

## RECORD OF PROCEEDINGS

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West Metro Fire Protection District  
Board of Directors Special Meeting – Study Session  
Saturday, April 25, 2026

### I. CALL TO ORDER

The special meeting – study session of the West Metro Fire Protection District board of directors was called to order by President Bill Clayton at 12:04 p.m. This meeting was held in accordance with the applicable statutes of the state of Colorado, at West Metro Fire Protection District’s Training Center, 3535 S. Kipling Parkway, Lakewood, Colorado.

### II. ROLL CALL

President Bill Clayton	Present
Vice President Carolyn Wolfrum	Present
Secretary Don Sherman	Present
Treasurer Amira Watters	Present – Arrived at 12:05 p.m.
Director Mike Williams	Present
Director Joe Zimmermann	Present
Director Steven Haire	Present – Remote Via Teams (1:04 p.m. – 3:20 p.m. and 4:24 p.m. – 4:31 p.m.)

Also present were Fire Chief Jeremy Metz; Deputy Chief Gary Armstrong; Deputy Chief Steve Aseltine; Deputy Chief Todd Heintz; Deputy Chief Mike Kirkpatrick; Ms. Adele Reester, Esq. (remote via Teams); Captain Mike Mulcahy representing IAFF Local #1309 (arrived at 1:22 p.m.); Mr. Bruk Mulaw; and, Ms. Jennifer Wheaton as recording secretary.

### III. APPROVAL OF AGENDA

**MOTION: It was moved by Don Sherman and seconded by Amira Watters to approve the agenda of the special meeting – study session of the board of directors dated April 25, 2026, as presented. The motion was voted upon and carried.**

### IV. COMMUNITY ADVISORY GROUP PRESENTATION – Greg Stevinson and Joel Adams

Mr. Greg Stevinson and Mr. Joel Adams, two representatives of the West Metro Fire Protection District Community Advisory Group (CAG), presented the CAG’s findings and recommendations to the board.

The CAG was assembled between February and April 2026 and comprised 16 community leaders representing business, civic, healthcare, and public safety interests. The CAG was tasked with evaluating the sustainability of the District’s revenue sources,

whether additional funding is needed, and identifying viable options for sustainable funding.

The CAG identified the District to be a high-functioning and efficient organization, yet it found that the District faces a structural funding gap as expenses outpace revenues. While demand for services is rising due to population growth, aging residents, and wildfire risk, traditional property tax revenue is constrained by state policy and is no longer sufficient or advisable as a primary source of revenue. To maintain safety and meet growing demand through increased personnel and infrastructure, the District must expand and modernize its funding mechanisms.

The CAG recommends that the board of directors consider focusing on diversifying revenue sources and consider several different options in the short-term and long-term, beginning with a recommendation to refer a sales tax increase measure to the voters in November 2026, and establish a source for private funding through a West Metro Fire Foundation to pursue philanthropy and public-private partnerships. At present, the CAG does not recommend referring a property tax measure due to voter sentiment.

Longer-term recommendations from the CAG include the implementation of impact fees, a plan for a bond measure for voters within two to four years to address capital needs, advocacy for federal and state adjustments to Medicare/Medicaid EMS reimbursement, support for state-level payment for treatment in place services, pursuing grants, consideration of Intergovernmental Agreements (IGAs) with local governments for cost-sharing, and pursuing operational efficiencies for potential spending reductions.

At this time, the CAG does not have a specific recommendation on the percentage increase in sales tax that should be referred; however, it encourages the board to work with local governments within the District to determine an amount that considers impacts to those entities' total tax burdens while still providing sustainable revenue.

The CAG submitted a formal letter to the board, complete with details of the recommendations presented.

## **V. POLLING – New Bridge Strategies – Lori Weigel and Kathryn Hahne**

To inform the board about public opinion and voter sentiment, Ms. Lori Weigel with New Bridge Strategies presented the results of a public opinion survey that was recently conducted, polling registered voters on two specific concepts: a sales tax increase and a property tax increase. The survey was conducted among 400 registered voters throughout the District's service area via text message and email invitations to online surveys and live telephone interviews.

The key findings of that research indicate that a sales tax measure receives a bare majority initial support and increases significantly with voter education, while a property tax measure does not reach majority support under current conditions. Ms. Weigel reported that voters express strong trust in the District and support investments in emergency services, wildfire response, and firefighter safety. Cost-of-living concerns were noted as the primary driver of opposition, particularly for property taxes.

The CAG was also provided with the polling information during its meetings in order to develop recommendations to the board.

## **VI. IMPACT FEES – Michael Verdone BBC Consulting**

Mr. Verdone with BBC Consulting has spent the last several months evaluating the District's service area, as well as its current and expected growth. He provided a presentation to the board describing how growth adds structures, people, and risk to a community while increasing demand for fire and emergency response capacity. Mr. Verdone discussed how fire districts utilize impact fees to ensure new developments and redeveloped areas fund the proportional costs of capital facility expansion, reducing reliance on existing taxpayers from subsidizing new infrastructure. These fees are strictly designated for capital purchases such as apparatus, major equipment, or facilities. With the District experiencing continued growth within its service area, Mr. Verdone presented a report to the board that identifies the different development types anticipated in the District in the coming years, and an estimate of the projected annual revenue generated by the fees, should the District decide to use them. Mr. Verdone outlined the steps for the board to pursue the implementation and collection of impact fees, including providing a notice period before implementing the fee schedule, managing funds collected in an interest-bearing account that is separate from the District's general fund, adopting a written expenditure policy, periodic updates and adjustments to fees, and adopting the fee schedule via resolution.

### **BREAK**

At 1:45 p.m. Mr. Clayton announced that the board would take a 20-minute break and would reconvene the study session at 2:05 p.m.

## **VII. CAG RECAP - Fire Chief Jeremy Metz, Lynea Hansen**

Chief Metz provided the board with a summary of the content that was presented to CAG members during their meetings. The CAG met four times as a group to receive historical information about the District, information about the costs of providing emergency services, revenue sources, legislative impacts, and a growing demand for emergency services. Key highlights included a call volume increase of more than 50%, an expense increase of 137% in 10 years, a revenue increase of 66% in 10 years, and a projected shortfall of nearly \$40 million in 2027. The CAG was tasked with providing strategic guidance, input, and feedback to the board for a potential revenue stabilization ballot initiative. The members considered a variety of options to address the projected budgetary shortfall, such as reducing expenses, private fundraising, federal and state funding, local city/county support, impact fees, property taxes, sales taxes, and a capital bond before arriving at their final recommendations of a sales tax referral and private funding in the short-term, followed by the implementation of impact fees and a referral of a capital bond measure to the voters in the next two to four years.

### **VIII. REPORT OF THE UNION – Captain Mike Mulcahy**

President Mulcahy thanked the board for their time to attend this special meeting/study session. He informed the board of the work he has begun to educate the employees of the District on the status of the financial circumstances. Should the board decide that a ballot measure is the appropriate next step, President Mulcahy will ensure the District employees are knowledgeable about the revenue stabilization strategy.

### **IX. NEXT STEPS – Lynea Hansen**

Ms. Hansen with Hansen Communications LLC., identified some important events and dates in the coming weeks. Chief Metz, along with the consultants and union leadership, will begin to attend local municipality council meetings and study sessions to discuss the financial challenges the District is facing, as well as the CAG recommendations to the board. Following another voter sentiment survey in early June, results will be presented at the July 9, 2026, special meeting/study session. Should the board determine that the best course of action is to refer a Fall 2026 Ballot Measure, the next steps will be addressed during the July and August 2026 board meetings.

### **X. DINNER**

At 4:31 p.m., Mr. Clayton announced that the board would take a 40-minute dinner break, and would reconvene the study session at 5:10 p.m.

### **XI. ADJOURNMENT**

**MOTION: There being no further business to be presented, it was moved by Carolyn Wolfrum and seconded by Amira Watters to adjourn the special meeting - study session of the West Metro Fire Protection District board of directors. The motion was voted upon and carried.**

The meeting adjourned at 5:12 p.m.

Recording Secretary: /s/s/ Jennifer Wheaton  
/s/ Don Sherman