

Carbondale & Rural Fire Protection District
Meeting of the Board of Directors
November 13, 2024
11:00 a.m.

Agenda

- A. Call to order & roll call
- B. Consent Agenda
 - 1. Approve Previous Minutes
 - 2. Current Bills & Balances
- C. Persons Present Not on the Agenda
- D. Public Hearing Regarding 2025 Budget
- E. Staff Reports
 - 1. Chief's Report
 - 2. Attorney's Report
 - 3. Other
- F. Financial Report
 - 1. Other
- G. Old Business
 - 1. Resolution 2024-004, Impact Fees
 - 2. Other
- H. New Business
 - 1. 5-Year Strategic Plan
 - 2. Other
- I. Adjourn

CARBONDALE & RURAL FIRE PROTECTION DISTRICT

MINUTES OF THE MEETING

BOARD OF DIRECTORS

CARBONDALE FIRE HEADQUARTERS

OCTOBER 9, 2024

The Board of Directors of the Carbondale & Rural Fire Protection District met for their regular meeting on October 9, 2024 at the Carbondale Fire Headquarters/Training Building.

Vice-President Mike Kennedy called the meeting to order at 11:07 a.m. Directors present were Michael Hassig, Gretchen Stock Bell and Sydney Schalit. Also present were Rob Goodwin, Jenny Cutright, Mike Wagner, Karl Oliver, Brandon Deter, Garrett Kennedy, Meagan Holland, and Eric Gross. Hannah Berma and Kelly McNicholas Kury attended via teleconference. President Gene Schilling arrived at 11:15 a.m.

CONSENT AGENDA

The items on the consent agenda were:

- Approve Current Bills and Balances
- Approve the Minutes of the September 11, 2024 regular meeting

MOTION: made to approve the consent agenda as noted. It carried and passed unanimously.

PERSONS PRESENT NOT ON THE AGENDA

No members of the public were present.

PITKIN COUNTY BALLOT QUESTION 1A (AFFORDABLE AND WORKFORCE HOUSING MILL LEVY) DISCUSSION

Hannah Berma and Kelly McNicholas attended the meeting to request support on Pitkin County ballot issue 1A, Affordable Housing. The ballot issue was presented and discussion followed.

MOTION: made to approve Resolution 2024-007, A Resolution of the Board of Directors of the Carbondale & Rural Fire Protection District In Support of the Pitkin County Ballot Question 1A. Discussion followed. It carried and passed unanimously.

STAFF REPORTS

Chief's Report The Ops building expansion parking lot is complete. It is ready for use during the Open House. The project has been going well and is slightly ahead of schedule.

The District is still working on the CMC fire academy training building. CMC is working on a comprehensive plan for the fire science and paramedicine programs before they further discuss building.

The Open House is Saturday, October 12 from 10 a.m. - 2PM. A junior bucket brigade is the newest addition to the event.

The draft impact fee resolution was sent to the counties and municipalities for comment as required. There were some questions regarding the collection process. A written procedure will be developed prior to the

new impact fees taking affect. The final resolution will be presented for consideration at the regular November Board meeting.

Admin Chief The annual holiday party is December 14 at the Hotel Colorado.

Prevention Chief The letter to the homeowners on Serpentine Trail will be sent soon. Homeowners need to opt in to participate in the mitigation project. The project is expected to begin in November.

2025 BUDGET

2025 Proposed Budget The 2025 proposed budget was presented to the Board of Directors. The Board reviewed the expected revenues and expenditures. Discussion regarding revenues, staffing, future capital purchases, and other budget items followed. It was noted that the calls for service have continued to increase. No action was taken.

NEW BUSINESS

2025 Planning Staff has almost completed the 2025 Strategic Plan. The Standard of Cover is nearing completion. Staff is discussing future needs for staffing to so crews can safely and efficiently run calls, necessary capital purchases, and larger items such as workforce housing and expanding headquarters. It was noted that the 2013 Master Plan identified the need for 6 responders per shift, but that staffing level was not met until 2023. Rob Goodwin suggested planning board retreats to further discuss future planning.

Director Gretchen Stock Bell left the meeting at 12:17 p.m.

MOTION: made to adjourn the Board of Directors meeting at 12:27 p.m. It carried and passed unanimously.

Respectfully submitted,

Jenny Cutright, Recording Secretary

Gene Schilling, President



Chief's Report & Updates – October 9, 2024

Operations Building

Construction progress on the OPS Building continues. The building has been framed and some of the mechanical, electric and plumbing rough-in has begun. Additionally, the roofing portion has begun in earnest along with the re-roofing of the current apparatus bays building. The project remains on-schedule and the project budget is in good shape as of now.

This project so far has been run very well by PNCI and our owners' representative, Phil Vaughan. The project supervisor for PNCI, Noah Thornton has done an excellent job of ensuring a well run and well done project. Noah has also ensured that everyone is cognizant of the fact that we continue to run emergency operations from the building and there have not been any issues between construction and emergency operations.

Impact Fee Implementation

I believe that we are ready to move forward with the resolution and implementation of the new impact fee rates. Eric Gross and I will work with the Town of Marble to ensure that a good method and process for identifying and collecting impact fees in Marble is up and running. I do not anticipate any major changes with Pitkin and Garfield Counties or the Town of Carbondale as we have been collecting fees for many years and it will simply be a change in the amount. We will also ensure that Gunnison County has the process lined up for making sure that impact fees are collected moving forward.

5-Year Strategic Plan

The CRFPD 5-Year Strategic Plan project that began in October 2023 has been completed. I sent out copies of the plan to all District members and the Board of Directors. I would like to discuss any questions or issues that the Board of Directors may have before adopting the plan. A copy of the plan is included in the November Board packet.

Thank you very much,

Rob Goodwin



Operations Report

November 2024

October 2024 Responses					2024 Responses YTD			
Incident Type	2024	2023	% of Total Month/Yr	+/- 2024-2023	2024	2023	% of 2024	+/- 2024-2023
Structure Fires	2	0	1.1%	#DIV/0!	12	8	0.8%	50.0%
Vehicle Fires	1	0	0.6%	#DIV/0!	8	8	0.5%	0.0%
Other Fires (100)	1	4	0.6%	300.0%	20	7	1.3%	185.7%
Rupture/Explosion (200)	0	1	0.0%	0.0%	0	1	0.0%	0.0%
EMS/Rescue (300)	68	70	39.1%	-2.9%	712	723	45.5%	-1.5%
Haz. Condition (400)	7	11	4.0%	-36.4%	42	37	2.7%	13.5%
Service Call (500)	22	5	12.6%	340.0%	156	100	10.0%	56.0%
Good Intent (600)	40	27	23.0%	48.1%	334	263	21.4%	27.0%
False Call (700)	20	20	11.5%	0.0%	217	158	13.9%	37.3%
Severe Weather (800)	0	0	0.0%	0.0%	4	1	0.3%	300.0%
Special Incident (900)	13	0	7.5%	200.0%	59	30	3.8%	96.7%
Total All Incidents	174	138	100.0%	26.1%	1564	1336	100.0%	17.1%

Important Events & Projects

- Continued work with the All-Valley Operations Chiefs Standard Operating Guidelines Group.
- Responded to one arson fire that was extinguished by the occupants using a fire extinguisher.
- Conducted live fire training drills with all three shifts and volunteers.

Respectfully Submitted,

Michael Wagner – Deputy Chief of Operations

Board of Directors Report – Prevention

October 2024

Completed Plan/code Reviews:

- Propane bulk retail distribution site review and site visit.
- 4 roof top PVC systems for residential use in Pitkin CO. No storage systems.
- Holy Cross large solar array just off of CORD 114 will be replacing old ESS system with Tesla Storage System.
- Fire Alarm system plan review for CRMS Bar Fork Project.
- Sprinkler plan review for 301 Meadowood Dr.
- Barber shop review at 2001 Cross St # 107A.
- Aspen Waldorf School Minor Modification.

Inspections:

- 695 Buggy Circle Sprinkler final.
- Sprinkler pipe fitting inspection for Ascendigo new office building.
- Received the Fire Sprinkler Inspection Report from Parachute Fire Protection on the system at the Restore.

Other Projects:

- Kent Oliver and Anthony Maganini presented fire prevention week programs to local schools.
- Conducted educational program for kids and adults at the Aspen Valley Land Trust event.
- Conducted 4 fire investigations in our district including one arson.
- 5 Wildfire Mitigation consultation.
- Mapping Serpentine and Prospector Trail vegetation management parcels.
- Halloween Truck tour around town on Halloween Night.
- Zac Burns Foundation gave us more smoke and CO detectors.
- 6 Knox box approvals.
- Working with Aspen Fire and Roing Fork Fire to define ESS system placement standards in building based on current code and standards.
- Zoom Meeting to discuss the use of Fire Aside and its advantage as a Wildfire Mitigation Assessment tool.



EMS Chief Report October 2024

EMS Patients October 2024 –

67 EMS Patient contacts in October 2024

Projects and updates–

- Manage EMS Ordering/inventory for CRFPD
- Maintain supplies/medications in vending machine for CRFPD
- Controlled substance monitoring and inventory
- Fire/EMS Report review, NFIRS /NEMSIS submissions and Q&A
- QHN Meeting
- Attended a 2-day Paramedic Refresher presented by Classic Air Medical
- Attended the Strategic plan Finalization meeting
- Coordinated and ordered several fire related budget items
- Ongoing Special Event planning/scheduling for 2024/2025
- Regular staff/Chief meetings
- Covered On Call Chief rotation shifts
- Incident response in district as needed
- Attended a Mental Health Hold meeting with Aspen Hope/Regional partners
- Q&A With Dr Stahl
- Attended Pitkin and Garfield EMTAC meetings
- Attended CRFPD All Staff meeting
- Assisted volunteers/Staff with projects and task books as needed

Respectfully submitted,
Garrett Kennedy
EMS Chief

October 31, 2024

		Interest Rate
General Fund		
Alpine Checking	275,431.56	0.00%
Alpine Money Market Fund	2,709,835.16	5.05%
TOTAL	\$ 2,985,266.72	
Capital Projects Fund #1		
Alpine Checking	27,958.42	0.00%
Alpine Money Market Fund	1,328,753.88	5.05%
Alpine Impact Fee Fund	101,257.13	5.05%
TOTAL	\$ 1,457,969.43	
Capital Replacement Fund		
CSafe CRF Account	\$738,025.04	5.09%
Bond Fund		
CSafe	\$ 570,523.16	5.09%
Pension Fund		
FPPA	\$ 2,262,373.01	

Ambulance Billing Report

September 2024

Cash Collected on Accounts	\$ 33,785.40
New Accounts Billed	\$ 76,322.38
Medicare Assignments/Medicaid & Other Write-Offs	\$ 40,847.44

Aging Report

<u>0-30 Days</u>	<u>31-60 Days</u>	<u>61-90 Days</u>	<u>>90 Days</u>	<u>Total</u>
\$145,294.40	\$70,524.55	\$7,362.87	\$43,694.90	\$266,876.72

Checks Issued Between Board Meetings

General Fund

none

Capital Projects Fund

none

Miscellaneous Income

General Fund

CPR training	\$910.00
Donations	\$25.00
Wildfire Assignments	\$89,769.46
RETAC - bike helmet contribution	\$3,000.00
Training Reimbursements	\$9,800.00
RF Coop Equity	\$5,269.02

Capital Projects Fund

Insurance proceeds for radio	\$3,817.71
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11:53 AM

Carbondale & Rural Fire Protection District
Electronic Payments
October 2024

11/08/24

Accrual Basis

Date	Name	Amount
1110 · Alpine Bank-Checking GF		
10/01/2024	Xerox Corporation	-364.97
10/01/2024	Xerox Corporation	-61.21
10/01/2024	Visionary Broadband	0.00
10/01/2024	Town of Carbondale	-101.27
10/01/2024	Town of Carbondale	-49.50
10/01/2024	Town of Carbondale	-146.99
10/01/2024	Town of Carbondale	-227.73
10/01/2024	Mountain Waste & Recycling	-55.65
10/01/2024	Mountain Waste & Recycling	-745.80
10/01/2024	Mountain Waste & Recycling	-55.65
10/01/2024	Intermedia	-866.88
10/03/2024	Valley Waste Solutions, LLC	-145.68
10/03/2024	Valley Waste Solutions, LLC	-147.83
10/03/2024	Amazon Business	-612.01
10/04/2024	Xcel Energy	-25.60
10/04/2024	Xcel Energy	-2,281.47
10/04/2024	Comcast	0.00
10/06/2024	Bamboo HR	-999.18
10/06/2024	Intermedia	-6.00
10/13/2024	Comcast (epay)	-25.00
10/14/2024	Colorado State Treasurer	-2,269.83
10/18/2024	Cenex Fleetcard	-3,876.28
10/19/2024	Comcast (epay)	-126.78
10/20/2024	Lumen/Century Link Business	-58.70
10/22/2024	Pinnacol Assurance	-342.51
10/22/2024	Granite Telecommunications	-878.76
10/23/2024	Xerox Corporation	-177.12
10/24/2024	Comcast	-126.78
10/25/2024	Redstone Water & Sanitatio...	-312.00
10/28/2024	Comcast (epay)	-299.07
10/29/2024	Xcel Energy	-64.25
10/30/2024	Xerox Corporation	-283.49
10/30/2024	Xerox Corporation	-55.55
10/31/2024	Moody-Valley Insurance Ag...	-5,412.00
Total 1110 · Alpine Bank-Checking GF		-21,201.54
TOTAL		-21,201.54

11:54 AM

11/08/24

Accrual Basis

Carbondale & Rural Fire Protection District
Payroll Transactions
October 2024

<u>Date</u>	<u>Name</u>	<u>Amount</u>
1110 · Alpine Bank-Checking GF		
10/10/2024	QuickBooks Payroll S...	-95,954.32
10/11/2024	Colorado Department ...	-5,018.00
10/11/2024	United States Treasury	-20,707.20
10/11/2024	FPPA	-44,332.83
10/24/2024	QuickBooks Payroll S...	-104,355.52
10/25/2024	Colorado Department ...	-5,523.00
10/25/2024	United States Treasury	-23,527.96
10/25/2024	FPPA	-45,697.94
Total 1110 · Alpine Bank-Checking GF		-345,116.77
TOTAL		-345,116.77

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Carbondale & Rural Fire Protection District

11/08/24

General Fund Check Register

Accrual Basis

November 13, 2024

Num	Date	Name	Amount
1110 · Alpine Bank-Checking GF			
42845	11/13/2024	Ace Hardware	-1,281.07
42846	11/13/2024	Air Compressor Service, Inc.	-1,499.00
42847	11/13/2024	Airgas USA, LLC	-315.85
42848	11/13/2024	Alert All Corp.	-292.50
42849	11/13/2024	Alpine Tire Co., Inc.	-5,247.10
42850	11/13/2024	Aspen Fire Protection District	-1,400.00
42851	11/13/2024	Avalanche Professional Carp...	-2,054.80
42852	11/13/2024	Basalt Printing & Art Supply	-0.72
42853	11/13/2024	Bechtel & Santo	-4,334.00
42854	11/13/2024	Bound Tree Medical, LLC	-1,276.06
42855	11/13/2024	Builders First Source	-169.09
42856	11/13/2024	Carbondale Car Care	-14.25
42857	11/13/2024	Casey Co. Plumbing & Mech...	-4,515.00
42858	11/13/2024	Cedar Networks	-915.99
42859	11/13/2024	Century Link	-234.85
42860	11/13/2024	Chris DeMeyer	-60.04
42861	11/13/2024	Colorado Division of Fire Pre...	-360.00
42862	11/13/2024	Colorado Mountain News Me...	-1,221.29
42863	11/13/2024	Comcast	-28.45
42864	11/13/2024	Commercial Tire Service, Inc.	-1,622.62
42865	11/13/2024	Cory Close	-200.00
42866	11/13/2024	Cristina Akers	-62.28
42867	11/13/2024	CSafe Account 84-0758192-10	-727,062.50
42868	11/13/2024	Elite Building Care, Inc.	-1,560.00
42869	11/13/2024	Eric J.Gross Attorney P.C.	-3,087.00
42870	11/13/2024	Ethan Harvey	-400.00
42871	11/13/2024	Fire Penny	-612.18
42872	11/13/2024	Galls, LLC	-4,914.00
42873	11/13/2024	Glenwood Springs Ford	-69.45
42874	11/13/2024	Impressions of Aspen, Inc.	-67.09
42875	11/13/2024	Kroger - King Soopers Custo...	-225.25
42876	11/13/2024	Life Assist, Inc.	-1,118.53
42877	11/13/2024	Life Line Billing Systems, LLC	-2,605.53
42878	11/13/2024	Marble Water Company	-130.00
42879	11/13/2024	Merchology	-1,229.79
42880	11/13/2024	Michael Gandolfo	-80.00
42881	11/13/2024	Micro Plastics, Inc.	-31.00
42882	11/13/2024	Mission Critical Partners, LLC	-1,483.00
42883	11/13/2024	Mountain Pest Control, Inc.	-594.00
42884	11/13/2024	Napa Auto Parts	-848.39
42885	11/13/2024	Pacific Sheet Metal, Inc.	-473.80
42886	11/13/2024	Paul Luttrell	-372.55
42887	11/13/2024	Pitkin County Treasurer	-2,000.00
42888	11/13/2024	Premier Medical Center TKM...	-7,500.00
42889	11/13/2024	Roaring Fork Valley Co-Op	-304.89
42890	11/13/2024	Specialty Incentives	-8,451.01
42891	11/13/2024	Streamline	-500.00
42892	11/13/2024	Stryker Sales Corporation	-82.32
42893	11/13/2024	TargetSolutions Learning LLC	-137.50
42894	11/13/2024	Triad EAP	-371.49
42895	11/13/2024	Valley View Hospital	-72.20
42896	11/13/2024	Xerox Corporation	-180.16
Total 1110 · Alpine Bank-Checking GF			-793,668.59
TOTAL			-793,668.59

Capital Projects Fund
Check Register
November 13, 2024

<u>Date</u>	<u>Num</u>	<u>Name</u>	<u>Amount</u>
1110 - Alpine Bank			
11/13/20	5363	CTL Thompson. Inc.	-3,270.00
11/13/20	5364	PNCI Construction, Inc.	-170,981.00
11/13/20	5365	Sealco Inc.	-16,108.20
11/13/20	5366	Stryker Sales Corp.	-38,534.41
Total 1110 - Alpine Bank			-228,893.61
TOTAL			-228,893.61

Carbondale & Rural Fire Protection District Income Statement January through December 2024

	Jan - Dec 24	Budget	\$ Over Budget	% of Budget
Income				
4000 · Taxes				
4010 · Property Tax	6,601,870.41	6,700,679.00	-98,808.59	98.5%
4011 · Temporary Tax Credit	-647,979.00	-647,979.00	0.00	100.0%
4020 · Specific Ownership Tax	304,024.82	300,000.00	4,024.82	101.3%
4030 · Interest & Penalties	13,888.92	2,000.00	11,888.92	694.4%
4040 · Deliquent Tax	320.37	1,000.00	-679.63	32.0%
4050 · Abated Tax	12,321.00	12,321.00	0.00	100.0%
4060 · Gallagher Override	410,495.00	410,495.00	0.00	100.0%
4070 · Exempt Personal Property	4,691.94	5,143.00	-451.06	91.2%
4071 · Backfill	498,996.60			
Total 4000 · Taxes	7,198,630.06	6,783,659.00	414,971.06	106.1%
4200 · Other Revenue				
4210 · Ambulance Service	281,448.47	500,000.00	-218,551.53	56.3%
4211 · Ambulance Collections after...	137,725.95			
4220 · Wildfire Contracts	99,000.10	10,000.00	89,000.10	990.0%
4250 · Interest	74,314.51	20,000.00	54,314.51	371.6%
4300 · Building Rentals	18,375.00	21,000.00	-2,625.00	87.5%
4350 · Grants & Contributions	3,029.52	1,000.00	2,029.52	303.0%
4360 · Training Reimbursements	17,855.94	500.00	17,355.94	3,571.2%
4361 · CPR training Income	2,225.00			
4798 · Volunteer Fund	0.00	1,000.00	-1,000.00	0.0%
4799 · Vending Machine	716.97	1,000.00	-283.03	71.7%
4800 · Miscellaneous	13,909.55	5,000.00	8,909.55	278.2%
Total 4200 · Other Revenue	648,601.01	559,500.00	89,101.01	115.9%
Total Income	7,847,231.07	7,343,159.00	504,072.07	106.9%
Gross Profit	7,847,231.07	7,343,159.00	504,072.07	106.9%
Expense				
5000 · Personnel				
5010 · Wages				
5011 · Wages	3,473,088.68	3,862,962.00	-389,873.32	89.9%
5012 · Seasonal Staffing	55,592.75	65,000.00	-9,407.25	85.5%
5010 · Wages - Other	135.49			
Total 5010 · Wages	3,528,816.92	3,927,962.00	-399,145.08	89.8%
5013 · Wages - Reimbursable				
5014 · Special Event Wages	5,890.87	2,000.00	3,890.87	294.5%
5015 · Wildfire Contract Wages	292,248.41	5,000.00	287,248.41	5,845.0%
Total 5013 · Wages - Reimbursable	298,139.28	7,000.00	291,139.28	4,259.1%
5030 · Payroll Expenses	66,049.40	65,172.00	877.40	101.3%
5035 · Unemployment Insurance	7,190.10	11,373.00	-4,182.90	63.2%
5040 · Health Benefits	684,242.65	737,669.00	-53,426.35	92.8%

Carbondale & Rural Fire Protection District

Income Statement

January through December 2024

	Jan - Dec 24	Budget	\$ Over Budget	% of Budget
5045 · Pension Benefits	331,124.68	374,022.00	-42,897.32	88.5%
5050 · 457 Contributions	31,401.02	32,640.00	-1,238.98	96.2%
5055 · Workers Comp	124,933.56	105,612.00	19,321.56	118.3%
5060 · Disability	119,734.82	130,142.00	-10,407.18	92.0%
5070 · Uniforms	30,741.31	35,000.00	-4,258.69	87.8%
5075 · Volunteer Meal Program	3,737.94	2,500.00	1,237.94	149.5%
5076 · LOSAP Program	3,000.00	6,000.00	-3,000.00	50.0%
5077 · Volunteer Fund	0.00	1,000.00	-1,000.00	0.0%
5078 · Member Incentive	16,989.95	25,000.00	-8,010.05	68.0%
5079 · Health & Wellness	105,996.19	25,000.00	80,996.19	424.0%
5080 · Board Members Pay	0.00	12,000.00	-12,000.00	0.0%
Total 5000 · Personnel	5,352,097.82	5,498,092.00	-145,994.18	97.3%
5100 · Administration				
5110 · Treasurer's Fees	156,213.97	159,116.00	-2,902.03	98.2%
5115 · Abated Taxes	2,873.79	1,000.00	1,873.79	287.4%
5130 · Insurance	61,800.78	78,000.00	-16,199.22	79.2%
5132 · Legal	24,142.50	20,000.00	4,142.50	120.7%
5133 · Accounting	19,900.00	20,000.00	-100.00	99.5%
5134 · Ambulance Billing Service	19,177.49	30,000.00	-10,822.51	63.9%
5135 · Election	0.00	0.00	0.00	0.0%
5140 · Office Supplies & Expenses	28,762.85	20,000.00	8,762.85	143.8%
5150 · Fuel	17,604.84	20,000.00	-2,395.16	88.0%
5151 · Dues & Subscriptions	85,179.68	40,000.00	45,179.68	212.9%
5152 · Freight & Postage	1,219.24	1,000.00	219.24	121.9%
5153 · Computer Supplies	6,216.35	7,500.00	-1,283.65	82.9%
5154 · Computer Equipment	5,456.79			
5155 · Vehicle/Building Security	0.00	15,000.00	-15,000.00	0.0%
5156 · Meetings	10,401.96	15,000.00	-4,598.04	69.3%
5160 · Emergency Management	0.00	1,000.00	-1,000.00	0.0%
5170 · Strategic Planning	3,161.21	35,000.00	-31,838.79	9.0%
5180 · Public Outreach/Education	64,720.81	45,000.00	19,720.81	143.8%
5181 · Website/Marketing	11,825.00	15,000.00	-3,175.00	78.8%
5182 · Translation	0.00	1,000.00	-1,000.00	0.0%
5183 · Fire/EMS Prevention	0.00	8,000.00	-8,000.00	0.0%
5184 · Fire Mitigation Projects	10,191.18	25,000.00	-14,808.82	40.8%
5190 · Vending Machine	835.55	2,500.00	-1,664.45	33.4%
Total 5100 · Administration	529,683.99	559,116.00	-29,432.01	94.7%
5400 · Fire Fighting				
5401 · Wildfire Expenses, Deploym...	48,302.44	1,000.00	47,302.44	4,830.2%
5410 · Supplies/Expenses	12,249.01	20,000.00	-7,750.99	61.2%
5411 · Equipment	18,696.65	15,000.00	3,696.65	124.6%
5412 · Firefighting PPE				
5413 · Structural PPE	3,476.89			
5414 · Wildland PPE	9,071.84			
5412 · Firefighting PPE - Other	2,708.42	18,000.00	-15,291.58	15.0%

Carbondale & Rural Fire Protection District
Income Statement
 January through December 2024

	Jan - Dec 24	Budget	\$ Over Budget	% of Budget
Total 5412 · Firefighting PPE	15,257.15	18,000.00	-2,742.85	84.8%
5420 · Fuel	10,342.73	10,000.00	342.73	103.4%
5430 · Incident Resources	4,581.15	1,500.00	3,081.15	305.4%
5431 · Incident Food	2,632.06	1,000.00	1,632.06	263.2%
5432 · Wildfire Supplies/Expenses	290.17	1,500.00	-1,209.83	19.3%
5433 · Wildland Equipment	1,029.88	1,500.00	-470.12	68.7%
5439 · IA Team expenses/fuel	2,940.22	3,500.00	-559.78	84.0%
5440 · Fire Investigation Supplies	119.36			
Total 5400 · Fire Fighting	116,440.82	73,000.00	43,440.82	159.5%
5500 · Medical				
5510 · Supplies/Expenses	42,505.38	55,000.00	-12,494.62	77.3%
5511 · Equipment	1,329.54	1,500.00	-170.46	88.6%
5512 · EMS PPE	0.00	3,000.00	-3,000.00	0.0%
5515 · Infection Control	0.00	1,000.00	-1,000.00	0.0%
5520 · Fuel	10,625.88	14,000.00	-3,374.12	75.9%
5530 · Physician Advisor	12,000.00	12,000.00	0.00	100.0%
5540 · Rescue Equipment	485.89	2,500.00	-2,014.11	19.4%
5541 · Rescue PPE	772.89			
Total 5500 · Medical	67,719.58	89,000.00	-21,280.42	76.1%
5600 · Communications				
5610 · Supplies/Expenses	17,005.71	25,000.00	-7,994.29	68.0%
5611 · Communications Equipment	2,179.19	1,000.00	1,179.19	217.9%
5612 · Radio Programming/Services	22,246.00	10,000.00	12,246.00	222.5%
5620 · Telephone Service	18,459.90	23,000.00	-4,540.10	80.3%
5625 · Cell Phones	17,204.43	7,000.00	10,204.43	245.8%
5630 · Communications Center	20,017.00	50,000.00	-29,983.00	40.0%
Total 5600 · Communications	97,112.23	116,000.00	-18,887.77	83.7%
5700 · Training				
5710 · Medical	14,267.65	10,000.00	4,267.65	142.7%
5711 · EMT Tuitions	55.00	2,500.00	-2,445.00	2.2%
5712 · Paramedic Program	37,433.53	35,000.00	2,433.53	107.0%
5713 · CPR training - public courses	982.23			
5720 · Fire	23,861.30	15,000.00	8,861.30	159.1%
5721 · Wildfire Training	3,031.82	2,000.00	1,031.82	151.6%
5722 · Rescue	7,925.94			
5730 · Administration	60,527.46	25,000.00	35,527.46	242.1%
5740 · Training Equipment	0.00	5,000.00	-5,000.00	0.0%
5750 · Training Building & Grounds	520.94	2,500.00	-1,979.06	20.8%
5760 · Food	2,560.23	1,500.00	1,060.23	170.7%
5790 · CMC Fire Academy	328.68	2,000.00	-1,671.32	16.4%
5791 · CMC EMT Course	0.00	2,000.00	-2,000.00	0.0%
Total 5700 · Training	151,494.78	102,500.00	48,994.78	147.8%

Carbondale & Rural Fire Protection District
Income Statement
 January through December 2024

	Jan - Dec 24	Budget	\$ Over Budget	% of Budget
5800 · Equipment				
5809 · Vehicle Repairs	41,326.79	20,000.00	21,326.79	206.6%
5810 · Vehicles Parts/Supplies/Tires	45,771.91	40,000.00	5,771.91	114.4%
5811 · Vehicle Equipment	2,129.64			
5812 · Equipment Testing	24,024.15	18,000.00	6,024.15	133.5%
5813 · Shop Supplies	1,560.05			
5814 · Tools	480.19			
5820 · Communications Equipment	0.00	1,500.00	-1,500.00	0.0%
5830 · Maintenance Contracts	1,891.11	15,000.00	-13,108.89	12.6%
5840 · Computer Repairs/Service	9,180.98	7,500.00	1,680.98	122.4%
5850 · Portable Equipment	90.37	1,000.00	-909.63	9.0%
5860 · Office Equipment	11,054.95	8,000.00	3,054.95	138.2%
Total 5800 · Equipment	137,510.14	111,000.00	26,510.14	123.9%
5900 · Stations/Buildings				
5910 · Utilities	92,604.91	125,000.00	-32,395.09	74.1%
5911 · Equipment	9,512.84	20,000.00	-10,487.16	47.6%
5920 · Maintenance & Repairs	54,386.47	50,000.00	4,386.47	108.8%
5940 · Supplies	12,224.20	30,000.00	-17,775.80	40.7%
5941 · Janitorial Supplies	6,250.86			
Total 5900 · Stations/Buildings	174,979.28	225,000.00	-50,020.72	77.8%
6000 · Miscellaneous				
6010 · Miscellaneous	62,422.51	25,000.00	37,422.51	249.7%
6050 · Transfer to CPF	500,000.00	100,000.00	400,000.00	500.0%
6051 · Transfer to CRF	200,000.00	200,000.00	0.00	100.0%
6100 · TABOR Emergency Reserves	0.00	203,961.00	-203,961.00	0.0%
Total 6000 · Miscellaneous	762,422.51	528,961.00	233,461.51	144.1%
Total Expense	7,389,461.15	7,302,669.00	86,792.15	101.2%
Net Income	457,769.92	40,490.00	417,279.92	1,130.6%

GENERAL FUND 2025

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11/7/2024

	2023 Audit	2024 Estimate	2025 Budget
RESERVE BALANCE JAN 1	2,124,183	1,633,186	1,605,670
REVENUES			
Taxes			
Property Tax	4,674,037	6,700,679	6,819,484
Temporary Tax Credit	0	-647,979	-498,997
Specific Ownership Tax	356,550	310,000	300,000
Interest & Penalties	13,575	13,889	2,000
Delinquent Tax	0	500	1,000
Abated Tax	17,583	12,321	22,580
Gallagher Override	0	410,495	417,749
Exempt Personal Property	0	4,692	6,018
State Backfill	0	498,997	0
Total Taxes	5,061,745	7,303,593	7,069,834
Other Revenue			
Ambulance Service	493,099	503,009	500,000
Wildfire Contracts	609,375	564,000	10,000
Special Event Contracts	17,720	0	0
Earnings on Deposits	107,516	105,000	25,000
Building Rentals	16,250	21,000	21,000
Grants & Contributions	64,152	3,500	1,000
Training Reimbursements	0	29,056	500
CPR Public	0	3,000	2,500
Volunteer Fund	0	0	1,000
Vending Machine Income	0	1,000	1,000
Heart Trust Reimbursement	0	0	5,000
Miscellaneous	37,161	82,000	5,000
Sale of Assets	0	0	0
Total Other Revenue	1,345,273	1,311,565	572,000
TOTAL REVENUE	6,407,018	8,615,159	7,641,834

GENERAL FUND 2025

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	2023	2024	2025
	Audit	Estimate	Budget
EXPENDITURES			
Personnel			
Wages	3,799,925	4,024,253	4,241,361
Seasonal Staffing	0	56,000	65,000
Special Event Wages	0	5,891	2,000
Wildfire Contract Wages	0	293,000	5,000
Payroll Taxes	65,193	74,665	72,132
Unemployment Insurance	5,959	7,200	8,366
Health Benefits	664,209	737,669	824,551
Pension Benefits	286,020	374,315	431,168
457 Contribution	27,558	35,497	35,826
Work Comp	70,528	130,000	121,644
Disability	102,068	135,352	157,497
Heart & Cancer Trust	0	0	15,000
Uniforms	34,030	35,000	35,000
Class A Uniforms	0	0	20,000
Volunteer Dinner Program	2,880	4,390	5,000
LOSAP Program	6,000	3,000	6,000
Volunteer Fund	0	1,000	1,000
Member Incentive	37,565	28,970	25,000
Health and Wellness	0	107,000	120,000
Board Members Pay	5,900	12,000	12,000
Total Personnel	5,107,835	6,065,202	6,203,545
Administration			
Treasurer's Fees	105,555	159,116	166,937
Abated Taxes	5,308	2,874	1,000
Insurance	69,783	78,000	78,000
Legal	20,121	28,971	20,000
Accounting	18,950	19,900	22,000
Ambulance Billing Service	28,558	23,013	30,000
Election	2,113	0	25,000
Supplies & Expenses	32,309	33,346	30,000
Fuel	22,098	21,126	20,000
Dues & Subscriptions	60,267	90,000	90,000
Freight & Postage	2,285	1,463	1,500
Computer Supplies & Equipment	6,505	14,008	9,000
Vehicle/Building Security	0	5,000	5,000
Meetings	16,386	15,000	15,000
Emergency Management	0	1,000	1,000
Strategic Planning	17,879	35,000	10,000
Consulting	0	0	50,000
Public Outreach/Education	48,533	70,000	50,000
Website/Marketing	11,700	12,825	15,000
Translation	0	0	1,000
Fire/EMS Prevention	130	8,000	8,000
Fire Mitigation Projects	21,950	110,000	25,000
Vending Machine	1,911	1,000	2,000
Total Administrative	492,341	729,641	675,437

GENERAL FUND 2025

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	2023 Audit	2024 Estimate	2025 Budget
EXPENDITURES			
Fire Fighting			
Supplies/Expenses	31,409	14,472	20,000
Equipment	0	22,436	52,000
PPE	33,585	18,000	18,000
Fuel	10,704	12,342	12,000
Incident Resources	1,975	4,600	1,500
Incident Food	0	3,158	1,000
Wildfire Supplies/Expenses	0	500	1,000
Wildland Equipment	0	1,200	15,000
Wildfire Deployment Expenses	90,729	60,000	1,000
IA Program Expenses	0	3,000	15,000
Fire Investigation Supplies	0	2,000	1,000
Total Fire Fighting	168,402	141,709	137,500
EMS			
Supplies/Expenses	50,307	50,531	55,000
Equipment	0	1,595	2,000
PPE	3,209	1,000	3,000
Infection Control	0	1,000	1,000
Fuel	14,539	12,751	14,000
Physician Advisor	12,000	12,000	12,000
Rescue Equipment	3,050	2,000	2,000
Total EMS	83,105	80,877	89,000
Communications			
Supplies/Expenses	31,356	20,407	25,000
Equipment	0	2,615	2,000
Radio Programming Services	0	25,000	25,000
Telephone Service	23,695	22,152	23,000
Cell Phones	12,548	20,645	17,000
Communications Center	16,441	40,017	50,000
Total Communications	84,040	130,836	142,000
Training			
Medical	7,491	17,121	10,000
EMT Tuitions	441	1,000	2,500
Paramedic Program	19,025	42,434	10,000
CPR Training - Public Courses	0	1,000	2,000
Fire	19,347	28,634	35,000
Wildland	0	4,000	2,000
Rescue	0	8,500	5,000
Administration	26,942	72,153	50,000
Training Equipment	10,422	1,000	1,000
Training Building & Grounds	0	1,000	1,000
Food	0	3,072	3,000
CMC Fire Academy	0	500	2,000
CMC EMT Course	0	500	2,000
Total Training	83,668	180,913	125,500

GENERAL FUND 2025

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	2023 Audit	2024 Estimate	2025 Budget
Equipment			
Vehicle Repairs	9,987	49,592	20,000
Vehicle Supplies	57,797	54,625	50,000
Vehicle Equipment	0	2,556	2,000
Equipment Testing	17,433	28,829	35,000
Shop Supplies	0	1,500	1,000
Tools	0	1,000	1,000
Communications Equipment	665	1,000	1,000
Maintenance Contracts	9,046	2,269	10,000
Computers Repairs/Service	34,769	11,017	10,000
Portable Equipment	0	1,000	500
Office Equipment	9,983	13,266	10,000
Total Equipment	139,680	166,654	140,500
Buildings			
Utilities	106,370	123,473	125,000
Equipment	0	11,916	15,000
Maintenance & Repairs	71,854	72,515	50,000
Supplies	45,567	23,939	25,000
Total Buildings	223,791	231,843	215,000
Miscellaneous			
TABOR Emergency Reserves	0	0	232,604
Other Miscellaneous	65,153	65,000	25,000
Total Miscellaneous	65,153	65,000	257,604
TOTAL EXPENDITURES	6,448,015	7,792,675	7,986,086
Transfer to Capital Projects Fund	250,000	650,000	500,000
Transfer to Capital Replacement	200,000	200,000	250,000
Sale of Assets	0	0	0
Reserve Balance 12/31 GF	1,633,186	1,605,670	511,417
Reserve Balance 12/31 CPF	82,747	245,739	97,822
Reserve Balance 12/31 CRF	535,309	675,098	746,098
Total Reserves	2,251,243	2,526,506	1,355,336
Restricted Funds	0	0	0
Unrestricted Funds	2,251,243	2,526,506	1,355,336

CAPITAL PROJECTS FUND 2025
11/7/2024

	2023 Audit	2024 Estimate	2025 Budget
Reserve Balance Jan 1	329,059	82,747	245,739
Transfers In			
Transfer from Gen Fund	250,000	650,000	500,000
Total Transfers In	250,000	650,000	500,000
Revenue			
Impact Fees	0	20,000	10,000
Earnings on Deposits	14,681	68,243	5,000
Grants	0	150,287	18,000
Sale of Assets	0	0	0
Miscellaneous	0	2,032,579	0
Total Revenue	14,681	2,271,109	33,000
TOTAL INCOME	264,681	2,921,109	533,000
EXPENDITURES			
Lease Purchase, St 81	0	207,917	207,917
Building Projects	98,729	1,800,000	300,000
Fire Equipment	29,070	200,000	60,000
Station Improvements	38,374	25,000	64,000
Communications Equipment	111,218	15,000	0
Training Equipment	32,227	20,000	0
Medical Equipment	13,185	42,000	15,000
Rescue Equipment	7,761	0	0
Office Equipment	46,772	55,000	10,000
Station Equipment	17,578	12,200	0
Training Building & Grounds	5,000	15,000	12,000
Vehicles	112,202	365,000	12,000
Misc	-1,123	1,000	0
TOTAL EXPENDITURES	510,992	2,758,117	680,917
Reserve Balance 12/31	82,747	245,739	97,822

CAPITAL REPLACEMENT FUND 2025
11/7/2024

	2023 Audit	2024 Estimate	2025 Budget
Reserve Balance Jan 1	450,294	535,309	675,098
REVENUES			
Transfers In			
Transfer from Gen Fund	200,000	200,000	250,000
Total Transfers In	200,000	200,000	250,000
Revenue			
Earnings on Deposits	26,467	30,988	20,000
Grants	0	0	0
Miscellaneous	0	0	10,000
Total Revenue	26,467	30,988	30,000
TOTAL INCOME	226,467	230,988	280,000
EXPENDITURES			
Apparatus	0	0	0
Vehicles	0	0	90,000
Buildings	129,962	86,200	65,000
Fire Equipment	0	5,000	4,000
Medical Equipment	11,490	0	0
Communications	0	0	50,000
Misc	0	0	0
TOTAL EXPENDITURES	141,452	91,200	209,000
Sale of Assets	0	0	0
Reserve Balance 12/31	535,309	675,098	746,098

BOND FUND 2025
11/7/2024

	2023 Audit	2024 Estimate	2025 Budget
Reserve Balance Jan 1	453,005	503,910	555,562
REVENUES			
Taxes			
Property Tax	938,143	930,092	607,617
Abated Tax	1,810	2,336	3,144
Personal Property Exemption	0	1,000	1,000
Total Taxes	939,953	933,428	611,761
Other Revenue			
Earnings on Deposits	28,628	29,741	10,000
Miscellaneous	0	0	0
Total Other Revenue	28,628	29,741	10,000
TOTAL REVENUE	968,581	963,169	621,761
EXPENDITURES			
Treasurer's Fees	21,551	21,392	13,968
2017 Bond Issue, Principal	560,000	565,000	0
2017 Bond Issue, Interest	335,325	11,300	0
2019 Bond Issue, Principal	0	0	270,000
2019 Bond Issue, Interest	0	312,825	312,825
Fiscal Agents Fees	800	1,000	1,000
Miscellaneous		0	0
TOTAL EXPENDITURES	917,676	911,517	597,793
Reserve Balance 12/31	503,910	555,562	579,530

PENSION FUND 2025
11/7/2024

	2023 Audit	2024 Estimate	2025 Budget
Reserve Balance Jan 1	2,248,782	2,273,921	2,208,065
REVENUES			
Taxes			
Property Tax	46,351	84,961	49,413
Total Taxes	46,351	84,961	49,413
Other Revenue			
FPPA Matching Funds	39,481	41,716	76,465
Earnings on Deposits	227,344	181,377	50,000
Miscellaneous	0		
Total Other Revenue	266,825	223,093	126,465
TOTAL REVENUE	313,176	308,054	175,878
EXPENDITURES			
FPPA Fees & Expenses	38,286	40,000	40,000
Treasurer Fees	1,042	1,910	1,111
Benefits	243,313	325,000	325,000
Disability Insurance	5,396	6,000	6,500
Fidelity Bond	0	1,000	1,000
Miscellaneous	0	0	0
TOTAL EXPENDITURES	288,037	373,910	373,611
Reserve Balance 12/31	2,273,921	2,208,065	2,010,332

**RESOLUTION NO. 2024-004
SERIES OF 2024**

**A RESOLUTION OF THE BOARD OF DIRECTORS OF THE CARBON-
DALE AND RURAL FIRE PROTECTION DISTRICT ADOPTING THE
POLICY FOR IMPOSITION AND COLLECTION OF DEVELOPMENT
IMPACT FEES**

WHEREAS, the Board of Directors has obtained a fiscal impact study prepared in 2023 by RPI Consulting which recommends that the impact fee be set at \$1120.00 per residential lot/unit, and \$2133.00 per 1000 square feet of non-residential floor area; and

WHEREAS, the Board of Directors finds that it is appropriate to impose the fiscal impact fee to said amounts and to set the policy for collection and imposition of impact fees; and

WHEREAS, the Board of Directors further finds and determines that the fiscal impact fee is authorized and complies with the provisions of SB 24-194 and Section 29-20-104 (1)(g) Colorado Revised Statutes C.R.S. et seq.;

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Carbondale and Rural Fire Protection District that it shall be the policy of the district to collect a development impact fee from the developer/subdivider/builder for all lots created or buildings built within the district from and after the date hereof as follows:

1. \$1120.00 per residential lot or residential unit in a multi-family zone district or other multi-unit residential building.

2. \$2133.00 per 1000 square feet of non-residential floor area.

3. The development impact fees set forth above shall be paid to the district at or before the time of subdivision or other development approval by any governmental entity approving the creation of lots by subdivision, subdivision exemption, or other process for lots/units created and at the time of issuance of building permits for commercial, industrial, hotel, motel or other buildings, unless a different payment schedule is agreed to by the Developer and the district. The district shall enter into a contract with the Developer setting forth the amount of payment, time of payment, other matters agreed to by the parties. including a provision whereby the parties will jointly request that the governing authority approving the subdivision or considering the subdivision request conditional approval thereof upon the payment of impact fees, set forth in said agreement. The Board of Directors may approve conveyance of land in lieu of payment of all or a portion of impact fees, and if so, such approval shall be set forth in the written agreement. In the event that any Developer who has not agreed to pay such impact fees or who has not entered into a contract with the district by the time that the governmental entity considers the subdivision request, the district shall request denial of approval by the governmental entity.

4. All impact fees collected shall be accounted for pursuant to the provisions of C.R.S. 29-1-801 et seq.

5. The Board of Directors has determined the fee shall be generally applicable only to a broad class of property within the district and is intended to defray the projected impacts on capital facilities caused by the proposed construction.

6. No individual landowner required to pay an impact fee under this resolution is required to provide any site-specific dedication or improvement to meet the same need for capital facilities for which the impact fee is imposed.

7. This Resolution shall become effective on passage.

INTRODUCED, READ, AND PASSED this 13th day of November, 2024

CARBONDALE AND RURAL FIRE
PROTECTION DISTRICT

By: _____
Eugene K. Schilling, President

ATTEST:

Michael Hassig, Secretary/Treasurer



CARBONDALE & RURAL FIRE PROTECTION DISTRICT

Compassion • Culture • Commitment

2025-2029 Strategic Plan

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Acknowledgements and Process

The process of completing this 5-year Strategic Plan has been a bit of an adventure for everyone involved. Our group convened in October 2023 and began a review of our current, existing conditions at CRFPD along with a study of the communities and area that we serve. The Strategic Planning team conducted a thorough and clear-eyed assessment of every aspect of the Carbondale & Rural Fire Protection District. Under the guidance of Tracy Trulove with Trulove Strategic Communications, the team worked over the course of the next 8 months, envisioning a new Mission and Vision for CRFPD along with the creation of goals and objectives for each division of the organization that will guide us through the next 5 years. This outstanding group of people truly went above and beyond, lending their expertise and their hearts to this project. The strategic planning team was comprised of the following individuals:

- Ashley Buss-Greene
- Mike Gandolfo
- Harlan Nimmo
- Josh Greene
- Kevin Greene
- Garrett Kennedy
- Kat Bernat
- Jenny Cutright
- Brandon Deter
- Karl Oliver
- Paul (Pablo) Herr
- Mike Wagner
- Rob Goodwin
- Tracy Trulove



Background and History

The District

Carbondale & Rural Fire Protection District (CRFPD or the District) encompasses the towns of Carbondale, Redstone, and Marble. Additionally, CRFPD extends to the Eagle County line along the Highway 82 (MM 17) corridor, up onto Missouri Heights, to the west to Spring Valley, including the CMC campus, and then toward Glenwood Springs along Highway 82 to mile 6. The District's area is approximately 300 square miles. There are five stations: Marble, Redstone, Carbondale, Missouri Heights, and in the West end near the CMC turnoff at CR 114.

CRFPD provides Advanced Life Support (ALS) ambulance service, Fire Suppression, Wildland Fire Suppression, Technical Rescue, Swiftwater Rescue, Backcountry Rescue, Hazmat Response, Public Outreach including: Community CPR/AED training, First Aid training, Public Safety Education, Community Event Standby Coverage, Life/Fire Safety Education for Schools, Wildland Fire Home Mitigation Consultations, Plan Review, Fire Inspections and Home Safety Inspections (if requested). Additionally, CRFPD partners with Roaring Fork School District and Colorado Mountain College to produce academies and post-secondary degree and certification education in order to ensure future generations of excellent emergency responders in the region.

CRFPD is a Combination Fire District. This means that we are staffed with a combination of full-time paid members and volunteer members. Currently, we have 35 full time & part time career employees along with 38 dedicated volunteers. Our people are our most precious resource and accordingly, we place a significant emphasis on ensuring that all of our people are well trained and equipped with modern, high-quality equipment. The safety of our members is our number one priority.

Organizational History

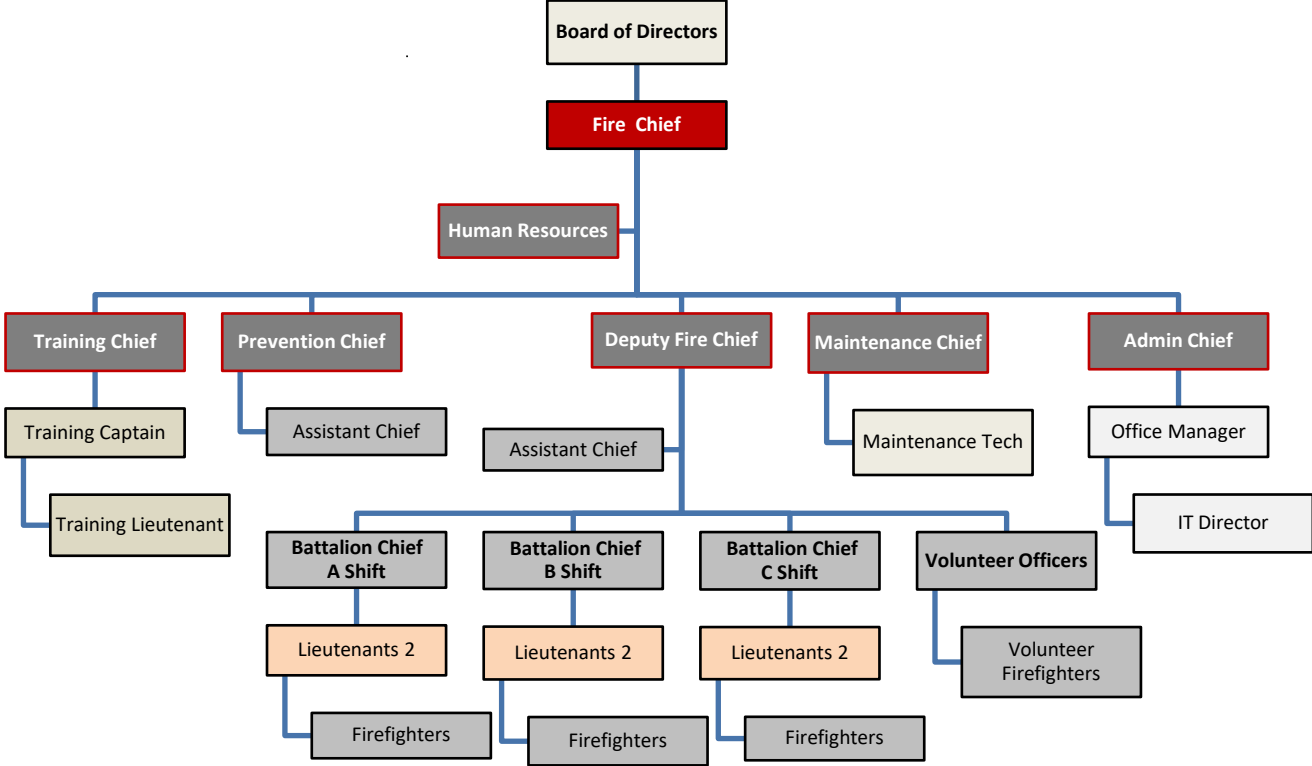
Carbondale & Rural Fire Protection District was founded in 1953 as an all-volunteer fire department and remained as such until 1980 when the first paid fire chief was hired to lead the organization. The District began providing modern ambulance service with volunteer EMT-Basics in 1978.

In the early 1980s, the Colorado EMT-Intermediate certification program was institutionalized and some Carbondale volunteers began the slow, methodical change to providing Advanced Life Support Services to the community. Currently the District operates four ambulances staffed and equipped to Advanced Life Support standards including at least one paramedic on every emergency call. Over the years, the ever-increasing demand and expectations of the public for advanced level emergency medical services has driven the need for more career EMTs and Paramedics at CRFPD.

The same demands for service have driven the need for additional career firefighter positions at CRFPD. All District operations are managed by a professional, career Deputy Chief in charge of Operations. Additionally, the Administrative, Maintenance, Training and Human Resources Divisions are led by Division Chiefs, Deputy Chiefs, or Directors.



Organizational Chart



Planning Process

Like almost every other fire and emergency services organizations, CRFPD exists in a culture of increased expectations and limited resources. The ever-increasing service demand combined with competing demands for tax revenue, have made it increasingly important that organizations ensure that they are operating in the most effective and efficient manner possible.

Understanding this, CRFPD made the decision to research and develop a strategic plan that included understanding of our communities and their expectations along with input from the people of our organization so that we could establish a firm foundation of common, core values along with an understanding of the internal and external factors that will influence the delivery of our organization's services.

The Strategic Planning Team Process

- Review CRFPD background and history
- Define services provided to the community by the fire district
- Identify gaps in service performance
- Identify community expectations
- Identify strengths in performances
- Conduct analysis of strengths, weaknesses, opportunities and threats
- Conduct Values Audit with fire district personnel
- Establish CRFPD core values
- Develop a new Mission Statement
- Develop a new Vision Statement
- Development of Strategic Objectives
- Define outcomes and timelines for projects identified in Strategic Objectives



Values Audit - Core Values

To begin the process of developing a strategic plan, we conducted a values audit with all of the members of CRFPD, volunteers and career staff.

A values audit is very important as it becomes the foundation on which every other part of the strategic plan is built. Our people decide what values are most important and this in turn guides us as we create a new mission and vision statement along with the strategic objectives that will determine not only who we are but, how we go about delivering the services to our communities, both emergency and non-emergency services.

<u>VALUES</u>		<u>RESULT</u>
Integrity, Honest Ethical, Accountability, Trust, Authenticity, Conscientious, Vulnerability	=	HONESTY
Compassion, Love, Kindness, Forgiveness, Empathy, Tolerance, Patience	=	COMPASSION
Honor, Respect, Loyalty, Fairness, Courage, Reliable, Dependable	=	RESPECT
Service, Teamwork, Family, Culture, Community, Gratitude, Prevention	=	TEAMWORK - COMMUNITY
Discipline, Toughness, Excellence, Decisive, Professionalism, Confidence, Progressive, Commitment, Work Ethic, Education	=	EXCELLENCE
LOVE IS A STAND-ALONE VALUE THAT IS THE FOUNDATION OF CRFPD	=	LOVE






MISSION STATEMENT

To Forge a Legacy of Superb Service and Partnerships Rooted in Love and Excellence

VISION STATEMENT

It is the vision of Carbondale & Rural Fire Protection District to create a leading all-hazards emergency service organization. By developing exceptional personnel and maintaining partnerships, we will deliver outstanding service to our communities while ensuring fiscal sustainability and continuing our People First culture






Organizational Beliefs

- We believe that Love for one another is the foundation for achieving and maintaining excellence.
- We believe that Love extends into our ability to be engaged with and trusted by the communities we serve.
- We believe in being a group of people who uphold our values of Love, Honesty and Compassion, both personally and professionally.
- We believe in our values of Love, Compassion, Culture, and Commitment among our members.
- We believe that cooperation with our neighbors and agencies within our region enable us to deliver excellent service and a high standard of care.
- We believe in working to support the greater good in everything we do, as an organization and as individuals so that the future is open for generations to accomplish even more.

Organizational Outcomes

- We are moving forward with confidence while adjusting to changing conditions and new norms.
- We have built a foundation of financial security and sustainability, being forward thinking and proactive while adjusting to new realities as they are encountered.
- We will be clear eyed and resilient as we continue growing in an uncertain world, creating a certain future that we will build.

We are not waiting or hoping for something good to happen, we are making our future happen.



Strategic Plan

The strategic planning process begins after the group established the CRFPD mission and vision statements along with the organizational beliefs and organizational outcomes. The planning group conducted a realistic assessment of the fire district and the communities that we serve. This allowed the group to establish the strategic objectives that will guide the plan moving forward.

Each strategic objective contains a number of specific goals that have been identified as the individual projects to complete in order to achieve the stated strategic objective. Over time, the objectives and goals will need to be updated in order to assess changes and accomplishments in the fire district organization and the communities we serve. Objectives and goals are important for us to be able to measure our performance and achievement of milestones.

Using strategic objectives and goals allow us to give structure and direction to our organization while removing obstacles and providing a pathway for implementing the needed change and improvements that we have identified. Additionally, the strategic objectives and goals will have timelines in order to effectively evaluate our progress in accomplishing strategic objectives.



Strategic Objectives

Objective 1

Continually develop the organizational Vision, Courage, and Will to envision what the future can be, along with the hunger to be unsatisfied with the status quo of now, so that we act in the present to create a future of possibilities and success for the generations that follow

1a. Develop a progressive training program for all hazards response that aligns with our SOGs, protocols, and current industry best practices

Accountable Lead: Training Chief
Operations Chief

Timeline: 18 months

Key Tasks:

- Review NFPA standards & best practices
- Consider external subject matter expert for help developing training program
- Research grants for equipment funding
- Determine total funding needs for the program
- Build clinical rotation at VVH starting with paramedics then building from there.
- Needs analysis for staffing certification requirements
- Ensure training is aligned with CRFPD SOGs and protocols
- Through the new Medical Director at VVH build clinical rotation possibilities for EMS staff
- Conduct needs analysis with Operations Chief regarding the staffing certification requirements

1b. Identify and develop common regional incident operational guidelines to ensure the life safety of our members, while delivering the highest standard of care possible to our communities

Accountable Lead: Operations Chief

Timeline: Current

Key Tasks:

- Meet with regional operations chiefs to identify SOGs where we have common



ground

- Engage regional Battalion Chiefs when creating and finalizing common SOGs
- Coordinate with the CRFPD SOG committee and Training Division to facilitate implementation

1c. Expand partnerships to deliver certificate and degree level Fire Science and Paramedicine opportunities for students in the Roaring Fork Valley

Accountable Lead: Fire Chief
Training Chief

Timeline: 24 months

Key Tasks:

- Establish a comprehensive CEPA program with CMC and RFHS that aligns with the AAS of Fire Science Degree path
- Obtain a staffed position shared by CRFPD and CMC to support CEPA and Fire/EMS classes
- Develop a marketing/outreach plan with CMC & RFHS to promote CEPA and Certifying courses
- Conduct SWOT & needs analysis for CMC Fire Residency program
- Work with CMC Fire and EMS Assistant Dean of Instruction to review and develop the AAS of Fire Science and build foundation for BAS of Fire Science

1d. Expansion of safety programs and education for special populations, schools, business, and organizations

Accountable Lead: Assistant Chief

Timeline: 12 months

Key Tasks:

- Establish comprehensive plans for risk reduction and life safety programs for each identified population and organizations



Objective 2

Recruit and maintain professional personnel who share our values and are dedicated to the mission and vision of CRFPD

2a. Development and implementation of clear personnel policies regular employee/members reviews to set expectations and ensure understanding of needs and priorities of both supervisors and subordinate employees

Accountable Lead: HR Director

Timeline: 12 months

Key Tasks:

- Ongoing review of current policies
- Consult with external consultant for assistance in development of up-to-date compensation policies
- Ongoing training for employees on key policies, i.e. harassment, worker's compensation, etc.

2b. Establish clear job descriptions for every employee

Accountable Lead: HR Director
Operations Chief

Timeline: 18 months

Key Tasks:

- Utilizing external resources (NFPA and market data for all positions) and internal stakeholder input (Fire Chief, Operations Chief), create accurate job descriptions

2c. Establish a succession plan for each employee along with identification of training and performance goals to achieve individual succession plans

Accountable Lead: HR Director

Timeline: 24 months

Key Tasks:

- Working with internal stakeholders, (Fire Chief, Operations Chief, Training Chief) identify personnel needs - short term (2-5 year) and long-term (5-10 year)
- Utilizing existing software program(s), create an effective and relevant performance management review program
- Train employees on how to effectively use the Bamboo HR program to



encourage retention and performance in accordance with CRFPD's people first culture

2d. Development and implementation of a progressive volunteer program, including new member intake and training, and volunteer participation requirements and incentives program

Accountable Lead: HR Director

Timeline: 24 months

Key Tasks:

- Evaluate CRFPD volunteer model and measurable requirements for certification
- Develop a formal new member academy
- Create a training plan for support personnel
- Utilize input from internal stakeholders determine CRFPD's volunteer philosophy and the direction of the volunteer program, determine annual operating budget
- Utilize current software programs and website; develop intake process, define clear training requirements, performance expectations, participation requirements and incentive program.

2e. Continued development of the Human Resources Division that ensures CRFPD's ability to take care of our people

Accountable Lead: HR Director

Timeline: 12 months

Key Tasks:

- Continued networking with HR representatives from outside organizations and agencies
- Ongoing education in all human resources functions
- Continued development of communication and leadership skills to effectively guide the leadership and all members of the district
- Continued internal networking to support our people and cultivate the organization's culture



Objective 3

Develop relationships and partnerships to enable people and organizations to become educated and stay informed in order to keep our communities safe

3a. Strategic partnerships with all schools to enable development of comprehensive safety programs along with delivery of information to students and parents

Accountable Lead: Assistant Chief

Timeline: 18 months

Key Tasks:

- Establish a comprehensive student safety program with local schools that aligns with the goals and objectives of all organizations

3b. Expansion of Open House concept to include local agencies and organizations

Accountable Lead: Assistant Chief

Timeline: 12 months

Key Tasks:

- Continue creation and development of strategic partnerships with identified organizations in order to provide life safety education access to all populations in the District

3c. Development and delivery of wildland fire specific safety programs and information throughout the district, partnering with county and federal agencies with appropriate resources and programs

Accountable Lead: Prevention Chief

Timeline: 18 months

Key Tasks:

- Work with HOAs in developing comprehensive planning and education through the building of Firewise communities
- Development of educational community outreach programs that will be used for HOA meetings, community gatherings and outings
- Standardize messaging with the development of the Wildland/Urban



interface Protection Specialist
professional qualifications (2020 NFPA
1051)

3d. Partner with the Roaring Fork Valley Wildfire Collaborative (RFVWC) and local governments to develop and maintain up to date fire codes and standards. Continue development and completion of interagency wildfire mitigation projects in and around Wildland/Urban Interface (WUI) areas and subdivisions

Accountable Lead: Prevention Chief

Timeline: 18 months

Key Tasks:

- Improve partnership with the RFVWC. Use the Collaborative as clearing house for wildfire risk assessments. Standardize assessment documentation and messaging
- Working with counties and state on Code/Standard development and/or adoption of codes such as NFPA 1452, International Wildland Urban Interface Code, Colorado State Wildland Urban Interface Directives/Statutes
- Prioritize cross-boundary partnerships (including USDA-FS, BLM, State and Counties) to secure funding for larger vegetation management projects.
- Develop burn plans for vegetation management that would include private property
- Guide and assist homeowners with wildfire mitigation and vegetation management



Objective 4

Develop and maintain emergency and non-emergency services that excel in the serving of our communities. CRFPD's overall public safety mission is keeping our communities safe.

4a. Develop full operational staffing plan and funding requirements for the plan

Accountable Lead: Operations Chief

Timeline: 12 months

Key Tasks:

- Utilize NFPA 1710/1720, Strategic Plan, and Standard of Cover to determine the required staffing levels for an effective firefighting, EMS, and rescue force, while considering the increasing demand for services
- Determine the level of part-time staffing required to effectively support and enhance our existing workforce
- Determine the cost of each required position to help calculate the total payroll expenses and assess the impact of adding new personnel on the budget

4b. Develop and maintain up-to-date Standard Operating Guidelines (SOGs) and protocols for patient care

Accountable Lead: Operations Chief
Battalion Chiefs

Timeline: 12 months

Key Tasks:

- Continue to work with our medical director and the EMTAC to ensure patient care protocols are up to date.
- Review SOGs and protocols annually to make sure they are up to date.
- Collaborate with Regional agencies on consistency of protocols within the region and update as needed.
- Ensure timely SOG implementation throughout the District



4c. Regularly scheduled trainings in all disciplines that align with SOGs and protocols

Accountable Lead: Operations Chief
Battalion Chiefs

Timeline: 18 months

Key Tasks:

- Coordinate schedules and expectations between Training and Operations Divisions
- Actively engage volunteers in development and delivery of trainings
- Develop a flexible system that accounts for responding to calls when training
- "Hold Over" Trainings no longer than 2-3 hours
- Training Division develop and implement monthly trainings in Fire & EMS led by Training Division
- With support from Training Division, Operational Staff conduct trainings that align with the monthly trainings in a progressive manner
- Develop subject matter experts for certain disciplines that champion training/refresher classes

4d. Develop systems to ensure a response ready state

Accountable Lead: Operations Chief
Fire Chief

Timeline: 24 months

Key Tasks:

- Ensure state of readiness of responders through cultural, physical, and mental preparedness
- Make sure SOGs are used to set the standard of our response ready state.
- Ensure apparatus and equipment readiness

4e. Create a comprehensive officer development program

Accountable Lead: Fire Chief
Operations Chief

Timeline: 24 months

Key Tasks:

- Create a progressive officer development program utilizing NFPA 1021 and identified best practices



- Identify areas of individual development needs
- Develop the progression of the program and timeline
- Review process for individuals to allow for continual improvement
- Develop leadership and management training for both incident response and a healthy workplace
- Create scenario-based trainings for incident management
- Promote and incentivize education

4f. Develop appropriate administrative staffing plan

Accountable Lead: Fire Chief

Timeline: 18 months

Key Tasks:

- Identify staffing needs in administration, prevention and maintenance divisions for the next 5 years
- Develop revenue and funding mechanisms along with facility space to accommodate new positions

Objective 5

Ensure CRFPD remains a fiscally sound organization

5a. Up to date budget development and accounting practices

Accountable Lead: Admin Chief
Fire Chief

Timeline: 18 months

Key Tasks:

- Look to industry standards for guidance
- Stay on top of state legislation and how it affects Carbondale & Rural Fire Protection District's revenues

5b. Ensure continued, responsible management of the District's finances and resources

Accountable Lead: Admin Chief
Fire Chief

Timeline: Ongoing

Key Tasks:

- Monthly review of accounting entries
- Mid-year review of revenues to



determine if rates should be raised for the following year

- Review purchase requests to determine purchasing priorities
- Ensure training plans are followed

5c. Annual Budgeting/Spending Plan with input from Division Heads, Chief Officers and the Board of Directors

Accountable Lead: Fire Chief

Timeline: 12 months

Key Tasks:

- Quarterly budget review of general and capital spending
- Lengthen budget planning timeframe to include Capital budget requests from division heads in May, prioritize requests in June and July as a group and define big general expenses to facilitate budget creation

5d. Long Range Financial Planning (General Fund) to identify spending priorities

Accountable Lead: Fire Chief
Admin Chief

Timeline: 18 months

Key Tasks:

- Develop 5-year budget (updated annually) for future funding/ planning purposes
- Use Strategic Plan and Standard of Cover for long term planning
- Plan for future mill levy/sales tax/bond elections

5e. Create a stable reserve fund of no less than \$2 Million

Accountable Lead: Fire Chief
Admin Chief

Timeline: 24 months

Key Tasks:

- Prioritize funds annually to increase reserve balance to accomplish \$2 million.
- Annually increase reserve balance based on the Consumer Price Index to keep reserves strong



5f. Seek grants and other funding sources to increase revenues

Accountable Lead:	Admin Chief	Key Tasks:
Timeline:	Ongoing	<ul style="list-style-type: none">• Grant writing education• Complete long-range planning before applying for grants

5g. Improve financial accountability by maintaining an up-to-date inventory

Accountable Lead:	Fire Chief Maintenance Chief	Key Tasks:
Timeline:	18 months	<ul style="list-style-type: none">• Implementation of comprehensive inventory management system and processes for tracking of district assets

Objective 6

Ensure that our apparatus, equipment and buildings are maintained and replaced in a well thought out, organized and fiscally prudent manner

6a. Development and implementation of a vehicle replacement schedule, collaborating with the Board of Directors on priorities and funding sources

Accountable Lead:	Fire Chief Maintenance Chief	Key Tasks:
Timeline:	12 months	<ul style="list-style-type: none">• Update vehicle/apparatus replacement schedule• Consider creation of Apparatus Replacement Fund

6b. Development and implementation of a capital equipment replacement schedule, collaborating with shift staff and board of directors on priorities and funding sources

Accountable Lead:	Fire Chief Ops Chief Battalion Chiefs	Key Tasks:
Timeline:	12 months	<ul style="list-style-type: none">• Create replacement financial spreadsheet• Prioritized replacement schedule that includes all capital equipment• Funding mechanisms for purchase of capital items



6c. Planning for future station locations and upgrades/improvements for existing stations

Accountable Lead: Fire Chief

Timeline: 24 months

Key Tasks:

- Use Standard of Cover and Strategic Plan to develop station locations and needs for the future

6d. Develop and maintain a responsive and efficient Maintenance Division that incorporates up-to-date systems and a modern planning program to enable timely, efficient maintenance/repairs of buildings and fleet while delivering accurate reporting that ensures the highest level of safety for personnel and cost effectiveness for the District

Accountable Lead: Maintenance Chief

Timeline: 18 months

Key Tasks:

- Modernize maintenance/repair management systems along with staff education in systems and personnel management
- Ensure staff are trained to ASE and EVT level certifications for apparatus maintenance and repairs



Final Thoughts

The Values, Mission, Vision, and Organizational Beliefs/Outcomes are created by input from our communities, our partnering organizations and the members of our fire district. They are the foundational basis of everything we do here and guide our organization into the future.

As we implement this strategic plan we know that we will achieve the goals and objectives that have been stated because of the great talent, experience and integrity of the people of Carbondale & Rural Fire Protection District.



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