

CIMARRON HILLS FIRE PROTECTION DISTRICT



COMMUNITY RISK ASSESSMENT & STANDARDS OF COVER

EFFECTIVE: 18 AUGUST 2021



Cimarron Hills Fire Protection District

Colorado Springs, Colorado

Community Risk Assessment & Standards of Cover

Fire Chief: Andrew York

Adopted by the CHFPD Board of Directors on 18 August 2021

Resolution 2021-003

CIMARRON HILLS FIRE PROTECTION DISTRICT

RESOLUTION NO. 2021-003

**RESOLUTION ADOPTING 2021 STANDARDS OF COVER AND COMMUNITY RISK
ASSESSMENT**

WHEREAS, the Cimarron Hills Fire Protection District (the "District"), acting by and through its duly appointed Board of Directors (the "Board") recognizes a need for thoroughly identifying hazards and risks within the Cimarron Hills community; and

WHEREAS, the Board recognizes a need to document the District's current capabilities and limitations against internally recognized consensus standards; and

WHEREAS, the Cimarron Hills Fire Department has developed the attached Standards of Cover and Community Risk Assessment documents as written policies and procedures establishing the distribution and concentration of fixed and mobile resources to ensure a safe and effective response force for fire suppression, emergency medical services, and specialty response situations; and

WHEREAS, the Cimarron Hills Fire Department adheres to its Mission, Vision, and Values to honorably serve our community by providing professional and aggressive fire and emergency medical services, community focused preparedness and an unparalleled commitment to training excellence.

NOW, THEREFORE, BE IT RESOLVED that the Board of Directors of the Cimarron Hills Fire Protection District hereby adopts the attached Cimarron Hills Fire Protection District 2021 Standards of Cover and Community Risk Assessment as a guide for future planning and resource development.

RESOLVED this 18 day of Aug, 2021

CIMARRON HILLS FIRE PROTECTION DISTRICT

By: 
Paul Miller, President

Attest:


Rene' Sintas, Secretary

INTRODUCTION

This comprehensive document consists of the Community Risk Assessment (CRA) and Standards of Cover (SOC). The primary purpose behind these documents is for organizational management to assess and provide effective fire and emergency services to the Cimarron Hills community. These two components are utilized along with the Strategic Plan, Standard Operating Procedures (SOPs), and department budget to establish a clear and systematic methodology for providing the best possible service to the district's residents and visitors.

The creation of these documents gives the organization a phenomenal opportunity to research and explore all aspects of organizational operations. This document provided department staff with an opportunity to learn about their history previously unknown or forgotten, and it provided an opportunity to better understand how they got to where they are as an organization. Developing the CRA and SOC is a very rewarding process and extremely extensive. In this document you will find a lot of information, such as: department history, position management, fiscal management, response capabilities, services provided, critical task analysis, and deployment evaluation. The final component is a recommendations section discussing performance improvement, fiscal management, future program development, and relationship building.

The Commission on Fire Accreditation International (CFAI) and Center for Public Safety Excellence (CPSE) sets the standard for how these documents are created, formatted, and presented. Cimarron Hills Fire Department utilized the below resources from the CFAI and CPSE in developing the CRA and SOC:

- Fire and Emergency Service Self-Assessment Manual (FESSAM) 9th Edition, 2015
- Community Risk Assessment: Standards of Cover 6th Edition, 2016
- Quality Improvement Through Accreditation: Student Workbook, 2015



MISSION

The **MISSION** of the Cimarron Hills Fire Department is to honorably serve our community by providing professional and aggressive fire and emergency medical services.

VISION

The **VISION** of the Cimarron Hills Fire Department is to lead by example through community-focused preparedness and an unparalleled commitment to training excellence.

VALUES

CUSTOMER SERVICE

We will serve every customer with the utmost care, compassion, and commitment. Our community is our top priority, and **THEY** are the reason we do what we do.

PEOPLE

We value people by being an aggressive minded and aggressively trained organization to ensure we are the best at what we do when it matters most.

TACTICAL SUPERIORITY

Quick Water, Quick Search, and Quick Care will be our priority on every fire and EMS call, and will be accomplished with extreme pride and ownership.

SLOGAN

“A Community Centered Family Department”

Table of Contents

Section I – Introduction and Department Information

Introduction.....	4
Mission, Vision, Values, and Slogan.....	5
Board of Directors.....	11
Management Staff.....	11
Acknowledgements	11
Executive Summary	12
Message from the Fire Chief.....	14
Governance and Administration	15
Governing Body – Board of Directors	15
Organizational Structure	16
Fire Chief Position	16
Deputy Fire Chief Position	17
Division Chief of Fire & Life Safety Position	17
Executive Assistant Position.....	17
Financial Planner Position.....	18
Captain Position	18
Lieutenant Position	18
Engineer Position	18
Firefighter/Paramedic Position.....	19
Firefighter Position.....	19
Fiscal Management	20
Mill Levy Rates	20
Assessed Valuation vs. Actual Value	21
Revenue Sources.....	21
CRA/SOC Development and Updates.....	22
Section II – Documentation of Agency and Area Characteristics	
CHFD History – Where We Came From	24
District Boundaries and Area Description	29
Insurance Services Office	30
Significant Landmarks and/or Nearby Points of Interest.....	30

Military Community	31
Climate	32
Geology	32
Demographics	33
Population	33
Race/Ethnicity	34
Educational Attainment	35
Household Income and Home Prices	36
Schools	37
Mutual Aid Partners and Agreements	38
Geographical Planning	39
District Response Drive Time	39
Section III – Agency Programs and Services	
Summary of Services Provided	41
Emergency Medical Services	41
Fire Suppression	42
Wildland Firefighting	42
Traffic Accidents	43
Code Enforcement	43
Fire Investigations	44
Fire Prevention and Community Support	44
Hazardous Materials	45
Certifications and Associations	45
Association Memberships	46
Section IV – Current Deployment and Performance	
Fire Department Staffing	48
Facilities	48
Station 1	48
CHFD Headquarters	48
Apparatus and Vehicles	49
Ladder 1331	49
Engine 1311	49
Squad 1341	50

Brush 1340	50
1300	50
1301	51
1302	51
Admin Support Vehicle	51
Incident Statistics	52
Annual Call Volume	52
Call Volume by Month	53
Call Volume by Day of Week	54
Call Volume by Hour	54
Overlapping Incidents	55
Major Incident Types	56
Historical Trending of Total Call Volume	56
Critical Task Analysis.....	57
Response Risk Summary	57
Emergency Medical Services - Alpha/Bravo/Lift Assists/Non-Transport (Low Risk)	58
Emergency Medical Services - Charlie/Delta/Echo/Transport (Moderate Risk).....	58
Emergency Medical Services - Mass Casualty Incident (MCI) (Moderate Risk)	58
Structure Fire Response - Vehicle/Outbuilding Fire (Low Risk)	59
Appliance/BBQ Grill/Chimney Fire (Low Risk)	59
Structure Fire Response - Single Family Residential Fire (Moderate Risk)	60
Structure Fire Response - Multi-Family Residential Fire (High Risk).....	61
Structure Fire – Commercial (High Risk)	62
Hazardous Materials (Moderate Risk)	63
Wildland/Brush Fire – In-District (Moderate Risk).....	63
Traffic Accidents (Low Risk)	64
Traffic Accident with Entrapment (Moderate Risk)	64
Evaluation of Deployment.....	65
Emergency Medical Services – Emergent	65
Structure Fire – Emergent.....	65
Traffic Accidents – Emergent	65
5-Year CHFD Evaluation of Deployment	65
Performance Maintenance and Improvement	66

Section V – Community Risk Assessment

Risk Assessment Summary	68
Occupancy Vulnerability Assessment Profile	68
Apartment Buildings	69
Constitution Square Heights	69
Space Village Apartments	70
Village East Apartments	71
Western Hills Apartments	72
Educational Facilities.....	73
Christa McAuliffe Elementary	73
Evans Elementary.....	74
Horizon Middle School.....	75
Colorado Military Academy	76
Springs Studio for Academic Excellence	77
Day Care Facilities.....	78
McCoy and Little John Daycare.....	78
Religious Facilities	79
Fount of Life Church.....	79
King Solomon Baptist Church.....	80
Specialty Facilities.....	82
Springs Mobile Home Park.....	82
Additional Community Hazards	83
Flash Flooding	83
Hail	83
Wind.....	83
Winter Storm	83
Aircraft Incidents.....	84
Cannabis Extraction	84
Other Disasters	85
Section VI – Needs Assessment	
Needs Assessment and Identified Gaps.....	87
Preserving the History.....	87
Continual Evaluation and Updates.....	87



BOARD OF DIRECTORS

Paul Miller – President

Paul Graham – Vice President

Rene’ Sintas – Secretary

Bryan Schofield – Treasurer

Larry Keleher – Director

MANAGEMENT STAFF

Andrew York – Fire Chief

Michael Wupper – Deputy Fire Chief

John “JT” McLeod – Division Chief of Fire & Life Safety

Virpi Mattson – Executive Assistant

Heath Bichel – Financial Planning Assistant

ACKNOWLEDGEMENTS

We must take this time to acknowledge our amazing, caring, professional, and dedicated line staff. The men and women of our line staff are the best firefighters and emergency medical personnel you will find. These amazing people lay their lives on the line daily for our community and each other, knowing full well they may be asked to make the ultimate sacrifice. This organization and community would not be what it is today without the efforts of these tremendous people.

The CHFD management staff would like to acknowledge our caring and dedicated Board of Directors. These elected officials are dedicated to their community and to ensuring our organization continues to set the standard for fire districts in El Paso County. Thank you for your guidance and commitment to public service.

The team listed above under “management staff” comprised the team to develop this Community Risk Assessment and Standards of Cover. The countless hours necessary for research, development, design, and collaboration did not go unnoticed. The organization better understands the past and is more prepared for the future due to their efforts.

EXECUTIVE SUMMARY

This Standards of Cover and Community Risk Assessment document is the result of hard-work, dedication, and commitment to excellence on behalf of the entire Cimarron Hills Fire Protection District. This document highlights the organization's history, outlines services provided, establishes performance baselines, evaluation of current and expected performance, and includes the assessment of risks faced by the agency and community. The overarching goal of this document is to outline how the Cimarron Hills Fire Department identifies risk, manages risk, and operates the fire department on a daily basis. This document is dedicated to the residents and visitors of Cimarron Hills.

Outlined in this document is how your fire department operates, and how they plan to respond to and mitigate your emergency situations.

“The SOC is, in essence, a contract between an agency and the community it serves”

- CPSE, 2018

The Standards of Cover – Community Risk Assessment document accomplishes several goals, with the most important being to provide professional, efficient, and effective fire and emergency services to the Cimarron Hills community through risk based, data driven, and community focused research and implementation. The Standards of Cover (SOC) and Community Risk Assessment (CRA) will be utilized in conjunction with the Fire and Emergency Service Self-Assessment Manual (FESSAM) to guide and operate how the Cimarron Hills Fire Protection District plans for the future and addresses community needs. These documents will be utilized to assess the possibility of achieving accreditation through the Commission on Fire Accreditation International (CFAI).

Through the establishment of this SOC / CRA, the organization has established clear expectations and performance measures which are intended to provide top-notch fire and emergency medical services. The organization has demonstrated excellence by maintaining an average response time of 5-minutes over the last 5-years. In 2020, the department established a comprehensive Division of Fire & Life Safety. This program provides for fire inspections, code enforcement, plan reviews, construction services, fire investigations, school-based education programs, and other public fire safety education initiatives. The organization has currently adopted the 2015 International Fire Code, with the goal of adopting the 2021 code in the next twelve months.

The department has experienced significant organizational changes in the last 3-5 years. This has included 4 different Fire Chiefs, firefighter deaths, attempted contract with another fire department, and since December 2019 a complete overhaul of department administration and operations. The need to respond to calls for service didn't stop during this time. Call volume actually increased, and the men and women of the Cimarron Hills Fire Department deserve a significant amount of credit for their strong work and continued dedication.

This Standards of Cover and Community Risk Assessment is presented to the Board of Directors and Citizens of Cimarron Hills. This is your fire department explained, dissected, documented, and presented for your review. The CHFD Slogan - **“A Community Centered Family Department”**.

CIMARRON HILLS FIRE PROTECTION DISTRICT

CRA / SOC

SECTION I

Introduction, CRA/SOC Development, and Department Information



MESSAGE FROM THE FIRE CHIEF

To the citizens of Cimarron Hills, it is my honor to be your Fire Chief and I am excited to present to you our Standards of Cover and Community Risk Assessment. This is the first time this document has been completed and presented to the community. During my swearing-in ceremony, December 2019, I made the following statement to our firefighters, “My promise to you is simple; I will work tirelessly and with extreme passion to support you, our department, and our community”. This statement still reflects my view on how we operate, plan, budget, and serve our community, and will continue to do so through my tenure as your Fire Chief.

The SOC/CRA document is extremely comprehensive and will provide you with an in-depth understanding of where we came from, where we are, and what our expectations are for the organization. The process of creating the SOC and CRA was extremely rewarding and a great learning experience. We gained a lot of knowledge regarding our history and why things are the way they are. It was great to see all of our current performance evaluations and statistics laid out on paper, as it solidified what I already knew – we have an amazing fire department. We were able to clearly examine how we are performing and where we can improve. This document does identify a few gaps in our department capabilities. We will use this document and our upcoming Strategic Plan to close these gaps and provide the best possible service to our community. Even though we found a few gaps and areas of improvement, there is a lot of pride within the fire department. We continue to enhance our operations and strive for fast response times, currently averaging 5-minutes over the last 5-years.

I want to thank everyone involved in developing this document. It wasn’t always easy but it was definitely a great experience. We are all better leaders, individuals, and customer servants for our efforts. I want to thank our Board of Directors for their service to the community and for their support over the last few years. We have accomplished a lot in a short period of time. Last, but most certainly not least, I want thank our firefighters. You are some of the best firefighters I have had the privilege to work alongside throughout my career. I appreciate what you do for this department and for this community on a daily basis.

The Cimarron Hills Fire Department is a strategic and forward-thinking organization. We will continue to explore different ways to provide the best possible service to our community. Throughout this document you will see we have established clear expectations for excellence, comprehensively reviewed our risks, and appropriately addressed where we need to improve. Soon we will be developing our Strategic Plan. These documents combined will provide a great foundation for the organization and will give us a great path forward over the next 1, 3, 5, and 10 years. Always know your fire department trains hard, strives for excellence, and is committed to providing your family with top-notch fire and emergency medical services when you need it most.

Thank you,

Andrew York
Fire Chief

GOVERNANCE AND ADMINISTRATION

The Cimarron Hills Fire Protection District is a legally established Special District in the State of Colorado and is operated as such under Colorado Revised Statute Title 32 “Special District Act”. As a Special District, Cimarron Hills is a member of the Colorado Special District Association. The Cimarron Hills Volunteer Fire Department was officially established in 1972 by a group of interested citizens, with William Beahan as the first Fire Chief. The official service plan was proposed to the El Paso County Board of County Commissioners (BOCC) on January 31, 1973, and the resolution was passed by the BOCC on March 6, 1973. On October 2, 1973 the 4th Judicial District Court certified the organization and the formation of its five-person Board of Directors with Civil Action 76550.

The Cimarron Hills Fire Protection District (CHFPD) is also known as the Cimarron Hills Fire Department (CHFD).

GOVERNING BODY – BOARD OF DIRECTORS

The district is overseen by a citizen elected five-person Board of Directors (BOD). Directors serve four-year terms, with a 2-term limit. The BOD has four designated positions with one director serving as a general director. These positions include; President, Vice President, Secretary, and Treasurer. The BOD meets monthly on the 3rd Wednesday, unless otherwise changed. During this meeting the BOD is presented, typically by the Fire Chief, the Treasurers Report for the previous month. This is discussed and approved by the directors. The Fire Chief presents other pertinent district business, reviews incident statistics, and provides updates on department operations and administration.

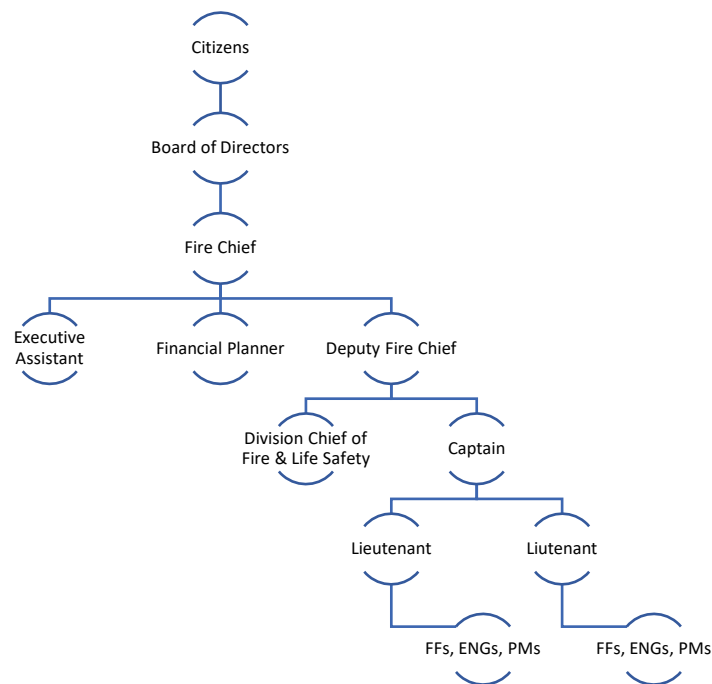
Directors have the following primary responsibilities:

1. Ensure a fire department is maintained
2. Ensure taxpayer money is being utilized appropriately
 - a. Monthly Treasurers Report approval
 - b. Directors are 1 of 2 signatures required on all checks
 - c. Approves budget annually, and establishes spending limitations
3. Hire and supervise the Fire Chief
4. Other duties and responsibilities are outlined in C.R.S. Title 32



The Fire Chief is hired to serve as the Chief Executive Officer of the organization and holds all responsibilities under this title as outlined in Title 32. The Fire Chief is responsible for all fire department functions, administration, and supervision. The Fire Chief oversees all aspects of employee management, including hiring all positions (except the Fire Chief) necessary to accomplish the strategic vision and goals established with the Board of Directors.

ORGANIZATIONAL STRUCTURE



CHFD is organized as a professional and fully-paid fire department utilizing a para-military structure. The organization has 22 full-time employees (FTE) and 8 part-time employees (PTE). 18 of 22 FTEs are line staff on a 56-hour workweek, 3 are exempt Chief Officers on a 40-hour workweek, and 1 is the Executive Assistant on a 40-hour workweek. 7 of 8 PTEs are line staff with varying work schedules as needed by the organization. The remaining PTE is the Financial Planning Assistant, who is on a 20-hour workweek. A summary of each organizational position is included below:

FIRE CHIEF POSITION

The Fire Chief is the Chief Executive Officer for the Cimarron Hills Fire Protection District, serving under the supervision of the Board of Directors. The Fire Chief is responsible for implementing all district rules and overseeing the effective and efficient operation/administration of all aspects of the district. The Fire Chief will work with the District's Senior Executive Team in supervising members of the district. The Fire Chief operates as a senior manager and command officer, responding safely to and mitigating emergent and non-emergent incidents, such as, but not limited to; fire, medical, rescue, and environmental. The Fire Chief demonstrates courage to be an innovator of the future, respectful of tradition but not constrained by it, ensuring the department incorporates up-to-date and efficient fire prevention, fire suppression, hazardous incident mitigation, and emergency medical technologies into CHFD procedures, equipment, and methods. The Fire Chief has responsibilities dealing with the hiring, supervision, promotion, discipline, and other related functions.

DEPUTY FIRE CHIEF POSITION

The Cimarron Hills Deputy Fire Chief is second in command to the Fire Chief. As an integral part of the organization's executive management team, the Deputy Fire Chief assists in planning, organizing, directing, and evaluating the Cimarron Hills Fire Department. The Deputy Fire Chief is responsible for day-to-day operations of the organization and directly supervises and builds relationships with both operational and non-operational personnel. As directed, the Deputy Fire Chief may be assigned other areas which include all day-to-day emergency and non-emergency operations, all response companies, and company officers. The Deputy Fire Chief assumes the role of Branch, Division, and Program Executive as assigned, as well as command and representation of the organization in the absence of the Fire Chief. The Deputy Fire Chief operates as a senior manager and command officer, responding safely to and mitigating emergent and non-emergent incidents, such as, but not limited to fire, medical, rescue, and environmental. The Deputy Fire Chief demonstrates courage to be an innovator of the future, respectful of tradition but not constrained by it, ensuring the department incorporates up-to-date and efficient fire prevention, fire suppression, hazardous incident mitigation, and emergency medical technologies into CHFD procedures, equipment, and methods. The Deputy Fire Chief has responsibilities dealing with the hiring, supervision, promotion, discipline, and other related functions.

DIVISION CHIEF OF FIRE & LIFE SAFETY POSITION

The Cimarron Hills Division Chief of Fire and Life Safety oversees the Fire & Life Safety, Prevention, and Community Services Division. The Division Chief of Fire and Life Safety may operate as a command officer in responding safely to and mitigating emergency and non-emergency incidents such as, but not limited to, fire, medical, rescue, and environmental related. The Division Chief of Fire and Life Safety serves as the primary Investigator for all CHFD related fire investigations, as well as code enforcement, plan review, and fire inspections for all properties within the district. Oversight and coordination of fire safety events and requests for participation in community events. Coordinate the development of fire safety videos for release on social media platforms. Follows Fire and Life Safety Educator I and II practices to ensure media releases and presentations are given to the appropriate audience. Aligns community messages, events, and community education materials with organizational mission, vision, and values. The Deputy Fire Chief has responsibilities dealing with the hiring, supervision, promotion, discipline, and other related functions.

EXECUTIVE ASSISTANT POSITION

Under the supervision of the Fire Chief, the Executive Assistant performs a variety of highly responsible and complex administrative, budgetary, research, and record-keeping duties in support of assigned department, division(s) or program(s); coordinates and participates in administrative functions in support of immediate and long-term goals and objectives. Position requires the employee to be disciplined and precise, organized, analytical, and skilled at computer use. Must possess a team attitude toward the execution of tasks supporting all organizational levels. Serves as the organizational Human Resources representative.

FINANCIAL PLANNER POSITION

Under the supervision of the Fire Chief, the Financial and Planning Assistant performs a variety of highly responsible and complex administrative, budgetary, research, record-keeping, and accounting duties. Coordinates and participates in administrative support functions in support of the organization's immediate and long-term goals and objectives. Position requires the employee to be disciplined, precise, organized, analytical, and skilled at computer use. He or she must possess a team attitude toward the execution of tasks supporting the organization at all levels.

CAPTAIN POSITION

The Cimarron Hills Captain is a leadership team member, responsible for managing day-to-day operations and leading one or more fire companies within the Operations Branch of the organization, both in and out of the Station. The Captain is accountable for facilitating safe emergent and non-emergent response to and mitigation of incidents such as, but not limited to, fire, medical, rescue, and environmental. Additional duties include prevention, education, and preparedness, as well as supervising, encouraging, and mentoring members assigned. Places a strong emphasis on training, participating in and facilitating a variety of high-frequency training activities to promote team building and personal development. The Captain incorporates up-to-date and efficient fire prevention, fire suppression, hazardous incident mitigation, and emergency medical technologies into daily operations and assists in planning, organizing, directing, and evaluating. The Captain may be assigned to other non-operational positions.

LIEUTENANT POSITION

The Cimarron Hills Lieutenant is a leadership team member, responsible for managing day-to-day operations and leading one or more fire companies within the Operations Branch of the organization, both in and out of the Station. The Lieutenant is accountable for facilitating safe emergent and non-emergent response to and mitigation of incidents such as, but not limited to, fire, medical, rescue, and environmental. Additional duties include prevention, education, and preparedness, as well as supervising, encouraging, and mentoring members assigned. The Lieutenant places a strong emphasis on training, participating in and facilitating a variety of high-frequency training activities to promote team building and personal development. The Lieutenant incorporates up-to-date and efficient fire prevention, fire suppression, hazardous incident mitigation, and emergency medical technologies into daily operations and assists in planning, organizing, directing, and evaluating. The Lieutenant may be assigned to other non-operational positions.

ENGINEER POSITION

The Cimarron Hills Driver/Engineer operates vehicles and apparatus safely and effectively to mitigate emergency and non-emergency incidents such as, but not limited to, fire, medical, rescue, and environmental. Additional duties include, but are not limited to, prevention, education, and preparedness, as well as participation in a variety and high frequency of training activities. Driver/Engineers perform maintenance and repairs on department vehicles, equipment, and facilities.

FIREFIGHTER/PARAMEDIC POSITION

The Cimarron Hills Firefighter/Paramedic responds safely to and mitigates emergency and non-emergency incidents such as, but not limited to, fire, medical, rescue, and environmental. Provides Advanced Emergency Medical services. Additional duties include, but are not limited to, prevention, education, and preparedness, as well as participation in a variety and high frequency of training activities. Firefighter/Paramedics perform maintenance and repairs on department vehicles, equipment, and facilities.

FIREFIGHTER POSITION

The Cimarron Hills Firefighter responds safely to and mitigates emergency and non-emergency incidents such as, but not limited to, fire, medical, rescue, and environmental. Additional duties include, but are not limited to, prevention, education, and preparedness, as well as participation in a variety and high frequency of training activities. Firefighters perform maintenance and repairs on department vehicles, equipment, and facilities.

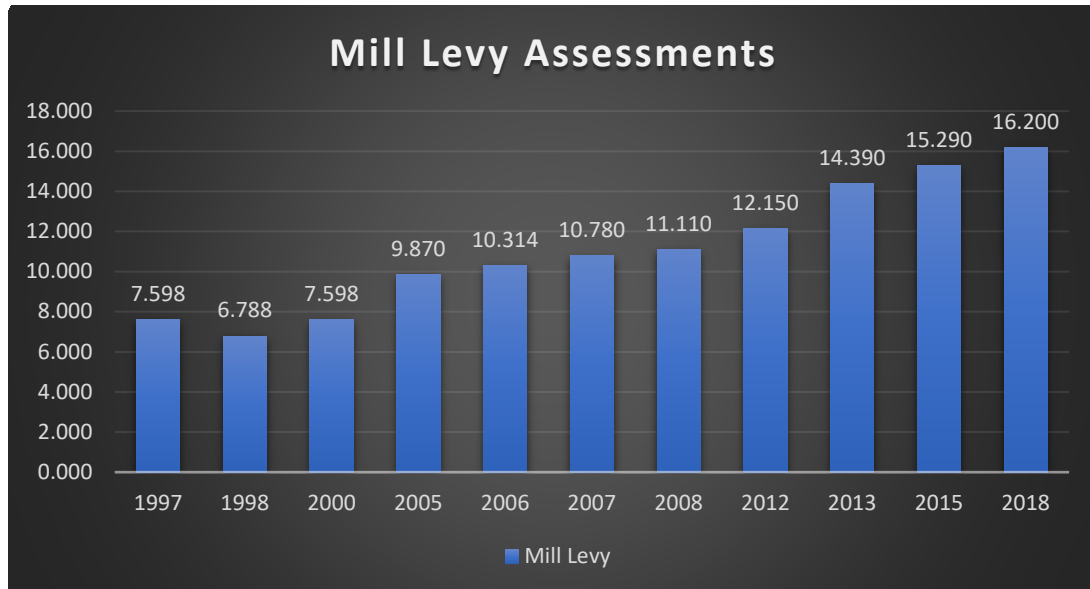
FISCAL MANAGEMENT

CHFD is primarily funded through property taxes. CHFD applies a mill levy to the assessed value of all taxable properties located within the district. Mill levy is calculated as one mill equals \$1 per \$1,000 of assessed value. Historical mill levy data is provided below. CHFD has the goal of creating a transparent, fiscally responsible, and goal-oriented budget. In regards to expending funds, CHFD will always do the right thing for the right reason, and do this while providing top-notch emergency services to the Cimarron Hills community. The Fire Chief is ultimately responsible for budget preparation, presentation, and execution. The BOD reviews and approves the final budget annually. Budget preparation starts in June; initial draft presented to the BOD and public in October, and final budget reading and approval in December.

CHFD operates fiscal management in accordance with all applicable state laws, regulations, and statutes. These include the Taxpayer Bill of Rights (TABOR), which is an Amendment to Article X of the Colorado Constitution; C.R.S. Title 32 Special District Act; and C.R.S Title 29 Local Government Budget Law.

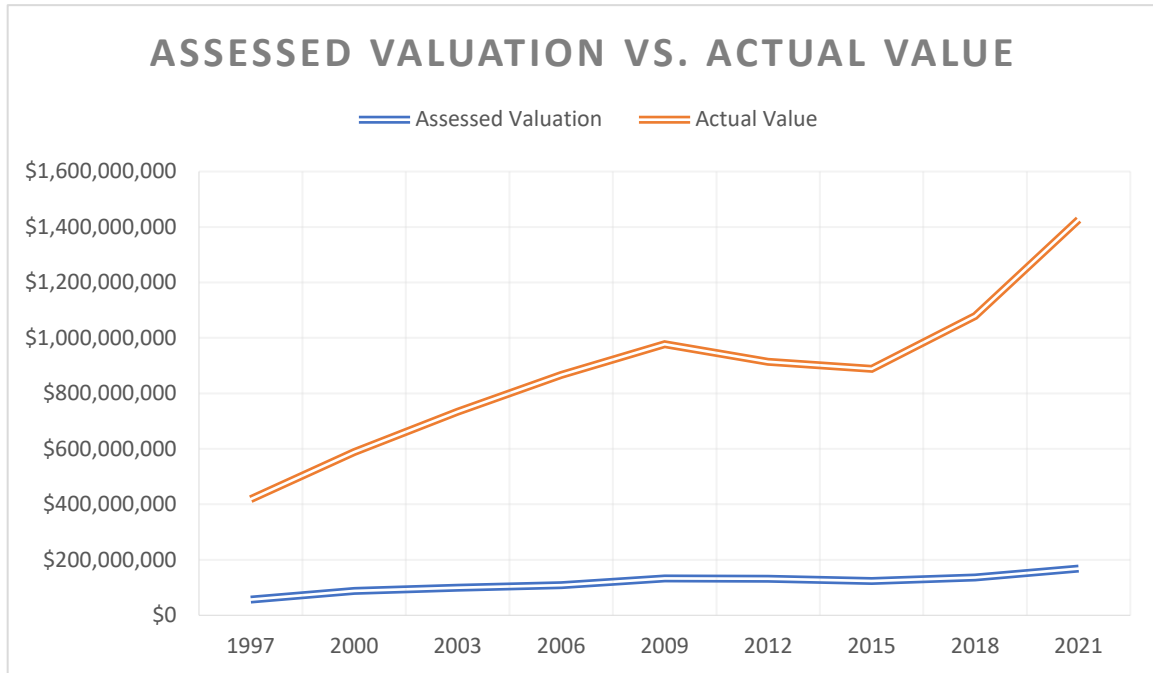
MILL LEVY RATES

The current mill levy is 16.200, which was established in 2018. The below chart shows the history of mill levies dating back to 1997. Only years where a change occurs is displayed on this chart. In 1996, the Cimarron Hills residents approved a ballot measure which gave the BOD authority to adjust the mill levy as necessary to keep pace with inflation without going to a ballot vote of the taxpayers.



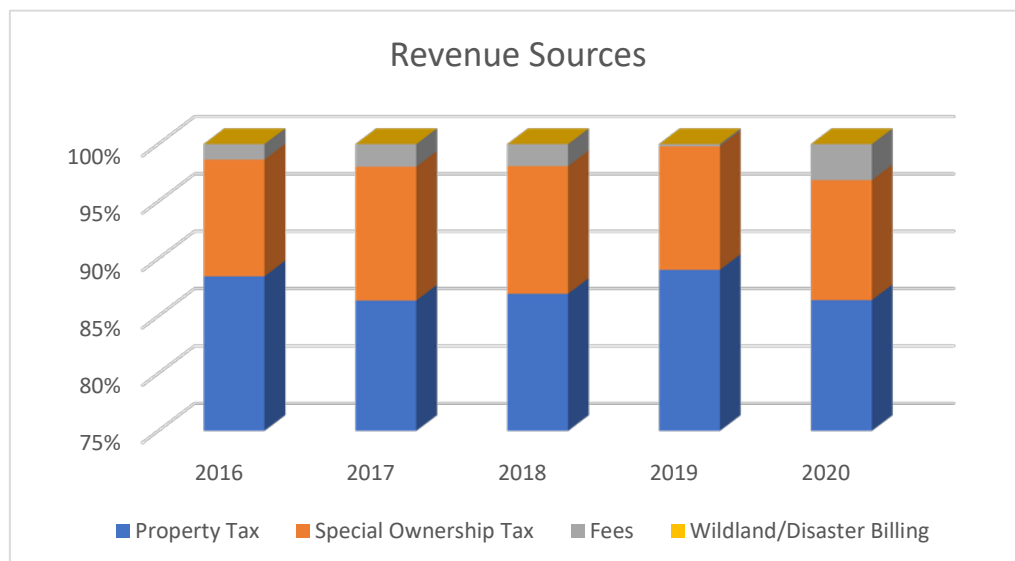
ASSESSED VALUATION VS. ACTUAL VALUE

The assessed valuation is the total taxable value of all property within district boundaries. Assessed valuations and actual values are calculated annually by the El Paso County Assessor. The actual value is the total market value of all property within district boundaries. The below chart shows the assessed valuation compared to the actual value every three-years starting in 1997. Assessed value has remained low in comparison due to changes in the residential assessment rate.



REVENUE SOURCES

CHFD is primarily funded through property taxes. Additional revenue is acquired through special ownership taxes, fees collected for inspections and construction plan reviews, donations, and wildland/disaster deployment reimbursements. The below chart shows total revenue for 2015-2020, these show final audited numbers (excluding 2020, which is pending audit).



CRA/SOC DEVELOPMENT AND UPDATES

The Cimarron Hills Fire Protection District is committed to excellence and continual evaluation. This Community Risk Assessment and Standards of Cover was developed as a review of organizational standards, requirements, performance, and expectations. Department management staff is dedicated to providing their Board of Directors, community leaders, and customers with a comprehensive understanding of the inner workings and performance of their fire and emergency services organization. The organization is committed to continually evaluating operations, performance, staffing, and all aspects associated with operating a professional fire and emergency services organization.

CHFD will conduct the following annually:

- CRA/SOC review, with current data and information updated as necessary
- Target hazards reviewed
- Comprehensive review of National Fire Incident Reporting System (NFIRS) incident data to ensure performance goals are met, critical tasks and associated deployment factors established within the SOC are updated, and organizational expectations are met

CHFD will conduct the following on a 3–5-year cycle:

- Review and update the organization’s Mission, Vision, Values, and Slogan as necessary
- Ensure CRA/SOC meet organizational and community expectations
- Ensure CRA/SOC match current industry standards and performance measures
- Planning and development cycle for CHFD Strategic Plan



CIMARRON HILLS FIRE PROTECTION DISTRICT

CRA / SOC

SECTION II

Documentation of Agency and Area Characteristics



CHFD HISTORY – WHERE WE CAME FROM

In December of 1971, a small group of interested citizens of the Colorado community known as Cimarron Hills joined together as the Cimarron Hills Fire Protection Committee to develop a plan to provide better fire protection for the Cimarron Hills area. At that time, fire “protection” for the area came under control of the Fire Warden of the El Paso County Sheriff’s Office.

In 1972, Community resident Ernest Smith was given authority as Director for the promotion and formation of the Cimarron Hills Fire Protection District. On January 31, 1973, a public hearing on a service plan for the proposed Cimarron Hills Fire Protection District was held before the El Paso County Board of County Commissioners. During the same hearing Ernest Smith, who identified himself as Chairman of the Committee, relayed that in approximately a year’s time, the number of businesses in the area had expanded from 12 to 50. During that same time frame, three large fires were lost by fire protection in the area. On March 6, 1973, the Board of County Commissioners passed a resolution approving the Cimarron Hills Fire Protection District service plan. Finally on October 2, 1973, the findings and organizational decree of the Cimarron Hills Fire Protection District and a 5-person Board of Directors was made in the 4th Judicial District Court.

The first Board of Directors were:

- Ernest Smith
- Camm Urquhart
- Benjamin Blubaugh
- Michael T. Drowns
- William E. Beahan

Not waiting for the official proceedings to complete, the Cimarron Hills Volunteer Fire Department began unofficial operations in 1972 with William Beahan as the first volunteer Chief. **The year 1972 is celebrated as the founding year of the fire department.** The department was run with a borrowed Air Force pumper out of a garage with approximately 30 fire fighter volunteers. During its first full year of operations in 1973, the department answered 32 calls.

In 1973, the wives and women of the community formed the Women’s Auxiliary to provide support to the firemen and became a significant system of support to the fire department and the community. They organized numerous Tupperware parties, bake sales, bazaars and even the creation of a cookbook to raise money for desperately needed equipment. The women solicited donations through contacts with military Officers and Non-Commissioned Officers (NCOs) wives Clubs to purchase larger pieces of equipment, such as a portable resuscitator. They engaged in a goal of saving 3 million Betty Crocker coupons to help purchase a small brush truck, and they knitted helmet liners of yarn for the men to wear under their fire hats during winter. They also served coffee and/or food to the men at fires and provided clothing to help fire victims.

On January 8, 1974, a special bond election was held in hopes of securing funds to build and equip a new fire station. The proposal (total estimated costs of \$400,000) included costs for:

- A \$170,000 fire station to be constructed near the intersection of Palmer Park and Peterson Rd.
 - o Designed to house a maximum of three pieces of pumper sized running equipment
 - o Sleeping quarters for men
 - o A department control center
 - o Training Facilities
 - o Library
 - o Kitchen
 - o Dining Area
- Two new 1,000-gallon pumpers \$90,000
- Emergency vehicle (station wagon) \$7,000
- One used 500–750-gallon pumper \$3,750
- Equipment for 20 men \$1,337
- Equipment for Trucks \$11,250
- Communications Equipment \$12,663
- Purchase of equipment \$8,000
- Bond Interest One Year \$28,000
- Operating Expenses One Year \$20,000
- Contingency Reserve \$30,000

In the same month, the Womens' Auxiliary talked with the local mayor asking him to declare one day a year as volunteer firefighter week. Colorado Springs Mayor Andrew Marshall, in honor of the Department's "official" one year anniversary, proclaimed the week of January 7-11, 1974 as Volunteer Fire Fighters Week; *"WHEREAS, these volunteers are not paid for their services, except moral satisfaction, and risk their lives to save and protect the lives and property of others; and WHEREAS, of the more than two and one half million firefighters in the United States, of which two million are Volunteers."*

On May 14, 1974, the site for the first Cimarron Hills Fire Station was purchased (1885 Peterson Rd). Additionally, in 1974, Fire Chief William Beahan became the first paid Fire Chief for a special district within El Paso County. The substantially completed facility was occupied in February 1975. Trucks 1310, 1311, 1340, and 1381 were acquired through a bond issue, and eight fire fighters (primarily military members) served the community out of the new Station. Calls were relayed from the El Paso County Sheriff's Office to the fire station via the "black telephone" and subsequent dispatching/coordination of responders was handled internally through a calling tree. The district received its first disbursement of tax revenues from the County in the amount of \$392.76. By 1977 the total number of calls had reached over 200 per year. Paid Station Engineers were added to facilitate 24-hour dispatch and maintenance.

In October of 1978, the Cimarron Hills Fire Department participated in a Regional Fire Investigations Team comprised of both fire and law enforcement investigators to address the rising

problem of arson. Responsibilities included on-scene investigation of any suspicious origin fire, follow-up investigation, compilation of intelligence, dissemination of information, prosecution of arsonists, community and press relations in the field of arson, and other arson suppression activities. Chief Beahan was commissioned as a Deputy Sheriff and participates in firearms, investigation, and report writing training.

In 1980, Truck 1380 (an American LaFrance rescue squad) was added in response to the increase in medical calls.

The year 1984 marked a greater increase in call volume (390 alarms) and the addition of a full-time secretary-dispatcher. By 1985, membership was up to 22 regular members with 6 probationary members. The Fire Fighter I course became a minimum requirement and all full-time volunteers are certified by the end of the year. Cimarron Hills Fire Department were one of 17 departments (out of 420) across the State, in 1985, to be recognized and honored as a participant in the Volunteer Certification Program.

On March 20, 1985 at 3:47 p.m., fire broke out at the Village East Apartments. It was described by the Chief as “one of the fastest fires that I’ve ever seen.” In under four minutes, the full south side of the apartment complex and the office building were totally involved. “Training and teamwork paid off at the Village East Fire. We were able to keep this fire from becoming a major disaster. We would have had a much larger fire with the winds at 20-30 miles an hour if we had not made a good stop in time. The incident command system worked well, even though we were very short of man power” - Chief Beahan.

On November 23rd, 1985, a new 75’ aerial ladder truck (1330) is dedicated to the Cimarron Hills arsenal of resources.



Engine of preservation

A new fire engine was dedicated to use by the Cimarron Hills Fire Protection District on Saturday. The Rev. John Sorenson officiated. Other participants included El Paso County Board

Chairman Loren Whittemore, fire board Chairman Raymond Hernandez and Fire Chief William Beahan. The truck's equipment includes a 75-foot aerial ladder.

Tom Kimmel/Gazette Telegraph

Reprinted from November 25, 1985 issue of the Gazette Telegraph.

In 1991, following an ISO evaluation, the Cimarron Hills Fire Protection District received a change in ISO rating from Class 7 to Class 5, resulting in a decrease in property insurance premium calculations for many insured commercial properties within the district. In August of that same year, CHFPD purchased the property/building located at 6135 Lake Shore Ct to be used as a training center.

In April, 1994, Cimarron Hills Fire Protection District enters into an agreement with the El Paso County Sheriff's Office for Enhanced 911 call-taking/dispatching services to be provided free of charge by the El Paso County Sheriff's Office Communications Center.

In January, 2001, the District purchases 3 parcels of land and the building located at 1835 Tuskegee Place as a new Administration Building/Headquarters and Training facility. Board meetings are moved into the new facility on March 14, and Station 2 on Lakeshore Ct is closed on May 24. The Board approves Paramedic School funding for 2 engineers and is introduced to the department's first ALS provider in January 2003.

On January 12, 2005, Robert Helton is sworn in as the 2nd Fire Chief of the Cimarron Hills Fire Department. Chief Beahan remains on staff as the District Administrator to assist with transition and training and retires in July of 2006, after 34 years of service to CHFD. Following Chief Helton's resignation in 2007, the Board enters into agreements with Colorado Springs Fire and the Falcon Fire Protection District for administrative and command level assistance, and in March of 2008 enters into an agreement with Falcon Fire Department to oversee operations of CHFD's sole station. Matthew Love was hired as the 3rd Cimarron Hills Fire Chief on April 2, 2010.

In September, 2014 following an ISO evaluation, the Cimarron Hills Fire Protection District received a change in ISO rating from Class 5 to Class 3, resulting in a potential decrease in property insurance premium calculations for many insured commercial properties with the district. By 2015, the department grows to a daily staffing of 5 firefighters (3 full-time per shift), running two companies. Additional support staff are brought in to reduce administrative workload on "line" personnel, and an internship program with Buckley AFB is implemented allowing their firefighters to gain valuable experience and training working alongside CHFD firefighters.

In 2016, Chief Love resigns after accepting a position in Florida. Division Chief Steve Conner is appointed by the Board as Acting Fire Chief and is hired as the 4th Fire Chief of Cimarron Hills Fire Department on December 1, 2016. In response to concerns of property tax reductions and District sustainability, Chief Conner works with the Board and the Colorado Springs Fire Department on a Contract for Services plan that would bring the Cimarron Hills Fire District under the umbrella of Colorado Springs for fire & emergency medical response services. Chief Conner resigned



December 31, 2018, and is replaced by Captain Matt Gortner who is appointed Acting Fire Chief as negotiations continue with Colorado Springs. With a transition anticipated in January of 2020, Colorado Springs backed out of the plan in September of 2019, due to tax revenue implications. The Board votes to appoint part-time Division Chief Andrew York as the 5th Fire Chief of the

Cimarron Hills Fire Department. Chief York assumes the role of Fire Chief part-time on November 3, 2019 and transitioned to full-time Fire Chief on December 23, 2019 following his resignation as Assistant Fire Chief with Fort Carson Fire Department.

In 2020, the department created a new full-time position for handling fire inspections, code enforcement, construction services, plan reviews, and fire investigations. John “J.T.” McLeod became the 1st Division Chief of Fire & Life Safety in January 2020.

In January a virus, which later became known as COVID-19, impacted the entire World and began its deadly spread across the United States. By March, it had disrupted life as we knew it, suspending major sports and other events, imposing international travel bans, closing borders, as well as closing schools, college campuses, and businesses. Governor Polis announces Colorado’s first case on March 6, issues a State of Emergency on March 10, followed by a Statewide stay-at-home order on March 25. Mask mandates are issued in April and continued for well over a year...

Fire Chief York issues a Disaster Declaration on March 17, giving the district the ability to prepare for and execute procedures to deal with the Covid-19 pandemic including allocating funding for the purchase of additional PPE and the issuance of protective policies/procedures to restrict exposure of district emergency first responders and staff to the spread of Covid-19.

In March, the department implements a new Wildland program for the department which serves to provide additional training/experience to firefighters, offer overtime opportunities, and bring in additional revenue. The department purchases a new brush truck [1340] which can double as a squad to replace the existing aging squad [1341] when needed.

2020 is recorded as the worst fire season in State history with two fires becoming the 1st and 2nd largest; Cameron Peak & East Troublesome. Battling both raging fires and Covid-19, the new wildland program is a success, deploying crews to 11 fires in 3 states for a total of 95 days, with deployment revenue paying for the new brush truck in the first season.

In December 2020, the BOD approved the 2021 budget, allowing for an increase in line staff to 6 full-time per shift.

The history of CHFD is rich with tradition. The above information shows the dedication, commitment, and high-quality people the CHFD organization attracts. The history was rich and the future looks even brighter.



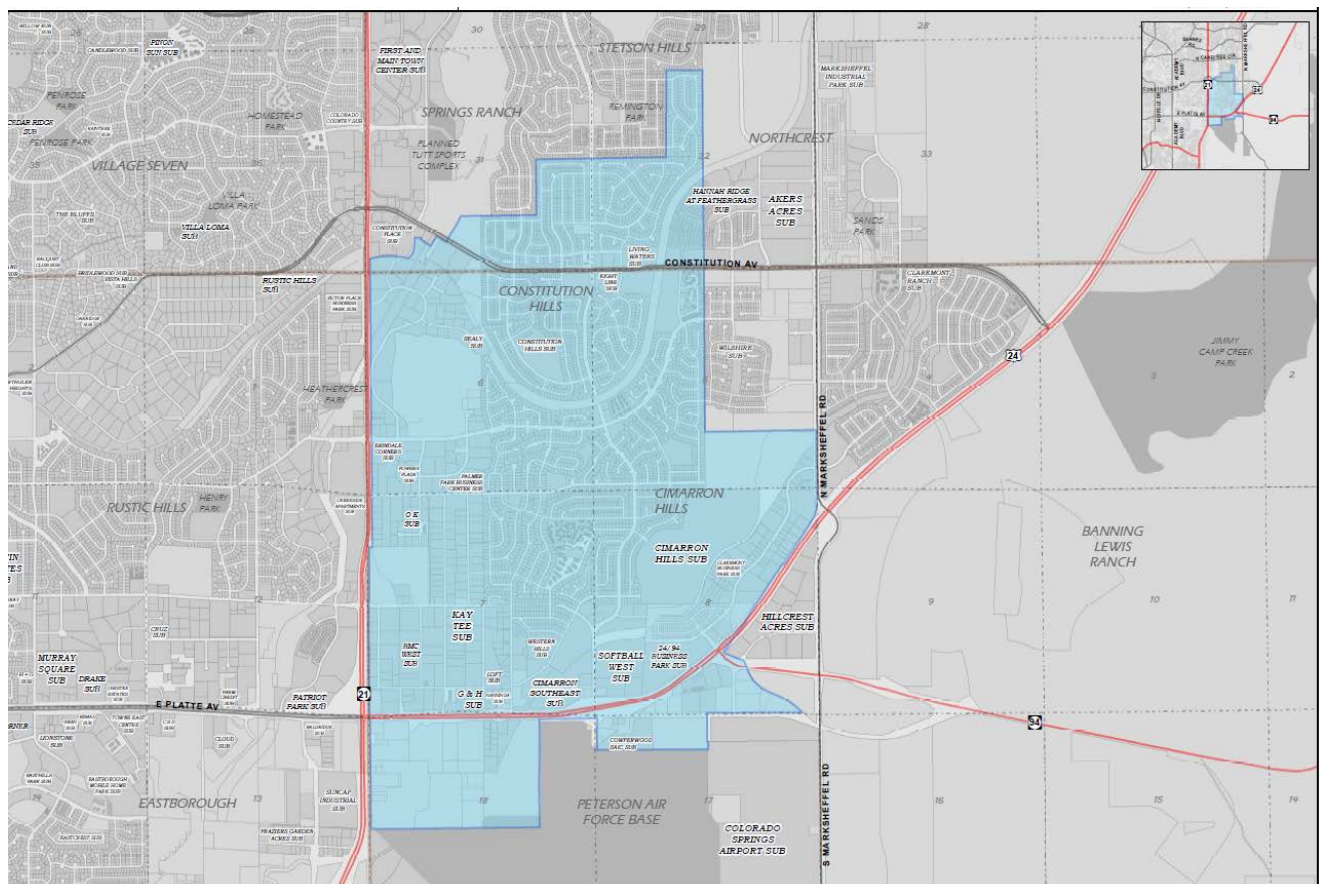
DISTRICT BOUNDARIES AND AREA DESCRIPTION

The Cimarron Hills Fire Protection District covers an area of 6.1 square miles. The general boundaries are as follows:

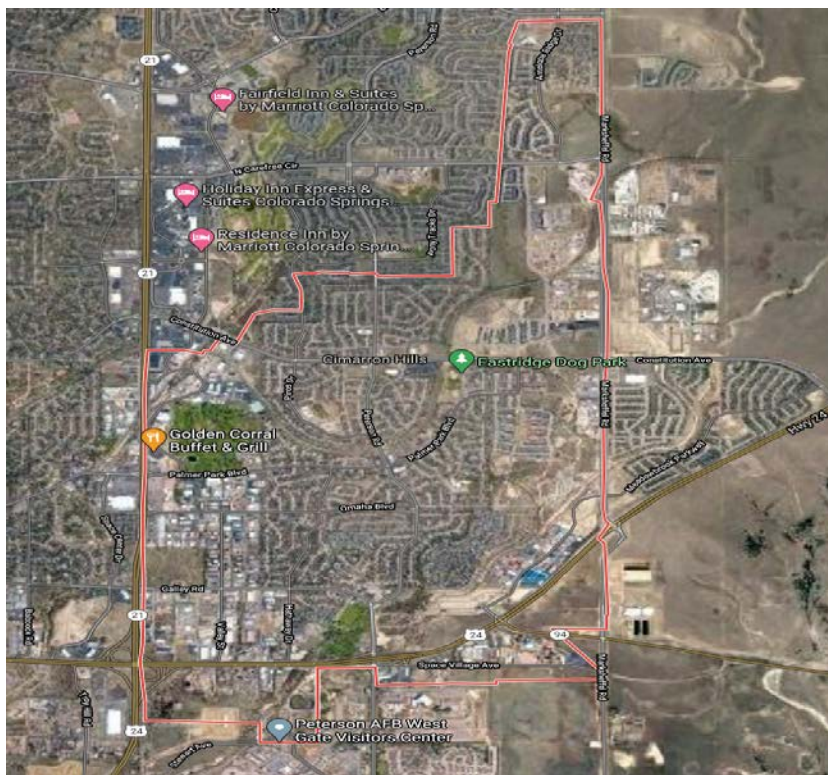
- North – Pony Tracks Drive and Waterman Way
- East – Marksheffel Road
- West – Powers Boulevard
- South – Highway 24 (Platte Avenue)

Cimarron Hills is wholly located within El Paso County and primarily east of the City of Colorado Springs.

The below map shows CHFD district highlighted.



The below map shows a satellite image of the CHFD district.



INSURANCE SERVICES OFFICE

ISO collects and evaluates information from communities in the United States on their structure fire suppression capabilities. The data is analyzed using the Fire Suppression Rating Schedule (FSRS) and then a Public Protection Classification (PPC) number is assigned to the community. The FSRS recognizes fire protection features only as they relate to suppression of first alarm structure fires. ISO is an independent company serving insurance companies, communities, fire departments, insurance regulators, and others by providing information about risk. The PPC is a number between 1 and 10, with 1 being the absolute best rating and 10 indicating the community does not meet minimum criteria. The PPC depends on needed fire flows, emergency communications, fire department, and water supply.



The last ISO Audit for Cimarron Hills Fire Protection District was conducted in 2014 with an effective date of January 01, 2015. ISO Rating: 03.

SIGNIFICANT LANDMARKS AND/OR NEARBY POINTS OF INTEREST

The below are some historic and/or significant points of interest within close proximity to CHFD (distance and time from CHFD Headquarters):

- Colorado Springs Airport: 8.1 miles – 14 min drive
- Downtown Colorado Springs: 7.4 miles – 16 min drive
- Garden of the Gods: 10.6 miles – 27 min drive

- Pikes Peak Mountain – Americas Mountain: 21.6 miles – 35 min drive
- City of Pueblo: 47.9 miles – 48 min drive
- City of Denver: 72.4 miles – 1 hr 18 min drive
- Denver International Airport: 87 miles – 1hr 26 min drive



MILITARY COMMUNITY

Cimarron Hills borders the north side of Peterson AFB and is in the middle of the Pikes Peak Region, which is home to 5 military installations. CHFD is a proud supporter of all dedicated and selfless military members. According to the Gazette (June 23, 2020), the Pikes Peak region is home to approximately 40,000 active-duty troops and 80,000 veterans. To put this in perspective, the United States Census Bureau estimated the 2019 population of El Paso County at 720,403. Given the above information, active-duty and veterans make up an estimated 16% of the population in El Paso County.

Below distances and times show proximity to these installations (distance and time from CHFD Headquarters):

- Peterson Air Force Base (AFB): 3.4 miles – 9 min drive
- United States Air Force Academy: 11 miles – 22 min drive
- Schriever AFB: 12.9 miles – 19 min drive
- Fort Carson (The Mountain Post): 13.4 miles – 25 min drive
- Cheyenne Mountain Air Force Station: 16.4 miles – 27 min drive

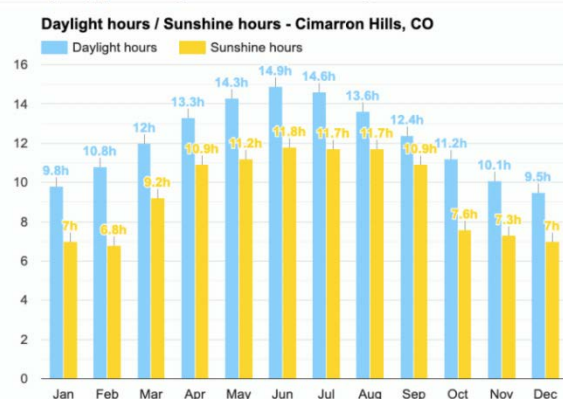


CLIMATE

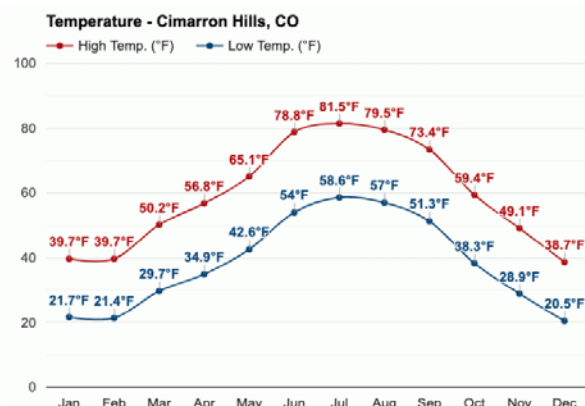
Cimarron Hills sits at an elevation of 6,463 feet above sea level. The following information was gathered from <https://www.weather-us.com/en/colorado-usa/cimarron-hills-climate#faq>:

- Average Rainfall: 11.26" – Rainiest Month: July
- Average Snowfall: 13.27" – Snowiest Month: March
- Warmest Month: July – Average High Temp: 81.5°F - Average Low Temp: 58.6°F
- Coldest Month: December – Average High Temp: 38.7°F - Average Low Temp: 20.5°F

Average daylight / Average sunshine Cimarron Hills, CO



Average temperature Cimarron Hills, CO



Prevailing winds are normally out of the southeast. Wind speeds typically range from 0 to 80 mph, with typical averages of 10 to 20 mph. Cimarron Hills is impacted by many weather events such as hail, snow, rain, and lightning. There are possibilities and recorded instances of earthquakes and tornadoes impacting Cimarron Hills and/or adjacent areas.

GEOLOGY

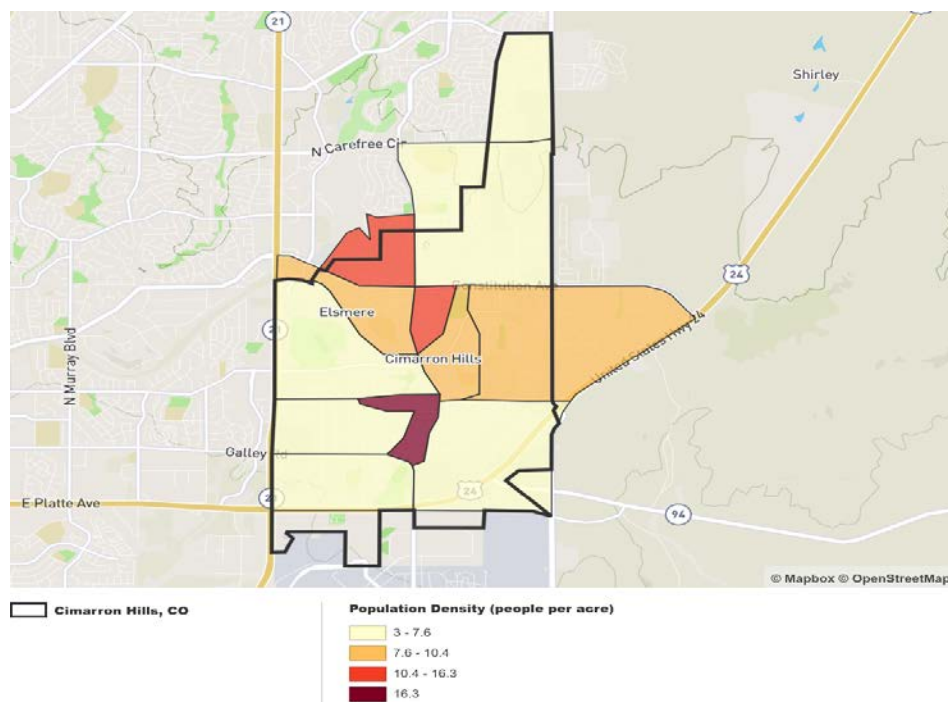
The below geology information was obtained from the 2020 Pikes Peak Regional Multi-Hazard Mitigation Plan, as developed by the Pikes Peak Regional Office of Emergency Management. The geology of El Paso County varies from the plains in the eastern portion of the County to the Front Range forming the western boundary of El Paso County. According to the Colorado Geological Survey, the plains are characterized predominantly by sedimentary rocks and the mountainous regions are comprised of a structurally complex assortment of igneous, metamorphic, and sedimentary rocks, with the igneous and metamorphic rocks predominating at higher elevations. The most geologically significant feature of El Paso County is Pikes Peak. At 14,115 feet, it is one of Colorado's 54 "fourteeners" mountains rising more than 14,000 feet above sea level, and rises 8,000 feet above downtown Colorado Springs. Pikes Peak is a designated National Historic Landmark. Pikes Peak is composed of a characteristic pink granite called Pikes Peak granite. The color is caused by a large amount of potassium feldspar. It is thought the granite was once magma which crystallized at least 20 miles beneath the Earth's surface. Through the process of uplifting, the hardened rock pushed through the Earth's crust and created a dome-like mountain, covered with less-resistant rock. Years of erosion and weathering removed the soil and rock leaving the exposed mountain.

DEMOGRAPHICS

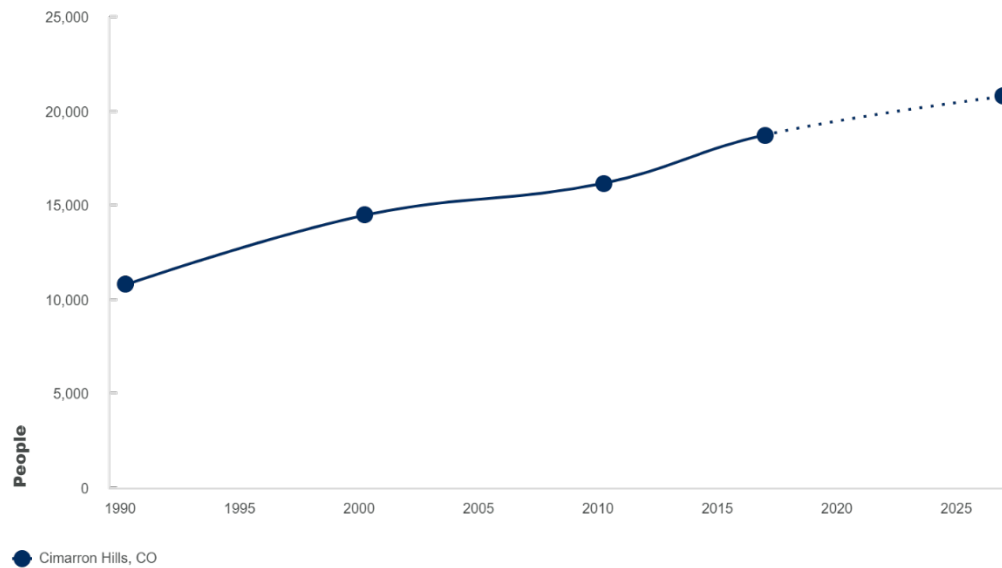
Examining the composition of a community is critical to understanding how, where, and what services are needed. Cimarron Hills is a diverse community, and CHFD management understands the importance of embracing this diversity to provide critical fire and emergency services.

POPULATION

The current population of the Cimarron Hills Fire Protection District is 25,727. According to the 2010 Census, the population was 16,163. The population served by the district has continued to increase since 1990. The population is projected to continue increasing as there are several single-family subdivisions and multi-family complexes currently in the planning stages. The map below and chart on the next page shows population density within the Cimarron Hills community and the population changes over time.



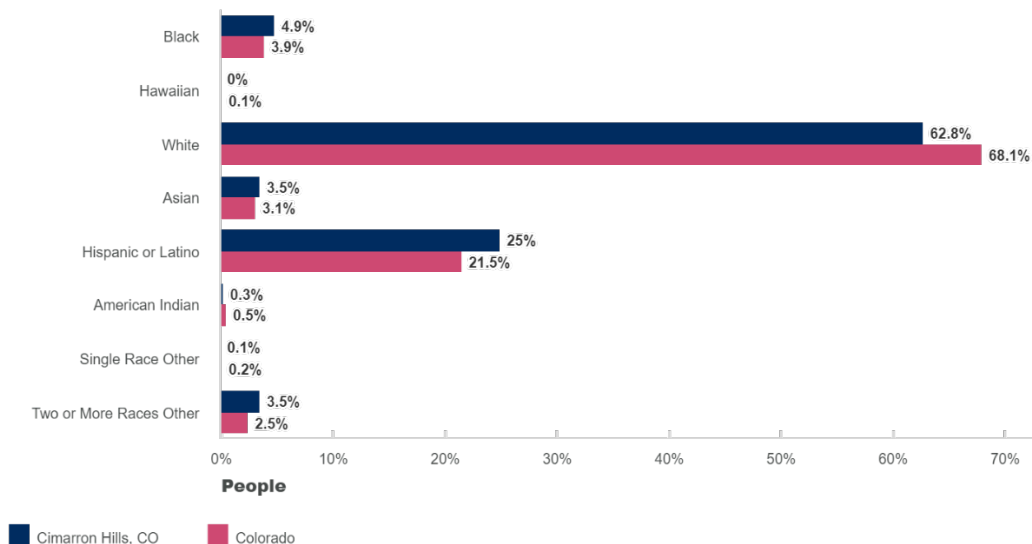
Population Change Over Time



RACE/ETHNICITY

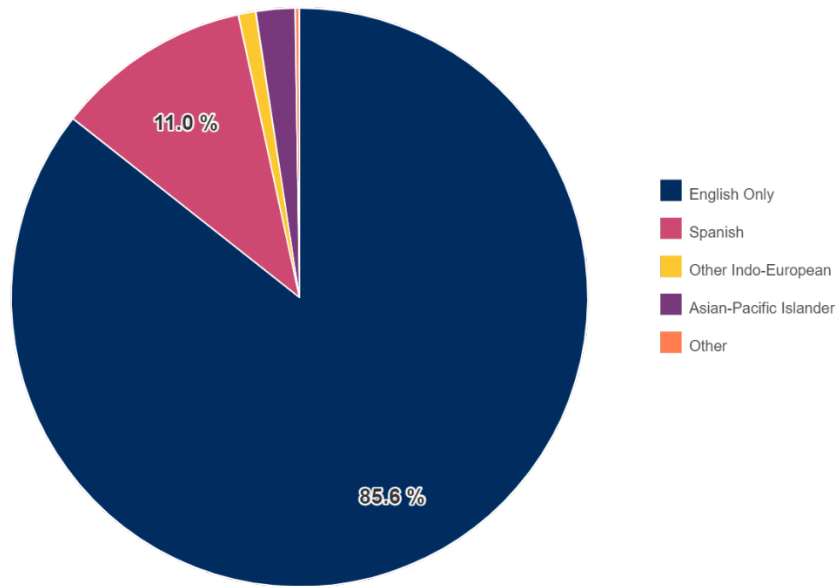
In 2021, CHFD began a pilot program with the National Fire Protection Association (NFPA) aimed at examining Community Risk Reduction (CRR). The CRR program will help the organization better understand potential language, cultural, race, and other ethnic barriers facing the district. Understanding these potential impacts will help the organization craft fire prevention, life safety, and other pertinent messaging. There are two charts below; the first shows Race/Ethnicity totals in the Cimarron Hills community as compared to those same categories throughout the State of Colorado; the second chart shows primary languages spoken at home in Cimarron Hills.

Race/Ethnicity Totals



mySidewalk.com - Values for Black, Hawaiian, White, Asian, American Indian, Single Race Other, and Two or More Races are all not Hispanic or Latino

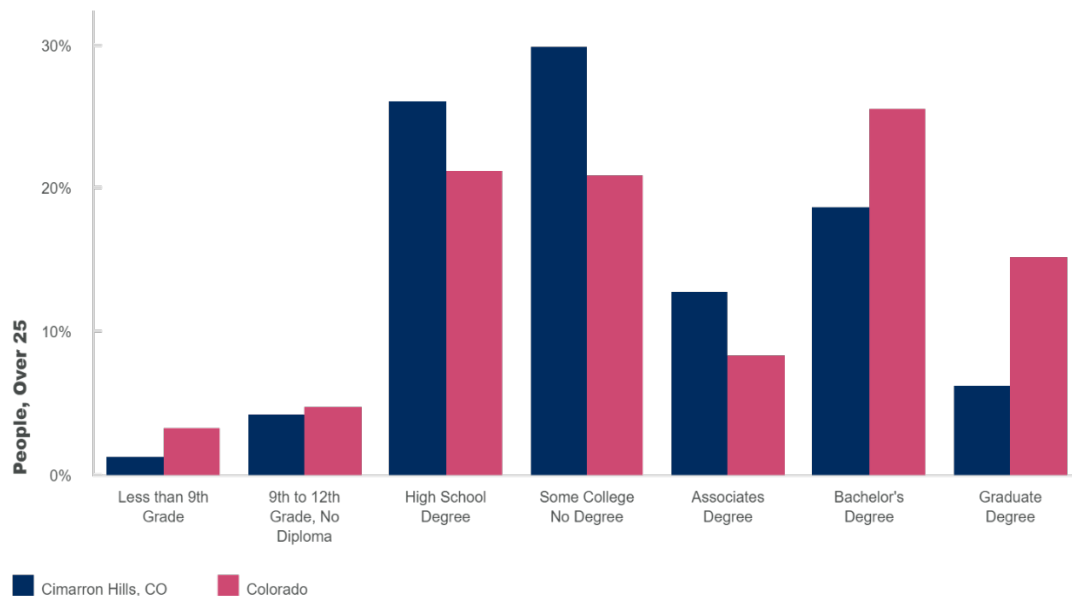
Language Spoken at Home



EDUCATIONAL ATTAINMENT

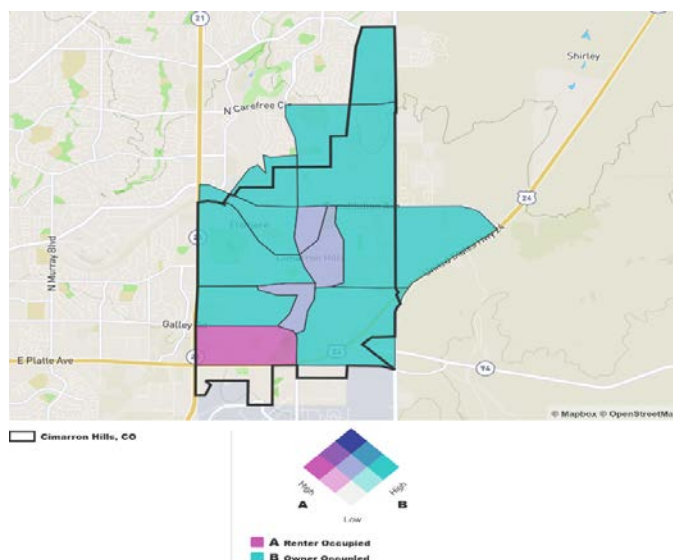
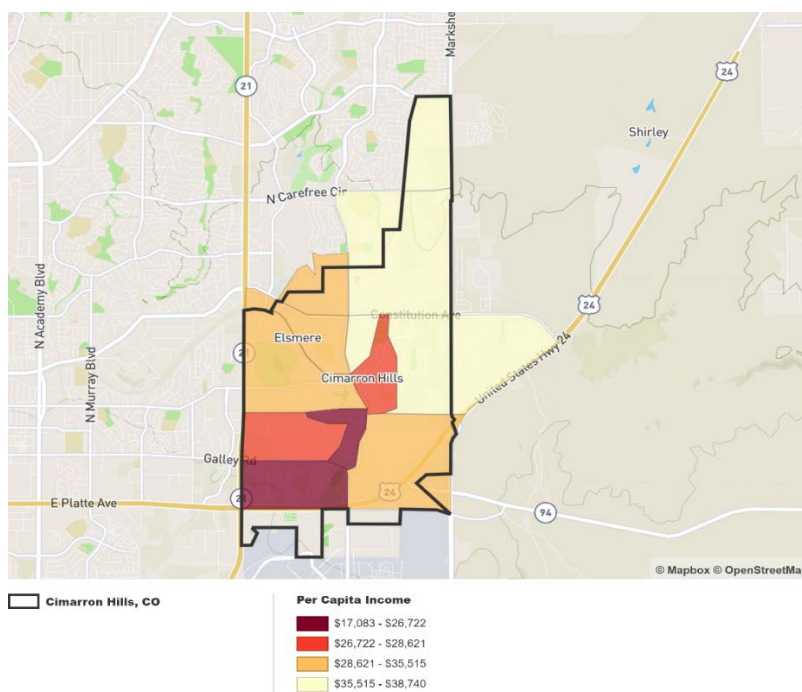
CHFD understands the importance of examining educational attainment. As with other demographic information, this is useful in assuring the organization is developing messaging capable of reaching all ages and education levels.

Highest Level of Educational Attainment



HOUSEHOLD INCOME AND HOME PRICES

CHFD is primarily funded through the collection of property taxes. As such, it is extremely important for the organization to understand income levels and home prices within the district. This helps forecast revenue and, as with other demographic information, helps paint a better picture of the overall needs of Cimarron Hills residents. The median household income is approximately \$57,000. The average price of a single-family residence is \$295,739, as of July 2021. The organization looks at the percentage of renter and owner-occupied structures. There are a significant amount of apartment buildings and 4-plexes being rented. CHFD is extremely active in reaching out to management companies with safety reminders they can pass along to their tenants. There are two maps below; the 1st shows Income Per Capita, and the 2nd displays renter vs. owner occupied properties.



SCHOOLS

Cimarron Hills provides fire and emergency medical services to facilities belonging to School Districts 11 and 49. CHFD is proud to have positive working relationships with these districts and will continue to build upon these relationships.

District 11:

- Christa McAuliffe Elementary School
 - o 830 Hathaway Drive, Colorado Springs, CO 80915
 - o Student population: 485
 - o Grades: K-5



District 49:

- Evans Elementary School
 - o 1675 Winnebago Road, Colorado Springs, CO 80915
 - o Student population: 557
 - o Grades: K-5
- Horizon Middle School
 - o 1750 Piros Drive, Colorado Springs, CO 80915
 - o Student population: 750
 - o Grades: 6-8
- Falcon Virtual Academy / Springs Studio for Academic Excellence
 - o 6113 Constitution Avenue, Colorado Springs, CO 80915
 - o Student population: 450
 - o Grades: K-12



Private / Other:

- Colorado Military Academy
 - o 360 Command View, Colorado Springs, CO 80915
 - o Student population: 500
 - o Grades: K-11
- There are a few other trade and charter schools located in the district. Some of these include a power technical school, autobody repair, and a forge and metal working school. Each of these have varying student populations.



MUTUAL AID PARTNERS AND AGREEMENTS

Cimarron Hills Fire Department is a small, yet dedicated, fire and emergency services organization. CHFD works diligently to provide comprehensive services to the community permitted by staffing and budget. CHFD knows they cannot provide everything to the community, which is why mutual and automatic aid agreements are critical. Recognizing relationships are a critical component to any successful fire department, CHFD works closely with 9 primary agencies for a variety of services. These agencies include:

- City of Colorado Springs Fire Department
- Falcon Fire Department
- Ellicott Fire Department
- Peterson Air Force Base Fire Department
- Black Forest Fire Department
- Global Medical Response (GMR) (a.k.a. American Medical Response (AMR))
- Fort Carson Fire Department
- El Paso County Sheriff's Office
- El Paso / Teller County E-911 Authority

As a member of the Pikes Peak Fire Chiefs Council, CHFD has agreed to and signed a memorandum of understanding with all 30 fire and emergency service organizations in El Paso County. This agreement outlines a basic relationship among all agreeing agencies to provide mutual aid for the first 24-48 hours for all incident types if available to respond.



CHFD has an agreement with the “Emergency Medical Services Program” through Pikes Peak Community College (PPCC) to provide opportunities for PPCC interns to gain valuable real-world experience during their Paramedic or EMT-Basic program. This program proves valuable to increasing the overall program experience and educational attainment of program participants.

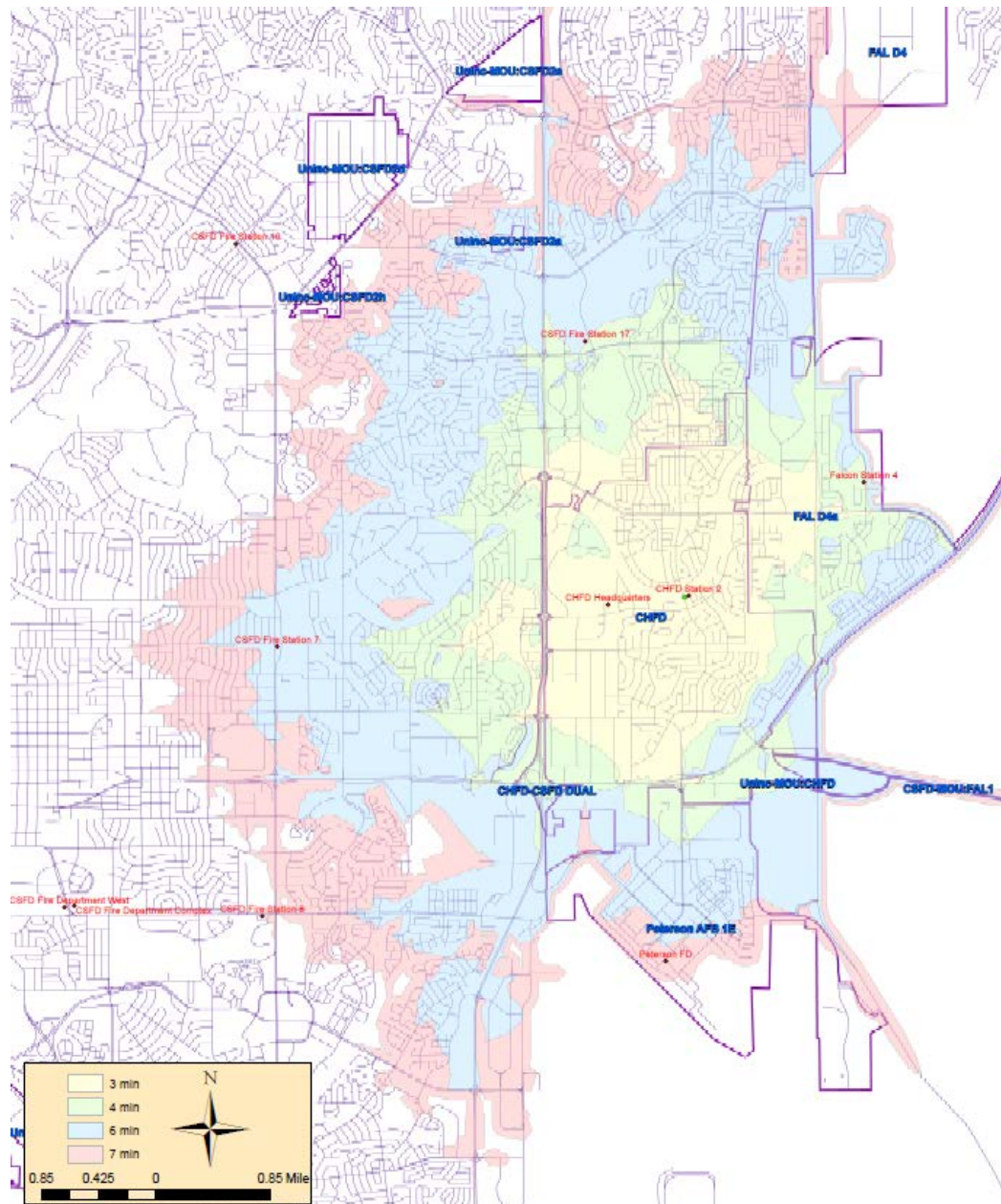


GEOGRAPHICAL PLANNING

Through historical incident reviews and mapping, CHFD has determined to keep geographical planning or incident response zones to a single zone. CHFD has averaged a total response time (dispatch to arrival) of 6:14 over the previous five years; January 1, 2016 – December 31, 2020. The organization takes significant pride in maintaining low response times, which is a significant benefit to the community in having their own local fire department.

DISTRICT RESPONSE DRIVE TIME

The map below shows 3-, 4-, 6-, and 7-minute drive times from CHFD Station 1 (which is labeled as CHFD Station 2 on the map). This map demonstrates CHFD is able to respond to all district properties, roadways, and areas within no more than 6-minutes.



CIMARRON HILLS FIRE PROTECTION DISTRICT

CRA / SOC

SECTION III

Agency Programs and Services



SUMMARY OF SERVICES PROVIDED

Cimarron Hills Fire Protection District is a fully-capable, certified, equipped, and professional fire and emergency services organization. Cimarron Hills provides the following general services:

1. Emergency Medical Services – Advanced Life Support (Non-Transport)
2. Fire Suppression
3. Wildland Firefighting – National Deployment Capable
4. Hazardous Materials Response – Operations Level
5. Swiftwater Rescue – Operations Level
6. Response to natural disasters and terrorist events
7. Code Enforcement
8. Fire Investigations
9. Fire Prevention and Community Support



Through comprehensive risk assessments, needs assessments, and evaluation of historical data and financial ability Cimarron Hills Fire Department provides these services to the community. A continual evaluation is conducted to ensure services meet the needs of the community and surrounding areas. These services will be highlighted throughout the next several sections.

EMERGENCY MEDICAL SERVICES

CHFD provides Emergency Medical Services (EMS) at the Advanced Life Support (ALS) level. The organization provides a minimum of one ALS provider per day. All line staff are required to hold a minimum EMS qualification of Emergency Medical Technician (EMT) at the Basic level. EMT-Basics are required to hold State of Colorado qualification to perform intravenous (IV) access and selected therapies. EMS providers are required to understand and adhere to the El Paso County Paramedic Protocols. These are established and enforced through designated physician advisors and medical directors. CHFD partners with Centura Health (Penrose Hospital) for medical direction. Through the physician advisor, CHFD has additional PreHospital Practice Guidelines. Each department apparatus is capable and equipped to provide EMS care. CHFD employs a squad concept where the primary apparatus responding on most EMS calls for service is staffed by two personnel, one of which is an ALS provider.



Equipment carried on designated apparatus consists of cardiac monitors capable of Pacing, Defibrillation, 12-Lead and 4-Lead electrocardiograms (EKGs) as well as carbon monoxide (CO), oxygen saturation (SPO2), and End Tidal carbon dioxide (CO2). Each airway bag consists of Bag Valve Masks and Basic & Advanced Airways. Basic Airways are comprised of Nasal Pharyngeal and Oral Pharyngeal for Adults and Pediatric patients. Advanced Airways consist of intubation equipment for Adult and Pediatric patients. Battery powered suction is carried on all apparatus as

well. Treatment bags consist of basic supplies such as bandaging and splinting supplies up to and including ALS and BLS medications. Each front-line apparatus has a narcotics vault containing Fentanyl, Versed, and Ketamine. The vaults can only be opened by a Paramedic who has their own unique input code. Each code is tracked by the vault, management system and system manager. Through the vault software the organization is able to monitor who opened the vaults and how long they were open or closed.

EMS incidents have comprised approximately 67% of total call volume for CHFD from 1/1/2016 to 12/31/2020.

FIRE SUPPRESSION



CHFD is a full-service structural firefighting organization. Services are provided by a daily staffing of 6 personnel, with a minimum of 4. All line CHFD personnel are required to maintain certification at Firefighter 1 & 2. Structural fire suppression is primarily accomplished utilizing one 75' Quint (Ladder 1331) and one 1000 GPM Pumper (Engine 1311). Typically, only one of these is in-service with the other being a reserve, or secondary apparatus for backfill

response. Engine 1311 is utilized as primary for mutual aid responses where a ladder truck isn't compatible with roads or where it is deemed unnecessary.

CHFD responds on a variety of calls encompassing this category such as vehicle fires, dumpster fires, trash fires, structure fires, and various other incident types.

WILDLAND FIREFIGHTING

CHFD is proud to be a nationally deployable wildland resource. The department actively lists all apparatus as deployable resources. The primary deployable assets are the Type 6 Wildland Engines 1340 and 1341. All line personnel are required to maintain status as Firefighter Type 2 and Arduous Red Card Qualified, as recognized and established by the National Wildfire Coordinating Group (NWCG). CHFD initiated the deployable wildland program in the Summer of 2020, following the purchase of 1340 in the Spring of 2020. CHFD deployed to the following fires during the 2020 Wildland Season:

- East Canyon Fire – Durango, Colorado
- Picture Canyon Fire – Baca County, Colorado
- Pine Gulch Fire – Grand Junction, Colorado
- Cameron Peak Fire – Estes Park, Colorado
- Gibbons Fire – Pine Ridge, South Dakota
- Creek Fire – Clovis, California



- East Troublesome Fire – Grandby, Colorado
- Total Deployments: 10
- Total Days Deployed: 95

Wildland fire concerns/risks are minimal within district boundaries. A vital component to being a successful fire department is being a good community steward and regional partner. Fort Carson, El Paso County, the Pikes Peak Region, and Colorado as a whole have significant wildfire risks. CHFD is committed to being the best possible neighbor and partner to these agencies. The organization will continue to support these areas and their respective agencies.



TRAFFIC ACCIDENTS



CHFD responds to a high number of traffic accidents annually. The majority of these accidents occur along Powers Boulevard, Highway 24, and Marksheffel Road. These include non-injury, single vehicle rollovers, multiple vehicle head-on collisions, and every other traffic accident possibility. Traffic accidents often include the need to remove entrapped patients utilizing various extrication techniques, vehicle stabilization, and patient packaging.

CODE ENFORCEMENT

Code Enforcement is achieved by performing fire and life safety inspections of existing businesses. This includes scheduling annual inspections for high hazard and assembly occupancies, and bi-annual inspections for business occupancies. The organization provides inspections for HazMat storage and for businesses to qualify for different licenses. Inspections are predominantly handled by the Division Chief of Fire and Life Safety; however, they may be assisted and/or support by other qualified inspections within the organization. CHFD provides inspections for all district

schools so they meet the code and regulation requirements for the State of Colorado. The department has access to the Compliance Engine, which tracks all testing and maintenance performed on fire and life safety systems installed in district buildings. Construction plan reviews are conducted through the regional building department to ensure all construction meets the 2015 International Fire Codes. CHFD reviews installation of fire alarm and suppression systems to ensure they meet National Fire Protection Association (NFPA) code requirements. Cimarron Hills has adopted a fee schedule to collect fees for all construction reviews. The fire and life safety division is involved in the entire building process to include planning, construction, and acceptance testing.



FIRE INVESTIGATIONS

When a fire does occur, the fire department is committed to finding the cause and origin. The Fire Chief has set the expectation to determine cause and origin on every fire possible, from the smallest to the largest. This allows CHFD to track risk factors within the district. The department has the ability to determine cause and origin for most fires. If the cause of the fire points to something of a criminal or negligent reason, other resources will be requested. The department is committed to training and building relationships with the regional investigator's unit providing education and support. If there is high dollar loss, injury, or death from the fire, law enforcement entities will be immediately requested. These may include El Paso County Sheriff's Office, State of Colorado Bureau of Investigation, and the Federal Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF).



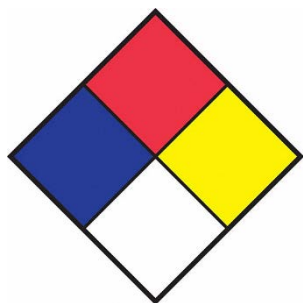
FIRE PREVENTION AND COMMUNITY SUPPORT

Community Services is responsible for non-emergency interactions with the public including fire prevention, public education, and other services to assist the Cimarron Hills community. Providing burn permits for recreation fires allows the department to provide safety tips and tracks how many recreation fires are permitted in the district. Providing information and classes on Fire Safety and how to prevent accidents is achieved through in-person interactions, social media, and posting guides to the department website. In the event there is a fire, the department strives to educate and refer citizens to services allowing them to get back to a normal life. CHFD has developed an "After the Fire" brochure, which is given to all residents, building occupants, and/or business owners following any loss associated with fire. CHFD supports and participates in the annual National Fire Protection Association's (NFPA) Fire Prevention Week, which is observed during the week encompassing October 9th each year.



HAZARDOUS MATERIALS

CHFD provides hazardous materials response at the operations level. The department has certified Haz-Mat Technicians and Specialists, however the organization is not equipped nor budgeted to provide these higher-level services. CHFD partners with Fort Carson, the El Paso County Hazardous Materials Team, and Colorado Springs Fire Department to provide technician and specialist level services. Due to road systems surrounding and running through the district, there is a potential for CHFD to see all types of hazardous materials incidents. The greatest hazardous materials risk associated with the district are responses to marijuana grow operations and hemp manufacturing facilities. This is covered in greater detail under additional community hazards.



CERTIFICATIONS AND ASSOCIATIONS

Certifications are an important aspect of operating a professional fire and emergency services organization. Certifications are not the end point for gaining knowledge; they are only the beginning. CHFD adheres to the philosophy that certifications are an important foundation and a starting point for the building blocks of knowledge, skills, and abilities. CHFD accepts certifications primarily from the following agencies or certifying bodies:

- State of Colorado – Division of Fire Prevention and Control
- International Fire Service Accreditation Congress (IFSAC)
- National Board on Fire Service Professional Qualifications (Pro-Board)
- National Wildfire Coordinating Group (NWCG)

There are a variety of training agencies, associations, and industry recognized groups which provide fire service training, certifications, and designations. Some of these agencies recognized by Cimarron Hills Fire Department include:

- National Fire Protection Association (NFPA)
- International Fire Service Training Association (IFSTA)
- International Association of Arson Investigators (IAAI)
- International Society of Fire Service Instructors (ISFSI)
- Commission on Fire Accreditation International (CFAI)
- Center for Public Safety Excellence (CPSE)
- National Fire Academy (NFA)
- Alabama Fire College (AFC)
- International Code Council (ICC)



PERSONNEL CERTIFICATIONS

ASSOCIATION MEMBERSHIPS

CHFD recognizes the need to stay up-to-date and involved in organizations supporting the fire and emergency services community through training, information, and guidance. CHFD participates and/or has membership in the organizations listed below and works diligently to be active members and contributors. These memberships not only benefit the CHFD organization and community, but they provide great opportunities for CHFD personnel to contribute their knowledge and experience to the entire fire service.

- Special District Association of Colorado (SDA)
- Pikes Peak Fire Chiefs Council (PPFCC)
- Colorado State Fire Chiefs (CSFC)
- International Association of Fire Chiefs (IAFC)
- International Code Council (ICC)
- Colorado State Fire Marshals Association
- Employers Council

SDA



Employment Law • HR • Training • Surveys



CIMARRON HILLS FIRE PROTECTION DISTRICT

CRA / SOC

SECTION IV

Current Deployment and Performance



FIRE DEPARTMENT STAFFING

Cimarron Hills Fire Department is a dedicated fire and emergency services organization committed to protecting life and property throughout the community of Cimarron Hills, Colorado. The department strives to provide top notch emergency services and dedicated customer service through regular training and maintaining the station, apparatus, and equipment. The department is proud to serve the community with a full-time staffing model of six firefighters on-shift daily in addition to three chief officers within the organization who have take-home vehicles and respond to significant events.

The department operates on a three shift 48/96-hour rotation of full-time firefighters. Each shift works 48 hours on duty at the station and 96 hours off duty before their next tour. Daily staffing assignments are comprised of one Company Officer (Captain or Lieutenant), one Driver/Engineer, one Paramedic/ALS provider, and three Firefighters.

CHFD employs 18 full-time firefighters, and 7 part-time Firefighters who help augment minimum staffing requirements when full-time members are on vacation, at training, or on a leave status.

FACILITIES

Cimarron Hills Fire Department provides services out of two facilities.

STATION 1

1885 Peterson Road, Colorado Springs, CO 80915

CHFD station 1 was built in 1974 with the addition of the south wing bunk rooms, gym, and restrooms in 2003. A major kitchen renovation was completed in 2001. The station was given another major renovation in 2021. This renovation consisted of complete bathroom remodel, addition of 1 bedroom, all new flooring, all new bedroom furniture, and various other important projects. The station is approximately 10,000 square ft. with 3 pull-through bays housing a ladder truck, 1 Type-1 engine, 1 squad, 1 brush truck, and one contracted ambulance.



CHFD HEADQUARTERS

1835 Tuskegee Place, Colorado Springs, CO 80915

CHFD Headquarters was constructed in 1998 with the most current remodel of additional offices and training room in 2015. This building houses the administrative staff along with the Fire Chief, Deputy Chief, and Division Chief of Fire & Life Safety. Headquarters is used for Board of Directors Meetings, Community Events, Regional Fire Department meetings, and various trainings for the organization and surrounding agencies.



APPARATUS AND VEHICLES

CHFD utilizes several different types of apparatus and vehicles to fulfill its mission. Each apparatus is listed below with its typical response configuration, equipment, and primary mission. CHFD developed and adopted a comprehensive Apparatus and Vehicle Replacement Plan for 2020-2030. This document outlines the current status of each department owned vehicle and provides the Board of Directors and the Fire Chief with a 10-year outlook. This document is crucial for future planning to ensure CHFD is ready, equipped, and financially prepared for delivering necessary services to the Cimarron Hills community.

LADDER 1331

This vehicle is the primary “Heavy” apparatus and responds first due to structure fires, traffic accidents, utility issues, and a variety of other public service needs. Ladder 1331 responds with 4 personnel.

- 75’ Aerial Ladder
- 400 Gallon Water Tank
- 1500 GPM Pump
- 2,275’ of Hose
- 150’ of Ground Ladders
- Hurst eDRAULIC Extrication Tools
- Thermal Imaging Camera
- EMS Equipment



ENGINE 1311

This vehicle is the backup “Heavy” apparatus, and can fulfill the needs to respond to structure fires, traffic accidents, utility issues, and a variety of other public service needs. 1311 is also equipped with wildland equipment which meets the NWCG Type 1 Engine requirements for wildland firefighting.

- 400 Gallon Water Tank
- 1500 GPM Pump
- 48’ of Ground Ladders
- 2,275’ of Hose
- Hurst eDRAULIC Extrication Tools
- Thermal Imaging Camera
- EMS Equipment



SQUAD 1341

This vehicle serves as the first due medical response apparatus in addition to responding with Ladder 1331 or Engine 1311 on all structure fires, wildland fires, vehicle accidents, rescues, and service calls. Squad 1341 is equipped with an ALS/Paramedic Emergency Medical Provider.

- 250 Gallon Water Tank
- 10 Gallon Foam Tank
- 1,050' of Hose
- Hurst eDRAULIC Extrication Tools
- EMS Equipment
- Fully Equipped as an NWCG Type-6 Engine



BRUSH 1340

This vehicle is the primary Wildland Firefighting apparatus. 1340 is equipped with state-of-the-art wildland firefighting equipment utilized to protect the community in addition to deploying locally and nationally as an NWCG Type 6 Wildland Fire Brush Truck. This apparatus is not traditionally staffed on a daily basis but is frequently cross staffed and responds to wildland fires within the region.

- 400 Gallon Water Tank
- 2,400' of Hose
- Firing Operations Equipment
- Deployment Equipment (Tents, Meals, and Sleeping Bags)
- EMS Equipment



1300

This is one of three command vehicles utilized by CHFD. 1300 is operated by the Fire Chief. This vehicle provides the operator the ability to overview and conduct incident command during structure fires, wildland fires, multi-vehicle accidents, vehicle accidents with entrapment, rescues, and various other significant incidents.

- Radios and Communications Equipment
- Incident Command Equipment
- Hazard Pre-Plans



1301

This is one of three command vehicles utilized by CHFD. 1301 is operated by the Deputy Fire Chief. This vehicle provides the operator the ability to overview and conduct incident command during structure fires, wildland fires, multi-vehicle accidents, vehicle accidents with entrapment, rescues, and various other significant incidents.

- Radios and Communications Equipment
- Incident Command Equipment
- Hazard Pre-Plans



1302

This is one of three command vehicles utilized by CHFD. 1302 is operated by the Division Chief of Fire and Life Safety. This vehicle provides the operator the ability to overview and conduct incident command during structure fires, wildland fires, multi-vehicle accidents, vehicle accidents with entrapment, rescues, and various other significant incidents. 1302 responds as the fire department investigator.

- Radios and Communications Equipment
- Incident Command Equipment
- Hazard Pre-Plans
- Origin and Cause Investigation Equipment



ADMIN SUPPORT VEHICLE

This is a support vehicle utilized for various functions such as transportation to meetings, trainings, and any other necessary purpose to support the department mission. This vehicle does not carry any specialized equipment and has no official department markings.

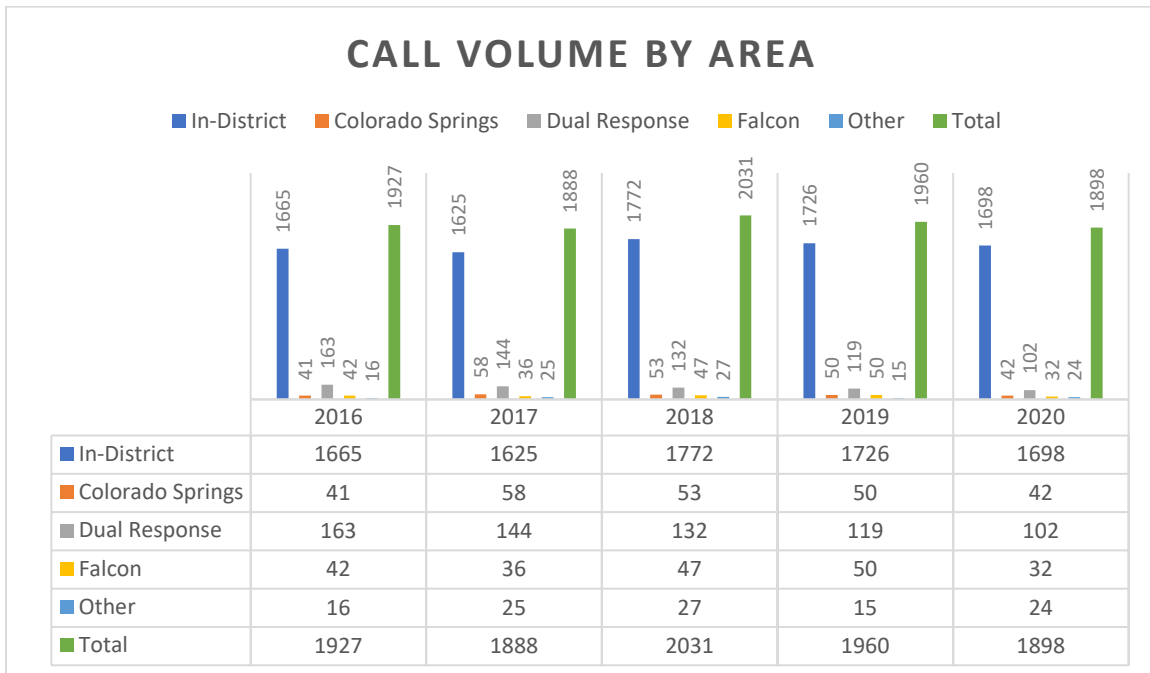


INCIDENT STATISTICS

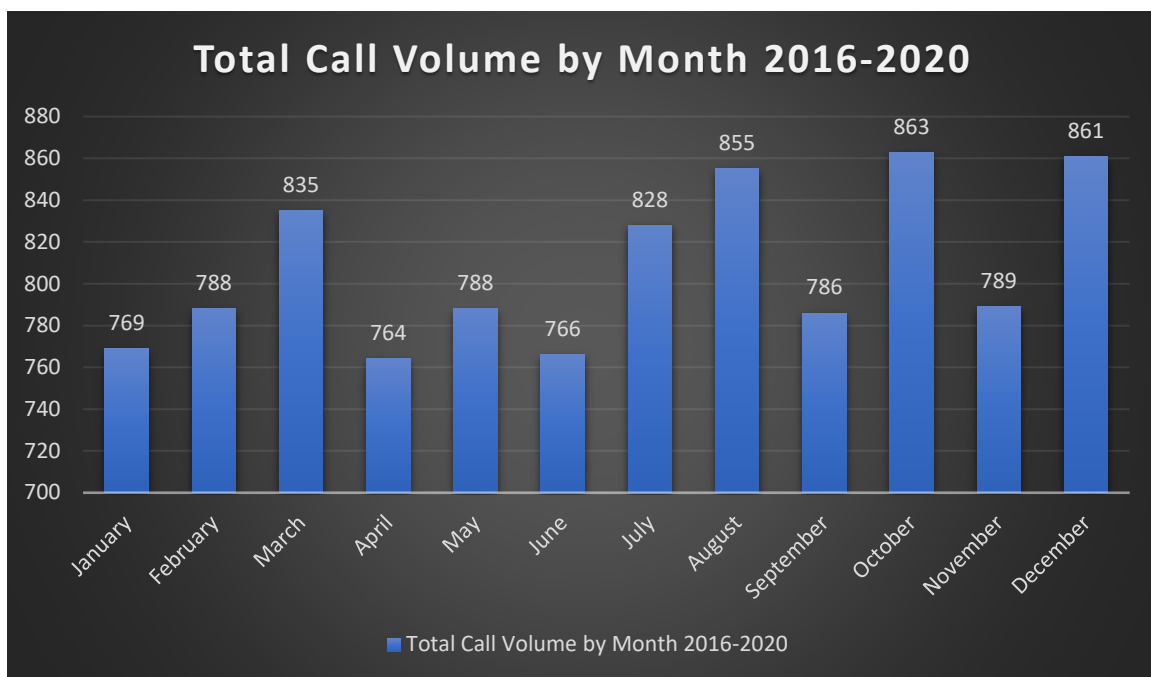
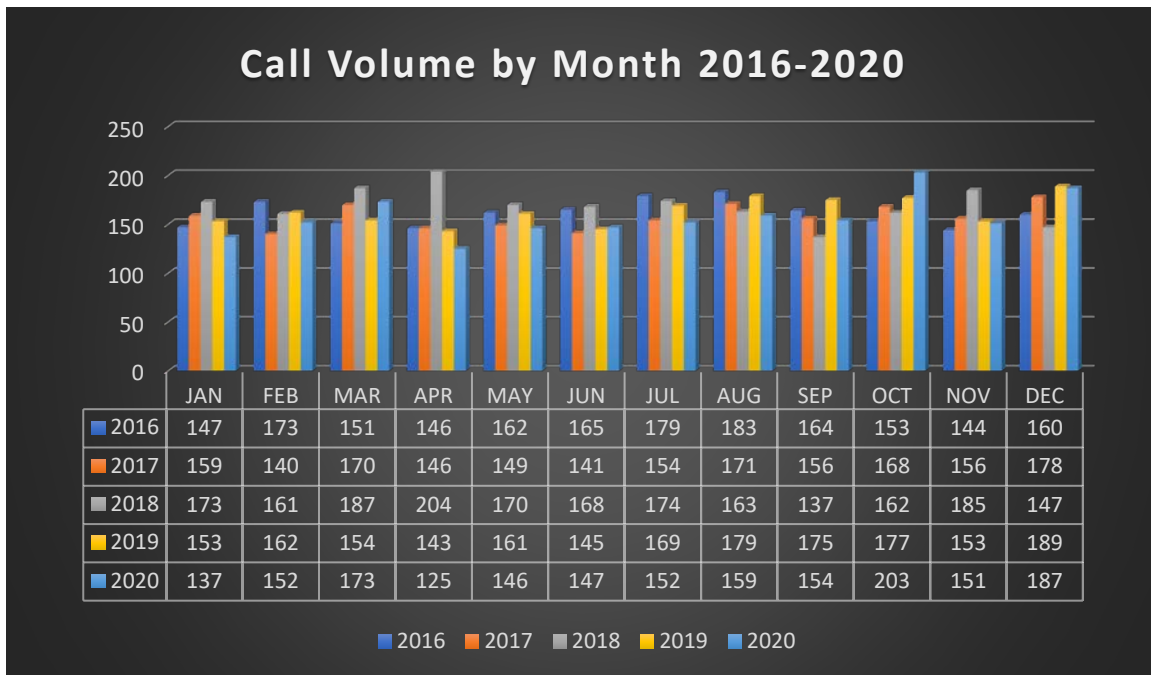
Determining the appropriate risk to the community requires a comprehensive review of incident data within the Cimarron Hills district. It is necessary to know what the organization has previously faced, which will assist in determining what they will face moving forward. Cimarron Hills Fire Department utilizes incident data in a variety of fashions including, but not limited to: staffing evaluations, training needs assessment, equipment assessments, strategic planning, developing and maintaining an apparatus replacement plan, and responding to the ever-changing needs of their amazing community.

Provided below is a comprehensive review of organizational incident data, with the primary focus being on the previous 5-years. Historical data, beyond the previous 5-years (2016-2020), is provided in select areas deemed appropriate to illustrate changing trends. Throughout this document, specifically in this section, the words “call” and “incident” are used interchangeably. Each term refers to a call for service responded to in the district, by CHFD personnel, by CHFD apparatus, and other agencies as indicated. Data listed below includes annual call volume, call volume by day of the week, call volume by hour of the day, call volume by month, incident types, overlapping incident data, and mutual aid data.

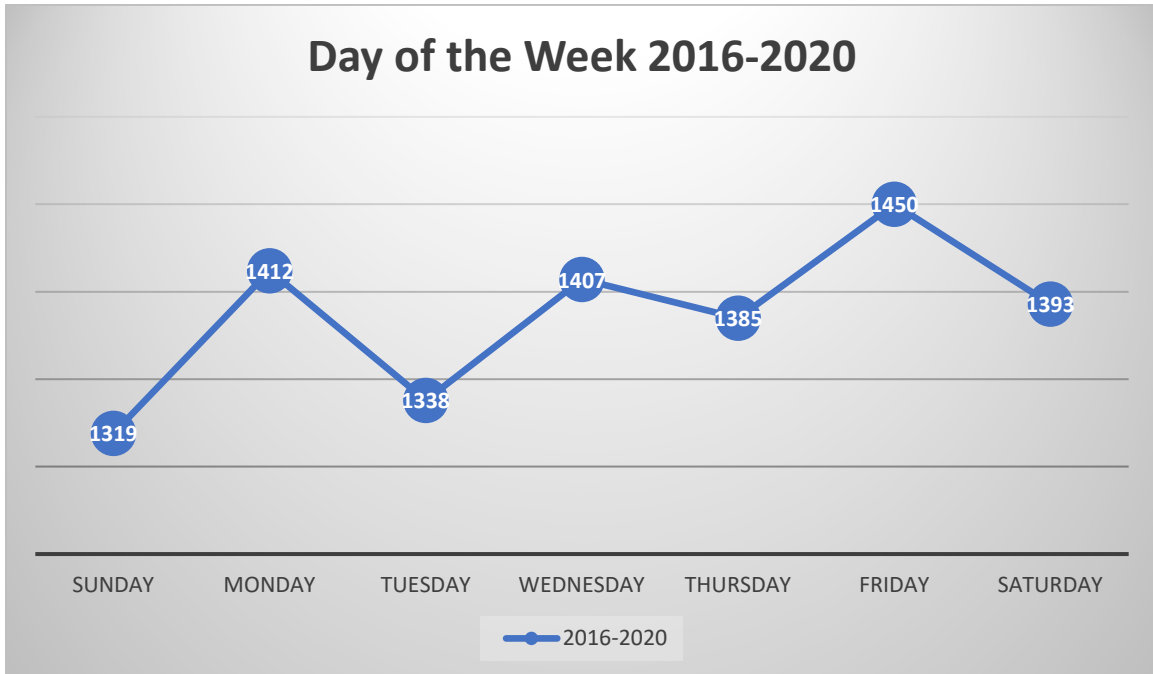
ANNUAL CALL VOLUME



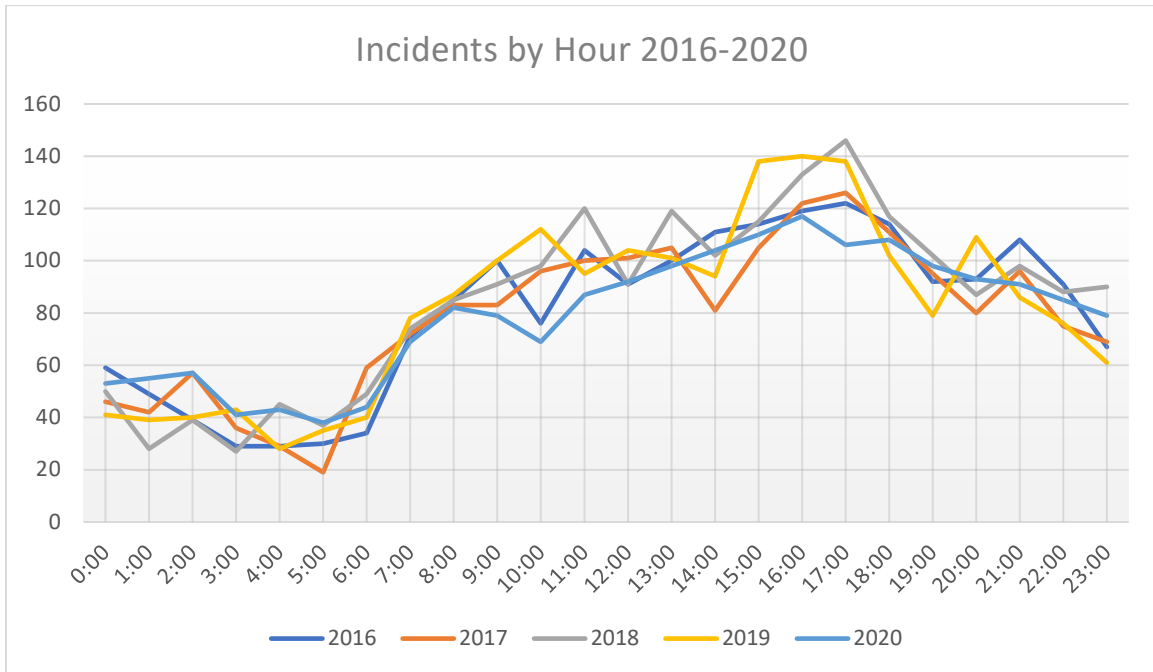
CALL VOLUME BY MONTH



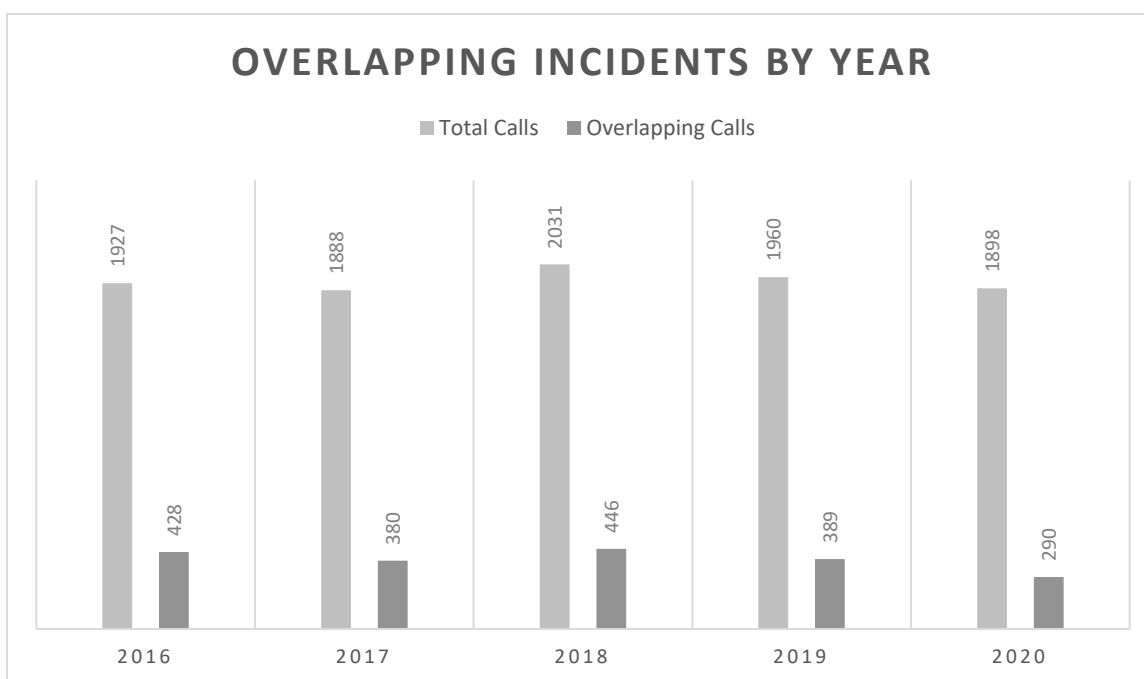
CALL VOLUME BY DAY OF WEEK



CALL VOLUME BY HOUR



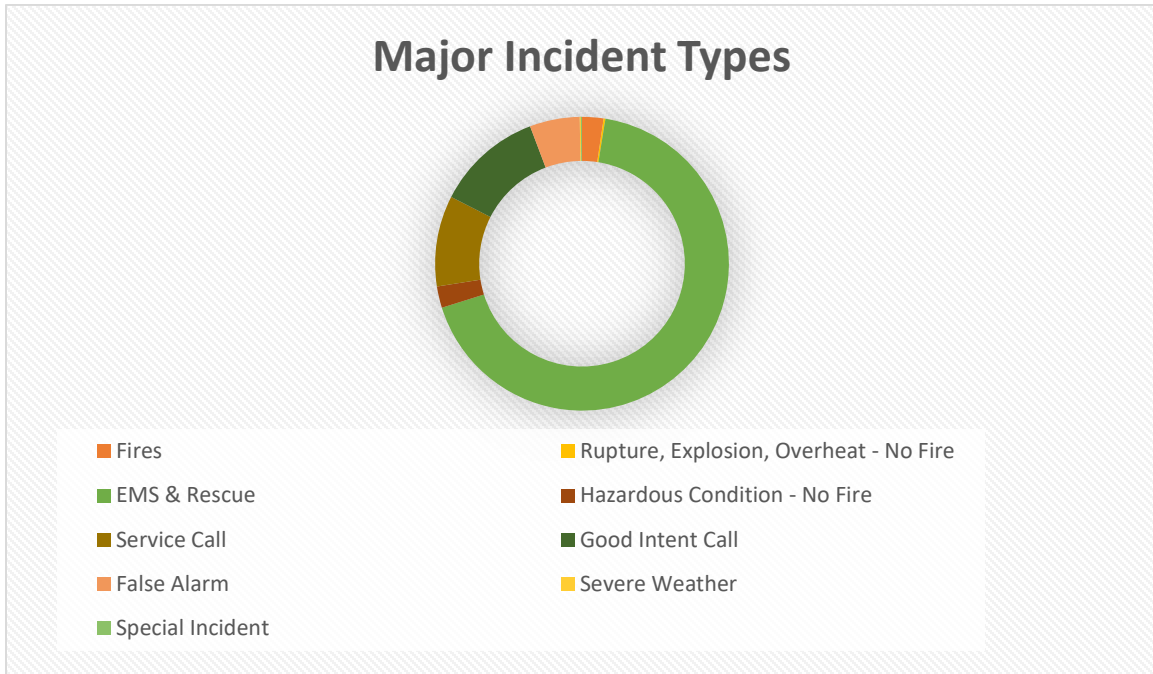
OVERLAPPING INCIDENTS



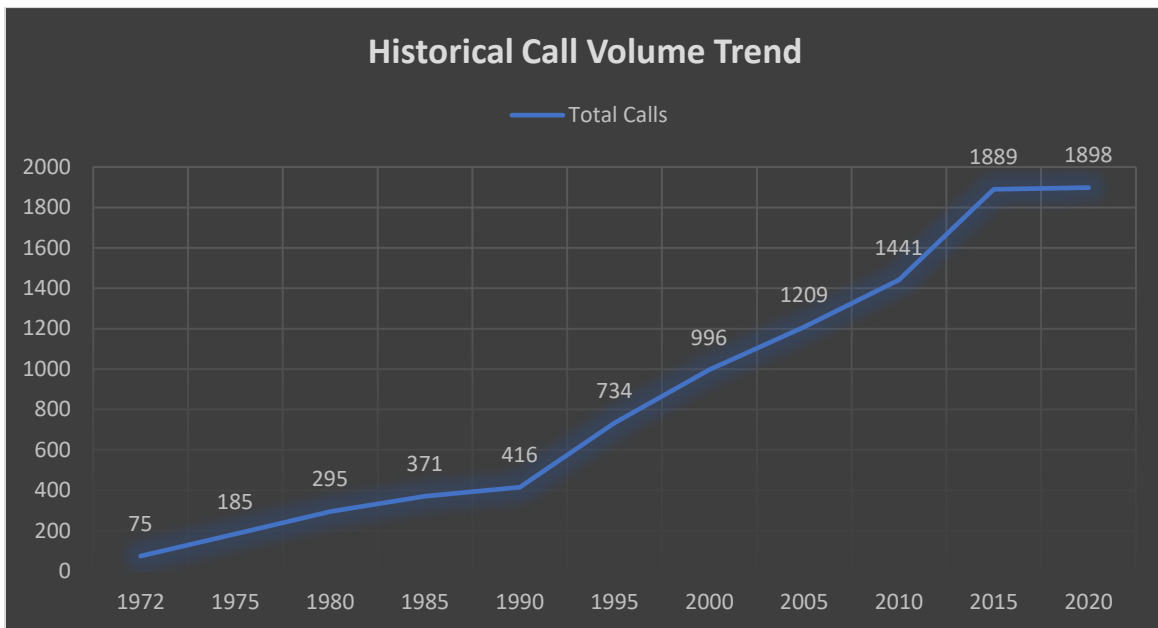
Requests for emergency services and 911 calls are unpredictable and not something capable of being scheduled. No person plans on calling 911 at any given time. One of the critical factors to be discussed in relation to emergency services reliability is overlapping incidents. Overlapping incidents is defined as a given timeframe where 2 or more incidents are occurring simultaneously within district boundaries. This scenario causes a strain on emergency services and requires the fire department to react quickly to dynamic situations. The above chart indicates the number of overlapping incidents each year, and with equivalent percentages shown below:

- 2016: 22.21%
- 2017: 20.13%
- 2018: 21.96%
- 2019: 19.85%
- 2020: 15.28%
- Total Average: 19.89% - This shows CHFD is dispatched to an overlapping 2nd call for service 19.89% of the time over the previous 5-years (2016-2020).
 - Depending on incident nature, CHFD has the ability to handle multiple incidents with their own resources. CHFD has numerous existing mutual aid agreements to provide assistance during overlapping incident times, where their units are unable to respond. CHFD management staff continually evaluates deployment and performance to ensure proper handling of overlapping incidents. Management staff will continue to evaluate the need to increase staffing levels to effectively respond to all community needs and emergency requests.

MAJOR INCIDENT TYPES



HISTORICAL TRENDING OF TOTAL CALL VOLUME



CRITICAL TASK ANALYSIS

As a fire and emergency services organization, it is imperative to determine the necessary equipment, personnel, and tasks to be completed for each type of response. The below information represents the critical tasks for each of the major response categories for the Cimarron Hills Fire Protection District. Automatic and Mutual Aid provided by neighboring agencies is critical to the organization's success and allows the department to achieve the minimum personnel numbers listed below.

Each category below is listed as low risk, moderate risk, or high risk. These classifications are based off of the risk associated not only to the public but the first responders mitigating these emergencies. Low risk incidents are typically the most frequent within our district and pose the least amount of danger and require less resources compared to moderate and high risk. Moderate risk emergencies are less frequent but pose a higher risk to the community and first responders. Single family residential fires and traffic accidents with entrapment will typically fall within the parameters of the moderate risk category. High risk emergencies are the least frequent in our district and pose the most danger to our residents and community as a whole. High risk emergencies will require the most resources to respond and will put all assets at the most risk for all three categories. Commercial and multi-family structure fires fall into the high-risk category.

RESPONSE RISK SUMMARY

- Low Risk Incidents
 - o EMS – Alpha, Bravo, and Non-Transport
 - o Vehicle Fire
 - o Outbuilding Fire
 - o Dumpster Fire
 - o Appliance Fire
 - o Traffic Accident – No Entrapment
- Moderate Risk Incidents
 - o EMS – Charlie, Delta, and Echo
 - o EMS – Mass Casualty
 - o Structure Fire – Single Family Residential
 - o Traffic Accident – Entrapment
 - o Wildland Fire
 - o Hazardous Materials
- High Risk Incidents
 - o Structure Fire – Multi-Family Residential
 - o Structure Fire – Commercial

EMERGENCY MEDICAL SERVICES - ALPHA/BRAVO/LIFT ASSISTS/NON-TRANSPORT (LOW RISK)

Critical Task	Minimum Personnel
Incident Command/ Patient Contact	1
Patient Care	1
Patient Packaging	2
Total	4

- Current CHFD response plans achieve this minimum through the following:
 - o CHFD Engine/Ladder w/ 4 personnel

EMERGENCY MEDICAL SERVICES - CHARLIE/DELTA/ECHO/TRANSPORT (MODERATE RISK)

Critical Task	Minimum Personnel
Incident Command/ Patient Contact	1
Patient Care	2
Patient Packaging	2
Patient Transport	2
Total	7

- Current CHFD response plans achieve this minimum through the following:
 - o CHFD Engine/Ladder w/ 4 personnel
 - o CHFD Squad w/ 2 personnel
 - o AMR Ambulance w/ 2 personnel

EMERGENCY MEDICAL SERVICES - MASS CASUALTY INCIDENT (MCI) (MODERATE RISK)

Critical Task	Minimum Personnel
Incident Command Team	3
Size-Up - Triage - Squad #1	2
Triage - Patient Extraction - Engine #1	4
Triage - Patient Extraction - Engine #2	4
Triage - Patient Extraction - Engine #3	4
Patient Transport Unit	2
Total	19

- Current CHFD response plans achieve this minimum through the following:
 - o CHFD Engine/Ladder w/ 4 personnel
 - o CHFD Squad w/ 2 personnel

- o CHFD Chief w/ 1 personnel
- o Falcon FD Engine w/ 3 personnel
- o Falcon Ambulance w/ 2 personnel
- o AMR Ambulance w/ 2 personnel
- o CSFD Engine w/ 4 personnel
- o CSFD BC w/ 1 personnel

STRUCTURE FIRE RESPONSE - VEHICLE/OUTBUILDING FIRE (LOW RISK)

Critical Task	Minimum Personnel
Size-Up – Incident Command	1
Attack Line Suppression – Engine #1	2
Total	3

- Current CHFD response plans achieve this minimum through the following:
 - o CHFD Engine/Ladder w/ 4 personnel
 - o CHFD Squad w/ 2 personnel

APPLIANCE/BBQ GRILL/CHIMNEY FIRE (LOW RISK)

Critical Task	Minimum Personnel
Size-Up – Incident Command	1
Fire Attack Suppression – Engine #1	3
Assist Fire Attack Position Hoseline – Squad #1	2
Total	6

- Current CHFD response plans achieve this minimum through the following:
 - o CHFD Engine/Ladder w/ 4 personnel
 - o CHFD Squad w/ 2 personnel

STRUCTURE FIRE RESPONSE - SINGLE FAMILY RESIDENTIAL FIRE (MODERATE RISK)

Critical Task	Minimum Personnel
Size-Up - Incident Command	1
Fire Attack Suppression – Engine #1	3
Assist Fire Attack Position Hoseline – Squad #1	2
Search & Rescue – Squad #2	2
Establish Water Supply – Engine #2	2
Ladders & Ventilation – Truck #1	4
R.I.T / On Deck – Engine #3	2
Safety Officer	1
Emergency Medical Services – Ambulance	2
Total	19

- Current CHFD response plans achieve this minimum through the following:
 - o CHFD Engine/Ladder w/ 4 personnel
 - o CHFD Squad w/ 2 personnel
 - o CHFD Chief w/ 1 personnel
 - o Falcon FD Engine w/ 3 personnel
 - o Falcon Ambulance w/ 2 personnel
 - o Falcon BC w/ 1 personnel
 - o CSFD Engine w/ 4 personnel
 - o CSFD Ladder w/ 4 personnel
 - o CSFD BC w/ 1 personnel

STRUCTURE FIRE RESPONSE - MULTI-FAMILY RESIDENTIAL FIRE (HIGH RISK)

Critical Task	Minimum Personnel
Size-Up – Incident Command	1
Fire Attack Suppression – Engine #1	3
Assist Fire Attack Position Hoseline – Squad #1	2
Search & Rescue Immediate Fire Area – Squad #1	2
Establish Water Supply – Engine #2	2
Second Fire Attack Line – Engine #2	2
Ladders & Ventilation – Truck #1	4
Search & Rescue Remainder – Engine #3	2
RIT/On Deck – Engine #3	2
Division Supervisor	1
Safety Officer	1
Emergency Medical Services – Ambulance	2
Total	24

- Current CHFD response plans achieve this minimum through the following:
 - o CHFD Engine/Ladder w/ 4 personnel
 - o CHFD Squad w/ 2 personnel
 - o CHFD Chief w/ 1 personnel
 - o Falcon FD Engine w/ 3 personnel
 - o Falcon Ambulance w/ 2 personnel
 - o Falcon BC w/ 1 personnel
 - o CSFD Engine w/ 4 personnel
 - o CSFD Engine w/ 4 personnel
 - o CSFD Ladder w/ 4 personnel
 - o CSFD BC w/ 1 personnel

STRUCTURE FIRE – COMMERCIAL (HIGH RISK)

Critical Task	Minimum Personnel
Size-Up – Incident Command	1
Fire Attack Suppression – Engine #1	3
Assist Fire Attack Position Hoseline – Squad #1	2
Search & Rescue Immediate Fire Area – Squad #1	2
Establish Water Supply – Engine #2	2
Second Fire Attack Line – Engine #2	2
Ladders & Ventilation – Truck #1	4
Search & Rescue Remainder – Truck #2	4
RIT/On Deck – Engine #3	4
Division Supervisor	1
Safety Officer	1
Emergency Medical Services – Ambulance	2
Total	28

- Current CHFD response plans achieve this minimum through the following:
 - o CHFD Engine/Ladder w/ 4 personnel
 - o CHFD Squad w/ 2 personnel
 - o CHFD Chief w/ 1 personnel
 - o Falcon FD Engine w/ 3 personnel
 - o Falcon Ambulance w/ 2 personnel
 - o Falcon BC w/ 1 personnel
 - o AMR Ambulance w/ 2 personnel
 - o CSFD Engine w/ 4 personnel
 - o CSFD Engine w/ 4 personnel
 - o CSFD Ladder w/ 4 personnel
 - o CSFD BC w/ 1 personnel

HAZARDOUS MATERIALS (MODERATE RISK)

Critical Task	Minimum Personnel
Incident Command	1
Recon Team	2
Atmospheric Monitoring	2
Safety Officer	1
Total	6

- Current CHFD response plans achieve this minimum through the following:
 - o CHFD Engine/Ladder w/ 4 personnel
 - o CHFD Squad w/ 2 personnel
 - o AMR Ambulance w/ 2 personnel
 - o El Paso County HazMat w/ 2 personnel
 - o CSFD HazMat w/ 4 personnel
 - o CSFD BC w/ 1 personnel

WILDLAND/BRUSH FIRE – IN-DISTRICT (MODERATE RISK)

Critical Task	Minimum Personnel
Incident Command	1
Fire Attack	2
Tandem Attack/Back-Up	2
Water Supply	2
Total	7

- Current CHFD response plans achieve this minimum through the following:
 - o CHFD Engine/Ladder w/ 4 personnel
 - o CHFD Squad w/ 2 personnel
 - o CHFD Chief w/ 1 personnel
 - o Falcon FD Brush w/ 2 personnel

TRAFFIC ACCIDENTS (LOW RISK)

Critical Task	Minimum Personnel
Patient Care & Packaging	2
Hazard Mitigation & Stabilization	2
Traffic Control	1
Total	5

- Current CHFD response plans achieve this minimum through the following:
 - o CHFD Engine/Ladder w/ 4 personnel
 - o CHFD Squad w/ 2 personnel
 - o AMR Ambulance w/ 2 personnel

TRAFFIC ACCIDENT WITH ENTRAPMENT (MODERATE RISK)

Critical Task	Minimum Personnel
Incident Command	1
Stabilization	2
Extrication	2
Patient Care & Packaging	2
Total	7

- Current CHFD response plans achieve this minimum through the following:
 - o CHFD Engine/Ladder w/ 4 personnel
 - o CHFD Squad w/ 2 personnel
 - o CHFD Chief w/ 1 personnel
 - o AMR Ambulance w/ 2 personnel

EVALUATION OF DEPLOYMENT

The evaluation of deployment is conducted to review and categorize times when responding to emergency calls for service. In order to accurately evaluate these times, there must be established benchmarks and standards throughout the organization. The department standard coincides with the National Fire Protection Association Standard (NFPA) 1710 - *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*. Effective Response Force (ERF) standards are derived from NFPA 1710 unless otherwise stated in this document. All call taking and processing is conducted at the El Paso County Dispatch Center and is not managed by the Cimarron Hills Fire Department.

EMERGENCY MEDICAL SERVICES – EMERGENT

1st Alarm	
7.5 Minute Response for 95% - EMS Calls	
Call Processing	2 Minutes
Turnout Time	1 Minute
Drive Time	4 Minutes
Total Response Time	7 Minutes

STRUCTURE FIRE – EMERGENT

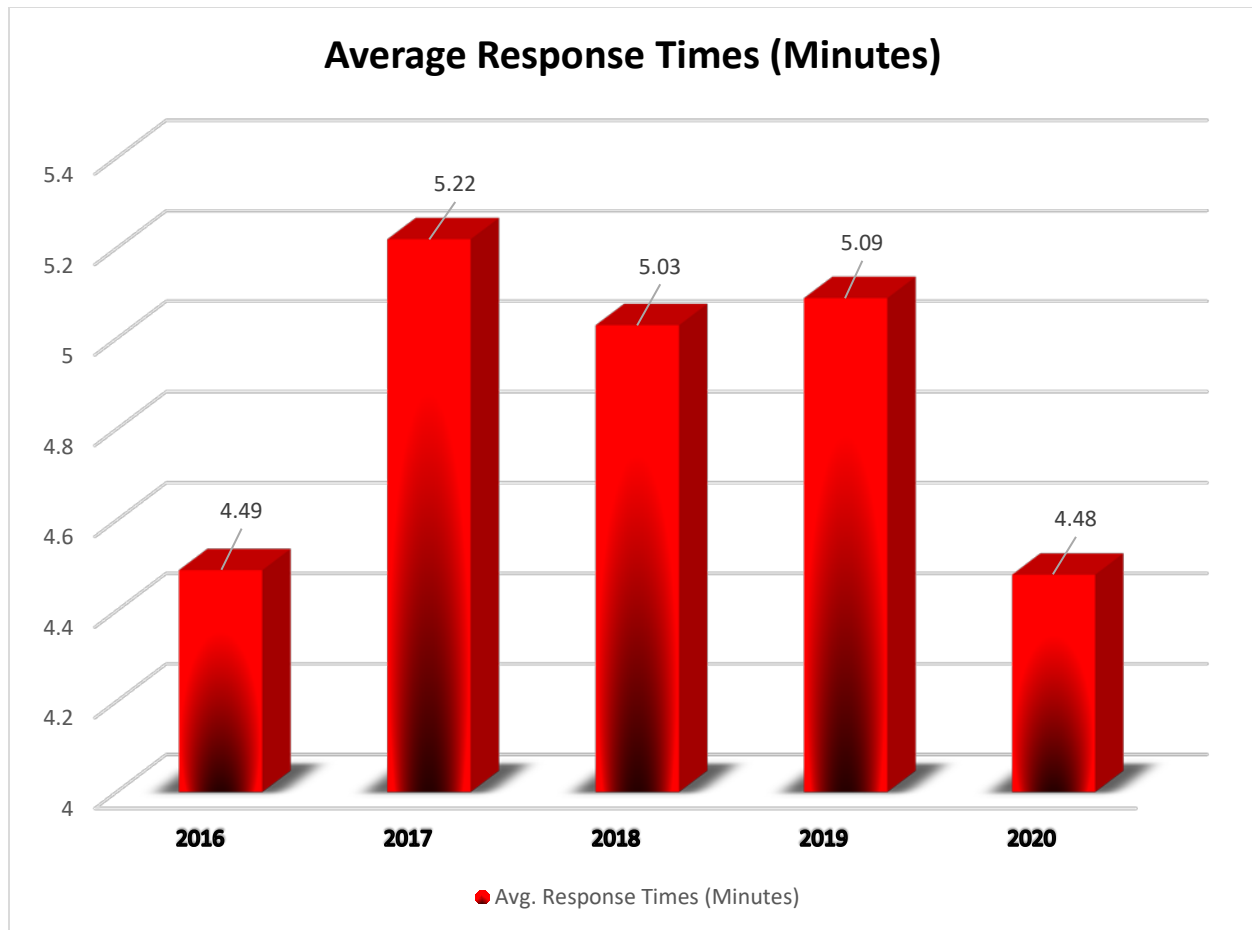
1st Alarm	
7.5 Minute Response for 95% - Structure Fire Calls	
Call Processing	2 Minutes
Turnout Time	1.5 Minutes
Drive Time	4 Minutes
Total Response Time	7.5 Minutes

TRAFFIC ACCIDENTS – EMERGENT

1st Alarm	
7.5 Minute Response for 95% - Traffic Accident Calls	
Call Processing	2 Minutes
Turnout Time	1.5 Minutes
Drive Time	4 Minutes
Total Response Time	7.5 Minutes

5-YEAR CHFD EVALUATION OF DEPLOYMENT

2016-2020, CHFD had an average total response time of just above 5 minutes. Fast response times are a source of great pride for Cimarron Hills Fire Department. The organization attributes these continually fast times to pride, ownership, and having a smaller district. CHFD doesn't have resources being committed to far reaching portions of a larger district, as you would see with a typical city fire department. CHFD maintains strong mutual aid partnerships in an effort to maintain these response times if the organization is busy on other calls for service, or otherwise unavailable.



PERFORMANCE MAINTENANCE AND IMPROVEMENT

CHFD is committed to maintaining effective response times and takes tremendous pride in having an average 5-minute response time. This allows CHFD to provide top-notch emergency services through unparalleled prompt response. In an effort to continually monitor and improve, the organization reviews incident statistics monthly and reports statistics to the Board of Directors. The agency will continue to foster existing and develop new mutual aid partnerships. These are critical to providing high quality service to the Cimarron Hills community, district visitors, and those traveling critical routes bordering Cimarron Hills. Incident stats, critical task analysis, standard operating procedure review, and skills evaluations will continually occur on a regular basis. This will include random, monthly, and annual reviews.

CIMARRON HILLS FIRE PROTECTION DISTRICT

CRA / SOC

SECTION V

Community Risk Assessment



RISK ASSESSMENT SUMMARY

A risk assessment is utilized to identify potential risks and hazards to the community in the form of loss of life or significant property damage. CHFD has identified target hazards within district boundaries having an impact on response capabilities. This impact will directly affect life safety, fire and emergency personnel, and fire suppression capabilities. Cimarron Hills Fire Protection District is comprised of single-family homes primarily in the central and northern areas of the district. There are several multi-family homes including 4-plexes and apartment complexes throughout the district. The southeast and western borders of the district contain multiple commercial structures including industrial, moderate hazard storage, and several distilleries and breweries. The district has identified multiple cannabis extraction and production facilities presenting unique hazards to the community and responders.

OCCUPANCY VULNERABILITY ASSESSMENT PROFILE

Performing fire and life safety inspections of businesses and completing up-to-date pre-fire plans, the district is able to provide an Occupancy Vulnerability Assessment Profile (OVAP). This is occupancy specific and is generated by examining the following criteria:

1. Number of Employees in the occupancy.
2. Distance to nearby buildings.
3. The number of floors above ground in the occupancy.
4. The square footage of the building.
5. The value the property has and potential impact to the community.
6. The number of people allowed to occupy the building.
7. The number of sides of building the fire department can access.
8. The mobility of occupants within the building.
9. The alarm system present.
10. Whether or not the exits conform to existing codes.
11. The type of construction.
12. Whether or not the building is regulated.
13. The ease of access to the building for the general public.
14. How often the fire department enters the occupancy.
15. The degree of difficulty expected if the building is on fire.
16. Type of hazards present.
17. The fuel loading of the occupancy.
18. Available water flow.
19. Whether or not sprinklers are present and meet existing standards.

The OVAP Score is given in a range with a risk associated to the range:

Greater than 60 – Maximum

40-59 – Significant

15-39 – Moderate

0-14 – Low

APARTMENT BUILDINGS

CONSTITUTION SQUARE HEIGHTS

7230 Constitution Square Heights, Colorado Springs, CO 80915

Constitution Square Heights is a multi-family apartment complex located in the Northeast part of the district. The complex includes a clubhouse/management office, pool area, and 180-units. Each building is 3 stories in height and is lightweight wood frame construction.

Special hazards include a high occupancy load, chlorine stored on site for the pool, and flammable liquids stored in low quantities.

Fire protection features include smoke detectors and pull stations. All apartment buildings have sprinkler system coverage. The fire alarm and sprinkler system are monitored by a third-party alarm company. There are 6 hydrants, which are all within 100' of fire department connections.

This facility has been designated a target hazard by the Cimarron Hills Fire Department for the following reasons:

- High occupancy load with people sleeping.
- Fire department access issues.

OVAP Score: 25.50 – Moderate



SPACE VILLAGE APARTMENTS

6895 Space Village Avenue, Colorado Springs, CO 80915

The Space Village Apartments is a multi-family apartment building located in the Southern part of the district. It is a 2-story wood frame structure with a wood truss roof and a common attic. 22 apartment units with a small rental office are on-site.

Special hazards include a common attic and a high occupancy load. There is a mix of long-term rentals and short-term stays.

There is no fire sprinkler or suppression system. Each unit has stand-alone smoke detectors. There is no monitored fire alarm system. There are 3 hydrants on-site.

This facility has been designated a target hazard by the Cimarron Hills Fire Department for the following reasons:

- High occupancy load with people sleeping.
- Common attic with no fire stops.
- No features of fire protection and only single station smoke detectors.
- Fire in one unit could block egress and firefighter access to other units.

OVAP Score: 32.5 – Moderate



VILLAGE EAST APARTMENTS

781 Hathaway Drive, Colorado Springs, CO 80915

The Village East Apartments is a multi-family apartment complex located in the South-Central area of the fire district. They are 3-story garden level apartment buildings with lightweight wood frame construction and a wood frame truss roof. 148 units located in 6 separate buildings and a small office building make up the complex.

Special Hazards include a high occupant load. There are chlorine and flammable liquids stored in the maintenance room under the office. There are some unique fire department access challenges as the complex has multiple dead-ends. There are 5 hydrants on-site.

There are no fire suppression systems in the complex. There is a monitored fire alarm system throughout. Smoke detectors are present in every apartment unit.

This facility has been designated a target hazard by the Cimarron Hills Fire Department for the following reasons:

- High occupancy hazard.
- Fire department access concerns.
- No fire sprinkler system protection or fire stops.

OVAP Score: 28.9 – Moderate



WESTERN HILLS APARTMENTS

810 Western Drive, Colorado Springs, CO 80915

The Western Hills Apartments is a multi-family apartment complex located on the south end of the fire district. There are 2 and 3-story buildings with wood frame construction. 8 buildings, a clubhouse, and a pool make up the complex.

Special hazards include high occupancy with people sleeping and chlorine gas stored in building 826 (clubhouse) in a maintenance room. There are flammable liquids stored in the same area in a flammable storage cabinet. Building hazards include a common crawlspace within individual buildings and a common attic in some areas.

There is no fire sprinkler system or monitored fire alarm system in these apartments. Single station/stand-alone smoke detectors are present in each apartment unit. There are 4 hydrants on-site.

This facility has been designated a target hazard by the Cimarron Hills Fire Department for the following reasons:

- High occupancy hazard with people sleeping.
- No fire sprinkler or suppression systems.
- No monitored fire alarm system.
- Fire department access and hose deployment concerns.

OVAP Score: 29.1 – Moderate



EDUCATIONAL FACILITIES

CHRISTA MCAULIFFE ELEMENTARY

830 Hathaway Drive, Colorado Springs, CO 80915

Christa McAuliffe Elementary is located in the south-central portion of the district. There are approximately 500 students, teachers, and support staff during school hours. It is a 2-story educational facility with masonry construction, fire stops and fire doors in 3 major corridors. This school provides pre-school day care in the morning and all-day education K-5.

Special hazards associated with this school include a high occupancy hazard with toddlers and school age children. There are cleaning and flammable liquids stored in a flammable storage cabinet in the main janitor's closet on the first floor.

The facility is protected throughout by an automatic fire sprinkler system and is monitored by a fire alarm system with a third-party center. Smoke detectors are present throughout the hallways and in each room. There are heat detectors in the storage rooms and the duct work.

This facility has been designated a target hazard by the Cimarron Hills Fire Department for the following reasons:

- High occupancy hazard with younger school age children.
- Fire department access is difficult to the rear of facility and there are long hose deployments.

OVAP Score: 22.4 – Moderate



EVANS ELEMENTARY

1675 Winnebago Road, Colorado Springs, CO 80915

Evans Elementary is located in the central part of the district and has grades PK-5. It is a single story, masonry educational occupancy. 350 students and staff are present during normal school hours. There is a modular structure in the rear of the main building which is used for special classes.

Special hazards include a high occupancy hazard and chemicals for cleaning stored in two janitor's closets.

There is no fire sprinkler system in this facility. It is protected throughout by a newly updated fire alarm system with pull stations, smoke detectors in every room, and heat detectors in the storage rooms and duct work. There is a hood suppression system in the kitchen.

This facility has been designated a target hazard by the Cimarron Hills Fire Department for the following reasons:

- High occupancy hazards with younger school age children.
- No fire sprinkler protection.

OVAP Score: 28.8 – Moderate



HORIZON MIDDLE SCHOOL

1750 Piros Drive, Colorado Springs, CO 80915

Horizon Middle School is located in the north-west section of the district and has grades 6-8. It is a masonry constructed, single story educational facility. There are 4 modular buildings to the north of the main facility. These house band classes and other special lessons.

Special hazards for this facility are high occupancy, no sprinkler protection, and a chemistry lab. The chemistry lab stores multiple flammable liquids and other chemicals. A full list of these chemicals is in the lab and in the front office, including a safety data sheet (SDS) for each chemical.

There is no fire sprinkler system for this school. There is a hood fire suppression system located in the kitchen and monitored by the fire alarm system. The fire alarm system is monitored by a third-party station. Fire alarm features are pull stations at every exit, smoke detectors throughout, and heat detectors in storage rooms and duct work. Pull stations and smoke detection are in each modular building and tie into the main fire alarm panel.

This facility has been designated a target hazard by the Cimarron Hills Fire Department for the following reasons:

- High occupancy hazard.
- No fire sprinkler system present.
- Chemistry lab with multiple chemicals being stored.

OVAP Score: 22.8 – Moderate



COLORADO MILITARY ACADEMY

360 Command View, Colorado Springs, CO 80915

The Colorado Military Academy is a public charter school for grades K-12. They have a before and after-hours pre-school age care program. The construction is made up of masonry and metal with fire resistive materials. There are approximately 450 students, teachers, and staff during normal school hours.

Special hazards for this location include a high occupancy hazard and numerous flammable liquids stored in various locations. There is a chemistry lab on the second floor holding a variety of chemicals. A full material safety data sheet (MSDS) for all chemicals is located in the lab and in the front office.

The facility is protected throughout by an automatic fire sprinkler system which is monitored by a fire alarm system. The fire alarm, monitored by a third-party, has pull stations at every exit, smoke detectors throughout, and heat detection. The kitchen has a hood fire suppression system, which is both automatic and manually activated.

This facility has been designated a target hazard by the Cimarron Hills Fire Department for the following reasons:

- High occupancy hazard with a wide age range.
- Chemistry lab located on the second floor.

OVAP Score: 28.8 – Moderate



SPRINGS STUDIO FOR ACADEMIC EXCELLENCE

6113 Constitution Avenue, Colorado Springs, CO 80915

Springs Studio is a public charter school located in the north west portion of the fire district. There are approximately 500 students representing grades K-12. It is a single-story masonry constructed building with a metal roof.

Special hazards for this facility are high occupancy and fire department access concerns to the rear of the building. There is a small chemistry lab located on the west side of the school.

The facility is protected throughout by an automatic fire sprinkler system being monitored by a fire alarm. The fire alarm is monitored by a third-party station and features pull stations at every exit, smoke detectors in every room, and heat detection in storage areas and duct work. There was an addition built adding sprinkler heads and alarm devices in 2020. The fire alarm system was fully updated during the renovation.

This facility has been designated a target hazard by the Cimarron Hills Fire Department for the following reasons:

- High occupancy with a wide range of children.
- Chemistry lab and chemicals stored on site.

OVAP Score: 22.8 – Moderate



DAY CARE FACILITIES

McCoy AND LITTLE JOHN DAYCARE

6805 Bismark Road, Colorado Springs, CO 80922

McCoy and Little John is a daycare center located on the north side of the district. This pre-school facility has ages 0-5. There are typically 75 staff and children present during the day. There is a basement, which is only used for storage and mechanical. It is a 2-story wood frame building with lightweight trusses.

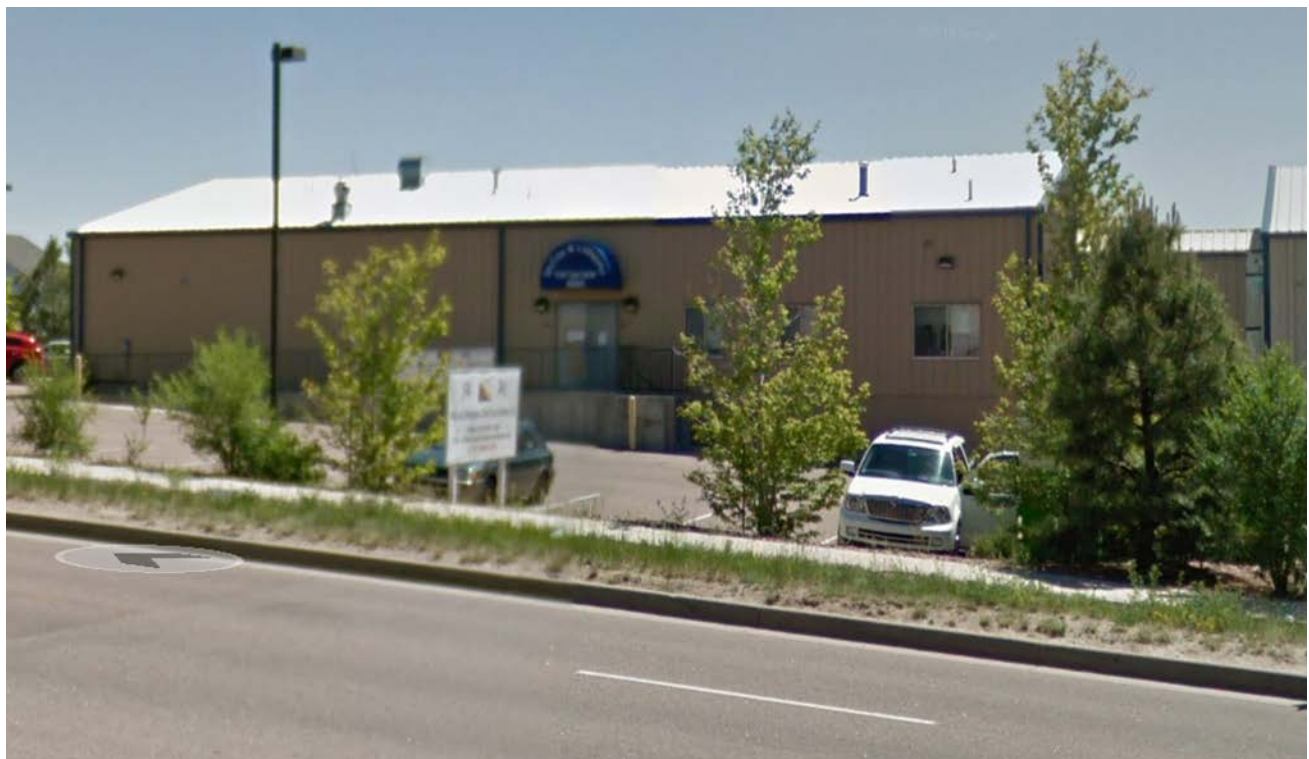
Special hazards for this building are a moderate occupancy with very young children. The basement has access issues and is not protected by a fire sprinkler system.

There is a fire sprinkler system protecting the first floor and is monitored by a fire alarm system. A hood fire suppression system is located in the kitchen. The fire alarm system is monitored by a third-party and features pull stations, smoke detectors in every room, and heat detectors in the basement.

This facility has been designated a target hazard by the Cimarron Hills Fire Department for the following reasons:

- Moderate occupancy hazard with very young children.
- Basement has limited access and egress.

OVAP Score: 25 – Moderate



RELIGIOUS FACILITIES

FOUNT OF LIFE CHURCH

6650 Omaha Boulevard, Colorado Springs, CO 80915

Fount of Life Church is an assembly occupancy with classrooms for pre-school age children. The main sanctuary and fellowship hall are connected by a breezeway to the classroom area. It has a pitched roof with lightweight trusses in the older section of the facility and steel trusses in the newer addition.

Special hazards for this building include a very high occupancy, especially during times of worship and the pre-school classrooms with ages 0-5.

The church is protected throughout with an automatic sprinkler system monitored by a fire alarm. There are smoke detectors in the classroom area, pull stations throughout, and an occupant notification system. The fire alarm system is monitored by a third-party.

This facility has been designated a target hazard by the Cimarron Hills fire Department for the following reasons:

- High occupancy hazard with small children.
- Fire department access issues especially in the classroom area of the older section.
- Large sanctuary area with long hose deployments.

OVAP Score: 30 – Moderate



KING SOLOMON BAPTIST CHURCH

910 Peterson Road, Colorado Springs, CO 80915

King Solomon is a church located in the southern area of the district. It is comprised of a two-story office and classroom area and a large sanctuary accommodating approximately 160 people. It is masonry construction with a lightweight truss roof.

Special hazards for this facility are high occupancy hazard at various times and fire department access concerns. There is no fire sprinkler system in this facility.

There is a fire alarm system however, it is only a local manual system and is not monitored by a central station. Stand-alone smoke detectors are present in the office areas and classrooms.

This facility has been designated a target hazard by the Cimarron Hills fire Department for the following reasons:

- High occupancy hazards with various times of occupation.
- Limited fire protection and occupant notification for fire alarms.
- Fire department access concerns.

OVAP Score: 30 – Moderate



HILLTOP BAPTIST CHURCH

6915 Palmer Park Boulevard, Colorado Springs, CO 80915

Hilltop Baptist Church is located in the central area of the fire district. It is a two-story facility with a sanctuary, chapel, and classroom on the first floor. The second floor has office space and an audio/visual room. The occupancy load of the sanctuary is 200 people. It has metal and masonry construction features with a metal truss roof system.

Special hazards for this facility are a high occupancy at various times and there is no sprinkler system protecting the building.

A local fire alarm system which is not monitored, is tied to pull stations at every exit. Smoke detectors are present however, they are single station and some are not tied into the fire alarm system.

This facility has been designated a target hazard by the Cimarron Hills fire Department for the following reasons:

- High occupancy hazards with various times of operation.
- No fire sprinkler coverage.
- Manual local fire alarm system with limited coverage.

OVAP Score: 33 – Moderate



SPECIALTY FACILITIES

SPRINGS MOBILE HOME PARK

1095 Western Drive, Colorado Springs, CO 80915

The Springs Mobile Home Park is located in the south-east portion of the fire district. It has numerous single and double wide mobile homes, a clubhouse and pool. Multiple sites are very compact and close together. This is a gated community with limited access to people not owning property.

Special hazards for this mobile home park include lightweight construction on lots very close together presenting fire control issues. There are chemicals and flammable liquids stored in the maintenance room in the clubhouse.

There are no fire protection systems in any homes or the clubhouse. There are stand-alone smoke detectors in the clubhouse and a Knox box for access to the gates.

This facility has been designated a target hazard by the Cimarron Hills fire Department for the following reasons:

- Lightweight mobile home construction very close together.
- Limited hydrants and water supply concerns.
- Fire control issues and long hose deployments for some lots.

OVAP Score: 34 – Moderate



ADDITIONAL COMMUNITY HAZARDS

Risks associated with buildings, infrastructure, and community demographics are not the only risks associated with providing fire and emergency medical services to a community. Other hazards present within the Cimarron Hills community, must be examined to fully understand community risk.

FLASH FLOODING

According to the Pikes Peak Regional Office of Emergency Management (PPROEM) (2020), there have been 25 flood events in El Paso County between 1979 and 2019. The majority of these flood events take place West and South of Cimarron Hills. This doesn't exclude Cimarron Hills from flooding impacts such as overflowing streams and the potential for Sand Creek, which is normally dry, to become a rapidly advancing and dangerous source of water and flooding. Cimarron Hills maintains swift water rescue gear in preparation for flooding events and is willing to provide these services to mutual aid partners.

HAIL

According to PPROEM (2020), there have been 500 hail events in El Paso County between 2001 and 2019. Out of those 500 events, 70 had hail measuring over 2 inches in diameter. Cimarron Hills Fire Department was impacted by a hail storm in July 2018, which caused over \$300K in damages to CHFD facilities. This storm had hail 2 inches in diameter and up to the size of a tennis ball. Thunderstorms producing damaging hail typically occur June – August in the Pikes Peak Region.



WIND

According to PPROEM (2020), there have been 70 major wind events in El Paso County between 2000 and 2019. These 70 events had wind speeds ranging from 52-105 miles per hour. The most damaging wind event occurred on January 9, 2017 with over \$20MIL in damages and two deaths reported in El Paso County. This event had a wind speed of 103 mph.

WINTER STORM

According to PPROEM (2020), there have been 270 winter weather events occurring on 132 separate dates between 2000 and 2019. With the most recent being the “Bomb Cyclone” on March 13, 2019. This storm brought snow accumulations from 6-16 inches across El Paso County, and wind speeds reached close to 100 mph. This event had direct impacts to Cimarron Hills. The department responded to citizen assists, vehicle rescues, and searches on Powers Boulevard and heavily along Highway 24. This event was extremely impactful to fire and emergency services across the county, testing limits and laying the groundwork for future operations.

AIRCRAFT INCIDENTS

Cimarron Hills has no direct aircraft rescue firefighting (ARFF) mission, however the potential for an aircraft incident does exist. Cimarron Hills is directly inline with the flight path for the Colorado Springs Airport. This airport services heavy commercial airline traffic and a significant number of military aircraft, which is due to Peterson AFB being attached to the airport. CHFD does support Peterson AFB FD and Colorado Springs FD during aircraft incidents by either backfilling stations or responding directly to a crash.

CANNABIS EXTRACTION

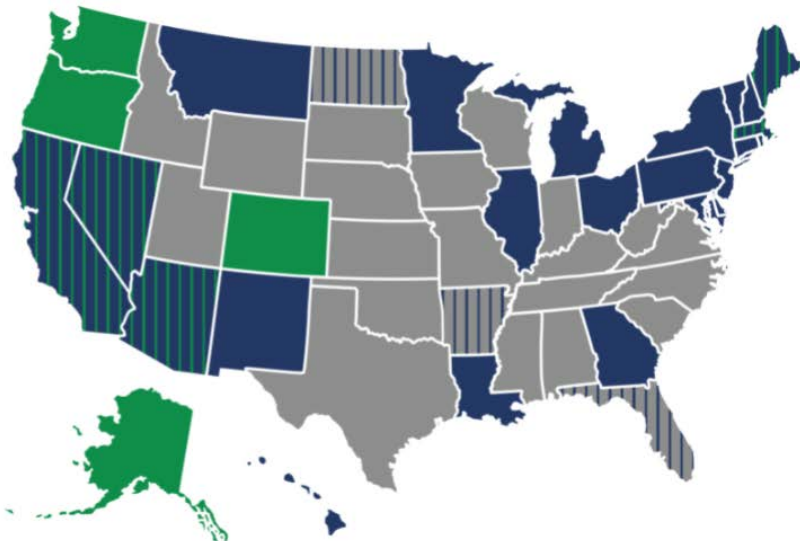
CHFD has identified multiple Cannabis Extraction facilities operating within district boundaries. We understand the dangers of this process, which utilizes flammable liquids and machinery presenting significant hazards. If procedures are not followed, there is a good chance of fire, injury, or even death to operators. The Division of Fire & Life Safety ensures these facilities are on an annual inspection cycle to ensure compliance. Utilizing the International Building and Fire Codes, CHFD ensures all of these facilities are properly maintained and have fire protection systems in an effort to reduce risk. CHFD is involved with any change of occupancy to this type of hazardous manufacturing and ensuring the change is compliant with current codes and is given the correct occupancy classification.



The Pot Industry Coast to Coast

Marijuana is legal in some form in more than two-dozen states, with more states preparing to consider legalization. Industry growth comes with an array of safety concerns, which some observers say points to the need to develop pot-specific consensus codes and standards.

-  Recreational & medicinal
-  Medicinal
-  Medicinal, with recreational on 2016 ballot
-  Medicinal on 2016 ballot



OTHER DISASTERS

There are various other natural and/or man-made disasters with potential impact to Cimarron Hills. These are not discussed and identified in this risk assessment due to the low probability and/or low direct impact to Cimarron Hills. These include tornadoes, earthquakes, sinkholes, cyber-attack, hazardous materials incidents, public health emergencies, and extreme acts of violence.



CIMARRON HILLS FIRE PROTECTION DISTRICT

CRA / SOC

SECTION VI

Needs Assessment



NEEDS ASSESSMENT AND IDENTIFIED GAPS

The development of this Standards of Cover and Community Risk Assessment was extremely beneficial to the Cimarron Hills Fire Department. This prompted an in-depth review of the agency and helped identify a few areas of improvement. None of these points of improvement were determined to be mission critical, and it should be noted the Cimarron Hills Fire Department is doing a phenomenal job providing service to the Cimarron Hills community. The areas discussed below will be utilized to coincide with organizational goals and objectives during the development of the Strategic Plan. Working towards developing, improving, and enhancing these areas will only make CHFD stronger and more prepared.

PRESERVING THE HISTORY

Prior to the development of this SOC/CRA, department history was not fully understood by current department members and staff. There was no official, one-stop, document where you could reference important dates, notable events, leadership changes, apparatus additions and retirements, facility changes (purchase, sale, major repairs, and renovations), and other vital information to understanding the history of the Cimarron Hills Fire Department. Executive Assistant – Virpi Mattson, was critical in researching and documenting our history. She read through Board of Director binders dating back to department origins, read newspaper articles, and poured through every other possible piece of information to discover organizational history. Preserving this history is in this needs assessment and identified as a gap because it is vital to understand where you have been so you know where you should be going. The organization will conduct the following to ensure its history is never forgotten again:

- Continually update historical timelines upon the occurrence of critical events, major changes, and other important items.
- Conduct extensive exit interviews, with an emphasis on those who have been in the agency longer than 15-20 years. Ask those important members of the team to document things known to them, which may not be known to others.
- Create continuity checklists, books, or pass-on guides for critical positions. This will keep new key leaders from having to discover everything for themselves and, ensure they have what they need to know presented to them upon appointment.

CONTINUAL EVALUATION AND UPDATES

The most critical piece in this category is to evaluate and update vital documents and plans. Prior to the develop of this Standards of Cover and Community Risk Assessment, this document didn't formally exist. Previously, plans were researched and developing but not fully implemented. It is important to define those documents and plans necessary for operating and maintaining a professional fire and emergency services organization. Organizational management needs to continually ensure all critical documents integrate effectively, complement each other, and provide seamless consistency across the organization.

- Standards of Cover and Community Risk Assessment
 - Review and update as necessary during the 3–5-year cycle. This document is critical to keeping updated on community risks, needs, and performance evaluation.

- Strategic Plan
 - Update appropriately and ensure the document continually matches goals and objectives for the organization.
 - The previous Strategic Plan expired in 2018. This document should be the next major goal for the organization following the completion of the SOC/CRA.
- Insurance Services Office – Public Protection Classification
 - The last update to the ISO – PPC was January 1, 2015.
 - The organization should review and conduct an ISO audit on a regular basis. Recommendation would be every 5-years, which can be adjusted based upon community growth and changes.
 - CHFD currently plans to conduct an ISO audit in late 2021.
- Apparatus and Vehicle Replacement Plan
 - The first ever replacement plan for CHFD apparatus and vehicles was developed in 2020, and is already outdated.
 - This plan should be reviewed annually and updated as necessary, with at least a 10-year outlook. This will allow for a more comprehensive capital improvement plan to be integrated into the budget.
- Standard Operating Procedures
 - These documents need to be reviewed and updated annually. The organization conducted a complete overhaul of all SOPs in 2020-2021. The department will continually evaluate the need for more or less SOPs.
- Employee Handbook
 - This document will be reviewed annually, and updated as needed. This document is reviewed and implemented by a vote of the Board of Directors. CHFD will utilize Employers Council and legal assistance to ensure this document reflects current practices, and aligns with all applicable laws and regulations.
- Pay Schedule
 - This document is reviewed annually as a part of the budgeting process. The Pay Schedule is reviewed and approved by the Board of Directors annually during the December meeting with an effective date for the following January 1st.

LANGUAGE BARRIERS

During the development of the Standards of Cover, the community demographic research shows 11% of the district population speaks Spanish at home. This is a previous unidentified risk in the community and a barrier to the department communicating effectively with its customers. Currently, there are no fire and life safety campaigns targeting the Spanish speaking population. CHFD has a significant opportunity to improve community relations and to provide increased services to a vital group in the community. The organization will conduct the following to minimize this risk in the community and to turn a threat into an opportunity:

- Publish critical community notices in English and Spanish.
- Integrate Spanish materials into department events such as the Open House.

- Integrate Spanish materials into Fire Prevention Week and other vital life safety notices meant for the entire community.
- Ensure technology exists and is known to responders so they have the necessary means to communicate with the Spanish speaking population.
- The above focuses on Spanish (due to the 11% population), however CHFD should maintain awareness within the community to ensure other non-English speaking populations are appropriately addressed and represented in department materials and literature as deemed necessary.

