

# STRATEGIC PLAN

CRIPPLE CREEK  
FIRE DEPARTMENT

PUBLISHED  
JANUARY 1, 2019

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## EXECUTIVE SUMMARY

The Cripple Creek Fire Department Strategic Plan is a product of the dedication of our staff members working alongside stakeholders and community members to enhance life safety services within our community. The dedicated members of our department have contributed countless hours toward this effort, and have produced a document that will guide the department in providing results-oriented services throughout our community. Through the strategic planning process, we have discovered both strengths and opportunities to improve our community services. We hope that as you navigate through our plan, you will discover our vision for and dedication to the community we serve.

The Cripple Creek Fire Department is an all-hazards response organization that seeks to continually improve the level of service provided to our community. Our core programs include: fire suppression, technical rescue, emergency medical services, hazardous materials response, wildland fire suppression, fire prevention, public education, and fire investigation. Due to the complex nature and ever-changing environment of the modern fire service, the Cripple Creek Fire Department set out to create a forward-thinking document that would create a vision for the long-term health of the department and set a new standard for government services in our community.



This strategic planning process was thorough, taking best practices from both private and public sectors and integrating them into a seamless plan. Internal and external stakeholder engagement was robust and contributed greatly to the quality of the plan. This resulted in a process that took much longer than expected, but produced a living document too important to sit idly on a shelf. For the first time, our mission, vision and values accurately represent our staff and community. This plan defines the essence of the Department and our community-oriented goals. It has redefined who we are and where we are going. It will guide our decision-making process as we look towards the future. The Cripple Creek Fire Department is excited you have chosen to review this plan and how it will redefine life safety services within our community.

A handwritten signature in black ink, appearing to read "R. Baldwin".

Randall P. Baldwin, MPA, EFO, CFO  
Cripple Creek Fire Department, Fire Chief

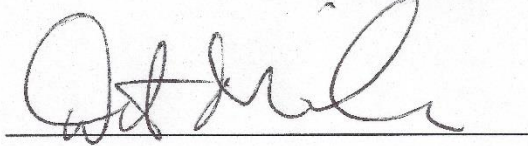


# CRIPPLE CREEK FIRE DEPARTMENT

## STRATEGIC PLAN

Published January 1<sup>st</sup>, 2019  
Expires December 31<sup>st</sup>, 2023

Recommended by:

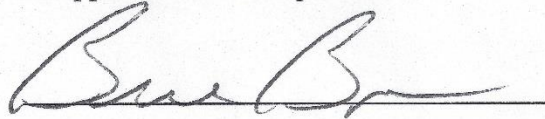


Date:

1-2-19

Dean O'Nale, Fire Chief  
Cripple Creek Fire Department

Approved by:

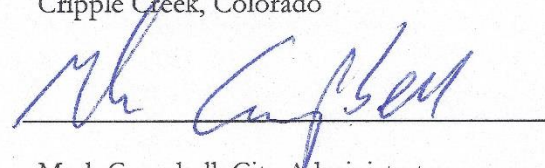


Date:

1-2-2019

Bruce Brown, Mayor  
Cripple Creek, Colorado

Approved by:



Date:

1-2-2019

Mark Campbell, City Administrator  
Cripple Creek, Colorado



# WHAT IS THE CRIPPLE CREEK FIRE DEPARTMENT?

CHAPTER 1



Dalton White Lutz  
Mountain Folk Photography





## **OUR DISTRICT**

### **THE CITY OF CRIPPLE CREEK**

The historic city of Cripple Creek is located 45 miles southwest of Colorado Springs in the rural Rocky Mountains. The City of Cripple Creek was originally founded as one of the most profitable gold rush camps in history. The most notable landmark in the region is beautiful Pikes Peak to the northeast, separating Cripple Creek and Colorado Springs. Cripple Creek is the 10th highest city in the United States at 9,494 feet. It is the county seat for Teller County, and occupies 1.13 square miles. Cripple Creek is part of the historic Cripple Creek Mining District, so designated in 1961.

### **UNINCORPORATED TELLER COUNTY**

The city is surrounded by 55 square miles of unincorporated county that has no fire protection. By Colorado law, wildland fire suppression in this area is the responsibility of the Sheriff's Office, which is provided through mutual aid agreements, but they do not provide any other traditional fire or rescue services. When an emergency happens in this area, the Cripple Creek Fire Department will respond, if available, or coordinate a response with the next closest agency. Due to the area accounting for 8.5% of the agencies call volume, this area presents significant risk and planning challenges to the department. This area is also home the Newmont Cripple Creek and Victor Gold Mine. The mine is located on the east side of Cripple Creek and is one of the largest open pit gold mines in North America.

## **OUR CUSTOMERS**

### **OUR CITIZENS**

The City of Cripple Creek's total response area is 1.13 square mile and is home to 1,169 residents. Cripple Creek is deeply impacted by poverty which impacts both service demand and fire risk in its jurisdiction. The percentage of the Cripple Creek population living below the poverty line (24.8%) is almost double the state percentage (13.2%) According to census data, the percentage of families in poverty has doubled in the last 15 years. With little job creation or development within the city, poverty will continue to be a driving force behind the department's calls for service.

### **OUR VISITORS**

While resident numbers are low, daily populations can soar into the tens of thousands for special events such as Veteran's Rally Weekend and Donkey Derby Days. The City of Cripple Creek's marketing and events department estimates, that the city sees around 500,000 visitors annually. This makes the average, combined daily population around 2,500 persons in the city limits. While this doesn't affect the agency's normal, day-to-day operations, event weekends do require unique deployment models.



*Cripple Creek as seen from the West*

## **SURROUNDING PARTNERS**

### **SOUTHWEST TELLER COUNTY EMERGENCY MEDICAL SERVICES**

Southwest Teller County Emergency Medical Services (SWTCEMS) is a not for profit medical transport agency that operates out of the Cripple Creek Fire Station. They operate as part of the Southern Teller County Health Services District. SWTCEMS provides advanced life support services to the City of Cripple Creek, and to an additional 320 square miles of Southern Teller County. The City of Cripple Creek supports SWTCEMS by providing fuel for apparatus, living quarters, office space, and apparatus bays. Sharing living quarters has created a cohesive partnership between fire and EMS personnel, and facilitates interagency training. The agencies respond together to all calls inside the City limits, and when requested, the Cripple Creek Fire Department responds with SWTCEMS on medical calls in Unincorporated Teller County.

### **VICTOR VOLUNTEER FIRE DEPARTMENT**

The Victor Volunteer Fire Department is Cripple Creek's nearest automatic aid partner. The department provides fire and rescue services to the City of Victor. The Victor Fire Volunteer Fire Department operates under the direction of a paid, part-time Fire Chief and is staffed by a volunteer base of about 20-30 members.

## 4 MILE FIRE PROTECTION DISTRICT

The 4 Mile Fire Protection District is located west of Cripple Creek, with the nearest station 11 miles from Cripple Creek. The district provides services to approximately 68 square miles and operates out of two stations. The district is led by a paid, part-time Fire Chief and staffed with 10-20 volunteers. Cripple Creek has a mutual aid agreement with the 4 Mile Fire Protection District

## DIVIDE FIRE PROTECTION DISTRICT

The Divide Volunteer Fire Protection District provides services to 100 square miles of Teller County. The town of Divide is located 18 miles north of Cripple Creek. The department staffs 40-50 volunteers and operates out of two stations. In addition to volunteers, the district employs an apparatus maintenance manager, a district administrator, an administrative assistant, and a volunteer coordinator. Cripple Creek has a mutual aid agreement with the Divide Fire Protection District

## CRIPPLE CREEK AND VICTOR MINE RESCUE TEAM

The Newmont Cripple Creek and Victor Gold Mine operates a Mine Rescue Team (MRT) that utilizes employees from various areas of mine operations. The team responds to all emergencies within the mine. Upon request, the team can provide specialized services to areas that are off mine property. Team members are trained in multiple rescue disciplines which include high angle rescue, low angle rescue, hazmat response rescue, medical response, and underground mine rescue.

## TELLER COUNTY OFFICE OF EMERGENCY OPERATIONS

The Teller County Office of Emergency Management operates under the direction of the Board of County Commissioners. The agency is charged with coordinating emergency preparedness, response and recovery activities related to emergencies, and disasters within Teller County.

# OUR DEPARTMENT

## OUR HISTORY

### 1892 to 1896

In 1892, electricity and phone services came to the Cripple Creek District. In 1893, the City of Cripple Creek was incorporated and adopted the City of Freemont in a formal merger. The merger resulted in J.A. Whitting Engine Company Number One moving from Freemont to Cripple Creek and becoming the Cripple Creek Fire Department. Following the move, the Cripple Creek Hook and Ladder was formally organized with the election of officers. Three miles of water main and fifty-three fire plugs were installed. the water main installation resulted in J.A. Whitting Engine Company Number One becoming the Whiting Volunteer Hose Company. Success of this hose company led to the creation of J.L. Lindsay Volunteer Hose Company and the R.P. Davie Volunteer Hose Company. By 1896, the city boasted a population of 16,000 residents and the Cripple Creek Volunteer Fire Department had grown to 175 members. The all-volunteer department operated three hose companies and a hook and ladder company.



*Bennett Ave. in the early 1890's*



*April 25<sup>th</sup> conflagration as seen from Bennett Ave.*

### Conflagrations of 1896

On April 25, 1896, a fire wiped out nearly half of the city. The fire started when a dancehall girl named Jennie Larue got into an argument with her lover. While quarreling, they accidentally upset a gasoline stove. The wooden frame buildings of the camp quickly ignited and spread from one building to the next. The fire department used mining explosives to blow up buildings in the fire's path in hopes of stopping the progression of destruction.



*Cripple Creek as seen after the April 29<sup>th</sup> fire.*

The fire departments of Victor, Florence, Colorado Springs and Denver dashed to the city's aid, but there was little that could be done. An unidentified volunteer firefighter was killed in the line of duty while trying



to use explosives to stop the fire. Four days later, on April 29<sup>th</sup>, 1896, while half of the city still lay in smoldering ruins, a fire alarm was sounded in response to a fire at the Portland Hotel on Myers Avenue. Additional fires were simultaneously found in other parts of the city; the fires quickly combined into a large fire. In this second fire, eight blocks of buildings were consumed, six lives were lost and nearly four thousand residents were left homeless. When it was over, less than ten buildings were left to mark the site of the city. The number of fires and the timing of their discovery led people to believe that they had been deliberately set. The persons who were suspected of setting the second fire were lynched and Cripple Creek began to rebuild.

### Results of the Conflagration

The fires of 1896 are now referred to as the Cripple Creek Fires. In 1999 they were fictionalized in Lester William's book, *Cripple Creek Conflagrations*. Two meaningful changes took place as a result of the conflagrations. The first was a new building code that was created, requiring that businesses be built only with brick or stone. The second change was the formation of a paid fire department. The city council met and determined that a paid fire department was a worthwhile investment in the future of the area. The department was founded with the following actions:

- W.J. Allen was elected Chief.
  - His salary was \$100 a month.
- 11 paid firemen were hired.
  - 3 were stationed at Davie Hose House.
  - 3 were stationed at Lindsey Hose House.
  - 5 were stationed at the Central Fire Station.
- Horses were leased and later purchased.
- \$3,000 of protective equipment was ordered.



*Cripple Creek Central Fire Station and City Hall in the late 1890's*

### 1900-1920

The early 1900's brought the apex of the Cripple Creek gold boom; at the time 500 mines were operating in the area. The expansion of the mining industry caused the population to increase to 55,000 persons. This population increase attributed to the growth of businesses, the education system, local government, and churches. Business growth matched the pace set by the population growth. In 1900, the town had 75 saloons, 25 restaurants, and four department stores. Professional services were increased, and the town was now home to a business college, 40 stock brokers, its own stock exchange, and 72 lawyers. In the early 1900's, Cripple Creek was known across the west for its red-light district. Prostitution was not legal at the time, but those legalities were largely ignored within the city. As population and commerce increased, the community grew to support the expanding population. In 1900, the town had grown large enough to support 16 churches. The school district supported 19 schools, which included 2 high schools, 3,849 students, and 118 teachers.



*Bennett Ave. in the 1920's*

### 1920-1945

The next 20 years of reduced gold production impacted every area of the community. By 1920 only 40 of the 500 mines were left in the Cripple Creek District. The population had decreased from 55,000 to 2,300, and many buildings were abandoned and left vacant. WWI caused a nationwide shortage in building materials. Many buildings in Cripple Creek were disassembled and shipped out of the district via rail. The reduced size of the City's geographical area and tax base resulted in the city disbanding the majority of their services. In 1920, the Cripple Creek Fire Department was forced to lay-off all paid personnel. The department once again operated with all volunteers and took the name "Cripple Creek Volunteer Fire Department".

### 1940 Line of Duty Death



*Chief Morris Dolan*

On August 23<sup>rd</sup>, 1940, a multiple alarm fire started at the Louis Weiner Building on East Bennett Avenue. At the time, Morris Dolan was the Chief of both the fire and police departments. Multiple occupants were trapped, and Chief Dolan entered the burning building to attempt a rescue. Upon realizing Chief Dolan was missing, crews entered the building to search for him. They found him unresponsive and removed him from the building. Chief Dolan was transported to the Cripple Creek Hospital, where he was pronounced dead several hours later. On May 11<sup>th</sup>, 2013, Chief Dolan was retroactively honored when the Colorado Fallen Firefighters Foundation added his name to their memorial wall in Lakewood, Colorado.

### 1945 -1990

By 1945, only 20 mines were operating in the Cripple Creek area. Gold production was at an all-time low and the city was struggling to exist. Beginning in the 1940s, the city attempted to use the tourism industry to revitalize their economy. However, by the 1980s, tourism began to drop in Cripple Creek and other historic towns in Colorado. In 1990, the city was struggling with high poverty rates and the taxable population was the smallest it had been since 1892. As a result, Colorado passed a law in 1991 that authorized limited stakes gambling in Cripple Creek, Central City, and Blackhawk. This change in gambling laws is widely credited to have saved the historic towns from total extinction.

### 1993 - Today

By early 1993, gambling had revitalized the local economy. For the first time in 83 years, paid staff returned to the fire department. Two paid firefighters were added per shift, and the organization was once again known as the Cripple Creek Fire Department (CCFD). A combination, of volunteers, and paid employees provided services that utilized one pumper, one tender, one brush truck, one rescue, and one aerial apparatus. By 2000, extensive renovations to Station One had been completed and a third firefighter had been added to each shift. This increase brought the total paid staffing to nine. In 2004, a fourth paid firefighter was added to each shift. These increases brought the minimum staffing to its current level of four per shift. Paid staffing totaled 12 line personnel and one chief officer. A reserve firefighter program was added in 2009. This program provides paid, part-time employees who assist with staffing needs. As the reserve firefighter program grew, the number of volunteers began to shrink. In 2010, the volunteer program was disbanded, and the department transitioned to an all paid department.

### **OUR DEPARTMENT TODAY**

Today, the department operates out of one station. The department is made up of all paid personnel and maintains a minimum staffing level of four on each shift. Each shift is made up of one Captain, one Engineer, and two Firefighters. The department operates three shifts on a schedule of two days on followed by four days off. The department is governed by the City of Cripple Creek.



*2015 Veterans Rally (Copyright and Photo Credit – J.R. Sloan Photography)*



## OUR PEOPLE

### CHIEF OFFICER

The department's position of Chief Officer is an administrative position that also allows the Chief to cover open shifts if available. The Chief reports to the City Administrator and supervises the Shift Captains.

### FULL-TIME LINE PERSONNEL

The department maintains a minimum staffing level of four personnel on shift at all times. The minimum staffing model requires a company officer and qualified apparatus operator(s). To best meet the minimum staffing requirements the department staffs each shift with the following positions:

- Shift Captain (Managing Officer)
- Engineer (Supervising Officer)
- Firefighter (Driver Operator/FF)
- Firefighter (Driver Operator/FF)

### PART-TIME LINE PERSONNEL

To reduce overtime and maintain minimum and additional staffing, the department employs a group of part-time employees called Reserve Firefighters. The staffing level of this group varies based on turnover and hiring practices. These reserve firefighters complete a 16-week fire academy conducted by the department. After completing the academy, the reserve firefighters are able to cover shifts for full-time firefighters. Reserve firefighters are also able to provide additional staffing of at least one shift a month as a "fifth" firefighter. When needed, they provide additional staffing during special events.

### FIRE CORPS

The department's Fire Corps is comprised of volunteers who seek to increase the department's capacity through the use of citizen advocates. The Fire Corps provides resources for the department to utilize in non-operational roles. The Fire Corps develops, implements, and sustains programs and services that will help the department better execute their role in the community. The Fire Corps sustains a staffing level of five to twenty volunteers.



*Fire Corps members supporting the department during the 2017 veterans rally.*

## CRIPPLE CREEK RANK STRUCTURE FIRE DEPARTMENT



### CHIEF OFFICER

Reports to the City Administrator  
Supervises Shift Captains



### SHIFT CAPTAIN

Reports to Chief Officer  
Supervises Shift Engineer



### ENGINEER

Company Officer  
Reports to Shift Captain  
Supervises Full-Time Firefighters  
Supervises Reserve Firefighters



### FIREFIGHTER

Driver Operator  
Reports to Shift Engineer

### RESERVE FIREFIGHTER

Part-Time Employee  
Reports to Shift Engineer  
Can backfill for any rank if qualifications are met

## PROTECTING THE WORLD'S GREATEST GOLD CAMP

SINCE 1893





## OUR CALL VOLUME AND CAPABILITIES

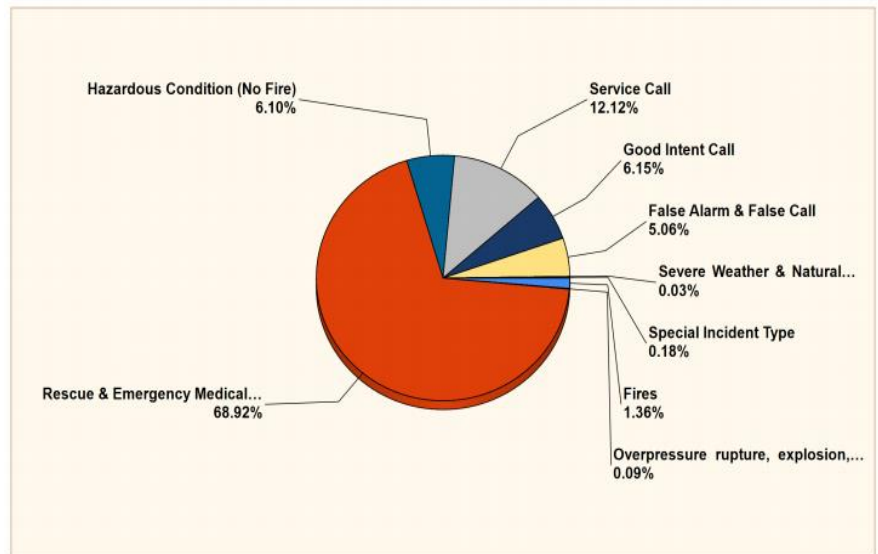
The department responds to 1,100 to 1,300 calls for service annually. Five years of historical data indicates that the EMS-based calls are responsible for 68% of the department's call volume. The department provides emergency medical services at level of EMT Basic.



## INSURANCE SERVICE ORGANIZATION

In 2013, the Insurance Service Organization (ISO) awarded the Cripple Creek Fire Department classification as a Class three department. This designation ranks the department in the top 8% of departments in the state of Colorado.

## INCIDENT TYPES - 2012 THROUGH 2017



## OUR APPARATUS

Currently, the department operates out of one centrally located station, which houses seven pieces of apparatus. Due to limited staffing, response to unincorporated Teller County, a large variety of risks, and the nature of dispatch information, the company officer selects the correct apparatus to respond with. An apparatus summary is shown below.

Fire Suppression Apparatus	Rescue, Wildland, and Utility Apparatus
Engine 111 - Type 1 Pumper with a 1,000-gallon tank (first due pumper)	Rescue 120 – Light Rescue
Engine 112 - Type 1 Pumper with a 500-gallon tank (relief pumper)	Utility 121 – Chief officer SUV
Quint 131 - 75' aerial quint with a 300-gallon tank	Utility 122 – Half Ton Utility Truck.
	Engine 126 – Type 6 Brush Truck
	Engine 128 – Type 6 Brush Truck



Engine 128 deployed at the Hayden Pass Fire in 2016



# COMMUNITY DRIVEN STRATEGIC PLANNING

## CHAPTER 2



The cornerstone of the department's strategic planning process is the belief that the community is best suited to define the future of their department. External stakeholders were engaged from the very beginning of the strategic planning process. This process allowed the department to compile and present the collective beliefs of those stakeholders. With the future goals of the department defined, the strategic planning team established a two-part process for remaining transparent in their pursuit of those new goals. Part one is accomplished by remaining connected to the stakeholders, both during the strategic planning process as well as after the plan is published. Part two is a formal plan to frequently publish the department's successes and failures in pursuing its goals. This process is described in detail in Chapter four, "Major Goals and Objectives".

## **EXTERNAL STAKEHOLDERS**

### **WHAT IS AN EXTERNAL STAKEHOLDER?**

The department's strategic planning team defined external stakeholders as persons who have both influence and investment in the community. The department created stakeholder groups that included emergency service partners, schools, citizens, casinos, elected officials, and business owners. Specific stakeholders were then established within each of those groups. The stakeholders were selected based on their specific ability to represent their organization's input into the department's future.

### **EXTERNAL STAKEHOLDER INPUT**

As the key component of our department's strategic planning process, the external stakeholders were consulted at every major portion of the department's planning process.

- Planning meetings
- Intelligence gathering through surveys
- SWOT analysis
- Approval of goals and objectives

<b>2015-2018 External Stakeholders</b>	
<b>Sergeant Jim Borgioli</b> Cripple Creek Police Department	<b>Ben Douglas</b> Bronco Billy's Casino
<b>Jesse Avery</b> Cripple Creek Dispatch	<b>Kevin Werner</b> Wildwood Casino
<b>Steve Zoellner</b> Cripple Creek City Council	<b>Lou and Pat Goldman</b> Local Business Owners
<b>Steve Dicamillo</b> Cripple Creek Public Works	<b>Jason Mikesell</b> Teller County Sheriff's Office
<b>Pat Martin</b> Cripple Creek Tourism Industry	<b>Travis Daniels</b> Southwest Teller County EMS
<b>Jane Mannon</b> Newmont Mining Corporation	<b>Lee Godin</b> Cripple Creek Citizen
<b>Les Lindauer</b> CC & V School District	<b>Vincent Thoms</b> Cripple Creek Citizen
<b>Eric Rose</b> Century Casino	<b>Debra Downs</b> City of Victor

## **Internal Stakeholders**

### **WHAT IS AN INTERNAL STAKEHOLDER?**

As a small department, CCFD made the decision that every member would serve as an internal stakeholder. Including all personnel ensured that every rank and level of experience had a voice in the strategic planning process.

### **INTERNAL STAKEHOLDER INPUT**

Internal stakeholders completed the same survey that was completed by the external stakeholders. The CCFD strategic planning team was created from internal stakeholders who facilitated the entire strategic planning process.

## **MISSION, VISION, AND VALUES**

Another cornerstone of our department's strategic planning process was the creation of new mission, vision, and value statements. As the department began its strategic planning process they quickly identified a need to create new and updated mission, vision, and value statements. Prior to this initiative, the department mission statement was outdated, and the department did not have published vision and value statements. The department is proud of the process that was executed to create statements that are current, applicable, and reflective of the department's employees and the community in which they serve.



## CITY OF CRIPPLE CREEK MISSION AND VISION STATEMENTS

### City of Cripple Creek Mission Statement

Expand the Cripple Creek experience to enhance the development of tourist related activities that exemplify the history of the region. This will be accomplished through careful planning, which will foster adventure/activities in the region that will enhance the positive experience of our visitors and create a desirable/livable community for our residents.

### City of Cripple Creek Vision Statement

Establish Cripple Creek as the most vibrant historic gold mining, gambling, and tourist destination in the world - with a multi-faceted economic base focused on growth, historic tourism, outside adventure, and building community.

## CREATING NEW STATEMENTS FOR THE DEPARTMENT

### The Team

The department formed a mission, vision, and values team by requesting participation of specific groups of employees. The employees were specifically selected knowing that their involvement would result in participation from every rank, every level of experience, and every shift.

### The Survey

A survey was created by using the strategic planning survey that was completed by the external stakeholders. The survey asked each employee to complete three exercises and allowed each employee to remain anonymous.



*F.F. Brown conducting a station tour.*

**Exercise I** - Asked each employee to create a list of their top 10 values.

- **What do you value?** Each employee was provided with more than 100 values. From that list, each employee selected and ranked their top 10 values. After ranking the values, each employee was asked to answer the following question about each value: *"I/we will demonstrate this value by..."* This exercise provided the team with more than two hundred value statements that included employee's personalized explanation of what each value meant to them.

**Exercise II** - Gathered feedback related to the department's mission statement.

- **Why do we exist?** In your own words, describe the purpose of the Cripple Creek Fire Department.
- **Why are you here?** In your own words, describe why you like working for the Cripple Creek Fire Department.

**Exercise III** - Gathered feedback related to the vision statement of the department.

- **What do you imagine?** Looking many years in the future, describe what your idealized vision of our fire department is.
- **What would you change?** Describe any changes that would better prepare us to succeed in becoming the fire department that you described in your vision statement

### The Process

During their first planning session, the team established that their purpose was to create new mission, vision, and value statements that represented the entire department while remaining current and effective. The team established four principles that had to be followed for each statement to be current and effective:

1. **Universally true throughout the department**
  - (consensus of all members with equal buy in)
2. **Clearly defined**
  - (simple, logical, and applicable)
3. **Widely available**
  - (disseminated in a way that makes them impossible to ignore)
4. **Revisited frequently**
  - (to remain current with the strategic goals of the department)

During three work sessions, the team collaborated to review all the feedback and write statements that best represented all members of the department. After the three statements were written, they were approved by the CCFD officers and then submitted to the department's Chief Officer for formal approval. After approval, the updated mission, vision, and value statements were released during the department's annual business meeting. The statements are reviewed annually to ensure that they remain aligned with the department's personnel and the community in which they serve. If the review indicates that a change is needed, the writing team will take the appropriate steps to complete the update or revision. The department recognized that despite annual review, the statements must have an expiration date. The entire process will take place and the statements will be rewritten in 2021.

## CRIPPLE CREEK FIRE DEPARTMENT MISSION, VISION, AND VALUE STATEMENTS

### OUR MISSION

IS TO

**PROTECT THE  
WORLD'S GREATEST  
GOLD CAMP**

BY

**CONTINUALLY  
PURSUING  
EXCELLENCE**

IN

**PREPAREDNESS,  
PREVENTION,  
EDUCATION,  
& RESPONSE,**

OUR

### VISION

IS

**TO BE A  
VALUE DRIVEN  
ORGANIZATION  
THAT IS RESPECTED  
AS THE CORNERSTONE  
OF A SAFE, GROWING, &  
HEALTHY COMMUNITY.**



OUR

### VALUES

ARE

#### INTEGRITY

I/WE WILL ALWAYS REPRESENT AND SUPPORT THE MISSION OF OUR DEPARTMENT, THE EXPECTATIONS OF THE COMMUNITY, AND THE TRADITIONS OF THE AMERICAN FIRE SERVICE.

#### SKILLFULNESS

I/WE WILL ALWAYS STRIVE TO IMPROVE DELIVERY OF SERVICES BY VALUING ADVANCEMENTS IN EDUCATION AND TECHNOLOGIES.

#### EXCELLENCE

I/WE ARE COMMITTED TO CONTINUOUS QUALITY IMPROVEMENT THAT PROVIDES EVERY CUSTOMER WITH THE HIGHEST LEVEL OF PROFESSIONAL SERVICES.

#### ONE ANOTHER

I/WE WILL VALUE ONE ANOTHER BY PROVIDING A SAFE ENVIRONMENT BUILT ON A FOUNDATION OF CARING AND MUTUAL RESPECT OF OUR OVERALL HEALTH.

#### THE COMMUNITY

I/WE WILL WORK TO PROVIDE COMMUNITY-DRIVEN CUSTOMER SERVICE THAT EXCEEDS EXPECTATIONS.

PROPERTY OF THE CRIPPLE CREEK FIRE DEPARTMENT

# CRITICAL ISSUES & SERVICE GAPS

## CHAPTER 3





# INTELLIGENCE GATHERING

## STAKEHOLDER SURVEY

In January of 2015, the department conducted a non-scientific survey of 34 external and internal stakeholders. The survey was used to help guide their strategic planning process. These external stakeholders included Cripple Creek casino managers, emergency services partners, city planning and marketing personnel, city officials, and unaffiliated citizens. The survey consisted of nine questions and polled individuals on service priorities, service expectations, strengths of the department, weaknesses of the department, and areas of service expansion to explore.

### Summary of the survey results

- Respondents were of generally positive opinion on the services provided by the department, but also had a number of significant concerns when looking to the future.
- When asked to rank the agency's core service areas in order of importance, emergency medical services was number one, with structure fire suppression and fire prevention as numbers two and three. Disaster preparedness and hazardous materials response ranked lowest.
- The primary concern respondents had with the department was a lack of adequate staffing. The other primary concern centered on the department's response outside city limits, leaving citizens unprotected.
- When asked what the department should focus their long-term planning efforts on, respondents overwhelmingly said the formation of a district to create a sustainable response model for the city and the surrounding areas. Multiple respondents also addressed an increase in staffing. For the complete results of the survey, please see appendix C.

January 2015 Strategic Planning Stakeholder Survey											
<b>Q1: Are you a resident of the City of Cripple Creek?</b>											
<b>Q2: Do you work for or own a business in the City of Cripple Creek?</b>											
<b>Q3: Do you work for an emergency services or governmental agency that interacts with the City of Cripple Creek or the Cripple Creek Fire Department?</b>											
<b>Q4: Rank your top nine service priorities</b>  The following service priorities were provided for each stakeholder to rank from most to least important: <table> <tr> <td>• Emergency medical services</td><td>• Hazardous materials response</td></tr> <tr> <td>• Disaster preparedness</td><td>• Public assistance</td></tr> <tr> <td>• Structural firefighting</td><td>• Public safety education</td></tr> <tr> <td>• Wildland firefighting</td><td>• Rescue, car crashes, etc.</td></tr> <tr> <td>• Fire prevention</td><td></td></tr> </table>		• Emergency medical services	• Hazardous materials response	• Disaster preparedness	• Public assistance	• Structural firefighting	• Public safety education	• Wildland firefighting	• Rescue, car crashes, etc.	• Fire prevention	
• Emergency medical services	• Hazardous materials response										
• Disaster preparedness	• Public assistance										
• Structural firefighting	• Public safety education										
• Wildland firefighting	• Rescue, car crashes, etc.										
• Fire prevention											
<b>Q5: Rank your top eight expectations of the fire department and its firefighters</b>  The following expectations were provided for each stakeholder to rank from most to least important: <table> <tr> <td>• Courteous and caring firefighters</td><td>• Quality equipment</td></tr> <tr> <td>• Highly trained firefighters</td><td>• Quick response</td></tr> <tr> <td>• Good physical condition of firefighters</td><td>• Community education</td></tr> <tr> <td>• Fire inspections</td><td>• Disaster preparedness</td></tr> <tr> <td></td><td>• Fiscal responsibility</td></tr> </table>		• Courteous and caring firefighters	• Quality equipment	• Highly trained firefighters	• Quick response	• Good physical condition of firefighters	• Community education	• Fire inspections	• Disaster preparedness		• Fiscal responsibility
• Courteous and caring firefighters	• Quality equipment										
• Highly trained firefighters	• Quick response										
• Good physical condition of firefighters	• Community education										
• Fire inspections	• Disaster preparedness										
	• Fiscal responsibility										
<b>Q6: What concerns do you have with your fire department?</b>											
<b>Q7: What do you see as your fire department's strengths and/or what are we doing well?</b>											
<b>Q8: We are developing a strategic plan that will act as a guiding document for the future of our department. What specific area(s) would you like to see explored/researched in the creation of a 3-5 year plan?</b>											
<b>Q9: Comments?</b>											

## **ANALYSIS OF STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS (S.W.O.T. ANALYSIS)**

In January of 2016, the department facilitated a SWOT analysis. Stakeholders were provided summary results of the survey and participated in a group exercise that categorized the survey answers into one of four groups: strengths, weaknesses, opportunities, or threats. The results of the stakeholders SWOT analysis are shown below:

### **STRENGTHS**

- Community oriented
- Resourceful
- Courteous
- Very proactive
- Culture of safety
- Our people and staff
- Professionalism
- Leadership
- Company-level leadership
- Highly trained and certified staff
- Education (a culture of professional development)
- Quick response times
- Reserve program
- Emergency medical services
- Physical fitness of line personnel
- Highly reliable and well-maintained equipment

### **WEAKNESSES**

- Comprehensive benefits package is not competitive with other departments
- Employee turnover and retention
- Ability and reliability of mutual aid
- Second due response from a paid department is 30 minutes away
- Reliability of the radio system
- Offsite training opportunities for all firefighters
- Lack of commercial inspections
- Staffing level (needs increased)
- Size of hiring pool for full-time promotions
- Size of reserve program



*S.W.O.T. Analysis, January of 2016*

### **OPPORTUNITIES**

- Internal training program
- Formalized prevention programs
- Amount of overtime (there is a need to recruit more personnel)
- Staffing level in the reserve program
- Increased operational and administrative staffing
- Formation of a district

### **THREATS**

- Reliability of SWTCEMS
- Sustainability and financial status
- Black Hawk and Gilpin County
- Financial dependability of the city
- Turnover of line personnel
- Safety (due to staffing level)
- Response to an area that does not pay taxes for services (Unincorporated Teller County)

# MAJOR GOALS & OBJECTIVES

## CHAPTER 4





## **DEVELOPMENT OF GOALS & OBJECTIVES**

Due to its small size, the department utilizes a unique model of program management. All full-time line personnel manage at least one core program; many personnel manage multiple programs or serve on multiple teams. Due to this method of program management, the creation of goals and objectives represent a large undertaking by the entire department. In late 2015, program managers and their teams were provided the results of the survey and SWOT analysis. Using this information, program managers and their teams established goals, objectives, tasks, a timeframe, and measure(s) of success. In early 2016, the department hosted a stakeholder meeting where the goals and objectives were presented to the stakeholders for formal approval. The stakeholders approved all goals and objectives presented and the department moved forward with their strategic planning process.



*Stakeholder meeting, January of 2016*

## **ACCOUNTABILITY AND RELEVANCE**

The department recognizes that to be effective, the strategic plan must remain current and transparent. The goals and objectives are the major action items within this strategic plan. The department believes that the best process for maintaining the pertinence of the goals and objectives is to maintain relevance of the entire strategic plan. The department utilizes a four-part strategy for keeping their strategic plan current while remaining accountable to their citizens. The department believes that relevance of the strategic plan is equally as important as the creation of the strategic plan.

### **ANNUAL REVIEW**

The department requires a formal review of this strategic plan to take place annually. The external stakeholder group will review the plan for currency and recommend any changes they feel are necessary. An internal review will also be conducted. The review will be used to show which goals and objectives have been completed. The review will also be used to determine if additional objectives need to be created to obtain the established goals. The updated strategic plan will be formally approved by the governing body of the department and the external stakeholder group.

### **FIVE YEAR REWRITE**

This strategic plan is scheduled to expire December 31<sup>st</sup>, 2023, five years from the date it was published. If the mission and vision of the department were to change sooner than five years, the strategic plan would be updated at that time. After five years, the strategic planning team will publish a new strategic planning document, realigning the department's mission, vision, and value statements with its staff and community.

## ANNUAL BUSINESS PLANS

The department conducts a business meeting in January of each year. Prior to this meeting, all program managers are required to create a 12-month business plan for the program(s) they manage. These business plans are used to identify which objectives from the strategic plan will be pursued in the coming 12 months. The business plans give the program managers a forum to define what success will look like for their program in that year. The business plans require that each goal include the following:

- The specific objective/task from the strategic plan that the goal will help complete
- Any capital asset and personnel needs
- Timeframe for starting & finishing
- A specific measure of success for each goal within the business plan

## QUARTERLY REPORTS

The department publishes reports at the end of each quarter. These reports are used to educate its personnel, their governing body, and customers. The quarterly reports are also used to maintain transparency in the pursuit of its goals. Annual business plans establish goals for each quarter. These reports publish all quarterly goals and then clearly define if the department achieved those goals. Completion of the established goals is celebrated, while failing to complete a goal is not hidden.



*Firefighter Brown presenting at the 2017 Business Meeting*

## GOALS AND OBJECTIVES

**Goal 1:** *“To reduce the frequency and severity of fire and other hazardous incidents by strengthening and improving the prevention and public education programs of the Cripple Creek Fire Department”*

Goal Manager: Captain Lohmeier (Captain of Prevention)

Objective 1.1 Implement and maintain the “Install, Inspect, and Protect” smoke detector program through the procurement of additional funding and community support.			
<b>Assigned to:</b>	<b>Currently Vacant</b>	<b>Timeframe:</b>	12 months to complete tasks and then ongoing
<b>Critical Tasks:</b>	<p><b>Implement</b></p> <p>1.1.1 Establish a stakeholder group.</p> <p>1.1.2 Develop a final evaluation model.</p> <p>1.1.3 Secure formal approval for delivery and development.</p> <p>1.1.4 Secure physical resources needed for delivery.</p> <p>1.1.5 Conduct pilot program tests in 15 households.</p> <p>1.1.6 Disseminate program information to the media and community service outlets.</p> <p><b>Assess and Maintain</b></p> <p>1.1.7 Establish annual goals for activity and output. Publish these goals in the CCFD annual report.</p> <p>1.1.8 Conduct an annual assessment of the program’s compliance to its annual goals.</p> <p>1.1.9 Within two years of the start date, Cripple Creek Firefighters and the Woodland Park Boy Scout troop will have personally visited a defined* number of Cripple Creek residences and offered smoke alarm protection.</p> <p>1.1.10 Within two years of the start date, compared to baseline data, there will be a defined* percentage of increase in the number of Cripple Creek residents that can explain and perform proper smoke alarm testing and maintenance procedures.</p> <p>1.1.11 Compared to baseline data, within six years from program start date, there will be a 50% reduction in the number of fire-related fatalities and injuries within the City of Cripple Creek.</p> <p>*The number of residents and percentage of increase cannot be defined until after the pilot program has been concluded.</p>		
<b>Measures of success:</b>	<ul style="list-style-type: none"> <li>• Adherence to parameters set forth by Critical Task 1.1.9 in relation to numbers of homes visited.</li> <li>• Adherence to parameters set forth by Critical Task 1.1.10 in relation to % of residents with long term understanding of smoke alarm testing and maintenance.</li> <li>• Adherence to parameters set forth by Critical Task 1.1.11 in relation to % of reduction in number of fire related fatalities and injuries if appropriate data is available.</li> <li>• Program is considered valuable by enough members of the community and department that it becomes repeatable and operates independently of one single person.</li> </ul>		

Objective 1.2 Increase the effectiveness of the public education program through an increased involvement in the community and training of FD personnel			
<b>Assigned to:</b>	<b>Munch</b>	<b>Timeframe:</b>	1 year to implement and then ongoing
<b>Critical Tasks:</b>	<p>1.2.1 Assess records to define the frequency and types of past public education events.</p> <p>1.2.2 Establish education groups based on data found.</p> <p>1.2.3 Establish a long-term goal for each education group.</p> <p>1.2.4 Publish annual education plans that establish education contact and personnel assignments.</p> <p>1.2.5 Utilize the quarterly report to assess progress. Coordinate needed changes with the Captain of Prevention.</p> <p>1.2.6 Conduct an annual assessment of the education program and publish the results in the CCFD annual report.</p>		
<b>Measures of success:</b>	<ul style="list-style-type: none"> <li>• Complete research outlined in 1.2.1.</li> <li>• Establish education groups.</li> </ul>		



<b>Measure of success: (continued)</b>	<ul style="list-style-type: none"> <li>Establish activity and output goals for each education group.</li> <li>Publish an annual education plan that includes specific goals for public contact and program delivery to each education group.</li> <li>Complete quarterly and annual assessments of program effectiveness. Adjust program delivery based on the findings of the assessments.</li> </ul>
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<b>Objective 1.3 Increase the effectiveness of the inspection program by completing inspections and re-inspections on a schedule consistent with the established standard for each type of occupancy.</b>			
<b>Assigned to:</b>	<b>Lohmeier</b> (team leader) <ul style="list-style-type: none"> <li><b>Hedges</b> (team member)</li> <li><b>Brown</b> (team member)</li> <li><b>Munch</b> (team member)</li> </ul>	<b>Timeframe:</b>	Annual and ongoing
<b>Critical Tasks:</b>	<p><b>Annual:</b> <i>(plan of action until a staffing or budget increase)</i></p> <p>1.3.1 Establish a rotation for inspecting all occupancies in the shortest timeframe possible while using only current physical and fiscal resources.</p> <p>1.3.2 Publish an annual plan that identifies occupancies that will be inspected each quarter.</p> <p>1.3.3 Publish the quarterly goals and results in the CCFD quarterly report. Conduct an annual assessment of the program and publish the results in the CCFD annual report.</p> <p><b>Long Range:</b> <i>(the physical and fiscal changes needed to complete the targeted number of inspections)</i></p> <p>1.3.4 Conduct a needs assessment based on the frequency of inspections required by the standard.</p> <p>1.3.5 Write a proposal that establishes physical and fiscal resources needed to meet the goal established in the long-range plan.</p> <p>1.3.6 Implement the program changes upon approval of proposal.</p> <p>1.3.7 Annually assess the program to determine its effectiveness in reaching the goals.</p>		
<b>Measures of success:</b>	<ul style="list-style-type: none"> <li>Complete inspections at the frequency indicated by the applicable standard(s).</li> <li>Complete all re-inspections as indicated by the applicable standard(s).</li> <li>Complete an annual quality control audit to ensure compliance of the applicable standard(s).</li> </ul>		

<b>Objective 1.4 Maintain current pre-fire plans for all occupancies.</b>			
<b>Assigned to:</b>	<b>Ortega</b>	<b>Timeframe:</b>	12 months to implement followed by annual compliance
<b>Critical Tasks:</b>	<p>1.4.1 Conduct an annual assessment of pre-fire planning needs.</p> <p>1.4.2 Update the pre-fire plans of every commercial occupancy annually.</p> <p>1.4.3 Create a pre-fire plan for all commercial occupancies that do not have a plan.</p>		
<b>Measures of success:</b>	<ul style="list-style-type: none"> <li>A pre-fire plan exists for every occupancy (non/residential) within the city.</li> <li>Every pre-fire plan undergoes an annual update.</li> </ul>		

- End of objectives and tasks for prevention programs -

<b>Goal 2:</b>	<b><i>“To build a quality training program that will promote competence and excellence in the Cripple Creek Fire Department”</i></b>
Goal Manager: Captain Ekstrom (Training Officer)	

<b>Objective 2.1 Create and maintain a responsive and results-based <u>Internal Training Program</u></b>			
<b>Assigned to:</b>	<b>Ekstrom</b> (team leader) Shift Trainers	<b>Timeframe:</b>	Annual and ongoing
<b>Critical Tasks:</b>	2.1.1 Provide quarterly company level trainings for CCFD personnel that assess skills bi-annually.		
<b>Measures of success:</b>	<ul style="list-style-type: none"> <li>Completion of task 2.1.1.</li> <li>100% successful demonstration of annual skills by all members.</li> </ul>		

Objective 2.2 Meet with mutual aid partners to develop and facilitate standardized training,			
Assigned to:	Ekstrom	Timeframe:	Annual and ongoing
Critical Tasks:	2.2.1 Explore the possibilities of creating a regional fire training center. 2.2.2 Participation in annual Teller County Firefighter 1 Academy. 2.2.3 Work with TCTOA to participate in bi-annual mutual/automatic aid drills.		
Measures of success:	<ul style="list-style-type: none"> <li>Conduct a feasibility report on the creation of a regional training center.</li> <li>Participate in all TCTOA fire academies.</li> <li>Coordinate the drills described in 2.2.3.</li> </ul>		

Objective 2.3 Provide and maintain a responsive and formal process for all levels of personnel to request and attend outside training.			
Assigned to:	Ekstrom	Timeframe:	Annual and ongoing
Critical Tasks:	2.3.2 Develop and disseminate an effective training request procedure. 2.3.3 Conduct quarterly evaluations of the training request process. 2.3.4 Utilize the training team to disseminate enrollment information about outside training classes.		

Objective 2.4 Provide the highest quality of EMS care possible by maintaining and improving the EMS training program.			
Assigned to:	Pedersen	Timeframe:	Annual and ongoing
Critical Tasks:	2.4.1 Provide personnel with enough training opportunities for renewal of certifications. 2.4.2 Provide monthly skills-based training opportunities that are protocol based. 2.4.3 Conduct a quarterly assessment of compliance to monthly training. Report compliance in the CCFD quarterly report. 2.4.4 Publish an annual EMS training plan as part of the department's annual training plan. 2.4.5 Perform an annual assessment on the adequacy and quality of the EMS training program.		
Measures of success:	<ul style="list-style-type: none"> <li>Completion of tasks 2.4.1 and 2.4.2.</li> <li>Conduct assessments described in 2.4.3 and 2.4.5.</li> <li>Publish an annual EMS training plan.</li> </ul>		
Measures of success:	<ul style="list-style-type: none"> <li>Complete task 2.3.2 and 2.3.4.</li> <li>Conduct quarterly evaluations on effectiveness.</li> </ul>		

Objective 2.5 Enhance and maintain a highly trained and responsive <u>RESERVE FIREFIGHTER PROGRAM</u>			
Assigned to:	McCormack	Timeframe:	6 Months to implement Ongoing after implementation
Critical Tasks:	2.5.1 Work with the training group to create a monthly reserve firefighter training schedule. 2.5.2 Work with the training group to create practical skills requirements for reserve firefighters. 2.5.3 Work with the training group to establish JPR opportunities for certification renewal. 2.5.4 Work with the training group to create a reserve firefighter career progression chart. 2.5.5 Establish requirements for attendance of monthly reserve training. 2.5.6 Establish requirements for annual practical skills testing. 2.5.7 Establish requirements for reserve firefighter attendance. 2.5.8 Conduct quarterly and annual evaluations for reserve firefighter training and attendance.		
Measures of success:	<ul style="list-style-type: none"> <li>Complete tasks related to reserve firefighter training.</li> <li>Complete tasks related to reserve firefighter attendance.</li> <li>Complete tasks related to quarterly and annual program evaluation.</li> </ul>		

-End of objectives and tasks for training programs-

**Goal 3:**

***“To provide services that are currently not available to citizens who are living in Unincorporated Teller County”***

Goal Manager: Chief O’Nale

**Objective 3.1: Collect an accurate data set for the geographical area that would be affected by the formation of a fire protection district or authority.**

<b>Assigned to:</b>	<b>Chief O’Nale</b> (team leader) Personnel will be assigned as needed	<b>Timeframe:</b>	12 months to complete
<b>Critical Tasks:</b>	3.1.1 Define the perspective customers (census data). 3.1.2 Define the exact geographical area of the county that is currently not receiving services. 3.1.3 Project the call volume for unincorporated county by using data from adjoining departments.		
<b>Measures of success:</b>	<ul style="list-style-type: none"> <li>Define and describe the data identified in 3.1.1.</li> <li>Define the geographical area described in 3.1.2.</li> <li>Define the projected call volume described 3.1.3.</li> </ul>		

**Objective 3.2 Engage the public (in unincorporated county) to define their expectations for the scope of services provided.**

<b>Assigned to:</b>	<b>Chief O’Nale</b> (team leader) Personnel will be assigned as needed	<b>Timeframe:</b>	12 months to complete
<b>Critical Tasks:</b>	3.2.1 Develop a system to easily communicate with costumers to find expectations. 3.2.2 Engage the citizens of unincorporated county to define their expectation for coverage. 3.2.3 Use the information obtained in 3.2.2 to create a standard of cover.		
<b>Measures of success:</b>	Completion of all tasks.		

**Objective 3.3: Define and secure the fiscal support needed to provide services to Unincorporated Teller County**

<b>Assigned to:</b>	<b>Chief O’Nale</b> (team leader) Personnel will be assigned as needed	<b>Timeframe:</b>	12 months to complete Dependent on established voting schedule
<b>Critical Tasks:</b>	3.3.1 Define the cost of researching the steps needed to provide services (cost of planning and research). 3.3.2 Use the standard of cover to create a capital asset projection (cost of providing services). 3.3.3 Identify the most efficient way to obtain the needed funds (plan). 3.3.4 Present the plan to the appropriate voting group.		
<b>Measures of success:</b>	Completion of all tasks.		

**Objective 3.4: Define, provide, and improve the emergency services infrastructure within the fire protection district or authority.**

<b>Assigned to:</b>	<b>Chief O’Nale</b> (team leader) Personnel will be assigned as needed	<b>Timeframe:</b>	Dependent on research results
<b>Critical Tasks:</b>	3.4.1 Define the need and level of service. 3.4.2 Create a plan that outlines the steps necessary to execute that level of service. 3.4.3 Approve the plan through the AHJ. 3.4.4 Execute the plan utilizing annual goals and objectives. 3.4.5 Conduct an annual review of progress made in executing the plan created in 3.4.2.		
<b>Measures of success:</b>	Completion of all tasks.		

**Objective 3.5: Complete the required process to formally and legally create a fire protection or authority.**

<b>Assigned to:</b>	<b>Chief O’Nale</b> (team leader) Personnel will be assigned as needed	<b>Timeframe:</b>	Dependent on results of research
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<b>Critical Tasks:</b>	3.5.1	Identify the legal requirements needed to provide the identified level of service.
	3.5.2	Strategize how to meet the legal requirements of creating a fire protection district.
	3.5.3	Meet all legal requirements and create the new fire protection district.
<b>Measures of success:</b>	Completion of all tasks.	

Objective 3.6: Deliver fiscally responsible services to areas of the county that are currently not protected by a fire department or a fire protection district.			
Assigned to:	Chief O’Nale (team leader) Personnel will be assigned as needed	Timeframe:	Dependent on research results
Critical Tasks:	3.6.1	Develop a plan for implementing services by utilizing the existing standards of cover	
	3.6.2	Using the implementation plan, develop annual goals and objectives.	
	3.6.3	Implement services.	
	3.6.4	Conduct appraisals at the same frequency and scope that CCFD utilizes to manage existing programs and processes.	
Measures of success:	Completion of all tasks.		

-End of objectives and tasks for response to unincorporated Teller County-

<b>Goal 4:</b>	<b><i>“To create and maintain a staffing model that provides a higher level of safety for both customers and CCFD employees”</i></b>
<b>Goal Manager:</b>	Fire Officer Group

Objective 4.1: Identify and implement a full-time staffing model that will enhance the safety of citizens and firefighters.			
Assigned to:	Fire Officer Group	Timeframe:	6 months to complete tasks
Critical Tasks:	4.1.1	Cooperate with Cripple Creek Human Resources to identify components of the City’s benefits package that would benefit from updating.	
	4.1.2	Define industry best practices for appropriate minimum staffing for expected incident types.	
	4.1.3	Define an appropriate effective response force standard for all major incident types.	
	4.1.4	Identify appropriate use of mutual aid in relation to the ERF and relative to NFPA 1710 response times guidelines	
	4.1.5	Identify the personnel gap in each ERF for major incident types relative to NFPA 1710	
	4.1.6	Present findings to City Council, City Administrator, City Finance Director, and citizens	
Measures of success:	● Reach a clear, defined, and agreed-upon service level, with the stakeholders in 4.1.6, as it relates to the staffing model.		

<b>Objective 4.2: Identify initiatives and benefits to reduce staffing turnover.</b>			
<b>Assigned to:</b>	<b>Fire Officer Group</b>	<b>Timeframe:</b>	12 months to complete tasks
<b>Critical Tasks:</b>	4.2.1	Cooperate with Cripple Creek Human Resources to identify components of the City’s benefits package that would benefit from updating.	
	4.2.2	Cooperate with Cripple Creek Human Resources to initiate a salary survey of similar communities with fire departments providing a similar service level to identify shortcomings in personnel compensation.	
	4.2.3	Identify department-specific programs to increase personnel job satisfaction and extracurricular involvement.	
	4.2.4	Identify associated cost with each potential implementation. Use available research to identify correlation between each potential implementation and measurable reduction in turnover.	
	4.2.5	Quantify cost associated with the loss/hire of one position and identify ongoing cost of current personnel turnover rate.	

	4.2.6 Identify potential alternative funding options for each implementation and present findings in conjunction with 4.1.6.
<b>Measures of success:</b>	<ul style="list-style-type: none"> <li>Reach an agreed upon target (acceptable) turnover rate for department personnel.</li> <li>Implement initiatives and benefits as appropriate.</li> </ul>

<b>4.3: Identify and implement an effective staffing model for the reserve program that supplements and supports the full-time staffing model.</b>			
<b>Assigned to:</b>	<b>Fire Officer Group</b>	<b>Timeframe:</b>	12 months to complete tasks
<b>Critical Tasks:</b>	4.3.1 Identify an appropriate reserve staffing level capable of supporting the agreed upon staffing level resulting from 4.1. 4.3.2 Reevaluate the appropriate training level for reserve staff necessary to accomplish 4.3.1. 4.3.3 Complete a cost benefit analysis for each additional reserve staff position to be added or eliminated, in support of 4.3.1, relative to the current staffing model. 4.3.4 Analyze potential risk/benefit of allowing otherwise departing full-time personnel to transition into a reserve staff position. 4.3.5 Present recommendation in conjunction with 4.1.5.		
<b>Measures of success:</b>	<ul style="list-style-type: none"> <li>Reach an agreed upon staffing model for the reserve program that supplements and supports the full-time staffing model.</li> </ul>		

-End of objectives and tasks for the staffing program-

<b>Goal 5: <i>To evaluate, enhance, and support priority programs</i></b>	
<b>Goal Manager:</b>	<b>Fire Officer Group</b>

<b>Objective 5.1: Develop a consistent process for the <u>QUARTERMASTER</u> that includes the following; fiscal responsibility, infrastructure, repeatability, and ease of use by end user.</b>			
<b>Assigned to:</b>	<b>McCormack (team leader)</b>	<b>Timeframe:</b>	12 months to complete tasks Ongoing
<b>Critical Tasks:</b>	5.1.1 Develop a scheduled plan for replacing and ordering uniforms and staying within budget 5.1.2 Use a monthly, bi-annually, and yearly ordering schedule 5.1.3 Create a vendor list 5.1.4 Create a website through PRO-formance apparel for ordering new uniforms 5.1.5 Organize and maintain the yearly budget to fit the ordering schedule 5.1.1 Build and maintain a locker for uniforms within the next 12 months		
<b>Measures of success:</b>	<ul style="list-style-type: none"> <li>Completion of critical tasks</li> </ul>		

<b>Objective 5.2 Implement and maintain a <u>WILDLAND</u> firefighting program that provides service for local and national incidents.</b>			
<b>Assigned to:</b>	<b>Lohmeier (coordinator)</b> <b>Brown (assistant coordinator)</b>	<b>Timeframe:</b>	Ongoing/reviewed annually
<b>Critical Tasks:</b>	5.2.1 Conduct an annual wildland refresher. 5.2.2 Conduct an annual fitness test. 5.2.3 Manage I.Q.S. (nationwide wildland certification) for all personnel. 5.2.4 Implement and use the C.W.P.P. (Community Wildland Protection Plan) 5.2.5 Utilize the C.W.P.P. for mitigation and risk management. 5.2.6 Maintain the C.W.P.P. through annual review and renewal processes.		
<b>Measures of success:</b>	<ul style="list-style-type: none"> <li>Personnel obtain annual red-card certification.</li> <li>An annual assessment takes place on the use and effectiveness of the C.W.P.P.</li> <li>An annual program assessment takes place and is used to develop the next year's wildland refresher.</li> </ul>		

Objective 5.3: Develop, implement, and maintain a <b><u>PHYSICAL FITNESS PROGRAM</u></b> based on best practices and standards for physical assessments and development of personnel training programs			
Assigned to:	McMurtry (program manager) McCormack	Timeframe:	6 months to implement Annual recurring tasks after implementation
Critical Tasks:	5.3.1 Create a plan for facilitating fire department physical assessments for all personnel. 5.3.2 Facilitate annual physical assessments for all personnel. 5.3.3 Offer physical fitness recommendations to all personnel based on the results of their physical assessment. 5.3.4 Maintain certification of one person to the level of certified fitness instructor. 5.3.5 Conduct an annual evaluation of program compliance and activity. 5.3.6 Address any identified deficiencies within two weeks of conducting evaluation.		
Measures of success:	<ul style="list-style-type: none"> <li>• Creation of a plan for conducting physical assessments.</li> <li>• 100% participation in annual physical assessments and fitness recommendations.</li> <li>• Conduct an annual program evaluation with deficiencies addressed within two weeks of identification.</li> </ul>		

Objective 5.4: Maintain a responsive and fiscally responsible <b><u>BUILDING MAINTENACE PROGRAM</u></b> .			
Assigned to:	Hedges (team leader)	Timeframe:	Ongoing
Critical Tasks:	<p><b><u>Create a Process</u></b></p> 5.4.1 Establish a consistent process for submitting work orders to the program manager. 5.4.2 Establish a standard for the amount of time it will take the program manager to respond back to the employee that created the work order. 5.4.3 Establish a standard for the amount of time it will take for the Cripple Creek Building Department to address work orders submitted by the program manager. <p><b><u>Strategically Plan for Improvements</u></b></p> 5.4.4 Plan annual budget request(s) for recurring upkeep and maintenance tasks. 5.4.5 Plan budget request(s) of items related to building improvement. <p><b><u>Evaluate Performance</u></b></p> 5.4.6 Conduct quarterly evaluations of program compliance and activity. 5.4.7 Address any identified deficiencies within two weeks of conducting evaluation. 5.4.8 Conduct an annual evaluation of program compliance and activity. 5.4.9 Address any identified deficiencies within two weeks of conducting evaluation. 5.4.10 Conduct an annual evaluation of the program's compliance to its established budget item(s).		
Measures of success:	<ul style="list-style-type: none"> <li>• Completion and dissemination of the processes outlined in tasks 5.4.1.</li> <li>• Creation of the standards described in 5.4.2 and 5.4.3.</li> <li>• Annual completion of a planning document and budget requests related to tasks 5.4.4 and 5.4.5.</li> <li>• Completion of evaluations identified in tasks 5.4.6 through 5.4.10.</li> </ul>		

Objective 5.5: Provide the <b><u>FIRE CORPS</u></b> with the tools and resources they need to best serve in their role of supporting and promoting the Cripple Creek Fire Department			
Assigned to:	Murray (team leader)	Timeframe:	Ongoing
Critical Tasks:	5.5.1 Complete incident command training (all members) 5.5.2 Be available for administrative needs at the station when the department is committed to an extended incident. 5.5.3 Prepare and serve food to emergency crews during extended incidents. 5.5.4 Prepare and serve food to emergency crews during city special events. 5.5.5 Assist in public education and prevention programs.		
Measures of success:	<ul style="list-style-type: none"> <li>• All members receive incident command training.</li> <li>• A standard process is established for requesting fire corps assistance for tasks 5.5.2, 5.5.3, and 5.5.4.</li> </ul>		



Objective 5.6: Strategically and transparently manage the department's finances to meet the expectations of the community in the most fiscally responsible manner possible.			
Assigned to:	Chief O'Nale	Timeframe:	Annual and ongoing
Critical Tasks:	<p>5.6.1 Complete all required budget and planning tasks as outlined by the City of Cripple Creek annually.</p> <p>5.6.2 Align capital asset planning, budgeting, and spending with the following sources:</p> <ul style="list-style-type: none"> <li>• The department's mission, vision, and value statements.</li> <li>• The feedback of community stakeholders.</li> <li>• Goals outlined in the department's annual business plan (completed each year)</li> <li>• Goals and objectives outlined in the departments strategic plan (five-year document).</li> <li>• Documented long range (longer than five years) planning goals established by program managers.</li> </ul> <p>5.7.1 Complete a formal appraisal of the department's budget and spending processes to ensure compliance of tasks 5.7.1 and 5.7.2</p> <p>5.7.2 Maintain transparency by publishing the results of the appraisal.</p> <ul style="list-style-type: none"> <li>• Summarized in the department's annual report (available to the public)</li> <li>• Present the results to internal stakeholders in the department's annual business meeting.</li> </ul>		
Measures of success:	<ul style="list-style-type: none"> <li>• Completion of all tasks related to task 5.7.1</li> <li>• Annually complete a formal appraisal of the department's financial actions and planning as it relates to the resources outlined in task 5.7.2</li> <li>• Maintain transparency by publishing the results of the appraisal in the formats outlined in task 5.7.4</li> </ul>		

End of objectives and tasks for priority programs

<b>Goal 6:</b>	<b><i>Utilize the <u>PLANNING AND ANALYSIS</u> programs to guide the department in the pursuit of their mission, vision, and values</i></b>
Goal Manager:	Engineer Folger

Objective 6.1 Conduct a community hazards and risk assessment that is an accurate reflection of the jurisdiction.			
Assigned to:	Currently Vacant (formerly FF Walsh)	Timeframe:	3-8 months to establish and then ongoing
Critical Tasks:	<p>6.1.1 Assess available risk assessment methodologies.</p> <p>6.1.2 Identify risk assessment methodology most appropriate for the identified risk layer.</p> <p>6.1.3 Conduct a multi-layer risk analysis to include layers of community-wide risk, response category, planning zone, and individual occupancy.</p>		
Measures of success:	<ul style="list-style-type: none"> <li>• Completion of all critical tasks.</li> <li>• Hazards and risks are integrated into pre-incident planning information.</li> <li>• Hazards and risks are examined and updated at least annually.</li> <li>• Approved changes are disseminated to all personnel.</li> </ul>		

Objective 6.2 (quarterly plans) Publish quarterly reports that can provide reference points that identify the progress of each program in the pursuit of its annual goal(s). (quarterly plan)			
Assigned to:	Folger	Timeframe:	To be completed at the end of each quarter
Critical Tasks:	6.2.1 Publish 4 quarterly reports a year. Reports should summarize each programs process in the pursuit if its annual goals.		
Measures of success:	<ul style="list-style-type: none"> <li>• 4 quarterly reports published each year.</li> <li>• All reports published in compliance to their established due dates.</li> </ul>		

Objective 6.3 Empower program managers in their use of business planning to streamline the departments pursuit of annual goals (annual plan)			
Assigned to:	Folger	Timeframe:	Annual

<b>Critical Tasks:</b>	6.3.1 Create an annual business plan for each program 6.3.2 Conduct an annual business meeting 6.3.3 All program managers present their programs status in completing the previous years goals. All program managers will also present their programs goals for the upcoming year. 6.3.4 Publish the business plans in a manner where they can be easily referenced.
<b>Measures of success:</b>	<ul style="list-style-type: none"> <li>Annual completion of all tasks</li> </ul>

<b>Objective 6.4 Publish, maintain, and annually update a <u>strategic plan</u> that maps the specific steps that must be achieved for the department to achieve its ideal future. (5-year plan)</b>			
<b>Assigned to:</b>	<b>Folger</b>	<b>Timeframe:</b>	Updated annually
<b>Critical Tasks:</b>	6.4.1 Publish a community driven strategic plan no less than every 5 years 6.4.2 Annually update the strategic plan in a manner that includes: <ul style="list-style-type: none"> <li>Collection of feedback from all external stakeholders</li> <li>Collection of feedback from all internal stakeholders</li> <li>Updates on the status of all objectives and critical tasks</li> </ul>		
<b>Measures of success:</b>	<ul style="list-style-type: none"> <li>Completion of all tasks in the timeframe that has been established for each task</li> </ul>		

<b>Objective 6.5 Create and maintain a dynamic master plan that describes the ideal future of the department and the environment that must be present for that ideal future to be achieved. (20 year plan)</b>			
<b>Assigned to:</b>	<b>Folger</b>	<b>Timeframe:</b>	Ongoing with updates published annually
<b>Critical Tasks:</b>	6.5.1 Maintain mission, vision, and value statements that are universally true, clearly defined, widely available, and revisited frequently. <ul style="list-style-type: none"> <li>Conduct an annual values audit of all fire department personnel and review its results with a review team that represent all levels of rank structures and experience levels groups within the department.</li> <li>Compare the results of the values audit with the existing statements and recommend changes if indicated.</li> </ul> 6.5.2 Create a master plan that accounts for the information found in the risk assessment, quarterly reports, annual plan, strategic plan, and mission, vision, and value statements. <ul style="list-style-type: none"> <li>Using the fire officer group and chief officer, annually conduct an assessment of the master plan.</li> </ul>		
<b>Measures of success:</b>	<ul style="list-style-type: none"> <li>Completion of all tasks in the indicated timeframe of each task</li> </ul>		

End of objectives and tasks for planning and analysis programs

Goal 7 <i>Create and maintain a high level of accountability through the identification, evaluation, implementation, and documentation of compliance standards.</i>			
Goal Manager:		Captain Haines (Captain of Compliance)	
Objective 7.1: Identify, evaluate, execute, and document the compliance and maintenance of all physical resources related to life safety			
Assigned to:	Haines (team leader)	Timeframe:	6 months to identify 6 months to implement Program evaluation – ongoing
Critical Tasks:	<u>Capital Assets Identification:</u> 7.1.1    Identify and inventory all supplies, PPE, equipment, and apparatus related to life safety. 7.1.2    Identify and document all applicable standards for expiration dates. 7.1.3    Identifv and document all recurring maintenance and inspection standards.		

	<p>7.1.4 Identify and document all requirements for warranty and repairs.</p> <p>7.1.5 Identify a replacement program for all applicable physical assets.</p> <p><b>Implementation:</b></p> <p>7.1.6 Create a calendar and assignments using the above compiled information.</p> <p>7.1.7 Create an annual business plan that establishes the written goals of the program.</p> <p><b>Evaluation:</b></p> <p>7.1.8 Assess the effectiveness of the program through quarterly QA and QC reviews.</p> <p>7.1.9 Annually assess the effectiveness of the program by evaluating its compliance to the standard identified in the business plan.</p>
<b>Measures of success:</b>	<ul style="list-style-type: none"> <li>• Completion of tasks 7.1.1- 7.1.5 (identification).</li> <li>• Completion of tasks 7.1.6 and 7.1.7 (implementation).</li> <li>• Evaluation of the program takes place annually with all identified problems addressed within three months of the evaluation.</li> </ul>

<b>Objective 7.2: Maintain policies and procedures that are available to all personnel through the utilization of an electronic policy management system.</b>			
<b>Assigned to:</b>	<b>Hedges</b> (team leader) Program managers as needed	<b>Timeframe:</b>	Ongoing
<b>Critical Tasks:</b>	<p>7.2.1 Facilitate policy access and acknowledgment training for all personnel.</p> <p>7.2.2 Facilitate policy creation training to appropriate personnel.</p> <p>7.2.3 Facilitate policy update training to all personnel.</p> <p>7.2.4 Conduct an annual evaluation of program compliance and activity.</p>		
<b>Measures of success:</b>	<ul style="list-style-type: none"> <li>• Work with the training group to facilitate the identified training needs.</li> <li>• Completion of annual compliance and activity evaluation.</li> </ul>		

<b>Objective 7.3: Maintain and improve consistent <u>DOCUMENTATION</u> to ensure reliable recall of data.</b>			
<b>Assigned to:</b>	<b>Ekstrom</b> (team leader)	<b>Timeframe:</b>	Ongoing
<b>Critical Tasks:</b>	<p>7.3.1 Establish a standard for required documentation.</p> <p>7.3.2 Establish quarterly and annual goals for compliance (compliance percentage).</p> <p>7.3.3 Create a training plan that reflects the standard for documentation.</p> <p>7.3.4 Conduct quarterly evaluations of program compliance and activity.</p> <p>7.3.5 Conduct annual evaluations of program compliance and activity.</p> <p>7.3.6 Create a remedial training program for the applicable personnel when deficiencies are identified.</p>		
<b>Measures of success:</b>	<ul style="list-style-type: none"> <li>• Creation of a documentation standard.</li> <li>• Creation of quarterly and annual goals for compliance.</li> <li>• Creation of a training plan for implementation.</li> <li>• Completion of a quarterly compliance and activity evaluation.</li> <li>• Completion of an annual compliance and activity evaluation.</li> <li>• Completion of a deficiency's correction program (if needed).</li> </ul>		

<b>Objective 7.4 Create, implement, and maintain an <u>APPARATUS MAINTENANCE AND REPLACEMENT PROGRAM</u> that remains fiscally responsible by using data driven decision making.</b>			
<b>Assigned to:</b>	<b>Haines</b> McMurtry	<b>Timeframe:</b>	Ongoing – 18 months to complete tasks
<b>Critical Tasks:</b>	<p>7.4.1 Research data on best standards and practices on apparatus maintenance procedures.</p> <p>7.4.2 Assess the current fleet maintenance and replacement needs.</p> <p>7.4.3 Use the research and assessment to create benchmarks and trigger points for apparatus maintenance and replacement processes.</p> <p>7.4.4 Create a vehicle replacement plan and present it to the City for formal approval</p>		



Measures of success:	<ul style="list-style-type: none"><li>• Completion of research described in 7.4.1</li><li>• Completion of the assessment described in 7.4.2</li><li>• Creation of the benchmarks described in 7.4.3</li><li>• Creation and submission of the apparatus replacement plan 7.4.4</li></ul>		
Objective 7.5: Maintain and improve the <b>EMERGENCY COMMUNICATIONS</b> system.			
Assigned to:	Ortega (team leader)	Timeframe:	Quarterly
Critical Tasks:	7.5.1 Participate in quality improvement audits of the alarm handling times 7.5.2 Participate interdepartmental training 7.5.3 Participate in quality improvement audits of the emergency communications equipment		
Measures of success:	Completion of all tasks		

<b>Objective 7.6: Maintain a responsive <u>SAFETY PROGRAM</u> through physical assessments, department wide training, and qualification of personnel to certified safety officer positions.</b>			
<b>Assigned to:</b>	<b>Pedersen</b> (team leader) Safety Committee	<b>Timeframe:</b>	Ongoing
<b>Critical Tasks:</b>	7.6.1 Conduct quarterly safety team meetings. 7.6.2 Facilitate quarterly safety training. 7.6.3 Facilitate quarterly safety initiatives 7.6.4 Conduct quarterly evaluations of program compliance and activity 7.6.5 Facilitate annual fire department physicals 7.6.6 Facilitate annual infection control training for all fire and EMS personnel 7.6.7 Conduct an annual evaluation of program compliance and activity 7.6.8 Certify and maintain at least one person to the level of Health Safety Officer 7.6.9 Certify and maintain at least one person to the level of Incident Safety Officer		
<b>Measures of success:</b>	<ul style="list-style-type: none"> <li>• Completion of quarterly safety meetings</li> <li>• 100% participation quarterly training and initiatives.</li> <li>• Completion of quarterly program evaluation</li> <li>• 100% participation in annual physicals and infection control training.</li> <li>• Completion of annual program evaluation</li> <li>• Initial certification of one person to the levels identified in 7.6.8 and 7.6.9</li> </ul>		

End of objectives and tasks for compliance programs

-END OF CHAPTER 4 CONTENT-

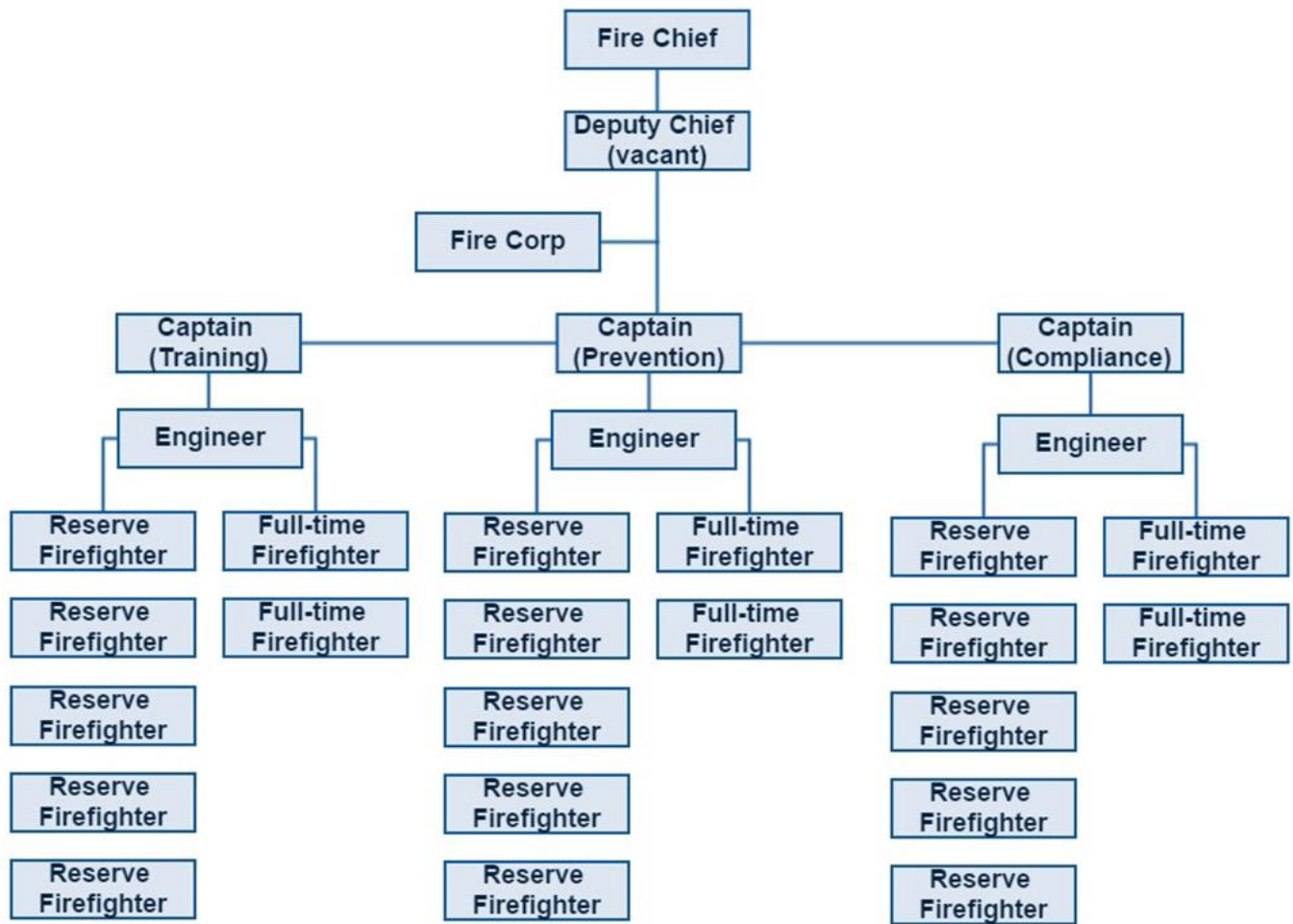
# APPENDICES

## CHAPTER 5



## APPENDIX A

### ORGANIZATION CHART





## **APPENDIX B**

### **PHOTO CREDITS**

Mountain Folk Photography  
J.R. Sloan Photography

### **STRATEGIC PLANNING TEAM**

Engineer Jonathan Folger – Team Leader  
Chief Randy Baldwin – Team Member  
Captain Ryan Lohmeier – Team Member  
Captain Chris Ekstrom – Team Member  
Engineer Sam Hedges – Team Member  
Engineer Dan Battin – Team Member  
Engineer Kathleen Pedersen – Team Member  
Firefighter Daniel Walsh – Team Member

### **MISSION, VISION, AND VALUES TEAM**

Engineer Jonathan Folger - Co-Team Leader  
Firefighter Daniel Walsh - Co-Team Leader  
Chief Randy Baldwin – Team Member  
Captain Ryan Lohmeier – Team Member  
Engineer Kathleen Pedersen – Team Member  
Firefighter Blake McCormack – Team Member  
Firefighter George “Sonny” Brown – Team Member  
Reserve Firefighter Mike Ortega – Team Member

## APPENDIX C

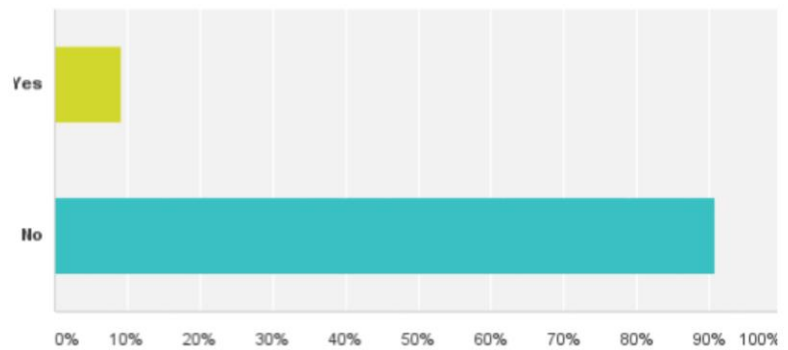
### COMPLETE RESULTS OF THE STAKEHOLDER SURVEY

Note:

Appendix C represents raw data that was obtained through a unanimous survey. The department made absolutely no changes to the content that was provided by our stakeholders.

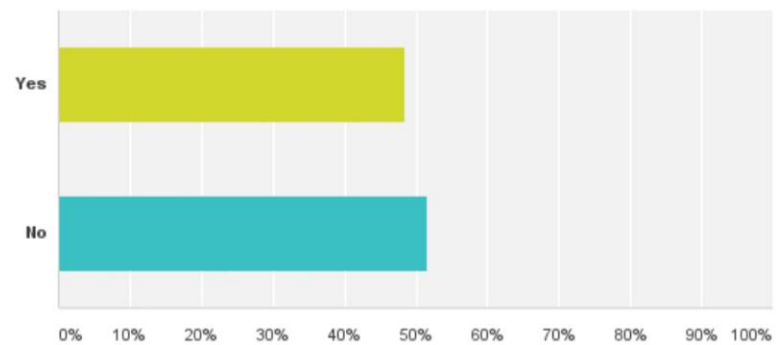
#### Q1 Are you a resident of the City of Cripple Creek?

Answered: 33 Skipped: 0



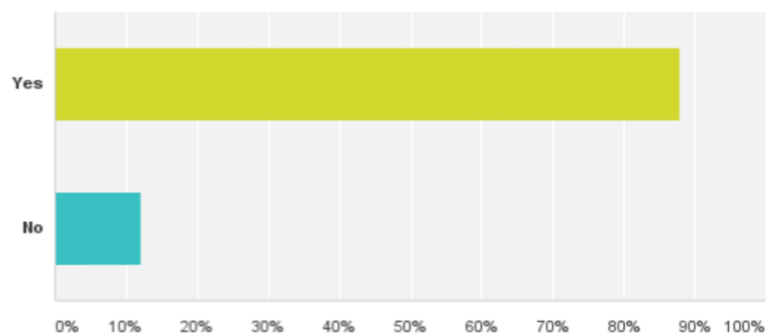
#### Q2 Do you work for or own a business in the City of Cripple Creek?

Answered: 33 Skipped: 0



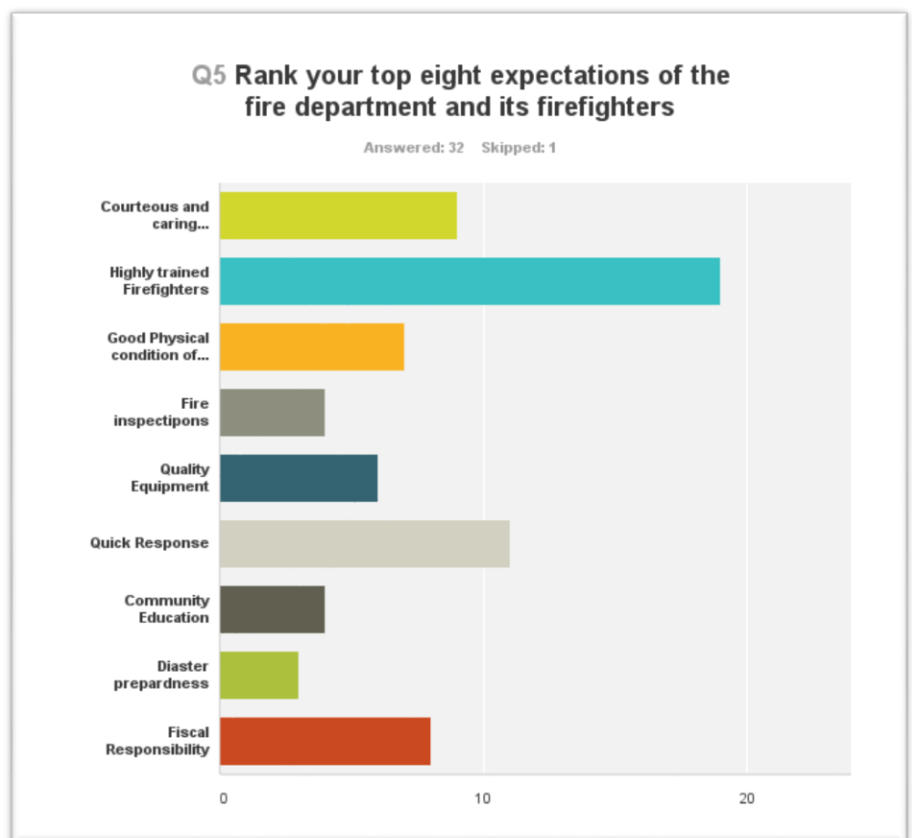
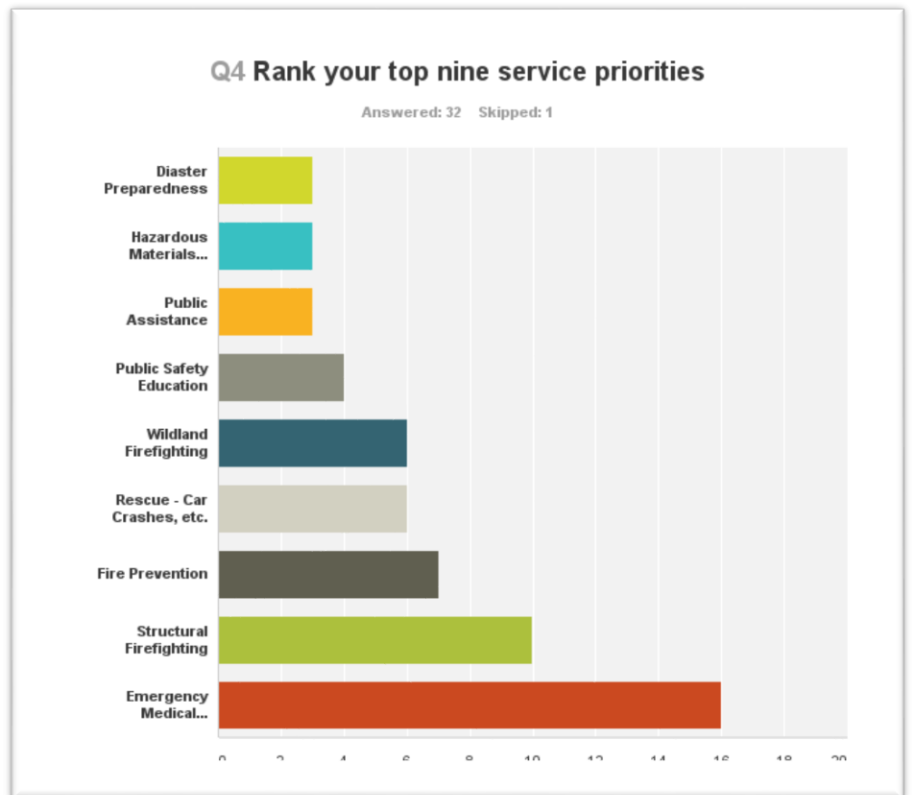
#### Q3 Do you work for an emergency services or governmental agency that interacts with the city of Cripple Creek or the Cripple Creek Fire Department?

Answered: 33 Skipped: 0



## APPENDIX C

### COMPLETE RESULTS OF THE STAKEHOLDER SURVEY





## APPENDIX C

### COMPLETE RESULTS OF THE STAKEHOLDER SURVEY

(Shown verbatim from survey responses)

Q6: What concerns do you have with your fire department?	
Not enough personnel on at one time	Improved medical competence/ training
Not enough personnel	Training
Lack of adequate staffing	Lack of regular standardized in-service training
Small staff when something big happens	Need more training
Under staffed	Adequate time for training
Staffing	Sustainability
Whether you have sufficient manpower and equipment	Job security
Lack of personnel for safety	Continued funding sources
Staffing, 1 extra Firefighter per shift	Fiscal Responsibility
Staffing level in the reserve FF program	End of gaming
Second-in response being 30 mins away.	Rescue vehicle needs to be replaced
I think we need to figure out a way to recruit higher quality hiring pools and/or reserve firefighters	That equipment continues to be updated
	Better equipment
Lack of operational support from surrounding fire departments	Water resources
	Benefits for families
Lack of fire protection outside the city limits	Lack of commercial inspections throughout the city
The ability to respond outside the city limits	Frequency and standardization of inspections
Response outside the city that's not mutual/automatic aid- i.e. delivery of free services	price of city health insurance for family members is not competitive with other fire departments
Out of district response	Expensive insurance for family
Wildland fire response to unincorporated areas of the county	Expensive healthcare affecting employee retention.
Coverage area outside the city limits	Pay & benefits
who covers cc in case of response out of district, are they capable?	Competitive pay
Depth of organizational leadership in a small agency	Turnover
There are unprotected areas	Turnover
Too much overtime, need to hire more reserve firefighters	Lack of retention
Both risk and cost to the city of cripple creek is increased when CCFD responds to unincorporated teller county	Ability to keep the Chief and firefighters from looking for other jobs.
Emergency Medical Services	Lack of career progression for ff's
Wildland fire fighting	SWTCEMS being housed in the fire station- negative impact on firefighter productivity and morale as well as a drain on city's fiscal and physical resources
Hearing addresses	
Company level leadership	
None can't get any better	

## **APPENDIX C**

### **COMPLETE RESULTS OF THE STAKEHOLDER SURVEY**

(Shown verbatim from survey responses)

<b>Q7: What do you see as your fire department's strengths and/or what are we doing well?</b>	
Highly trained and skilled	Quick Response Times
Excellent continued education culture	Quick Response Time
Firefighters holding multiple certifications.	Response times
Highly trained personnel	Response times
Highly certified staff	Quick Response
Education	Quick Response
Training	Great Staff
Well Trained	Current staff and their commitment to excellence
They all know their job to the T	Professionalism
Certified Firefighters	Professionals
Ems knowledge	Very proactive
Continued access to training and education	Great guys and gals to work with
Well trained	Professional
Emphasis on training	Organization
Well trained	Chief Baldwin is great
Appropriate training and response	They all work as a team
Eager to learn fire fighters	Courteous staff.
Well trained	Courteous
Training	Dedicated
Good medical skills	Management skills of supervisors
Well Trained	Motivated for continual self-improvement
Great program to integrate new fire fights	Leadership
Good Equipment	Professional and courteous
Great equipment	Professional
Doing the best we can with what they have	Excellent professionalism
Good equipment	Management
Equipment	Progressive
Reliable equipment	Good public image
High quality equipment/equipment maintenance plans	Good community rapport
Inspection of public buildings	Involved with city plans and events
Turnover rates for firefighters are not bad.	Great customer service
Haven't been here long enough to have an opinion	Good public relations
Mutual aid	Friendly and working well with community
Competitive compensation	Pro-Business and supporting local businesses
Reserve Program	Work well with the city, other departments and the community
Firefighters are in shape.	
Continue public education	Community oriented
Great firefighters/staff	Public service mentality- maintaining relationships in the community
Work well with what is at hand	

## **APPENDIX C**

### **COMPLETE RESULTS OF THE STAKEHOLDER SURVEY**

(Shown verbatim from survey responses)

<b>Q8: We are developing a strategic plan that will act as a guiding document for the future of our department. What specific area(s) would you like to see explored/researched in the creation of a 3-5 year plan?</b>	
Expansion of district	Manpower stability
Expansion into nearby areas	Staffing increase
Expansion of district to help with more personnel	Additional administrative and operations based staffing
Provide services outside of the city limits of Cripple Creek, without taking from the citizens within Cripple Creek.	Additional staffing
	Additional staffing to provide for a higher level of safety
	More offsite training opportunities for all firefighters.
Expansion of Fire Dept. to have the ability to respond to unprotected areas	Operations based training that involves all first due mutual aid partners
Fire response in unincorporated areas.	In House Emergency Medical Services
Becoming a district and more staffing	Fire prevention and community education
Expanded response area.	Better inspections and fire safety program
Cover more of the non-city limit Cripple Creek areas	Establishment of fiscally responsible all hazard response to unincorporated Teller County
Area fire district including areas where the fire department responds	Development of a district

<b>Q9: We are developing a strategic plan that will act as a guiding document for the future of our department. What specific area(s) would you like to see explored/researched in the creation of a 3-5 year plan?</b>
Heading in the right direction... going from good to great!
I'd like to see even more improvements in training in the way of well-planned monthly in-service training, and required quarterly company drills.
I also believe that if the department is going to survive the death of baby boomers and the end of the current mine life extension that ends in 2025, the department needs to aggressively pursue a district.
They are well informed and educated. Great Fire Department
Turnover has improved but if salaries were a little better may encourage some to stay longer. The current Chief has been a real boost to moral.
I think all in all we have a very good department.
You guys are the closet to the situation you have the best thoughts on what makes your department viable.
Concern is with the business aspect of current Emergency Medical Services. Private Business is too eager for ambulance transports and other costly services to the customers.
I am not sure in some areas. I hope to have a better idea as we continue this venture
Overall, Great Department

-END OF CONTENT-



PROTECTING THE  
WORLD'S GREATEST  
GOLD CAMP  
SINCE 1893

