

**AGENDA FOR THE  
ENGLEWOOD CITY COUNCIL  
STUDY SESSION  
MONDAY, SEPTEMBER 8, 2014  
COMMUNITY ROOM  
6:00 P.M.**

**I. Masonic Property Update**

Community Development Director Alan White will be present to provide an update on the Masonic Property and Colorado Housing and Finance Letter.

**II. Fire Department Discussion**

Fire Chief Andrew Marsh, Deputy Fire Chief Richard Petau, Acting Assistant Chief of Support Services Mark Ertle, Fire Medic Don Busi and Fire Lieutenant John Weigel will be present to address Council.

**III. City Manager' Choice**

**IV. City Attorney's Choice**

**V. 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.**



# M E M O R A N D U M

## C O M M U N I T Y D E V E L O P M E N T

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TO: Mayor Penn and Council Members

THROUGH: Mike Flaherty, Acting City Manager

FROM: Alan White, Community Development Director

DATE: September 2, 2014

SUBJECT: CHFA Application for Traditions at Englewood

The Mayor has received a letter from the Colorado Housing and Finance Authority (CHFA) regarding the proposed project on the former Masonic Lodge property at 3500 S. Sherman Street, known as Traditions at Englewood. As with previous applications for tax credit financing, CHFA is required to notify the Mayor for the purpose of providing an opportunity to comment on the proposed project. CHFA asks the local jurisdiction the following questions:

1. Do you view this project as being consistent with the development and preservation of the housing plan in your community?
2. If proposed project is not viewed as consistent with local housing needs and priorities, please explain why.
3. Other comments.

This project is different from the previous projects reviewed by Council. First, the project consists of 180 units that will be rented exclusively to seniors. All units will be affordable at 60% of area median income (AMI). (60% AMI for a one-person household is \$30,180; \$34,480 for a two-person household.) Second, the project developers have applied to CHFA for different housing tax credits than the previous projects. The tax credits are funded by private activity bonds and are not competitive. This project is not competing with any other project for this funding. The developers have approached the Englewood Housing Authority about forming a limited partnership for the project. Details of this arrangement are still being negotiated.

Support for another affordable housing project in Englewood might appear unwarranted with the other projects recently reviewed by Council. However, all three tax credit projects together would add just over 300 units of affordable units to the City's housing stock and the 180 units of this project will be for seniors. As reported previously in a Council Request, there are currently 746 rental-assisted units in the City out of a total of 14,067 units. Not all of the current rental-assisted units are set aside for seniors.

This project's 180 units will supply a small amount of the units needed to meet demand. The draft *Arapahoe County Housing Needs Assessment* indicates a need for 6,082 rental units affordable to households in the 0-30% AMI range; 3,473 units in the 31-50% AMI range; and 4,410 units in the 51-80% AMI range. The proposed project would supply a small portion (4.1%) of the projected need for units in the 51-80% income category. A significant portion of this need comes from the elderly segment of the population. The same report notes that fourteen percent of the 30% or greater cost-burdened renter-occupied housing units with 51-80% AMI in the County are occupied by elderly households. Thirty-nine percent of the renter-occupied units cost-burdened at 50% or greater in the same income group are elderly households.

The County Housing Needs Assessment indicates a need for affordable units for the elderly, and the Traditions at Englewood project would help meet some of this demand.

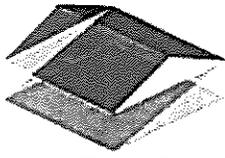
### **Draft Comments**

Staff has drafted responses to the questions for the project as provided below:

1. The project is consistent with the goals and objectives of the Housing Element of the City's Comprehensive Plan that seek to create a balanced mix of housing opportunities serving the needs of all current and future Englewood residents. The Traditions at Englewood project meets several objectives, including:
  - Providing affordable housing for low- and moderate-income groups
  - Providing housing that serves different life-cycle stages including housing for singles, couples, small families, empty nesters, and the elderly.
2. Not applicable since the project is consistent with needs and priorities.
3. The existing structure on this parcel has been vacant for nearly 10 years. Several project proposals have been made, but none has made it to the construction stage. The City is looking forward to seeing development on this parcel as it will add to the vibrancy of this area of our community.

The project also meets several of the goals and objectives of the Downtown and Medical District Small Area Plan that encourage the development of multi-family housing in off-Broadway areas and the creation of a pedestrian-friendly environment along the E. Hampden frontage.

The Traditions at Englewood project will fill a need for housing in the community and will be welcome transition between our downtown area and the Swedish/Craig medical campus. The project will also serve as a catalyst for further investment and redevelopment in the area.



**chfa**

*financing the places where  
people live and work*

**NOTIFICATION TO THE LOCAL JURISDICTION  
CHIEF EXECUTIVE OFFICER  
2014 LOW-INCOME HOUSING TAX CREDIT PROGRAM**

August 27, 2014

Mayor Randy Penn  
City of Englewood  
1000 Englewood Parkway  
Englewood, CO 80110

1981 Blake Street  
Denver, Colorado 80202

Dear Mayor Penn:

The Colorado Housing and Finance Authority (CHFA) is, by executive order of Governor Hickenlooper, administrator of the Federal Low-Income Housing Tax Credit Program (LIHTC) in Colorado. The LIHTC program was created by the 1986 Tax Reform Act to encourage the production and preservation of affordable rental housing. The LIHTC is a ten-year federal income tax credit available to owners of low-income housing who commit to keeping the units' rent and income restricted for a minimum of 15 years.

By law, CHFA is required to notify the chief executive officer of the local jurisdiction where a LIHTC project is being proposed for the purpose of providing an opportunity for comment on the proposed project. We would appreciate your assistance in this matter.

Please provide us with your comments on the attached form, attach any additional information, and sign and return the form to our office as soon as possible.

Sincerely yours,

Paula K. Harrison  
Tax Credit Program Officer

colorado housing and finance authority

303.297.chfa (2432)

800.877.chfa (2432)

toll free

303.297.7305

tdd





NORTH ELEVATION - E HAMPDEN ROAD



WEST ELEVATION - SHERMAN STREET



NORTHWEST PERSPECTIVE



NORTHEAST PERSPECTIVE  
AT HAMPDEN ENTRANCE



NORTHWEST PERSPECTIVE



NORTHEAST PERSPECTIVE



NORTHWEST PERSPECTIVE - PORTE COCHERE



NORTHWEST AERIAL





# Memorandum

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Englewood Fire Department

To: Mayor and City Council  
From: Andrew Marsh, Fire Chief  
Through: Mike Flaherty, Acting City Manager  
Date: September 3, 2014  
Subject: Future Direction for the Fire Department

## Executive Summary

City Council received the 2015 recommended budget at the Study Session meeting on August 18 and requested that the issue of maintaining a stand-alone fire department versus merged services be scheduled for the September 8 Study Session. Council also expressed its desire to receive a fire station location study by November. Two recent critical fire incidents have highlighted the urgent need for several fire department budget requests that are top priorities. One of the requests is beginning contract fire dispatch services with MetCom effective January 1, 2015, and the other is starting the new Training Officer position effective January 1, 2015. The current financial dilemma facing our fire department is that our capital needs far outstrip available revenues. Status quo is not an option, financially or otherwise. Regarding the SMFRA contract proposal, a list of pros and cons has been prepared, and our Finance Director has prepared a financial analysis comparing the cost of merging our fire department with SMFRA versus maintaining a stand-alone fire department. If we are not able to address the safety concerns with communications and training and if we are not able to commit to the additional costs of operating a stand-alone fire department, then staff recommends that we move forward with merging our fire services with another organization. Council has left open that possibility with SMFRA, and the contract proposal is negotiable. SMFRA has recently clarified that the proposed staffing could be split short-term between the Jefferson and Acoma fire stations, and the SMFRA board would be open to the possibility of maintaining an authority model so that Englewood could have a voting member on the Authority board. Regardless of the ultimate decision on the provision of fire and EMS in our City, now is the time to have further discussion with SMFRA about a merger and to operate as part of a larger system.

## Background

At the Study Session on August 18 regarding the recommended 2015 budget, City Council considered several recommended items for the Fire Department including a Training Officer position effective April 1, 2015 and a Fire Facilities Master Plan. At the end of the meeting,

Council began discussion of a separate list of deferred capital projects for the Fire Department, but ran out of time. At the conclusion of the regular meeting that followed, Council discussed the future of fire and emergency medical services (EMS) in the City with a municipal fire department versus merged services with another organization. Council decided to have a separate Study Session on September 8 to discuss the matter further and to hear from representatives of fire administration (Battalion Chief and above) and the Firefighters' Association (Lieutenant and below).

Council also expressed its desire to receive on an expedited schedule a fire station location study by November. Staff has spoken with the Metropolitan Area Communications Center (MetCom) about providing us a study within this timeframe. MetCom has extensive geographic information services (GIS) and analytic capabilities that are geared for fire and EMS and has contracted these services with other agencies in the area. MetCom will be able to accommodate our timeframe and will be submitting a proposal for the study.

During the past several years, Council has considered various studies and proposals for the future provision of fire and EMS in our City. A chronological list of activities is attached and includes key points related to certain activities (Exhibit A).

#### Current Situation

Two recent critical fire incidents have highlighted the urgent need for fire department budget requests that are top priorities. The first incident on August 2 involved two single-family homes on fire simultaneously. Due to the limitations of our dispatch communications system, there was a significant delay in receiving the necessary automatic aid required for an incident of this magnitude. Six minutes passed from the initial dispatch until our communications center was able to request assistance from our neighboring departments, and the first unit from a neighboring fire department arrived 19 minutes after the initial dispatch.

With 14 firefighters on-duty in the City, our fire department is just short of minimum national standards (15-16 firefighters) for extinguishing a fire in a single-family home. Two firefighters were injured, one within the first five minutes of the incident. This firefighter sustained a sprained ankle and was off 10 days from work, and the other was treated by a physician and returned to duty. We conducted a critique of this incident that included the challenges facing our dispatch communications, particularly with a large multi-agency response such as this one.

This incident highlighted the shortcomings of our current fire communications system. We need to be operating as part of the regional fire computer aided dispatch (CAD) system. We are currently the only fire department in the south area that is not part of the system. Police and fire staff have identified that the best, most cost effective solution for this safety-related problem is contracting fire communications with MetCom. An alternative means to joining the regional fire CAD is to install the equipment in our dispatch center at a cost of \$200,000 and to add additional dispatcher staffing at an annual cost of approximately \$208,000 to \$270,000. Our police department does not believe that this alternative is "cost effective or feasible at this time."

This problem needs an immediate solution, which is within reach by approving the contract proposal with MetCom for fire dispatch services for annual cost of \$182,648, including an expected \$25,000 contribution for the Arapahoe County E-911 Authority Board (Attachment 1). Not only does this arrangement provide our fire department with the resources of a much larger dispatch center focused only on fire and EMS, it also allows our dispatchers to dedicate all their attention to police services in our City. Our police department believes that this alternative is the "most cost effective and timely approach."

The second incident on August 11 involved an automatic-aid response for a multi-family structure fire on Lowell Boulevard in Littleton. Due to the limitations of our training program, particularly with our neighboring departments, our firefighters were not as well integrated into the operational procedures of Littleton as we need to be. Unfortunately, this incident also included a mayday event involving three of our firefighters when a ceiling collapsed. The firefighters were able to self-extricate themselves from the building. One firefighter received second degree burns to his head and was off 10 days from work. The other two received first degree burns and were treated and released at the scene. Littleton will be including us in its upcoming critique of this large incident, and we will be conducting a joint review with Littleton of the mayday event.

This incident highlighted the shortcomings of our current training program that has been lacking a Training Officer and has had limited training opportunities with neighboring departments. The 2015 recommended budget does include a Training Officer position effective April 1, 2015. While this is a crucial step toward improving our training program, in light of this recent critical event we request that this position be authorized to begin at the start of the new fiscal year on January 1, 2015. The additional cost in 2015 for this change is \$30,000.

Morale among the firefighters has been particularly low for some time with the uncertainty regarding the future of our fire department and recent safety concerns. This year, we have also had three firefighter vacancies that were not authorized in the adopted budget to be filled until September 1. This has resulted in some of our firefighters working more hours than they want to work or should be working and in increased overtime costs. Now is the time to address the two critical areas of communications and training.

#### Financial Dilemma

The current financial dilemma facing our department is that our capital needs far outstrip available revenues. For 2015, the fire department has \$2.1 million in high priority capital requests that are proposed for deferral, including contracting fire communications with MetCom and replacing our aerial fire truck. Also proposed for deferral are \$13.6 million in capital improvements for our fire stations. The same is true for any additional positions for firefighter staffing and in the areas of training and emergency medical services administration. Positions not recommended in the 2015 budget include three firefighters, an EMS Coordinator and a Training Coordinator.

While total fire department capital requests alone are more than \$16 million, the total amount of capital requests recommended for all City departments was only \$3.3 million, based on current

revenues in the Public Improvement Fund (PIF). Of this amount, \$970,000 or 29 percent is needed for critical infrastructure repair and maintenance at our recreation center just to keep it in operation. Another \$850,000 or 26 percent is used for annual maintenance of roads and bridges. In fact, most of the \$3.3 million is designated for annual maintenance programs and contractual obligations. The only fire department capital item recommended so far for 2015 is a fire facilities master plan for \$75,000.

Status quo is not an option, financially or otherwise. This was the conclusion of the “Cooperative Efforts Feasibility Study” with Littleton a year and a half ago and has become clearly evident during recent consideration of various proposals and alternatives for fire and EMS.

The consequences of maintaining the status quo could be a forced change during crisis as was seen with the City of Glendale and the City of Sheridan. Both cities contracted out their fire and EMS following significant, high-profile, unfortunate events. Our City has the opportunity now to plan and establish the future of its services.

#### SMFRA Contract Proposal

As requested by Council, attached is a list of pros and cons related to merging services with SMFRA (Exhibit B). Also attached is a memo and financial analysis from Finance Director Frank Gryglewicz that compares the cost of merging our fire department with SMFRA versus maintaining a stand-alone, status quo fire department in the City (Attachment 2). The financial benefit of merging with SMFRA grows from approximately \$500,000 in year one to nearly \$2,000,000 in year ten.

If we are not able to address adequately the immediate safety concerns with communications and training and if we are not able to commit to the additional costs to fund the needs of operating a stand-alone municipal department, staff recommends that we move forward with merging our fire services with another organization. Financially and operationally, merging fire and EMS with SMFRA makes sense.

Currently, Council has left open the possibility of merging services with SMFRA. After considering the SMFRA contract proposal (Attachment 3) earlier this year, Council directed that a letter be sent to SMFRA leaving open the option of further discussion regarding various cooperative services--such as automatic aid, training, and communications--up to and including contracted emergency services. SMFRA has recently confirmed that its proposal to provide fire services to our City is still open for discussion and consideration. Since the original proposal was submitted, SMFRA has clarified two key aspects of the provision of fire services.

First, while the original proposal called for one relocated central station staffed by 12 firefighters in the vicinity of Broadway and Hampden, this was based on the assumption that Littleton would cover the south end of our City, which no longer appears viable. SMFRA has subsequently stated that it would be able to split the staffing between the existing Jefferson and Acoma Stations with six firefighters on duty at each station. There would be some additional costs to modify and improve the existing stations short-term to accommodate SMFRA personnel and

equipment. SMFRA has also indicated its willingness to work with Englewood in the planning, financing and construction of remodeled and/or new stations.

Secondly, SMFRA would be open to a merger at a negotiated cost that would maintain an Authority model and allow our City to have a voting member on the Authority Board. In this scenario, Englewood could continue to fund fire services from the general fund and would not need to establish a new mill levy to join the fire district.

Regardless of the ultimate decision on the provision of fire and EMS in our City, now is time to have further discussions with SMFRA about a merger. Like our department, SMFRA is in a period of transition. At the end of this year, current Chief Dan Qualman will be retiring and incoming Chief Bob Baker will be taking over. With the changes that are occurring within its organization, SMFRA has stated that it would be helpful to know our direction on a merger by this November. Attached are suggested timelines for sustaining a stand-alone fire department versus merging fire services with SMFRA (Exhibit C).

Finally, I believe that our fire department is at a critical crossroads. We have outstanding employees who are committed to our fire department values of honor, excellence, dedication and service. However, the ongoing uncertainty about the future of the fire department is taking its toll with low morale and safety concerns. Our department has had a longstanding culture of operating independently and making do with the limited resources we have. While that culture needs to change, I know that our department is currently disillusioned with the prospects of change as a stand-alone department. If our City is not able to provide the necessary resources to operate a stand-alone fire department, then SMFRA has extensive resources to provide the services through merged operations.

### Conclusion

In conclusion, my vision for the fire department is that we must take definitive actions now to operate as part of a larger system, beginning with the areas of communications and training. We also need to develop and commit to the strategic direction for the future provision of fire and EMS in our City, whether as a stand-alone department or merged with another organization. In the presentation of the recommended 2015 budget request last month, the City Manager and Deputy City Manager have both stated the importance for Council to decide the future direction of our fire department, including funding options and/or further consideration of a regional approach to service delivery.

For the next part of our presentation, I have asked Deputy Chief Dick Petau and Assistant Chief Mark Ertle to share their perspectives on behalf of fire department command and administration. From the Firefighters' Association representing our employees up through the rank of Lieutenant, two employees will be providing comments: Lieutenant John Weigel and Fire Medic Don Busi.

As final thoughts for the consideration of the future provision of fire and EMS in our City, following are excerpts from two documents prepared 23 years apart:

The [Fire Service Delivery] committee endorses exploring the principle of fire districting as a mechanism for delivering fire services for the future. The City Council should pay attention to this alternative, keep an open mind and seriously begin to explore and study the financial, political, and quality of service feasibility of a South Metro Fire District (p. iv, "A Report on Recommendations from the Fire Service Delivery Committee" presented to the Englewood City Council on August 27, 1990).

The reality is that the trend lines for revenue and expenditures have already crossed and both agencies (Englewood and Littleton) have enacted program and staffing reductions to remain in financial balance. The forecast, in the absence of new revenues, does not bode well for either city to maintain today's services. Continuing flat revenue streams juxtaposed with increased expense will force both cities to face further reductions, including on-duty staffing, stations and related emergency services. In today's environment, taxpayers typically hold their elected officials accountable for delivering a quality level of service at an affordable rate and expect creative thinking to solve problems or achieve those ends. While 'maintaining status quo' is easy and involves the least amount of impact to the departments, it may well be one of the riskier political decisions (p. 161, "Cooperative Efforts Feasibility Study" prepared by Emergency Services Consulting, International in January 2013).

## Exhibit A

### Summary of Recent Activities related to Consideration of Fire Service Alternatives

January 2013 – Final Emergency Services Consulting, Incorporated (ESCI) “Cooperative Efforts Feasibility Study” with Littleton Fire Rescue received

- Top priorities identified included:
  - Consolidate fire dispatch services
  - Implement dropped border response
  - Consolidate fire training programs
- Identifies linking with an existing fire authority as a viable option

April 16, 2013 – Memorandum of Understanding (MOU) signed with South Metro Fire Rescue Authority (SMFRA) and Littleton to provide SMFRA with information for a merger study at SMFRA’s expense

October 2013 – Proposal received from SMFRA for merging Englewood Fire Department and Littleton Fire Rescue into the Authority

January 30, 2014 – Contract proposal received from SMFRA

February 5, 2014 – Contract proposal received from Denver Fire Department

February 21, 2014 – Announcement of fire computer aided dispatch (CAD) consolidation for south area dispatch centers

- Enables quicker response times to emergency incidents through more accurate 911-call routing and processing
- Enhances public and firefighter safety through shared emergency response resources and incident management coordination
- Includes Littleton, Evergreen, South Metro and West Metro Fire Departments and MetCom, but not Englewood

February 24, 2014 – Fire Service Alternatives presentation at City Council Study Session

- Compared contract proposals from Denver Fire Department and SMFRA with maintaining a stand-alone fire department

March 18, 2014 – Fire Department presentation to the Budget Advisory Committee

March 20, 2014 – Proposal received from the Metropolitan Area Communications Center (Metcom) for fire dispatch services

- Operates on the regional fire CAD system
- Proposes a first-year annual cost of \$182,648 (\$207,648 less \$25,000 expected contribution from the Arapahoe County E-911 Authority Board)

March 25, 2014 – Fire Facility Assessment Report prepared by our Public Works Department

- Estimates Jefferson Fire Station capital improvements ranging from a minimum of \$1,105,000 for remodeling to a maximum of \$7,500,000 for new construction
- Estimates Acoma Fire Station capital improvements ranging from a minimum of \$601,900 for remodeling to a maximum of \$2,700,000 for new construction
- Estimates Tejon Fire Station capital improvements ranging from a minimum of \$630,630 for remodeling to a maximum of \$2,700,000 for new construction

March 25, 2014 – Fire Department Vehicle Assessment Report prepared by our Public Works Department

- Recommends consideration of an early replacement of the aerial fire truck

April 4, 2014 – Fire Facility Commentary received from the architecture and engineering firm of F&D International

- Estimates Jefferson Fire Station new construction costs ranging from \$3,500,000 to \$5,000,000
- Estimates Acoma and Tejon Fire Stations new construction costs ranging from \$1,300,000 to \$1,800,000 each

April 4, 2014 – Memo from the police department regarding fire dispatch

- Recommends Metcom for fire dispatch services as the most cost effective and timely approach to joining the regional fire CAD system

April 6, 2014 – Training Area Environmental Compliance update received from Homestake Engineering

- Estimates the cost for connecting water discharge from the burn building training prop to the wastewater interceptor line and implementing a stormwater management plan for the site as \$223,690, not including repairs or replacement of the burn building

April 14, 2014 – Plan for sustaining EFD as a stand-alone fire department presented at City Council Study Session

- Identified additional needed operating expenses for personnel and services ranging from \$182,000 to \$1,400,000
- Identified additional needed capital expenses for fire stations and the training facility ranging from \$2,600,000 to \$13,000,000

April 28, 2014 – Preliminary Fire Department Budget Request presented at City Council Study Session

- Training Officer identified as the top priority for personnel
- Contracting fire dispatch services with MetCom identified as the top priority for operating and capital

June 2, 2014 – Study Session comparing the SMFRA Contract Proposal with maintaining a stand-alone fire department

- Similar net operating costs estimated after several years of start-up expenses (SMFRA \$6,496,146 vs. EFD \$6,608,605, excluding the additional costs associated with any new

EFD initiatives with personnel, programs or services such as reinstating the Training Officer position or contracting fire dispatch services with MetCom)

- Significant savings projected with the SMFRA contract proposal for capital costs for vehicles and equipment. Capital investment in the Metro Fire Training Facility would not be needed since SMFRA has its own training facility.

July 7, 2014 – City Council tours the new fire/police joint facility in Cherry Hills Village

August 18, 2014 – Recommended 2015 budget presented at City Council Study Session

- A Training Officer effective April 1, 2015 is the only new fire department position of six requested to be recommended in the 2015 budget
- A Fire Facilities Master Plan is the only item of \$2.1 million in fire department capital requests to be recommended in 2015 budget
- Capital improvements to the fire stations totaling \$13.6 million were deferred in the 2015 budget request

August 18, 2014 – City Council requests at the regular meeting that the issue of sustaining a stand-alone fire department versus contracting or merging services with another organization be on the agenda for the September 8, 2014 Study Session

## Exhibit B

### Pros and Cons of merging with South Metro Fire Rescue Authority (SMFRA)

#### Pros of merging with SMFRA

- For one negotiated cost, SMFRA provides all the additional resources of a much larger fire department with the capital costs included for vehicles and equipment
- SMFRA has a proven track record providing fire and EMS to municipalities in the south area including Cherry Hills Village, Greenwood Village, Centennial, Lone Tree, and Parker
- Englewood has a long-standing working relationship with SMFRA which operates similar to our stand-alone fire department with cross-trained fire and EMS personnel providing advanced life support patient transport
- Englewood no longer needs to provide support to the fire department from City departments such as human resources, public works, police dispatch, and legal
- SMFRA has recently experienced a successful merger between South Metro and Parker Fire Protection Districts and is open to the possibility of Englewood having a voting member on the SMFRA Board
- Englewood can liquidate its capital equipment and fleet of fire department vehicles and would be able to use the proceeds toward one-time start-up costs
- Fire dispatching by MetCom is included in the SMFRA contract proposal
- No capital improvements would need to be funded at our training facility since SMFRA operates its own training facility that is included in the contract proposal

#### Cons of merging with SMFRA

- Englewood would no longer operate a stand-alone, municipal fire department, a core public safety service
- Englewood would no longer have direct governance over fire and EMS services
- Englewood Fire Department has the ability to operate more efficiently within a larger system by entering into cooperative service agreements in areas such as dispatch communications and training
- Englewood would be committed to a large annual contract subject to periodic cost increases
- Changing contract providers or returning to a municipal fire department would be difficult, if not impractical
- Englewood may eventually be faced with the decision whether to move from an authority to a district and adopt a mill levy for fire services
- Fire and police employees would no longer work for the same organization
- The Building Division would no longer be part of the fire department and would interface with a separate organization regarding fire and life safety issues

## Exhibit C

### Suggested Timeline for Sustaining a Stand-Alone Fire Department

#### September - November 2014

- Decide on Stand-Alone Fire Department versus merged services with SMFRA
- Conduct Station Location Study

#### January 1, 2015

- Implement new Training Officer position
- Commence contracted fire dispatch services with MetCom

#### January – June, 2015

- Complete Master Plan for Fire and Police Facilities

#### July 2015

- Decide on fall election ballot language for fire and police capital projects

#### November 2015

- City Elections

#### January 2017

- Funding from ballot initiatives (if approved) becomes available for fire and police capital projects

## **Suggested Timeline for a Merger with SMFRA**

### **September - November 2014**

- Decide on Stand-Alone Fire Department versus merged services with SMFRA
- Conduct Station Location Study

### **January 1, 2015**

- Implement new Training Officer position
- Commence contracted fire dispatch services with MetCom (included in SMFRA contract proposal)

### **January – April, 2015**

- Complete Master Plan for Fire and Police Facilities

### **January – September 2015**

- Transition period to merge EFD into SMFRA (6-9 months needed for transition)

### **July 2015**

- Decide on fall election ballot language for fire and police capital projects

### **November 2015**

- City Elections

### **January 1, 2016**

- SMFRA begins providing fire and EMS to the City of Englewood

### **January 2017**

- Funding from ballot initiatives (if approved) becomes available for fire and police capital projects

# 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

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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 141<sup>st</sup> 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.

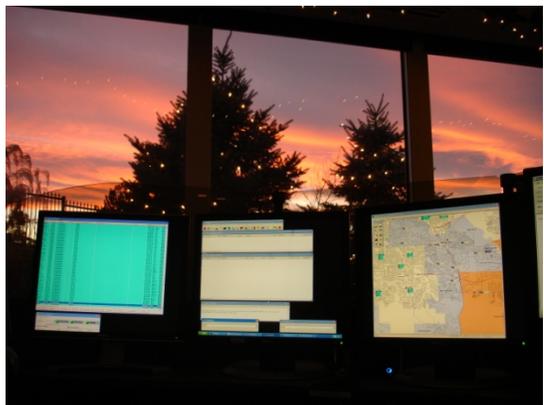
MetCom officially opened in January of 2006 and currently serves as the communications center for South Metro Fire Rescue Authority and West Douglas County Fire Protection District. MetCom is located on the lower level of the South Metro Fire Rescue Authority Headquarters at 9195 East Mineral Avenue,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

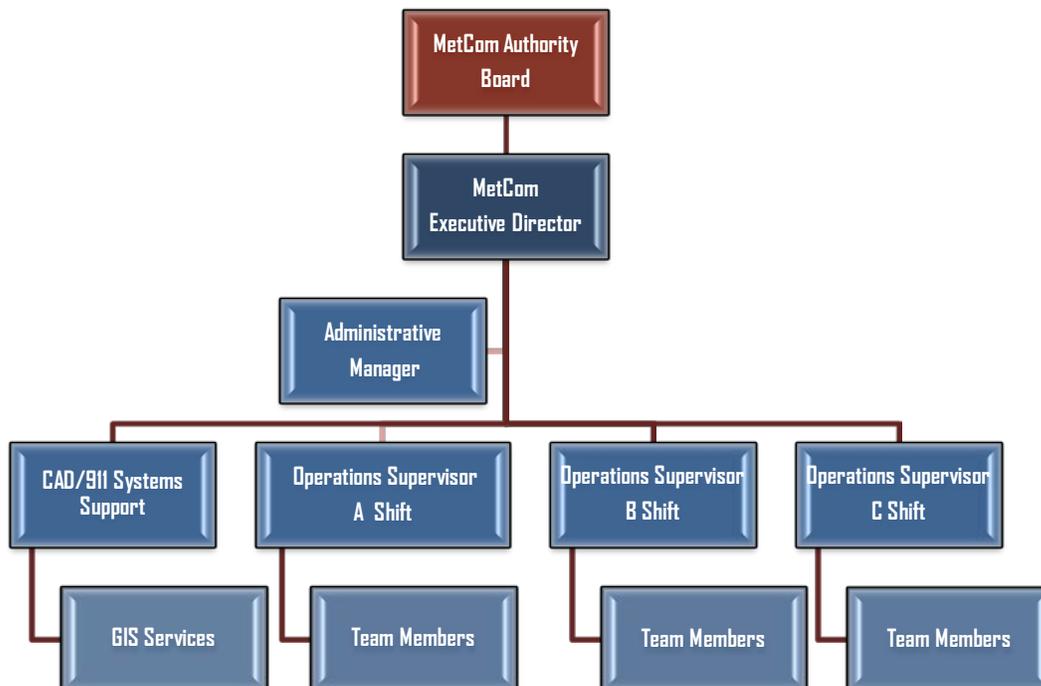
The standardized equipment and frequency format allow users to communicate with the each other and all area communications centers regardless of the unit's location within the state. Additionally, MetCom has the ability to page and communicate on VHF frequencies from its dispatch consoles.

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:

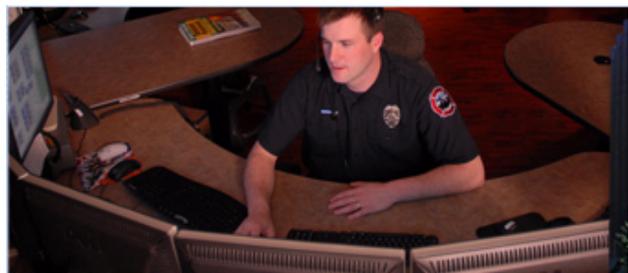
- EMD Calls
- Radio Dispatch
- All Critical Incident calls
- Random Selection of Customer Service Calls

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.

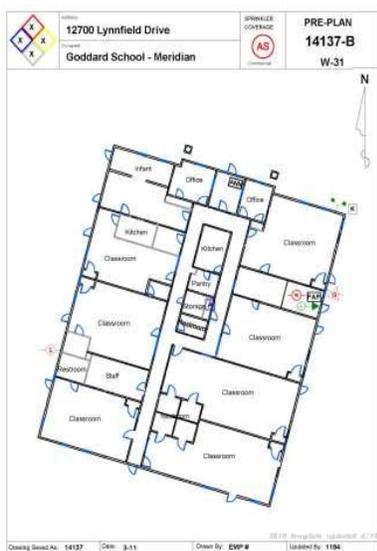
## Geographic Information Systems (GIS)

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

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## 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	Base Cost	Dispatch	Capital	Total Cost	Total
	Per Year	Per Call	Services	Reserve	Per Call	Fee
<b>Englewood</b>	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

## Memorandum

**To:** Mayor Penn and City Council  
**Thru:** Mike Flaherty, Acting City Manager  
**From:** Frank Gryglewicz, Director of Finance and Administrative Services  
**Date:** September 3, 2014  
**Re:** September 8 Study Session Materials

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I have attached a spreadsheet (Fire Study I) that compares the cost of merging Englewood Fire with South Metro Fire District versus maintaining a stand-alone, status quo fire services in the City.

This comparison is "status quo," meaning the base budget remains the same with three stations and associated personnel and equipment. Building Services are not included in the base budget.

The assumed inflation rate is three percent.

The following describes the line items in the attached spreadsheet.

Line 1 indicates the South Metro Fire District (SMFD) base contract and is inflated three percent per year.

Line 2 is the charge SMFD estimated to maintain positions not needed but the additional charges ends in 2017 (end of the DROP term).

Line 3 is the one-time start-up costs (uniforms, etc.)

Line 4 is amount required to construct a new facility; the cost is amortized over five years.

Line 5 is blank because at the time the spreadsheet was prepared it was not known where the sole fire station would be built. If City property can be used the cost would be significantly less than having to acquire property.

Line 6 is the total contract cost with SMFD.

Line 7 and 8 are blank at this time because the sale of vehicles and of the Tejon/Acoma properties is not known at this time. The proceeds will offset costs on a one-time basis (as well as the ongoing maintenance).

Line 9 is the amount of plan review fees forgone by the City.

Line 10 is the amount of transport fees forgone by the City if SMFD provides transport services.

Line 11 is the total fees forgone by the City

Line 12 is the net cost of the SMFD contract.

Line 13 is the base operating cost for Englewood Fire Department (EFD) based on the proposed 2015 budget; the base cost does not include building. It is inflated three percent per year going forward.

Line 14 is cost of adding Fire Inspectors. It is inflated three percent per year going forward.

Line 15 is the cost of adding a Training Bureau Chief; it is inflated three percent per year going forward.

Line 16 is the cost accreditation not currently budgeted in the 2015 proposed budget. The ongoing cost in 2016 is \$1,150 per year.

Line 17 is the total base cost of the EFD before capital and other costs.

Line 18 is the existing capital lease payments which end in 2017.

Line 19 is the estimated ten year capital lease payments for a squirt, compressor, hazmat van, pumper, and ambulance.

Line 20 is an estimate for a capital lease in 2021 for two pumpers and a heavy rescue.

Line 22 is the base cost of maintaining routine capital equipment e.g. Fire CAD, radio systems, etc.

Line 23 is amount to restore the Burn Building to operational condition.

Line 24 is the one-time storm water management plan charge.

Line 25 is cost of ongoing operations and maintenance at the training facility.

Line 26 is ongoing capital maintenance costs at the training facility.

Line 27 is the total cost to restore and maintain the training facility.

Line 28 through 33 are costs of replacing Jefferson, Acoma, and Tejon Stations, including furniture, fixtures, and equipment. This assumes issuance of general obligation bonds over a 20 year term.

Lines 34 through 42 are the cost of dispatch in the City of Englewood, including additional personnel, equipment, etc. The equipment has an estimated five year technological life.

Line 45 is the total plan review and transport revenues that offset providing fire services in the City.

Line 46 is the total estimated net cost of keeping fire services at their current levels in Englewood.

Line 47 nets the SMFD cost versus the estimated costs to keep fire services in the City.

Fire Study I - Status Quo, Including Rebuilding All Three Stations

Inflation Rate Assumption = 3%

Line	SMFD	Projected 2015	Projected 2016	Projected 2017	Projected 2018	Projected 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023	Projected 2024	Projected 2025
1	Base Contract	6,496,146	6,691,030	6,891,761	7,098,514	7,311,470	7,530,814	7,756,739	7,989,441	8,229,124	8,475,998	8,730,278
2	Excess Positions	457,785	457,785	457,785								
3	Start Up Costs	450,010										
4	Five Year Amortization (Station)	1,224,220	1,224,220	1,224,220	1,224,220	1,224,220						
5	Property Not Included - Miller Bldg/Field (1)											
6	<b>Total Cost</b>	<b>8,628,161</b>	<b>8,373,035</b>	<b>8,573,766</b>	<b>8,322,734</b>	<b>8,535,690</b>	<b>7,530,814</b>	<b>7,756,739</b>	<b>7,989,441</b>	<b>8,229,124</b>	<b>8,475,998</b>	<b>8,730,278</b>
7	Less: Proceeds from the Sale of Vehicles											
8	Less: Proceeds of the Sale of Tejon/Acoma											
9	Add: Plan Review Fees (Fire)	100,000	103,000	106,090	109,273	112,551	115,927	119,405	122,987	126,677	130,477	134,392
10	Add: Transport Fees	746,750	769,153	792,227	815,994	840,474	865,688	891,659	918,408	945,961	974,339	1,003,570
11	<b>Total Fees Foregone</b>	<b>846,750</b>	<b>872,153</b>	<b>898,317</b>	<b>925,267</b>	<b>953,025</b>	<b>981,615</b>	<b>1,011,064</b>	<b>1,041,396</b>	<b>1,072,638</b>	<b>1,104,817</b>	<b>1,137,961</b>
12	<b>Net Cost</b>	<b>9,474,911</b>	<b>9,245,188</b>	<b>9,472,083</b>	<b>9,248,001</b>	<b>9,488,715</b>	<b>8,512,429</b>	<b>8,767,802</b>	<b>9,030,836</b>	<b>9,301,761</b>	<b>9,580,814</b>	<b>9,868,239</b>
<b>Stand Alone - Status Quo</b>												
13	<b>Base Operations</b>	8,113,666	8,357,076	8,607,788	8,866,022	9,132,003	9,405,963	9,688,142	9,978,786	10,278,149	10,586,494	10,904,089
14	Fire Inspectors	182,000	187,460	193,084	198,876	204,843	210,988	217,318	223,837	230,552	237,469	244,593
15	Training Bureau Chief	91,000	93,730	96,542	99,438	102,421	105,494	108,659	111,919	115,276	118,734	122,296
16	Accreditation	5,750	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150
17	<b>Total Operating Costs</b>	<b>8,392,416</b>	<b>8,639,416</b>	<b>8,898,564</b>	<b>9,165,486</b>	<b>9,440,416</b>	<b>9,723,594</b>	<b>10,015,268</b>	<b>10,315,691</b>	<b>10,625,128</b>	<b>10,943,847</b>	<b>11,272,128</b>
<b>Capital:</b>												
18	Existing Lease Payments	118,393	118,393	118,393								
19	Lease Payments (3)	135,784	278,586	272,314	273,041	273,404	278,518	273,791	273,427	272,700	274,154	179,006
20	Lease Payments (4)							258,000	258,000	258,000	258,000	258,000
21	<b>Total</b>	<b>254,177</b>	<b>396,979</b>	<b>390,707</b>	<b>273,041</b>	<b>273,404</b>	<b>278,518</b>	<b>531,791</b>	<b>531,427</b>	<b>530,700</b>	<b>532,154</b>	<b>437,006</b>
22	<b>Ongoing Capital</b>	<b>107,000</b>	<b>110,210</b>	<b>113,516</b>	<b>116,922</b>	<b>120,429</b>	<b>124,042</b>	<b>127,764</b>	<b>131,597</b>	<b>135,544</b>	<b>139,611</b>	<b>143,799</b>
<b>Fire Training Facility</b>												
23	Burn Building Restoration	250,000										
24	Storm Water Management Plan	70,000										
25	Operating and Maintenance Ongoing	43,500	44,805	46,149	47,534	48,960	50,428	51,941	53,500	55,104	56,758	58,460
26	Capital Maintenance (Ongoing)	50,000	51,500	53,045	54,636	56,275	57,964	59,703	61,494	63,339	65,239	67,196
27	<b>Total Capital Costs</b>	<b>413,500</b>	<b>96,305</b>	<b>99,194</b>	<b>102,170</b>	<b>105,235</b>	<b>108,392</b>	<b>111,644</b>	<b>114,993</b>	<b>118,443</b>	<b>121,996</b>	<b>125,656</b>

Fire Study I - Status Quo, Including Rebuilding All Three Stations

Inflation Rate Assumption = 3%

Line	SMFD	Projected 2015	Projected 2016	Projected 2017	Projected 2018	Projected 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023	Projected 2024	Projected 2025
	<b>Station Replacement (5)</b>											
28	Jefferson (\$7.5 Million)											
29	Acoma (\$3.1 Million)											
30	Tejon (\$2.7 Million)											
31	Station Four (TBD)											
32	FF&E Included at \$40/sq'											
33	<b>General Obligation Debt Service</b>	<b>950,000</b>										
	<b>Dispatch:</b>											
	City Operated (Option 2):											
34	Capital (One-Time)	200,000										
35	Additional Personnel (3)	270,000	278,100	286,443	295,036	303,887	313,004	322,394	332,066	342,028	352,289	362,857
36	Mobile/Portable Radios (2)	247,200					330,000				383,000	
37	Dispatch Alerting System (2)	162,000					145,000				161,000	
38	Mobile Data Terminals (2)	42,000					49,000				59,000	
39	Automatic Vehicle Locator (2)	25,270					30,000				35,000	
40	Records Management System (2)	9,975					12,000				14,000	
41	Dispatcher Certifications											
42	<b>Total Communications</b>	<b>956,445</b>	<b>278,100</b>	<b>286,443</b>	<b>295,036</b>	<b>303,887</b>	<b>879,004</b>	<b>322,394</b>	<b>332,066</b>	<b>342,028</b>	<b>1,004,289</b>	<b>362,857</b>
43	Add: Plan Review Fees (Fire)	100,000	103,000	106,090	109,273	112,551	115,927	119,405	122,987	126,677	130,477	134,392
44	Transport Revenues (Offset)	746,750	769,153	792,227	815,994	840,474	865,688	891,659	918,408	945,961	974,339	1,003,570
45	<b>Total Fees Foregone</b>	<b>846,750</b>	<b>872,153</b>	<b>898,317</b>	<b>925,267</b>	<b>953,025</b>	<b>981,615</b>	<b>1,011,064</b>	<b>1,041,396</b>	<b>1,072,638</b>	<b>1,104,817</b>	<b>1,137,961</b>
46	<b>Total Net Cost</b>	<b>9,972,611</b>	<b>9,201,878</b>	<b>9,449,400</b>	<b>9,704,348</b>	<b>9,966,944</b>	<b>10,803,418</b>	<b>10,516,006</b>	<b>10,802,951</b>	<b>11,098,505</b>	<b>12,054,926</b>	<b>11,716,479</b>
47	<b>SMFD vs. Stand Alone</b>	<b>497,700</b>	<b>(43,309)</b>	<b>(22,683)</b>	<b>456,347</b>	<b>478,229</b>	<b>2,290,988</b>	<b>1,748,203</b>	<b>1,772,115</b>	<b>1,796,744</b>	<b>2,474,112</b>	<b>1,848,241</b>

(1) If the Miller Building and ballfield property cannot be used, land acquisition could be substantial.

(2) Estimated technological life is five years

(3) Lease includes squirt, compressor, hazmat van, pumper, and ambulance

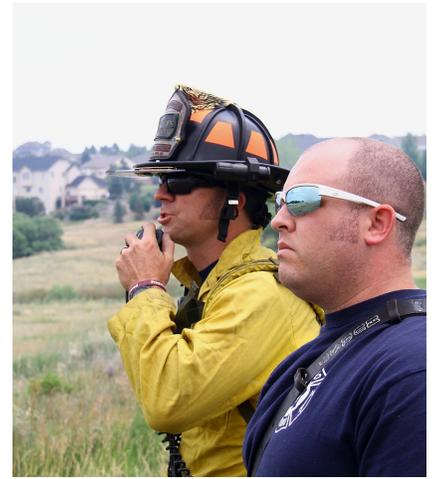
(4) Lease includes two pumpers and a heavy rescue

(5) Assumes stations are at current locations

South Metro Fire Rescue Authority  
9195 E. Mineral Ave., Centennial, Colorado 80112

720-989-2000

[www.southmetro.org](http://www.southmetro.org)



## South Metro Fire Rescue Authority Proposal for Emergency Services for the City of Englewood January 30, 2014



# Summary

The South Metro Fire Rescue Authority has prepared this proposal to answer specifics on providing fire and emergency services to the City of Englewood. The proposal will answer the questions and concerns posed to the SMFRA staff in greater detail but the summary of the proposal is presented here. This proposal presents a contractual agreement for the SMFRA to provide emergency services to the City of Englewood.

## *Services Provided*

Emergency Responses - The South Metro Fire Rescue Authority will provide response to emergencies within the City of Englewood from one station centrally located within the City. This station will house two fire companies, a tower and an engine (both with 4 person staffing), and initially two medical ALS transport units. In addition the City has the SMFRA resources available as needed from other stations, including battalion chiefs, additional fire units, and specialty teams and units. Further, the Authority is implementing a pilot program for an Advanced Resource Medic or ARM car. It is proposed to implement ARM car service to the City residents following a successful pilot program. We will provide all apparatus and vehicles.

Community Safety Services - The City will also receive services for fire and life safety review of building plans and new building inspections and business inspections. Community preparedness services will also be provided.

Support Services – The Authority will provide dispatch services for the City including AVL (Automatic Vehicle Location) responses (closest unit response). All apparatus and vehicles will be serviced by our Fleet Services bureau. The station will have construction management and on-going maintenance from our Facilities unit.

## *Expense to City*

### ***Annual Operating Fee***

Field operations staffing	\$ 4,534,276
Community Safety Services staffing	\$ 532,076
Operating Costs	\$ 1,429,794
<b>Total Annual Costs (Base Price)</b>	<b>\$ 6,496,146</b>

## ***Additional Charges***

**Excess staffing costs (decreases through attrition & terminates in 3 years): \$457,785/year max.**

**One time consolidation expense: \$5,450,010**

5 year amortization at 4% \$1,224,220/year

7 year amortization at 4% \$908,024/year

10 year amortization at 4% \$671,937/year

The method of paying for the one-time expenses is open to discussion between the Council and the SMFRA Board of Directors.

## ***Governance Structure***

The South Metro Fire and Rescue currently operates as an Authority as authorized by Colorado Revised Statutes. There are two member agencies that have members on the Authority Board: Parker Fire Protection District and South Metro Fire Rescue (both are fire protection districts under CRS Title 32.) Future plans (January of 2016) calls for the merger of both districts into a single fire protection district with a seven member board. Each board member will represent a director district that is of approximately equal population. Each position would represent about 28K citizens. The Englewood board member would represent the 30K citizens in the City and have a non-voting advisory role on the Board. This member would likely be a Councilperson assigned to interface with the Board and meet with them monthly. This position will be strategic and can represent the City's particular needs directly to the Board of Directors. In addition, the City Manager would establish routine contact with the Fire Chief and any other member of the Executive staff. Most any issue can be resolved directly and quickly through these established connections.

## ***Fiscal Considerations***

The Englewood Fire Department now operates with 56 personnel, not including the services provided by the City in support of the fire department. SMFRA is proposing utilizing 37.75 firefighters to staff the Englewood station. The rest of the response personnel will be absorbed into SMFRA to fill other positions. The Training Officer and EMS Officer will be given assignment within our Training and EMS bureaus respectively. The Fire Marshal and Deputy Fire Marshal will be absorbed into our Community Safety Services. In addition, we will need 2 more inspectors and one public educator which are included in our base price.

Over and above the base price would be that cost for "excess" positions. This cost is for those listed positions that are not directly needed. These positions are the Fire Chief, Deputy Fire Chief, Executive Assistant and 8 Driver operators differential above firefighters' wage. This assumes that the Authority maintains the driver operator positions until a need for these drivers occurs. All emergency response personnel will be absorbed at the same rank or at least comparable wages into the Authority, except the

excess positions mentioned above which will be at a rank and wage close to the current job responsibilities. The consolidation will give us 8 more driver operators than is currently needed by our Deployment and Staffing plan. Although these personnel will retain their rank they will function in a firefighter's role until needed. We believe that through attrition we will be able to absorb the excess members to the necessary number needed to provide the services or be able to find a necessary position within the Authority within a three year window. An annual attrition report will be created and sent to the City of Englewood showing attrition for that year. Additional cost over base will be reduced per the attrition of personnel annually. Following the third year the Authority will assume responsibility for these costs.

The onetime costs include the construction of a new fire station on land acquired by the City. This also includes costs for installing network infrastructure, uniform changes, etc. Funding for this will be the City's responsibility and is estimated at \$5M plus land costs. This amount could be amortized over a period of years as shown above or the City can choose to pay off the one-time expenses in lump sum. The operation and maintenance of one newly constructed station is anticipated in the quote. The use of the existing stations will require a reevaluation of operating costs for operation and maintenance.

The base price and the excess personnel fee will be assessed each year. The excess personnel fee will be eliminated over time with a three year maximum.

### ***City Owned Assets***

The current EFD facilities will remain the property of the City of Englewood. All EFD vehicles will also be retained by the City. These assets can be disposed of as the city sees fit.

### ***Employee Recognition***

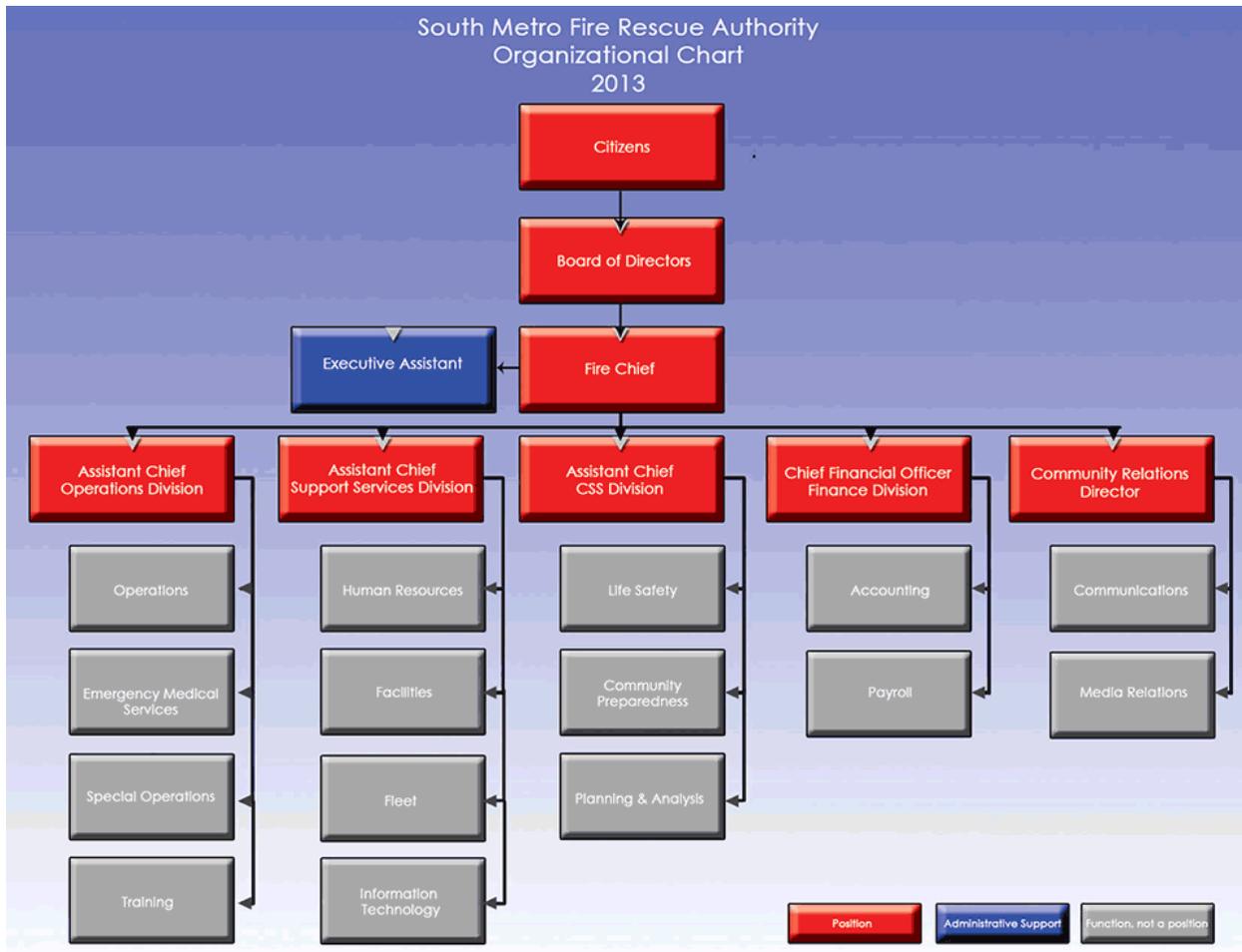
The SMFRA Authority will make every attempt to accept personnel into our system at current rank and seniority. However, in some positions we may not have enough slots available. Seniority is only used for choosing vacation dates and in the unlikely event of a whole reduction in force, but we will honor the time invested already by these employees. As employees of the Authority, the employees would be responsible to meet our certification and education standards but would be given time to achieve these. They will be eligible to take part in our educational incentives and tuition reimbursement program as well.

We understand that FPPA will allow Englewood personnel to stay in the defined benefit plan or enter the defined contribution plan of the Authority. Currently Authority personnel receive a 12% matching contribution into their plan. The 4% over the 8% FPPA mandated contribution would be deposited in another investment vehicle such as a 457.

Educational standards for officers and certification required by job description will be enforced but with adequate time for the employee to achieve the required levels. Tuition reimbursement to a maximum of \$4000 per year is provided for all personnel achieving education goals.

# Overview of South Metro Fire Rescue Authority

## Organizational Structure



## Authority Facts

South Metro Fire Rescue Authority (SMFRA) was formed in May, 2008 as a merger between two adjacent fire districts - South Metro Fire Rescue (SMFR) and Parker Fire Protection District (PFPD). The new SMFRA serves approximately 176 square miles including the cities of Castle Pines, Centennial, Cherry Hills Village, Foxfield, Greenwood Village, Lone Tree, and Parker, along with portions of unincorporated Arapahoe and Douglas Counties (see Figure 1).

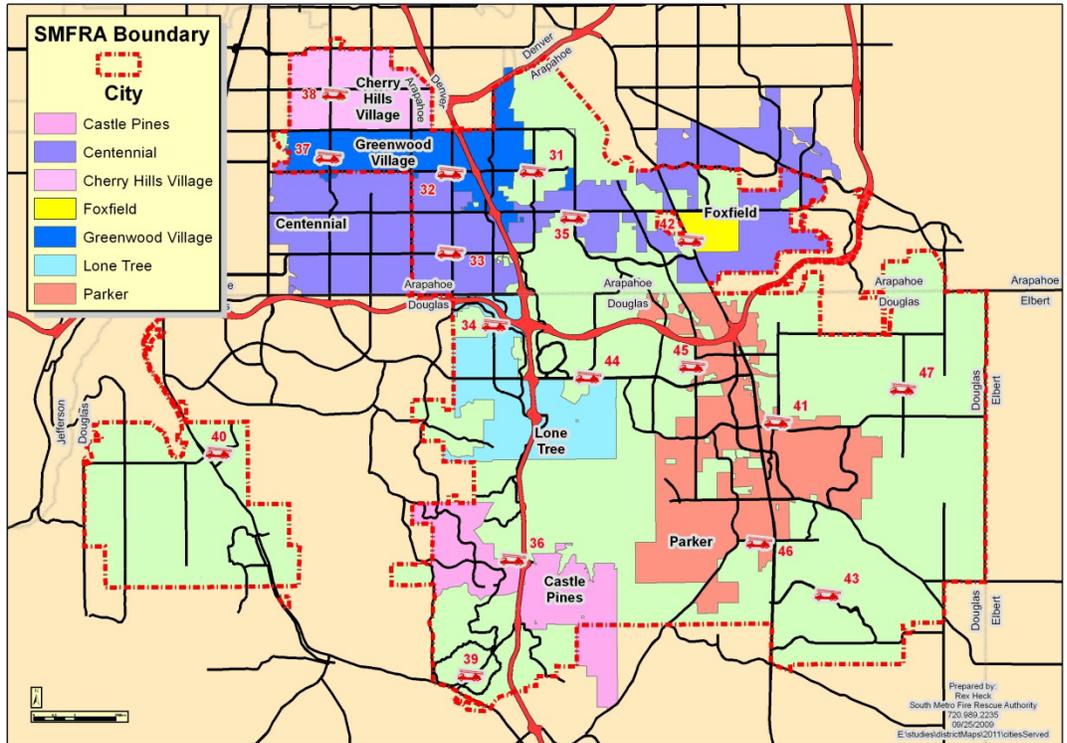


Figure 1. Cities and counties within SMFRA’s boundaries.

SMFRA is a career department with 284 full-time firefighters staffing 17 fire stations and providing all-hazards capabilities including fire suppression, emergency medical services (EMS; including advanced life support and patient transport), hazardous materials, technical rescue, aircraft rescue and firefighting, and water rescue and recovery. SMFRA also has 73 staff and uniformed personnel that provide: a) oversight of operations; b) support functions including finance, human resources, information technology, fleet, and facilities; and c) fire prevention, education, emergency management, and community relations services. Dispatch services are provided through the Metropolitan Area Communications Center (MetCom).

SMFRA has a residential population of approximately 195,000 occupying over 76,000 households (see Table 1). SMFRA has an approximate daily business population of over 120,000 that occupies over 6,000 inspected, commercial occupancies. High-density urban developments are located in the northern half of the fire district and include several high rises, light-rail developments, a general aviation airport, and major shopping areas. Many traditional suburban communities surround the urban core and eventually lead to more rural communities along the perimeters with significant areas of wildland-urban interface to the south.

Table 1. *SMFRA Demographic Summary, 2010.*

<b>Category</b>	<b>2010</b>	<b>%</b>
Total Population	194,796	
<b>Gender/Age</b>		
Male	96,625	49.6
Female	98,171	50.4
Median Age	41.8	
Under Age 5	12,576	6.5
Age 18+	139,815	71.8
Age 65+	15,762	8.1
<b>Race/Ethnicity</b>		
White	171,517	88.0
Black/African American	4,031	2.1
American Indian/Alaskan Native	677	0.3
Asian	10,120	5.2
Pacific Islander	135	0.0
Other Race	3,135	1.6
Two or More Races	5,181	3.9
Hispanic	13,672	7.0
<b>Education (25+ years old)</b>		
Population 25+	115,833	
High School	15,394	13.3
Some College	23,072	19.9
Associate's/Professional School	13,957	12.0
Bachelor's	41,300	35.7
Master's+	19,310	16.7
<b>Households</b>		
Total Households	76,136	
Owner-Occupied Housing	54,912	72.1
Renter-Occupied Housing	17,602	23.1
Vacant Housing	3,622	4.8
Median Home Value	\$325,560	
Ave. Household Size	2.8	
Family Households	53,315	70.0
Married-Couple Families	45,229	59.4
Households w/ 1 or more under 18	29,274	38.4
<b>Income</b>		
Median Household Income	\$111,844	
Households Below Poverty Level	2,543	3.9

SMFRA is accredited through the Commission on Fire Accreditation International and currently holds an Insurance Services Office rating of 3. SMFRA continues to embrace the fundamental principle of accreditation – to improve the quality of services through a continuous self-evaluation process – and is currently going through the process of preparing for re-accreditation in 2015. As part of the review process, SMFRA has developed a strategic plan, risk assessment, and standard of cover to help guide the organization and its programs, analyze risks, establish appropriate levels of response to those risks, and evaluate performance.

## Proposal Specifics

### Emergency Services Deployment

Consolidating SMFRA and EFD into one fire agency provides an opportunity to look at resource deployment and station location on a larger scale, without the constraints of city and county borders. As evaluated in earlier proposals, SMFRA continues to recommend the closing of Stations 22 and 23, with the creation of a larger, dual-company Station 21 that is relocated to better cover the northeast section of Englewood (see Figure 2). Discussion will be needed to ensure continued cooperation with Littleton resources. Also, improved cooperation with Sheridan would benefit coverage in Englewood as well as the general area. Initially Station 21 will have a 100' Tower and a 1250 gpm Engine, two ALS medic units (staffed by medically trained firefighters who can also fulfill firefighting roles as needed). The Tower and engine will be staffed by an officer, driver/operator, and two firefighters. Responses are continually evaluated to improve the response with the most appropriate resources.

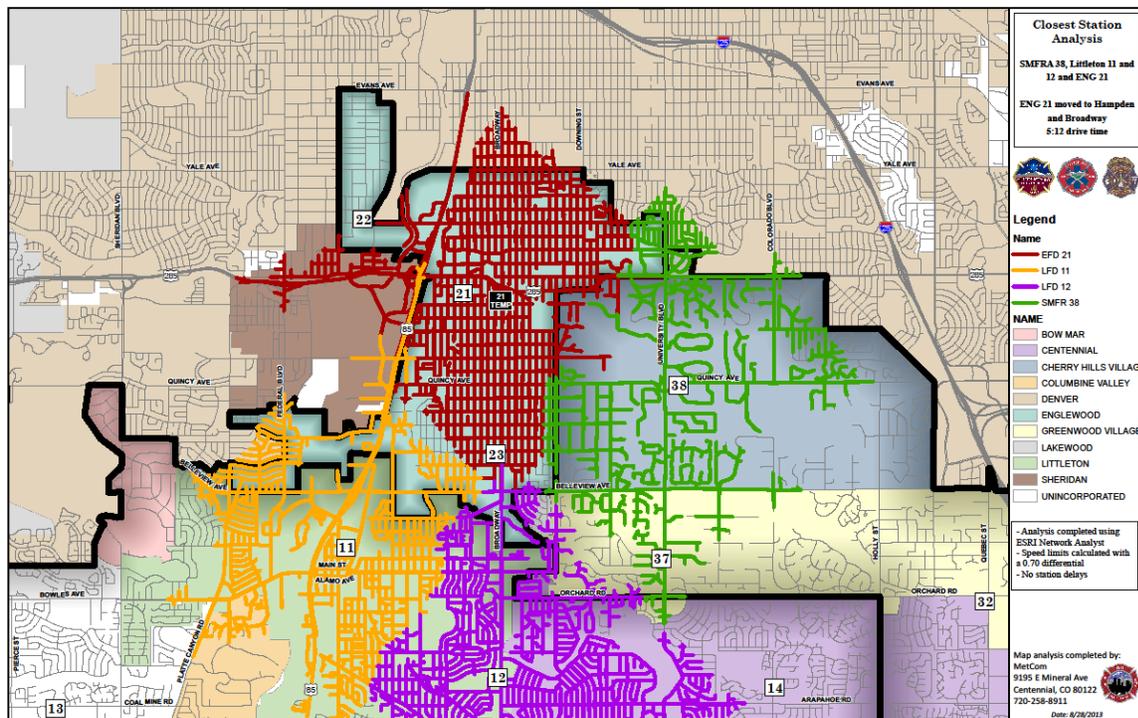


Figure 2. Predicted urban travel time coverage from only Station 21 (relocated).

## ***Emergency Medical Services***

SMFRA will provide EMS services to EFD, including its use of nurse practitioners and advance-practice paramedics (“ARM cars”) to improve our ability to work within the new health care guidelines and send the appropriate resources based on call severity. SMFRA’s EMS Bureau is staffed by 1 Chief, 1 Executive Officer, 1 Operations Captain, 1 Logistics Captain, 1 EMS Educator, 1 Admin Assistant and 2 PTE Admin Technicians. EMS didactic training is provided chiefly through PolyCom™ teleconferencing. This didactic training is then followed up with hands-on training in each first due district. A monthly Clinical Masters training and a Paramedic meeting are conducted at the Mineral facility. In 2012, the EMS Bureau produced 12,000 EMS Training Hours during 8, 6-week training cycles.

SMFRA will provide overall EMS management and support including billing, education, logistics, certification and skills tracking, customer service follow-up, and Quality Assurance/Quality Improvement. The EFD EMS staff member will be combined with SMFRA’s existing staff to provide these functions; however, no additional staff will be required.

## ***Special Operations***

SMFRA will provide all-hazards special operations capabilities to EFD, including wildland firefighting, ARFF, hazmat, technical rescue, and dive. Overall management of special operations will be addressed through SMFRA’s existing shift commander positions, without an increase in staffing.

## ***Communications Center***

MetCom opened in 2006 and is designed to serve as a regional fire/EMS emergency communications center committed to outstanding patient care, exceptional customer service, and improved call handling performance. That commitment to excellence has been demonstrated through MetCom’s recognition as an “Accredited Center of Excellence” by the National Academies of Emergency Dispatch. MetCom’s dispatch performance has consistently met or exceeded national standards where calls are dispatched in less than 60 seconds, 95% of the time.

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 a Director. MetCom’s dispatchers hold national certifications in Emergency Medical Dispatch, Emergency Fire Dispatch, Incident Command System (ICS) and National Incident Management System (NIMS). MetCom’s dispatchers work 24-hour shifts which helps foster an empathic and supportive working relationship with the firefighters. Dispatchers frequently attend firefighter trainings and go on ride-alongs. Formal opportunities to discuss operations issues are provided through a committee of shift representatives.

The 24-hour shift model staffs four dispatchers per shift allowing MetCom to offer aggressive dispatcher training, the ability to handle complex incidents, and the ability to support field communications through both incident dispatch and incident management team roles. The numerous hazards and potential for significant incidents within our service area prompted the need for communications

support outside of the dispatch center. To fill this need, the Incident Dispatch Team (IDT) was established in 2008 which responds on major incidents within the district and supports resource management, communications and logistical needs for the incident.

MetCom also supports (via vehicle operator and technical support) SMFRA's mobile command post (Command 3) which provides responses for large-scale incidents. The behind-the-scenes support comes from MetCom's GIS and in-depth analytical capabilities. This includes preplan support, critical data maintenance including streets, water mains, and hydrant information, and data analysis services including GIS mapping, response time performance reporting, and risk analysis.

MetCom will provide dispatch services to the expanded Authority without an increase in staffing.

### ***Training***

SMFRA's Training and Safety Bureau is staffed by 1 Chief, 4 training officers and a variety of administrative and part-time helpers. In 2012 the bureau delivered, coordinated, or scheduled over 45,000 man hours of training. Aspiring engineers, officers, and battalion chiefs each start with 100 hours of rank academy before participating in a minimum of 600 hours of task book training before being considered qualified to take a ranked promotional exam. A new Command Training Center (CTC) was started in 2013 that improves the ability of our personnel and neighboring agencies to manage emergency scenes.

Training is located primarily at our Joint Services Facility (JSF) in Parker. The Parkglenn building houses our CTC as well as a variety of classrooms. The JSF is the location of our drill ground and live fire training center as well as our driver training facility. These two facilities are strategically located a few blocks from each other.

In order to provide training services to the additional personnel, the one existing EFD training staff member will be combined with SMFRA's existing staff to provide these functions; however, no additional staff will be required.

### ***Preplans***

SMFRA has developed a pre-incident response plan for each building complex within its jurisdiction. All Englewood complexes will be completed within a 3-year period with a maintenance cycle established. Since SMFRA vehicles utilize MDT's, preplans will also be available to responding personnel. SMFRA will provide preplan services to the City of Englewood without an increase in staffing.

### ***Education***

Life Safety Education is primarily responsible for providing fire- and injury-prevention programs for children, adults, seniors, homeowners, and business owners. Programs include car seat safety checks, wildfire mitigation, juvenile firesetter intervention, and several age- and risk-specific programs such as senior-living-facility risk reduction.

SMFRA will extend its current risk-based education programs to the City of Englewood and expand or modify those programs as a more formal analysis of risks is conducted. In order to provide life safety education services to the City, one additional educator, in addition to SMFRA's 2 existing positions, will be needed.

### ***Safety Foundation***

SMFRA partners with and provides staff support to a non-profit safety foundation that expands our ability to deliver educational programs such as teen driver safety, CPR/AED certification, car seat checks, babysitter safety, and first aid. The South Metro Safety Foundation would expand its scope to provide services to the City of Englewood without an increase in staffing.

### ***Emergency Management***

This proposal assumes that the City of Englewood will provide its own resources for city-specific emergency management support. However, SMFRA's emergency manager will collaborate and coordinate all planning efforts. City boundaries and hazards will also be included in SMFRA's comprehensive emergency management plan, which includes a FEMA-approved risk assessment and mitigation plan.

### ***Grant Management***

SMFRA currently utilizes a portion of a staff member to perform grant management duties and will be part of the services offered by the Authority, and without an increase in staffing.

### ***Fire Prevention***

Fire prevention functions are offered through SMFRA's Life Safety Bureau which provides plan review, construction inspection, investigation, and business inspection services. Currently, plan reviews are completed within one week approximately 75% of the time and next-day construction inspections requests are performed. Dedicated staff members conduct business inspections on a risk-based, 3-year cycle which increases the quality and consistency, as well as eliminates this workload from operations personnel (who can now focus more on preplans). Inspectors also work with the firefighters to follow up on false alarms, system malfunctions, citizen complaints, or code violations.

In order to provide fire prevention services to the City of Englewood, 2 positions will be needed, in addition to SMFRA and EFD's current staffing.

### ***Finance***

The Finance Division provides full accounting, cash management oversight, debt management, payroll, purchasing, inventory, and budget preparation for SMFRA and all of its funds. Finance also provides accounting and tax return preparation for the South Metro Safety Foundation, as well as accounting services for the management of the Joint Services Facility. SMFRA received the Government Finance

Officers Association's (GFOA) Distinguished Budget Award for the 2009 - 2013 budgets, as well as the GFOA award for the Comprehensive Annual Financial Report (CAFR) from 2010-2012.

These services will be provided to the increased Authority without an increase in staffing.

### ***Facilities***

Facility planning, construction, repair and maintenance are performed by a combination of SMFRA Facilities staff, station personnel, seasonal workers, and contracted services. The Facilities staff is focused on providing safe and effective facilities for firefighters to respond to emergencies and efficiently perform their routine duties. This analysis assumes that SMFRA would consolidate all of EFD's fire stations into one and be responsible for the future ownership and maintenance of that facility. All existing facilities would remain under the ownership of the City of Englewood. SMFRA will provide facility maintenance services to the City of Englewood station without an increase in staffing.

### ***Technology***

The Technology Bureau employs four full-time employees, three part-time employees, and one Bureau Director who are responsible for researching, procuring, deploying, servicing and supporting the Authority's Information Technology (IT) and Radio Operations hardware and software assets. The IT and Radio Operations hardware assets include Windows and Apple based desktop, laptop, and tablet personal computers; an enterprise voice network; enterprise wired and wireless data networks; video conferencing; data storage; disaster recovery site; security cameras; building access; location devices; printers/plotters/scanners; apparatus Mobile Data Terminals (MDT); station alerting; Ultra High Frequency (UHF-800) radios; Very High Frequency (VHF) radios; cellular telephones; and pagers. IT software assets include Office Productivity solutions; a Records Management System; Financial and Budgeting solutions; a Fleet Management solution; Enterprise Server, Application, and Desktop Virtualization solutions; Enterprise Mobility Management; and Enterprise Document Management and Content Management solutions.

The Technology Bureau will provide these services to the expanded Authority without an increase in staffing.

### ***Fleet***

SMFRA's Fleet Services Bureau provides full-service maintenance and repair to all operations and staff vehicles, including contracted services to other agencies. The ordering and warehousing of parts, specification of new equipment, life cost analysis, replacement scheduling, liquidation and the diagnostic assessments of vehicles using specialized software are included in the services. Fleet also operates as a factory-authorized service and warranty center for seven national emergency vehicle manufacturers and several individual component manufacturers. SMFRA's Fleet Services Bureau is also a Hale/Class 1 OEM and Colorado State Certified Diesel Opacity Self-Service Certification Center.

SMFRA will provide full service fleet maintenance, NFPA 1911 annual testing and purchasing services, including its new partnership with NAPA In Business Solutions (IBS) Store which has resulted in salary savings and less wait-time for parts and unit down-time. This analysis assumes that SMFRA would use current SMFRA vehicles and apparatus to serve EFD, with no additional vehicles required, and be responsible for the future ownership and maintenance of all vehicles. SMFRA will also provide 24/7/365 after hours emergency on-call fleet services.

SMFRA will provide these fleet services without an increase in staffing.

### ***Human Resources***

SMFRA's Human Resources Bureau is comprised of three, qualified HR professionals, including a Director and two Benefits Specialists who are committed to providing the highest level of customer service to the Agency's members. Human Resources' primary role is to take care of South Metro's most valuable assets, its employees, by serving as a knowledgeable, professional and approachable resource. HR's secondary role is to protect the organization from potential liability by ensuring our employment practices are fair and consistent and in line with local, State and Federal rules and regulations.

The Human Resources Bureau is responsible for providing a number of different services to the Agency's members and oversees a variety of different functions such as: benefits administration, employee relations, policies & procedures, HRIS (payroll/personnel database), work comp administration, drug screens, physical evaluations, performance management, records retention, succession planning, liability training, employee events & recognition, family support network, peer support team, compensation and classification, legal compliance and recruitment & retention of qualified personnel.

The Authority is committed to providing a Wellness Program to address the health, fitness and well-being of all its members. This will be accomplished through physical fitness training, workers compensation case management, rehabilitation following injuries, routine physical exams, and emotional support.

SMFRA will provide these HR services without an increase in staffing.

### ***Community Relations***

SMFRA's Community Relations provides public information officer and several other internal/external communication services, including media relations, monthly reports to community leaders, quarterly newsletters to all SMFRA citizens, and responses to citizen inquiries. SMFRA will provide community relations services to the City of Englewood without an increase in staffing.