

**\* SAMPLE TEMPLATE \***

# COPPER MOUNTAIN FIRE DEPARTMENT, CO

## **BUSINESS PLAN**

July 15, 2016

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**\* Note to the Fire Service: If you have any questions, feel free to contact me via email – [gcurmode@cmcmdi.com](mailto:gcurmode@cmcmdi.com)**

**\*Note: Acknowledge whomever you feel is necessary**

## **ACKNOWLEDGEMENT**

I wish to thank the CMCMD Board of Directors for their diligent and continual review and refinement of CMFD's Business Plan. This is the framework of our plan to be **the best we can be!** Thanks also go out to the CMFD's Administrative Staff and members of the department who assisted with researching and compiling information for this document. This is intended to be a living document which will be reviewed annually and updated as needed to reflect the path of our department's growth and future. This planning document is predicated both on a short-term planning horizon (5 years or less) as well as a long-term planning horizon (5-to-10 years).

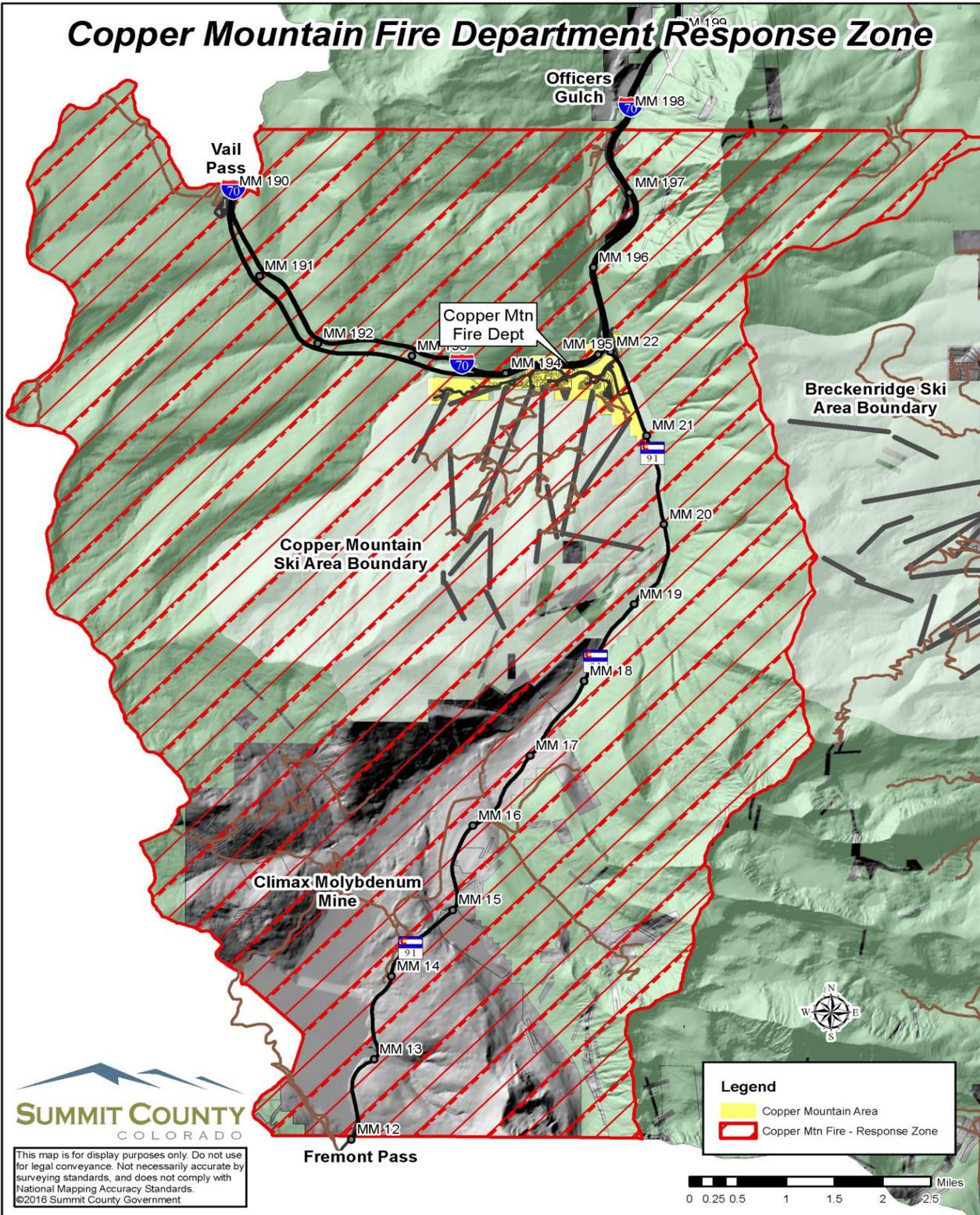
Gary E. Curmode, CFO/CEMSO/CTO/FM/EFO/MIFire  
Fire Chief

**\* Self-explanatory!**

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# Copper Mountain Fire Department Response Zone



## **SECTION I - MISSION, VISION, VALUES**

### **THE COPPER MOUNTAIN FIRE DEPARTMENT'S MISSION STATEMENT**

“Dedicated to superior service through prevention, education, response and community involvement”

*Motto "Be the best we can be"*

**A. Fulfilling Our Mission** - Establishing what is truly important is the key to organizing everyday work and engaging Copper Mountain Fire Department (CMFD) members in a shared, committed, and continuous approach to service delivery.

1. **What business are we in?** We protect lives, property, and the environment from fires, disasters, and emergency incidents.
2. **The geographical area served.** CMFD responds to 78 square miles. This Copper Mountain resort base area, ten miles of U.S. Interstate 70 from Vail Pass to Officer's Gulch, and ten miles of Colorado Highway 91 from I-70 to the Summit County/Lake County line near Fremont Pass and the main Climax Mine entrance. Additionally, CMFD responds to our neighboring communities when they request assistance under our automatic or mutual aid agreements.
3. **What are the unique services provided?** CMFD provides education, prevention and emergency response.

**B. Our Vision** \* **Vision of your department & elected officials**

1. Be the best we can be.
2. Customer service is the focus.
3. Our most important assets are our employees.
4. Be good guardians.
5. Teamwork is a vital part of the foundation.
6. Integrity is always maintained.

**C. Our Core Values** \* **Core values important to you & your organization**

1. Integrity
2. Work Ethic
3. Service
4. Trust
5. Innovation
6. Caring

## **SECTION II - THE BUSINESS**

**A. Description of Business** \* **Self-explanatory**

1. CMFD is empowered to provide services by the statutes of Colorado. CMFD is responsible to the Copper Mountain Consolidated Metropolitan District (CMCMD) Board of Directors (BOD) through a chain of command involving the CMCMD District Manager and the CMFD Fire Chief. (See organizational chart in Appendix A.)

CMFD has the responsibility to equip and maintain a fire department within its boundaries except for areas or services which fall under the jurisdiction of the federal, state, or other local governmental agencies.

Contract to provide services outside CMFD: A property owner or township outside the District may contract services with CMFD by formal request and contract.

2. Overview of Funding \* Self-explanatory

CMFD is a not for profit emergency response, prevention and information entity funded as a section of the Copper Mountain Metropolitan District. Funding for CMFD is through property tax from properties within CMCMD borders comprised of 300 acres at the base of the Copper Mountain Ski Resort. Actual appraised value is \$672 million.(2016) Assessed valuation of \$71 million.(2016). mills are 21.424 and will increase to 32.824 in 2017. FD budget for 2016 \$1,541,253. 2017 projected budget with the added mill increase will be 2,356,169 less treasurer fees. In addition to the Mills a separate bond for the building including the Fire Department and Metro offices is \$500,000 each year. The bond is set to expire in 2028.

CMFD formulates its budget within the targeted budget guidelines as set forth by the CMCMD Board.

CMFD is responsible for submitting an annual, line-item-based budget. The Fire Chief relies on management staff for annual budget inputs. Senior staff is responsible for recommending new programs and associated costs, additional personnel, and any additional equipment needed that can be funded out of the regular operations budget. Senior staff also recommends supplemental requests.

The budget process begins in early summer with a presentation from the District Manager with a financial forecast for the upcoming budget year. In July/August, the District Manager distributes a plan of action that outlines the steps to be taken to complete the budget process. CMFD's approved budget can be viewed on the CMCMD website, [www.coppermtmetro.org](http://www.coppermtmetro.org).

Summit County fire departments play a role unique to other Colorado fire departments in their co-staffing of ambulance services. An exploratory study is being done at this time to consider consolidation with Summit County Ambulance Service and Lake Dillon Fire Rescue. The possible date for a pilot program is October or November, 2016. During the pilot, departments will not mix their budgets with the new Emergency Services Authority concept. It is projected that this will go for a period of five years or more, with more economies of scale done each year. Funding will be the responsibility of each jurisdiction. At the end of five years, a decision will be made to maintain the pilot or pursue consolidation in a stronger fashion.

- . CMFD has started adopting a process of reporting critical service functions using performance measurements. Performance measures enable results to be assessed based on organizational input into the program. This is in its infancy and will be reviewed at the time of accreditation in two to three years.

## **B. Customer Service**      *\* Self-explanatory*

CMFD has identified customer service as a top priority. Each personal contact with our citizens and guest is an opportunity to interact and provide a positive experience for the person requesting our services.

1. CMFD serves a variety of customers who have divergent needs and, at times, opposing requests. CMFD often has to deliver a service that reflects a balance between demands and staff/fiscal resources. Any potential conflict will be discussed and explained to the customers we serve. Our customers include the following:
  - a. A wide variety of external customers including the general public, property owners, occupants, patients, guests, appointed and elected officials.
  - b. Customers internal to the organization who receive support for their functional needs.

### 2. Customer Relationship

The relationship between CMFD and our customers varies with the services provided. Public Education personnel present information to provide a positive experience through introducing and reinforcing fire and life safety messages. Fire Prevention personnel serve as advocates for the community at large. The regulatory nature of the service often impacts the customer; therefore, Fire Prevention must actively promote and “sell” adopted fire codes. CMFD will maintain a dynamic and innovative program and will keep our citizens aware of the successful completion of the goals and objectives.

## **C. Products/Services Provided**      *\* Self-explanatory*

### 1. Public Education -

CMFD operates an innovative public education program that strives to meet the needs of diverse populations, including children curious to see our fire apparatus; citizens touring our station; the elderly having us replace their smoke detector batteries; and individuals and organizations requesting CPR and First-Aid classes, attending fire safety programs or practicing the proper use of fire extinguishers.

The Fire Prevention Division is responsible for the coordination and delivery of these public education programs, and involves CMFD staff members who have specific areas of expertise. The Fire Prevention Division is also in charge of maintaining training aids available to all personnel. The High Plains reporting system is crucial in assisting the Fire Prevention Division in determining high-risk groups and also maintaining critical data in fire and EMS reporting.

Requests for specific public education programs and community participation are received from the public through the Fire Prevention Division.

2. Fire Prevention/ Life Safety \* Explain  
CMFD enforces the 2012 International Fire Code (IFC) adopted by the CMCMD BOD. The CMCMD BOD decides which version of the fire code to adopt through recommendations by the Fire Marshal and the Fire Chief. It may also create amendments to its code.

National Fire Protection Association (NFPA) standards, the Life Safety Code, and other nationally recognized standards are relied upon by CMFD to support comprehensive fire prevention and life safety efforts. It implements its responsibilities through an integrated inspection, education, and code-compliance structure. The ultimate goals are to prevent and/or control risks, and protect the lives and property of our citizens.

3. Fire Suppression \* Explain  
CMFD maintains an adequate complement of staff, supplies, training, equipment, and apparatus to perform effective fire suppression in its jurisdictions. The High Plains database is utilized to monitor critical parameters related to fire suppression performance. Data is utilized to define areas of improvement and make subsequent revisions to Standard Operating Guidelines (SOGs). CMFD utilizes its Standards of Coverage document as a key component of the planning/implementation/evaluation of fire suppression efforts. The Hazard Analysis Plan, Standards of Coverage, and Strategic Plan constitute our documents that aim to provide an effective and efficient fire suppression program within the fiscal restraints mandated by the governing body.

A standard first alarm response for a report of fire in a single-family residence consists of two engine companies, one squad or ladder, an ambulance with Advanced Life Support (ALS) capabilities, and one chief. This brings a minimum of 14 firefighters to the scene. The incident commander, usually a person of chief rank, has the prerogative to request additional resources as conditions warrant. Daily emergency response staffing consists of three fire fighters on an engine and one on the co-staffed ambulance. These career fire personnel operate on a 48-hour shift assignment out of one fire station, operating two pieces of first-line apparatus, plus one chief command vehicle. Three apparatus are cross-staffed by station personnel to provide enough flexibility to ensure an adequate standard of cover the needs of the emergency incident. Staffing changes will change as emergency and non-emergency requirements increase.

Apparatus staffing typically consists of three personnel (one officer, one driver/engineer and one paramedic/firefighter) per engine, and two personnel (one officer and one firefighter) on the Hummer or brush unit. A command staff vehicle is staffed by a Chief Officer. CMFD is moving towards firefighter and fire officer certification and hiring requirements in IFSAC/Pro Board and Commission on Professional Credentialing (CPC) in CMFD training and hiring processes.

4. Fire Investigation \* Explain  
There is an effective program to investigate and determine the cause of incidents which may endanger life and/or property. A certified fire/arson investigator (fire marshal) is the core of the program. In cooperation with the fire ground company officer and Colorado Bureau of Investigation (CBI), this individual determines the origin and cause of fires when requested or when critical incidents occur. The CMFD Fire Marshal is working on completion of his State of Colorado Fire Investigator certification. Investigations are conducted under the auspices of NFPA 921, *Guide for Fire and Explosion Investigations*.
5. Rescue/Extrication \* Explain  
All CMFD engines carry hydraulic rescue equipment and all personnel receive regular training in its use. In addition, Engine-1 carries pneumatic bags capable of lifting several tons. These tools are indispensable in extricating victims from traffic accidents and industrial mishaps. All responses to calls typically include one engine and one chief. Current equipment is adequate for this role.
6. Emergency Medical Services \* Explain  
CMFD provides Basic Life Support (BLS) and Advanced Life Support (ALS) medical care to the citizens and guests of CMCMD. Medical responses comprise approximately 70% of CMFD's total call volume.

All CMFD firefighters are required to hold current Emergency Medical Technician (EMT) or Paramedic certification from the State of Colorado and the National Registry of Emergency Medical Technicians. CMFD has 13 members trained and certified at the EMT level and seven members trained at the Paramedic level. Consolidation will maintain these positions and make it more cost-effective for three departments to utilize their personnel.

7. Hazardous Materials Emergency Response \* Explain  
The Summit County Hazardous Materials Team (SCHMT) mitigates hazardous material (HazMat) incidents over 55 gallons, with single-engine companies mitigating incidents under 55 gallons. It operates according to guidelines specified in the CMFD Standards of Coverage document. The SCHMT is funded and overseen by High Country Training Center (HCTC). Staffing for the SCHMT consists of members from CMFD, LDFR and R/W/B departments.

Equipment used by the SCHMT includes a HazMat-equipped vehicle. In addition to the county's specialized HazMat vehicle, the comprehensive resources of the county's three fire departments are available. These include water tenders, air and light trucks, engines with water and foam capabilities, technical rescue vehicles, boats, command vehicles and aerial trucks. Through a mutual agreement with the Colorado State Patrol, additional State resources may be available to assist on HazMat scenes.

8. Emergency/Disaster Management \* Explain  
During disasters or large-scale emergency incidents in Summit County, CMFD personnel may staff the Emergency Operations Center (EOC). Additional equipment can be ordered through the Colorado State Patrol. The CMCMD Board Room may be a secondary EOC if needed.
9. Administrative Services \* Explain  
The Fire Chief, Fire Marshal and the Clerk-Treasurer are responsible for the day-to-day business operation of CMFD. Regular administrative hours are 8:00AM until 5:00PM, Monday through Friday, with the exception of recognized holidays. It is almost impossible to accurately describe the wide variety of duties performed by the Administration Division. Current resources are not adequate for the next 5 years to carry out their duties. Each year this is revisited to see if additional staff requirements are needed. However, the following are key functions performed by the Administration Division:
- The creation of clerical documents
  - Coordinating the dissemination of inter- and intra-CMFD correspondence
  - Coordinating the scheduling of meetings
  - Bi-weekly review and maintenance of payroll activities
  - Tracking of capital equipment acquisitions
  - CMFD representation at meetings of the Board of Fire District Commissioners
  - Human Resources
  - Participating and providing valuable input into Summit County and other local committees with the county manager, assistant county manager, 911, public safety agencies of fire/law/ambulance, and Emergency Management. These occur weekly, monthly and other bi-monthly.
  - Staying abreast of legislation in Special District Association(s) on a local and state level; may involve appearing before State legislators and Governor at the State Capitol in Denver.
  - Participating in table-top drills and actual simulations that may affect CMCMD in all-hazard response.
  - Community relations with the visiting tourists, homeowners and business owners in CMCMD
  - Emergency response in EMS (medical), Fire Suppression, vehicle accidents, technical rescue events, avalanches, wildland firefighting, confined space, ice rescue, fire suppression—available to respond 24 hours a day, 7 days a week, 365 days a year
  - Updating Strategic Plan, Standard of Cover, Risk Analysis, ISO (Insurance Services Organization), Business Plan and Accreditation Review
10. Support Services \* Explain  
Support services include maintenance of facilities, apparatus, equipment and supplies to successfully perform job assignments and maintain a healthy and safe working environment.

11. Employee Safety \* Explain

CMFD is proactive in promoting safety in all aspects of its operations. The Accident Review Committee reviews all incidents involving personnel injury or property loss/damage. Each incident is determined to be preventable or non-preventable. This is facilitated by the Captains and the Assistant Chief. Staffing concerns could have a negative impact on firefighter safety on scenes.

**D. Service Benefits** \* Explain

1. Community based programs are designed to meet the needs of CMCMD. CMFD is heavily involved in community service on a daily basis.
2. CMFD performs all administrative duties, thus reducing the many different needs of cities to expend resources required to operate their own fire department.

**E. The Market** \* Explain. Important information!

1. Target Markets –

Community served by CMFD is CMCMD, approximately 300 acres. Additional market is the very high volume of people visiting Summit County. Normally the county is about 27,000 people; in summer and winter tourist and vacation seasons it increases to 75-100 thousand people. The highway carries an average of 170,000 people on I-70 in a twenty-four hour period.

Service limits –

The Fire District has mutual aid agreements with communities outside of the CMFD and an automatic aid agreement with the Town of Vail, Leadville, LDFR, R/W/B, Summit County Ambulance, the U.S.F.S. CMFD also is a member of the Summit Hazmat team and responds, along with other departments, as a contingent to Summit County and may assist other adjoining counties.

2. Service Demand –

CMFD has experienced approximately a 5-10% increase in alarms each year. The need for additional personnel will become a priority as this growth continues. It will also require growth of the Fire Prevention Bureau.

**F. Our Partners** \* Who are your partners? List them here.

It is the intent of CMFD to maintain a cooperative working relationship with all service providers. At the same time, we recognize that provisions of some services are competitive. Local fire jurisdictions enjoy exclusive operating areas. Provision of service is determined by local or county governments. The three departments of Summit County and the County Ambulance are moving towards closest unit regardless of jurisdiction responds.

1. Summit County Communications. Provide dispatch and communications via radios, telephone and 911 service.
2. Summit County Ambulance Service.
3. Copper Mountain Resort. Includes on mountain “Security”.

4. Lake Dillon Fire and Rescue. Mutual aid partner.
5. High Country Training Center. Coordinates all firefighter and EMS training for county emergency responders.
6. Red White and Blue Fire Department. Mutual aid partner.
7. Leadville Fire and Rescue. Mutual aid partner.
8. Vail Fire Department. Mutual aid partner.
9. Summit County Sheriff's Office. Law enforcement.
10. Colorado State Patrol. Law enforcement.
11. Colorado Department of Transportation.
12. Summit County Search and Rescue Group.
13. U.S.F.S. Assistance with controlling forest fires.

CMFD utilizes many partners to ensure the best customer service in time of need. CMFD will also provide assistance to an agency in our area that requests assistance.

### **SECTION III - KEY FACTS**

*\* Self-explanatory*

#### **A. Budget Description**

##### 1. Administration

- a. Administration services are provided by CMCMD at no cost to the Fire Department.
- b. The largest administrative expenditure category, contractual services, includes budget authority for administrative and fleet charges, insurance, telephone services, and budget authority reserved in case of a large scale emergency. Budgeted expenditures in the category of debt service include the payment on the fire station/district building. Previously, these expenditures were budgeted in the category of contractual services. The current capital outlay category includes the acquisition of a new quint and type 3 engine.

##### 2. Maintenance

- a. Maintenance for apparatus budgeted \$37,537 (2016) paid to Snake River Fleet Services. \$500 (2016) for unforeseen maintenance. \$10,000(2016) Fuel  
This is handled by Snake River Fleet Maintenance in monthly charges for labor and parts. Two mechanics are paid by the Fleet Authority depending on usage of the facility, etc.
- b. Maintenance for the facility budgeted \$78,760 (2016). Services include: Snow removal from roof, Mechanical Maintenance, Electrical Maintenance, Landscape Maintenance, Interior Maintenance, Exterior Maintenance, Building Maintenance other, Telephone, Internet and Web site, Natural Gas and Electricity.

### 3. Fire Prevention

a. Fire Prevention is budgeted \$5,915 (2016). Fire Prevention establishes policies and procedures for interpreting and enforcing building and fire codes, fire safety evaluations of all buildings, public education, and investigation of incendiary or suspicious fire causes. This program also participates in the apprehension and prosecution of individuals suspected of arson.

### 4. Training

a. Training is budgeted \$37,200 (2016). Training is conducted daily at CMFD. Regular crew training is done 2-4 hours a day, with specialized or multi-agency training completed at the HCTC at least 1-2 times a month. This program is also responsible for maintaining a well-trained workforce that adheres to generally accepted safety procedures.

### 5. Personnel

a. Personnel budgeted \$1,399,252 (2016). This includes salaries, pension contributions, part time employees, overtime, health insurance, Medicare, 457 contributions, unemployment, workers' comp and employee appreciation.

## **B. Accomplishments** \* Self-explanatory

CMFD personnel take great pride in their organization and its accomplishments. The following list highlights some specific points of pride:

1. CMFD is 100% certified as Incident Safety Officers and Health & Safety Officers. 100% Blue Card command and control. 100% certified as IFSAC Fire Inspector 1. 100% Confined Space Technicians and Ice Rescue Technicians. All Officers are credentialed by CPSE for their position. Also, CMFD is now registered by the Commission on Fire Accreditation International (CFAI) to go through the accreditation process in the next 2-3 years.

2. CMFD is a leader in emergency medical services. CMCMD is in the 6% of all jurisdictions of 2,500 people or less that have paramedic services. CMFD provides advanced life-support and transportation through assistance in staffing with SCAS (Summit County Ambulance Service). CMFD also provides basic life-support and advanced life-support, in many cases, prior to the arrival of SCAS paramedics. The Fire Prevention Division is the investigative, enforcement and educational arm of CMFD.

3. In a partnership with the other two departments in the county, together they provides critical support as part of the Haz Mat Response Team.

4. CMFD's Technical Rescue Team also functions as an equal partner with the other two departments.

5. CMFD has one member as a Tactical Medic Team component that provides logistical support to the law enforcement of Summit County- SWAT Team.

6. Obtained an ISO rating of 3 previous rating 4. 1 is the highest rating

## **SECTION IV - BENCHMARKS, GOALS AND STRATEGIES**

**\* List your department's benchmarks and strategies**

### **A. Benchmarks**

1. PERFORMANCE MEASURE FOR EMERGENCY MEDICAL RESPONSE: CMFD has established a response time goal (measured from enroute time to arrival time) of less than six minutes, 90% of the time.
2. PERFORMANCE MEASURE FOR FIRE RESPONSE: It is the goal of CMFD is to have the first arriving unit on a fire scene in 3 minutes and 30 seconds or less, 90% of the time. (both of these are being maintained at this time.)

### **B. Goals \* List goals**

The CMFD is committed to the following long and short-term management goals:

1. To pursue continuous quality improvement through adherence to the standards of the CFAI.
2. The implementation of effective standards of coverage consistent with CMFD's fiscal and staff resources.
3. To continually review and improve a fair, equitable program of career development to extend promotion opportunities to all qualified staff.
4. To encourage the pursuit of post secondary education by requiring a minimum of an AA degree for all personnel aspiring to the rank of fire officer, and recommending baccalaureate for Chiefs. (will take effect in 2017)
5. Foster a program of physical fitness and personal wellness through a comprehensive system of job performance measurement, physical fitness training and health audits.
6. Aggressively pursue the recommendations outlined in the fire apparatus report, with improvement upon their recommendation as fiscal resources allow.
7. Adhere to a comprehensive continuous training program for all CMFD staff and provide fiscal resources to do so.
8. Continue to write grants to acquire capital resources unavailable through public funding. Also pursue grants for the purpose of program development which require new personnel pursuit of wills, bequests, endowments to complement public funds and aggressively examine potential revenue bonding opportunities to augment capital funding resources.
9. Acquire state-of-the-art technology with applications to all functional elements of CMFD, with a particular emphasis on computers, as needs dictate and funds allow!!!

### **C. Strategies**

1. Projected FY 2016 Changes  
The 2016 adopted budget for the CMFD has been approved at \$1,540,700. This increase is mainly attributed to an increase in personnel costs.
2. Projected FY 2016-2021 Changes  
CMFD is projecting growth over the next five years. Growth in the Fire District will increase the tax levy base.
3. During the winter of 2016, CMFD developed a comprehensive plan to respond to catastrophic events involving the significant loss/destruction of personnel and/or physical assets. Known as the COOP (Continuity of Operations Plan), the document specifies are

series of simulation/desk top exercises to validate critical elements of the plan. It is anticipated that these elements will be conducted during late 2016.

4. CMFD became a registered agency by the Commission on Fire Accreditation International (CFAI), effective 2016-2018. CMFD is currently preparing the appropriate documentation to present to CFAI to support a peer assessor review and a subsequent 2018 visit to the District to ascertain compliance with accreditation criteria. Cognizant accreditation staff is diligently working on the revision of prior documents to insure up-to-date information is presented to CFAI by a 2018 deadline.

## **SECTION V – PHYSICAL RESOURCES**

**\* List your physical resources here \***

1. 0477 Copper Road. The CMFD and CMCMD building housing fire apparatus, physical fitness room, personnel resting rooms, offices, training tower, a training room/ emergency EOC, computers and firefighting equipment.
2. 1998 Sutphen type 1 pumper. Including all equipment for operations.
3. 1997 Custom Humvee. Including medical equipment for operations.
4. 1999 Dodge type 6 wildland engine.
5. 1993 Chevy pickup. Utility/ Fire Prevention vehicle.
6. 2001 Ford Explorer. Command Car. For chief officer to respond to calls.
7. 2002 CAT frontend loader. Snow removal.

*Items that CMFD pays into, but does not own outright.*

1. High Country Training Center. Burn tower, classrooms, drill grounds.
2. Summit Communications Center. 911 dispatch, communication towers and CAD software.
3. Hazmat trailers and equipment. The county hazmat , which is comprised of all the fire departments in the county, responds to all hazardous materials incidents in the county with personnel from all fire departments.

## **SECTION VI – FISCAL THREATS**

**\* What fiscal threats are you faced with?**

**(Anything that affects your department monetarily.)**

1. Personnel. Maintaining adequate staffing with competitive pay in our region is the largest threat. The fire department immediate staffing needs are; 3 more line firefighters/ paramedics, an assistant to fire prevention and an Assistant Chief. To remain competitive in our area wages need to be increased 12%-17% depending on position. Total staffing would increase from 15 to 19. CMFD is looking at grants, increased mill levy's, consolidation and alternate funding measures to fund employees.
2. Apparatus. The taxpayers approved CMFD to purchase a demo type one pumper and 75 ft Quint with delivery late 2016 or early 2017. This will reduce maintenance costs. There is need for a type 6 wildland engine. This could be funded from wildland deployments. Aging command vehicle and fire prevention vehicle are in need of replacement. A vehicle replacement fund is in place and apparatus are scheduled for replacement every 10-12 years.

3. Station Maintenance. The building is aging and utility costs continue to increase. A fund is established and will be implemented in 2017 to address future building needs.
4. Overtime. The overtime budget should increase as wages increase, with cost of living considered. Part time employees are increasing, but still can not meet staffing needs.
5. Training. Training is an investment in employees. A employee averages \$5,000 - \$8,000 per year to maintain training and education.
6. PPE. Every 10 years per NFPA turnout gear needs to be replaced head to toe. One complete set is \$4,000 per employee.
7. SCBA. Every 15 years SCBA needs to be upgraded or replaced according to NFPA. In 2012 CMFD replaced 14 SCBA packs and purchased 20 bottles for \$121,000. Upgrade or replacement scheduled for 2027.
8. Heart monitors. The standard of care in our area is the Zoll X Series Monitor. Each unit costs \$38,000 and CMFD requires 2. These units have an expected use time of 7 years.
9. Technology. In 2017 CMFD is need of a new RMS, Records Management System, as the current system is going out of business and will not be supported anymore. Cost can be \$10,000 - \$50,000 for a new system.

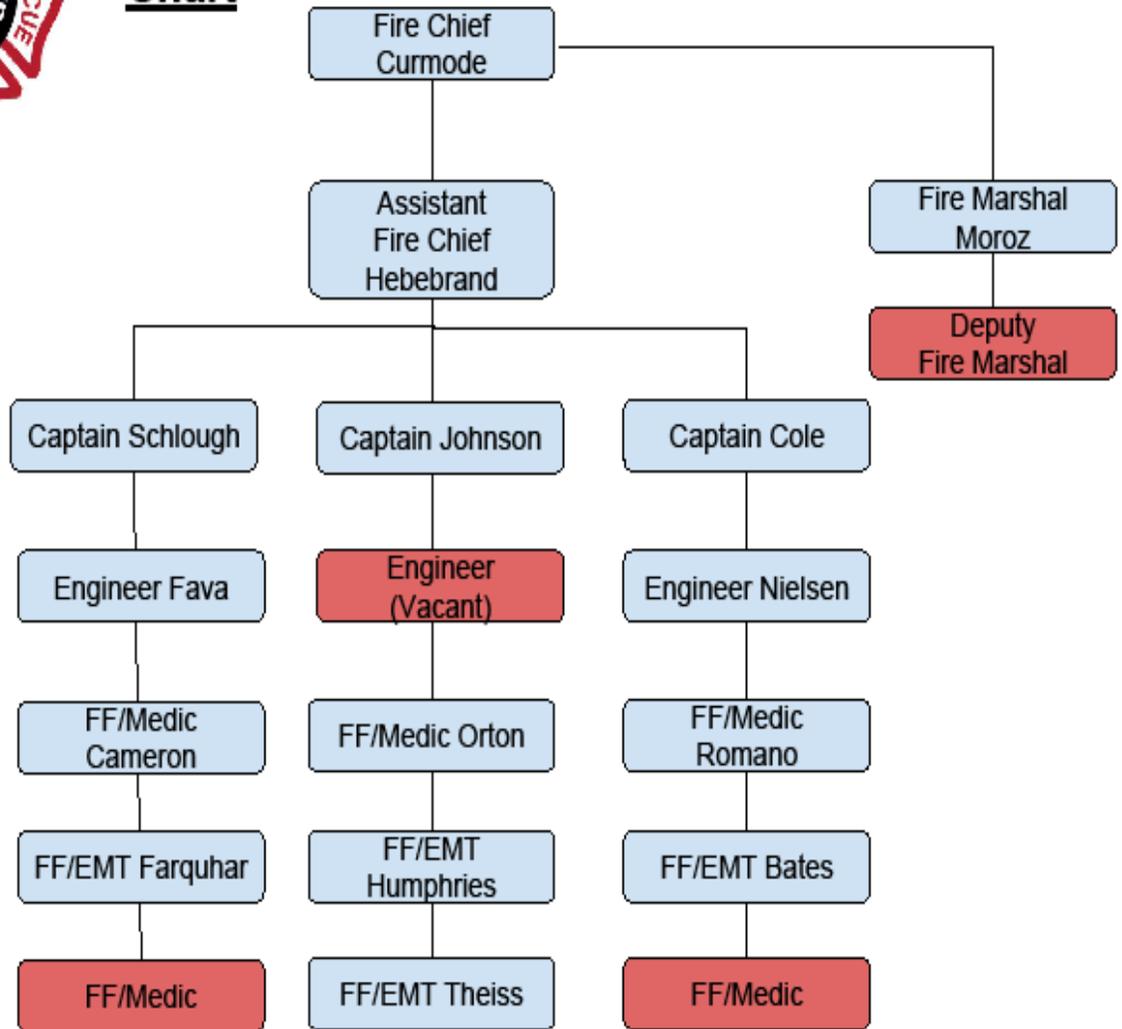
## **SECTION VII – MANAGEMENT**

### **A. Administration**                      \* Self-explanatory

1. Bryan Webinger, District Manager
2. Missy Stabile, Clerk Treasurer
3. Gary Curmode, Fire Chief
4. Dan Moroz, Fire Marshal.
5. Todd Hebebrand, Assistant Chief
8. Ryan Cole, Captain
9. Tim Schlough, Captain
10. Charles Johnson, Captain



## 2016 CMFD 1-3 Year Organizational Chart



Part-Time: Marzo, Camillo, Velasquez, Cupp

Volunteers: Chandler

# GLOSSARY

\* Self-explanatory

**Aerial** – Fire apparatus equipped with an elevating ladder and/or platform.

**BLS** – Basic Life Support.

**CMCMD Board—Board of Directors for CMCMD**

**Brush** – Fire apparatus specially designed to fight wildland fires.

**CAD** – Computer Aided Dispatch

**Customer** – A resident who lives within CMCMD or a patient or citizen that receives CMFD services

**EMT** – Emergency Medical Technician.

**EMT-I** – Emergency Medical Technician, Intermediate.

**Engine** – Fire apparatus equipped with a pump, water tank, ladders and fire hose.

**EOC** – Emergency Operations Center.

**Fire Prevention** – A division within CMFD charged with public education, code enforcement, plans review and fire cause investigation.

**Fire Safety House** – A portable, trailer for teaching fire escape plans using a more realistic setting.

**Hi Plains** - A commercial software program used by CMFD for data collection and analysis.

**HazMat** – Hazardous Materials.

**HazMat Operations Level** – A firefighter capable of recognizing and identifying hazardous materials.

**HazMat Technician Level** – A firefighter capable of mitigating hazmat incidents.

**HMRT** – HazMat Response Team.

**ICS** – Incident Command System.

**IFC** – International Fire Code.

**Incident Commander** – The person in charge of an emergency operation.

**ISO** – Insurance Services Office.

**Level A, B & C Personal Protective Equipment** – Different levels of hazmat protective clothing relative to the hazard. Level C is the least level of protection; level A, the highest.

**MICT** – Mobile Intensive Care Technician.

**Mobile Air and Light** – Specialized apparatus for refilling air bottles and for lighting large areas.

**NFA** – National Fire Academy, Emmitsburg Maryland.

**NFPA** – National Fire Protection Association

**Public Education** – A branch of the Fire Prevention Division.

**Quint** – Fire apparatus similar to an engine, but also equipped with an elevating nozzle.

**SCBA** – Self-Contained Breathing Apparatus

**SCEC** – Summit County Emergency Communications.

**SCAS** – Summit County Ambulance Service.

**SOC** – Standards of Coverage.

**SOG** – Standard Operating Guideline.

**Squad/Type 6 engine**– Fire apparatus equipped primarily with medical and hydraulic rescue equipment. This truck has limited firefighting capability.

**Technical Rescue** – A specialized rescue team capable of handling difficult or prolonged rescue operations.

**Tender** – Fire apparatus equipped with a pump, ladders, collapsible water tank and capable of carrying 2000+ gallons of water.