitting reviews normally done for any development project.

Habitat for Humanity® of Metro Denver

www.habitatmetrodenver.org

Main Office

3245 Eliot St

Denver, CO 80211

303-534-2929

Fax: 303-534-2727

Construction Hotline:

303-380-1188

Habitat Home Improvement Outlets

Denver

70 Rio Grande Blvd

Denver, CO 80223

303-722-5863

Fax: 303-871-9900

Wheat Ridge

(I-70 and Ward Rd.)

10625 West I-70 Frontage Road

Wheat Ridge, CO 80033

303-421-5300

Fax: 303-421-5301

EQUAL HOUSING OPPORTUNITY

March 21, 2014

Mayor Randy Penn and Members of City Council
City of Englewood
Civic Center
1000 Englewood Parkway
Englewood, CO 80110

Dear Mayor Penn and City Council Members:

Habitat for Humanity of Metro Denver, Inc. (HFHMD) is excited about our newest project in the City of Englewood. HFHMD has acquired a vacant lot at **2155 W. Baltic Place** upon which we plan to build a new, energy-efficient **duplex home** for 2 hard-working and deserving families.

HFHMD has enjoyed success in developing similar projects within the City of Englewood. In 2012, we built a duplex in the 3900 block of South Lincoln St., and in 2011 HFHMD built 4 duplex homes on the 2200 block of West Harvard and West Hillside Avenues. The 10 families now living in these duplexes are proud and happy to call Englewood home!

Habitat has taken great care to design a duplex that blends with the character of the Evans Park Estates neighborhood. The immediate area surrounding the parcel on W. Baltic Place there exist 4 duplex homes alongside numerous townhomes and single-family detached units.

Habitat currently owns the vacant lot at 2155 W. Baltic place and has submitted construction documents for review and approval by the City. We anticipate that we may obtain approvals and commence site development as soon as May this year, completing construction and sale of the homes by year end.

The total project budget for this duplex is $321,000. HFHMD has secured home sponsorships totaling $160,000 that will help pay for vertical construction of the duplex, and are seeking $40,000 in federal HOME funding support through Arapahoe County to support infrastructure development. The balance of funding for the project will come from Habitat's Fund for Humanity (mortgage payments that get recycled into new projects) and additional fundraising efforts.

To help HFHMD bridge the gap in project funding, **we are asking the City's assistance by waiving the development fees** for this duplex**:**

- Minor Subdivision Fee
- Building Permit Fee
- Plan review Fee
- Single Family Drainage Inspection Fee
- Park Fee in-lieu of public land dedication

In addition to reducing the cost of the project (which helps us keep it affordable), the City's support will greatly assist us in leveraging other funds for the project. Local support is often key for potential funders to see.

As with all Habitat homes, the buyers will purchase the homes with a zero-interest loan at terms that cap monthly housing payments (Principal, Taxes and Insurance) at 30% of the family's gross monthly income. The funds generated by the principal payments go back into building more homes for other low-income families in need of decent, affordable housing.

HFHMD sees this project as another terrific opportunity to partner with the City of Englewood on a quality infill project. We appreciate your consideration of this request for support.

Celebrating 35 Years of Building

- Organized in 1979
- 535+ houses built in the Denver Metro Area
- **21 homes built in the City of Englewood**
- 2013 EPA Partner of the Year Award for Sustained Excellence in Affordable Housing
- Habitat Metro Denver will serve 500 more families within the next five years through new home construction, Critical Home Repair projects, and tithing to support the construction of Habitat homes around the world.

In 2014, Habitat Metro Denver will complete:

- 31 new homes, including **2 new homes in Englewood at 2153-2155 Baltic Place**
- 20 Critical Home Repair projects

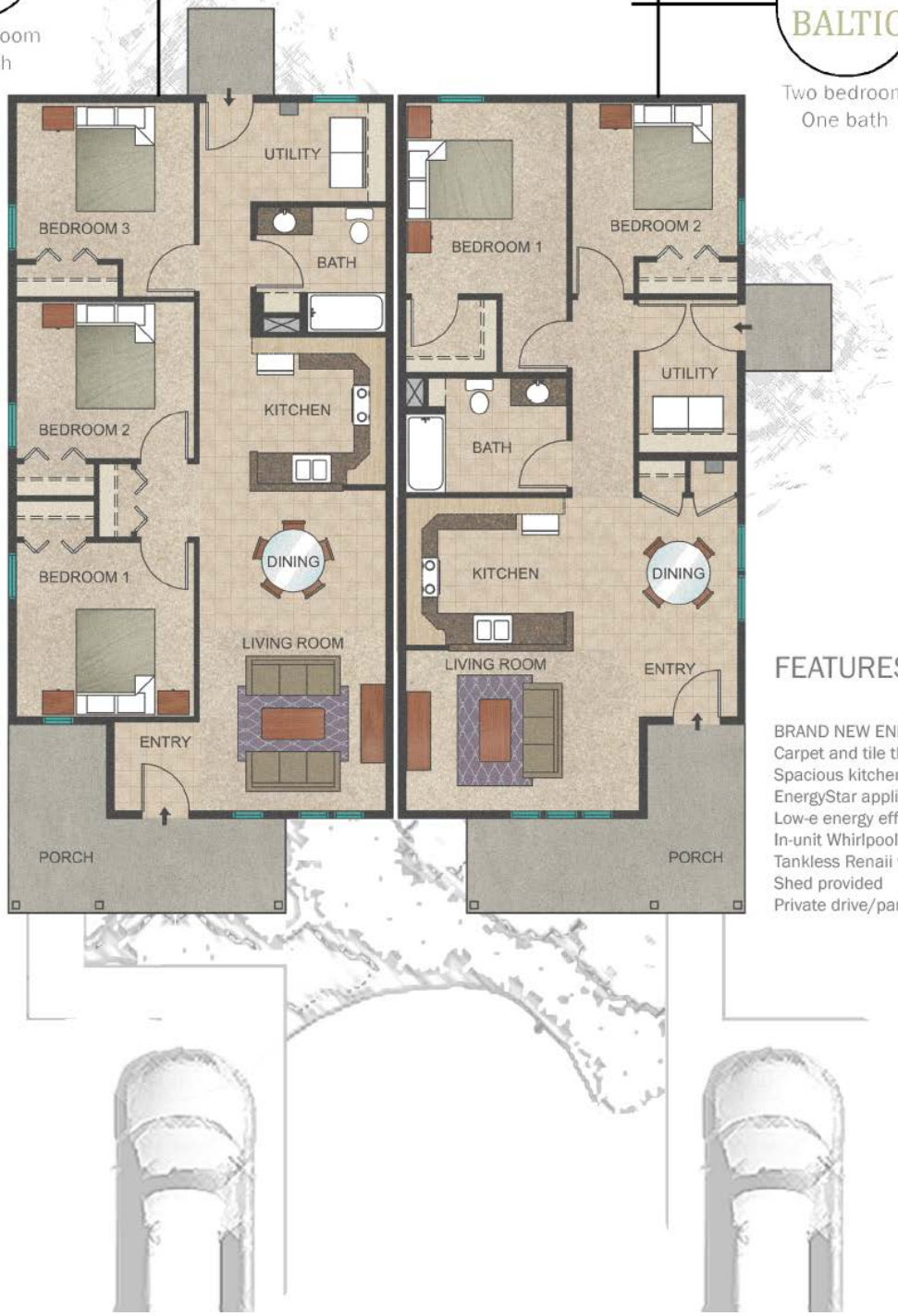
Plans for 2015 include four (4) new homes in Englewood to be located in the 2300 block of West Harvard Ave.

2155 BALTIC

Three bedroom
One bath

2153 BALTIC

Two bedroom
One bath



FEATURES

BRAND NEW ENERGY EFFICIENT CONSTRUCTION!
Carpet and tile throughout
Spacious kitchen with oak cabinets
EnergyStar appliances
Low-e energy efficient windows
In-unit Whirlpool washer and dryer
Tankless Renaii water heater
Shed provided
Private drive/parking pad(no garage)