



**Commission on
Fire Accreditation
International**

Accreditation Report

**Red, White & Blue Fire Protection District
316 North Main Street
Breckenridge, CO 80424
United States of America**

**This report was prepared on February 1, 2017
by the
Commission on Fire Accreditation International
for the
Red, White & Blue Fire Protection District**

**This report represents the findings
of the peer assessment team that visited the
Red, White & Blue Fire Protection District
on December 11 -14, 2016**

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TABLE OF CONTENTS

EXECUTIVE REVIEW	3
CONCLUSIONS.....	7
RECOMMENDATIONS	8
OBSERVATIONS	12
Category I — Governance and Administration	12
Category II — Assessment and Planning	13
Category III — Goals and Objectives.....	17
Category IV — Financial Resources	19
Category V — Programs.....	20
Criterion 5A – Community Risk Reduction Program.....	20
Criterion 5B – Public Education Program	21
Criterion 5C – Fire Investigation, Origin and Cause Program	22
Criterion 5D – Domestic Preparedness, Planning and Response	22
Criterion 5E – Fire Suppression.....	22
Criterion 5F – Emergency Medical Services (EMS)	26
Criterion 5G – Technical Rescue.....	30
Criterion 5H – Hazardous Materials (Hazmat).....	32
Criterion 5K – Wildland Fire Services	34
Category VI — Physical Resources.....	38
Category VII — Human Resources	39
Category VIII — Training and Competency	42
Category IX — Essential Resources.....	43
Criterion 9A – Water Supply	43

Criterion 9B – Communication Systems	44
Criterion 9C – Administrative Support Services and Office Systems	45
Category X — External Systems Relationships	45
Organizational Chart.....	47

EXECUTIVE REVIEW

PREFACE

The Red, White & Blue Fire Protection District (RWBFPD) recently received candidate status. On March 4, 2016, the district asked the Commission on Fire Accreditation International (CFAI) for a site visit to determine if it could be recommended for accreditation. On September 9, 2016, the CFAI appointed a peer assessment team. The peer team leader approved the district's documents for site visit on October 28, 2016. The peer assessment team conducted an on-site visit of the Red, White & Blue Fire Protection District on December 11-14, 2016.

In preparation for the onsite visit, each team member was provided access and reviewed the self-assessment manual, community risk assessment/standards of cover (CRA/SOC), and strategic plan posted by the Red, White & Blue Fire Protection District on the Center for Public Safety Excellence (CPSE) SharePoint site. This documentation represented a significant effort by the staff of the district and other community agencies. The district did not use a consultant to assist it with completing the documents required for accreditation.

SUMMARY

The CFAI has completed a comprehensive review and appraisal of the Red, White & Blue Fire Protection District based upon the ninth edition of the *Fire & Emergency Service Self-Assessment Manual (FESSAM)*. The commission's goals are to promote organizational self-improvement and to award accreditation status in recognition of good performance. The peer assessment team's objectives were to validate the district's self-assessment study, identify and make recommendations for improvement, issue a report of findings, and conclude if the district is eligible for an award of accreditation.

The peer assessment team followed CFAI processes and the Red, White & Blue Fire Protection District demonstrated that its self-study accreditation manual, CRA/SOC, and strategic plan met all core competencies and criteria. The peer assessment team recommends accredited agency status for the Red, White & Blue Fire Protection District from the Commission on Fire Accreditation International.

The district has conducted a comprehensive community risk assessment to identify fire and non-fire risks; and has developed standards of cover relative to those risks and established deployment models. Information gathered through the assessments and the establishment of those standards contributed to additional planning for capital improvements and future physical resource acquisition and placement. The district identified a mix of urban clusters and rural population densities in the assessment process. Benchmark performance objectives corresponding with the various risk categories are in place for fire and non-fire classifications. This provides the district the opportunity to measure its performance in all components of the total response time continuum, as well as the total response time in its entirety.

Following a detailed assessment and analysis of the district's performance for the past five years, the peer assessment team believes through consensus that the total response time continuum meets the community's expectations for the first due and effective response force components. While in some risk classes and categories, the specific continuum components elongate beyond what might be

considered industry best practice, it is believed that this does not constitute a gross deviation. Additionally, the data, as aggregated to form the baseline performance objectives, meets the expectations contained in the adopted CRA/SOC for total response time. It is clear the district is committed to taking steps to close the process gaps that exist between baseline and benchmark performance. The CRA/SOC contains a detailed plan for improvement through the integration of a new computer assisted dispatch system and assimilated enterprise solutions components.

The peer assessment team identified opportunities for improvement that are captured in the recommendations section and in the observations and performance section of the report. It was verified and validated that the district is meeting all core competencies and that the recommendations will help in the continuous improvement model. These recommendations flowed from discussions, interviews, and a review of district-supplied documentation to support its self-assessment conclusions. The district was very receptive to the recommendations and understands that not only will they assist in improvement, but will also help align evaluation of programs, systems, and outcomes with the accreditation model requirements.

The peer assessment team had meetings with the president and members of the board of directors, district staff, officers and labor representatives. There is a clear collective embracing of the accreditation model and the continuous improvement elements that drive their service delivery. There is a strong commitment and desire to grow the transparency provided through this process to the communities and stakeholders served by the district. It is anticipated that all stakeholders will be strong supporters and network with service delivery participants as demonstrated by the tangible support of neighboring districts that are also in the accreditation process.

The peer assessment team discussed and stressed the importance of comprehensive outcome evaluations to include all the mitigation efforts they employ in their program(s) delivery. The district was receptive to the concept and to the future inclusion of any elements that may impact appraisals. Additional discussions centered on the coming integration of a new computer aided dispatch (CAD) system and supporting software and hardware solutions to ensure service delivery consistency.

Composition

The town of Breckenridge, the largest community served by the Red, White & Blue Fire Protection District (RWBFPD) was incorporated as a town on March 3, 1880, and is the Home Rule Municipality and county seat for Summit County. The history of the fire service dates to its roots as a volunteer fire district established in 1880. The district was formally organized in 1976 with an emergency medical service (EMS), training and fire prevention amendment in 1980.

The district is located within the Upper Blue Valley of Summit County, Colorado between the Ten Mile Mountain Range and the Continental Divide, which includes the towns of Blue River and Breckenridge, and unincorporated Summit County. Much of the communities served is in the narrow north/south valley between the two mountain ranges at altitudes of 9,200 to 10,000 feet, surrounded by peaks reaching 14,000 feet. The most recent census data indicates the district had a population of 8,856 and a county population of 27,994. The community has bed space for approximately 33,000 visitors housed in second homes, resort buildings, or hotels. Additionally, on any given day during the ski season, there are 15,000 to 25,000 skier or other outdoor recreational visits adding to the total district population, which climbs to over 50,000 during winter and summer peak tourism periods. The total service area covers 138 square miles and includes a current estimated residential population of over 9,000.

State Highway 9 is the only route into and out of the district at both the north and south boundaries, and is the only state-maintained road within the district. The roads maintained in the Breckenridge town limits are all paved, but are required to follow topographic areas and are not laid out in a grid system. Roads maintained by Summit County are a combination of paved and gravel. Based on the design of the transportation corridor, traffic back-ups are present during times of increased population and at the beginning and end of many ski days.

The district responded to a total of 1,967 calls for service in 2015 including: 23 fire calls (1.1 percent); 1,020 emergency medical service (EMS) calls (52 percent); 116 hazardous material calls (5.9 percent) and 808 other alarms and responses (41 percent). Servicing these calls in 2015 resulted in 563 EMS transports, but did not include two wildland fire crews that were deployed to California and Washington. This response total represents a 17 percent increase in call volume from 2014.

In 2015 the Insurance Services Office (ISO) visited the district to rate its public protection classification. The outcome of the visit was a lowering of the public protection classification from Class 4/9 to Class 2/2X.

Government

Special District form of governance
Board President and four board directors elected at large.
Fire Chief

Fire District

3 fire stations (4th station to be opened in 2nd quarter 2017)
52 uniformed and 5 civilian personnel
3 shift system

Staffed Resources

2 engine companies
1 ladder company
1 medic unit
1 mobile command vehicle

Cross-staffed Resources

2 tenders
2 wildland units

Non-staffed Units

1 mobile command vehicle
2 reserve engines
1 reserve medic unit
Daily Minimum Staffing (All Stations): 12

CONCLUSIONS

The self-study manual produced by the Red, White & Blue Fire Protection District was of acceptable quality. It was observed during the peer assessment that the department did not elaborate on how good things were working within the various areas validated by the team. During the verification and validation process and interaction with the authors, the peer assessment team reiterated the importance of describing all the quality performance and programs conducted by the district to ensure that all readers understand the full breadth of the quality. The manual represented a significant effort by the staff of the district to produce and present a quality document.

- The Red, White & Blue Fire Protection District demonstrated that all core competencies were met and received a credible rating.
- The Red, White & Blue Fire Protection District demonstrated that all applicable criteria were met and received a credible rating.
- The peer assessment team recommends accredited agency status for the Red, White & Blue Fire Protection District from the Commission on Fire Accreditation International.

RECOMMENDATIONS

The peer assessment team conducted an exit interview with the agency consisting of the president and members of the Board of Directors, the fire chief, and all the staff that participated in the self-assessment study. The purpose of the meeting was to review the team's findings and recommendations. The district was given an opportunity to respond to any errors in findings of fact.

Strategic Recommendations

Strategic recommendations were developed from information gathered from the on-site assessment visit and the evaluation of the criteria and core competencies.

Category II – Assessment and Planning

Criterion 2C: Current Deployment and Performance

Core Competency

2C.2 The agency has a documented and adopted methodology for monitoring its quality of emergency response performance for each service type within each planning zone and total response area.

It is recommended that the current methodology practiced in monitoring emergency response performance be codified and included in the standards of cover document for adoption by the authority having jurisdiction.

Category V – Programs

Criterion 5A: Community Risk Reduction Program

Core Competency

5A.5 The agency conducts a formal and documented appraisal, at least annually, to determine the impacts of the community risk reduction program and its efforts in risk reduction based on the community risk assessment, standards of cover, and measures performance against adopted loss reduction goals.

It is recommended that the district consider further integration of its performance goals for inspections and mitigation into the analysis, with a focus on identifying gaps and correlating them the successes and challenges to measurable outcomes.

Criterion 5K: Wildland Fire Services

Core Competency

5K.2 The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the wildland fire services program, to include suppression, mitigation, educational activities, and its impact on meeting the agency's goals and objectives.

- It is recommended that the district combine the current input and output elements used in program appraisal into a formal and documented process that includes analysis of any mitigation efforts to identify performance gaps and correlating them to measurable outcomes.
- It is further recommended that this formal and documented process be considered for application with other program(s) delivered by the district where appropriate.

Category VII – Human Resources

Criterion 7B: Recruitment, Selection, Retention, and Promotion

Core Competency

7B.3 Processes and screening/qualifying devices used for recruitment and selection of initial, lateral, and promotional candidates are job related and comply with all local, state/provincial, and federal requirements, including equal opportunity and discrimination statutes.

It is recommended that the district update the hiring/promotion processes including initial job offer letters, to include candidate notification that clearly identifies minimum employment requirements, certifications and conditions of employment that must be accomplished or maintained within specific time frames.

Specific Recommendations

Specific recommendations were developed from the appraisal of performance indicators in each of the ten categories.

Category III – Goals and Objectives

Criterion 3C: Implementation of Goals and Objectives

Performance Indicator

3C.4 The agency when necessary, identifies outside resources that can be consulted in regards to accomplishing an agency's goals and objectives

It is recommended that, after identifying an outside resource, that a memorandum of understanding or equivalent document is completed detailing the district's goals and objectives to ensure the work meets the needs of the district.

Category V – Programs

Criterion 5A: Community Risk Reduction Program

Performance Indicator

5A.7 The agency sets specific, targeted, and achievable annual loss reduction benchmarks for fire incidents and fire casualties based upon the community risk assessment and baseline performance.

It is recommended that the district create more comprehensive loss reduction benchmarks that are relative to the loss and save data, as well as the occupancy type, valuation, and community expectations within the jurisdiction.

Category VII – Human Resources

Criterion 7C: Personnel Policies and Procedures

Performance Indicator

7C.4 An internal ethics and conflict of interest policy is published and communicated to employees/members.

It is recommended that the district increase the frequency of training specific to conflicts of interest and ethics subjects.

Criterion 7D: Use of Human Resources

Performance Indicator

7D.2 Current written job descriptions exist for all positions, and incumbent personnel have input into revisions.

It is recommended that the district review and change job descriptions to clearly identify training or certifications which are considered conditions of employment with assigned time standards for acquisition after hiring or promotion.

Criterion 7G: Wellness/Fitness Programs

Performance Indicator

7G.5 A formal and documented appraisal is conducted, at least annually, to determine the effectiveness of the wellness/fitness programs and its impact on meeting the agency's goals and objectives.

It is recommended that the district apply program appraisal processes used in other programs evaluations (wildland, technical rescue, etc.) to the wellness/fitness program for identification of performance gaps and initiative solutions that will improve the delivery of the program.

Category IX – Essential Resources

Criterion 9B: Communication Systems

Performance Indicators

9B.3 The agency's communications center(s) is/are adequately equipped and designed, (e.g., security, telephones, radios, equipment status, alarm devices, computers, address files, dispatching circuits, playback devices, recording systems, printers, consoles, desks, chairs, lighting, and map displays).

It is recommended the district develop and publish a systems integration and testing plan with supporting agencies and entities for the new computer-aided dispatching and supplementary system hardware and software components.

9B.7 The agency has established time-based performance objectives for alarm handling. These objectives are formally communicated to communications center managers through direct report, contracts, service level agreements, memorandums of agreement, etc.

It is recommended the district research the need to develop a service level agreement with the Summit County Dispatch Center to identify expectations and formalize the appraisal of annual performance.

OBSERVATIONS

Category I— Governance and Administration

The Red, White & Blue Fire Protection District (RWBFPD) is a special district defined by Colorado Revised Statutes (CRS.) Title 32, Article 1 under which the district operates. Legally established in 1976 to provide fire suppression and related services, the district's service plan was amended in 1980 to include delivery of emergency medical services, training and fire prevention programs.

The district is governed by a board of directors comprised of five at-large members elected by the citizens of the district. The board holds monthly meetings throughout the year to adopt policies and procedures, define goals and objectives, dispense fiduciary responsibilities, and authorize contracts that support the mission of the district.

Through the established organizational structure, the fire chief supervises the finance officer, human resource officer and three division deputy chiefs, and reports directly to the board of directors. The established communicative systems afford the fire chief opportunities to meet with the governing body and community representatives on a regular basis to ensure continued monitoring of performance.

The governing body and/or agency manager is legally established to provide general policies to guide the agency, approved programs and services, and appropriated financial resources. The Red, White & Blue Fire Protection District was legally established by the Special District Control Act, Title 32, Colorado Revised Statutes (CRS) 1973, to provide fire suppression and related services to ensure public safety for the town of Blue River, town of Breckenridge, and unincorporated Summit County, from Hoosier Pass to Farmer's Korner. On February 11, 1976, the Fifth Judicial Court of Colorado granted the petition for the legal formation of the Red, White & Blue Fire Protection District. On May 6, 1980, the district amended its service plan via Summit County Board of County Commissioners Resolution 80-60 to add emergency medical services, training and fire prevention programs to the services provided.

As a special district in the state of Colorado, the district works with federal and local governments to ensure compliance with the state law and contracts legal representation with a regional firm. While the district's service area covers the town of Breckenridge, town of Blue River, and areas of unincorporated Summit County, the district is its own legal taxing entity under Colorado Revised Statutes Title 32. The district complies with local ordinances such as tax collection requirements defined by the Summit County Tax Assessor and burning ordinances of the towns of Breckenridge and Blue River. The district, through its appraisal, revealed that it has acted on all previous legal guidance and has not had any legal challenges or violations.

The organizational structure aligns with or supports the agency's mission, purposes, goals, strategies, and objectives. The established administrative structure is comprehensive and contemporary in relation to the size and uniqueness of the district; and provides an environment for achievement of the mission, guiding principles, goals, strategies, and objectives. The fire chief and executive staff's spans of control are appropriate and manageable for the effective delivery of services.

Category II — Assessment and Planning

The Red, White & Blue Fire Protection District (RWBFPD) applies a systematic approach within the self-assessment process to ensure alignment of its concurrent documents. The analysis of risk, demographics, and community data that affect service delivery, along with the deployment of proper and adequate resources, has produced a performance and outcome-based system from which improvement decisions can be made. The district continues to develop plans and integrate systems designed to close the gap between benchmark and baseline performance objectives as stated in its community risk assessment and standards of cover (CRA/SOC). The district established a strategic plan that aligns with the district's governance, community expectations and the district's mission driven goals and objectives. All the contemporary documents provide processes for analysis and planning, along with guidance toward future performance, continuous improvement and the realization of developed goals and objectives.

The agency collects and analyzes data specific to the distinct characteristics of its legally defined service area(s) and applies the findings to organizational services and services development. The district's current methodology described in the CRA/SOC using population densities organizes the communities served into seven geographical planning zones divided amongst the three currently operating stations' first due response areas. The district collects and analyzes data specific to the distinct characteristics of these planning zones, and applies the findings to organizational planning. The analysis identifies the district primarily as rural and wilderness population densities with small urban cluster areas within those first due response areas. Population density assignment and analysis is based on the Commission on Fire Accreditation International (CFAI) prescription. This has provided a basis for risk analysis and identification, as well as the development of total response time standards. All components within this basis have been integrated in the district's CRA/SOC.

The district has conducted analyses for fire and non-fire risks within each of its seven planning zones. The geographic planning zones utilize permanent population density and characteristics in their development and consider the peak time population to support the demands within the specific areas. The established population density planning zone model is integrated in the district's geographic information system (GIS), with plans to create more planning zones to drill down further to identify risks and effective response force needs for mitigation. The district focuses its analysis on each planning zone to assign risk classes and categories and measure service delivery performance. The analyses conducted are comprehensive and repeated incrementally. The district, through its planning zone analyses, formulated planning efforts for future resource establishment and deployment, identified the need for additional service delivery resources in the Peak 7/8 base area of the Breckenridge Ski Resort. The planned integration of operations from Fire Station 5 in the first half of 2017 ensures there is a balance between risk and the deployment of resources.

The benchmark service level objectives incorporated into the CRA/SOC are based on local needs and circumstances and industry standards and best practices adopted from the: *Commission on Fire Accreditation International (CFAI) Fire & Emergency Service Self-Assessment Manual (FESSAM), ninth edition; CFAI Standards of Cover, sixth edition; National Fire Protection Association (NFPA) 1221: Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems; 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; and the Insurance Services Office (ISO).*

The agency identifies and assesses the nature and magnitude of all hazards and risks within its jurisdiction. Risk categorization and deployment impact considers such factors as cultural, economic, historical, environmental values, and operational characteristics. The district assesses the nature and magnitude of the hazards within its jurisdiction and develops appropriate response coverage strategies. All significant fire and non-fire risk classes are categorized to permit future analysis and study in determining standards of cover and related service delivery. Special attention is paid to identify, analyze, and develop strategies for non-fire or limited fire risks that add importance due to cultural, economic, environmental, or historical values.

The documented methodology uses “low” and “high” probability scoring based upon a historical occurrence analysis; and considers the consequence to the communities should an incident occur applying “low”, “moderate”, and “high” factors related to community, infrastructure and economic impact. Combining these factors, on a two-axis parabolic risk chart, the district identifies “low”, “moderate”, “high” and “maximum” risk categories for specific incident types.

The district plans to incorporate an occupancy risk assessment scoring methodology derived from the High Plains records management system’s risk assessment category of occupancies as part of the planned integration of a new computer aided dispatch in 2017. The process evaluates 15 categories including water supply availability, construction type, property use, floors above grade, height, below grade floors, square footage, building occupancy, sprinkler systems, fire alarm system, hazard of contents, hazardous materials present, occupant mobility, apparatus access, and electrical hazards.

Through its comprehensive risk analysis, the district considers and analyzes the classes of fire and non-fire risks, coverage area, topography, demographics, economic indicators, fire loss data, water supply, and fixed protection systems in the development of its CRA/SOC. The analysis is based on its seven planning zones and takes into consideration future planning and development. The district encounters various risk classes and categories that are influenced by other factors and based on varied population densities. Through the analysis, the district developed an appropriate community risk assessment and an effective standards of cover strategy and deployment system for identified community risks.

The agency identifies and documents the nature and magnitude of the service and deployment demands within its jurisdiction. Based on risk categorization and service impact considerations, the agency’s deployment practices are consistent with jurisdictional expectations and with industry research. Efficiency and effectiveness are documented through quality response measurements that consider overall response, consistency, reliability, resiliency, and outcomes throughout all service areas. The agency develops procedures, practices, and programs to appropriately guide its resource deployment.

The district’s methodology for consistent deployment of resources for mitigation of non-fire and fire risks considered the community’s topography, demographics, and socio-economic factors. The service levels for all program delivery are maintained through the county emergency medical service (EMS) System Status Plan or the mutual aid agreements that have queuing factors for movement of resources to maintain appropriate resource deployment. The program appraisals, call volume, reliability, response time standards, and probability and consequence measures identify and evaluate response coverage strategies through the CRA/SOC to ensure service levels to all areas of the district. The documented analysis and evaluation processes utilized relate to the risk types and service demands encountered. Analysis outcomes verify and validate performance objectives and deployment systems that appear to be effective in meeting the community’s demands.

The district's methodology for performance monitoring includes analysis of baseline performance against established benchmark objectives, including consideration of any mitigation efforts employed to determine gaps in delivery. The methodology includes a process for the consideration of outliers in the datasets and is combined with all other analyses to provide clear information to stakeholders. The analysis is done for the first due response area and associated geographical planning zones; and are formally conducted annually with interim reporting completed during executive staff and district board meetings. It is clear through the analysis processes that the district is aware of the gaps that exist between baseline performance and benchmark service goals, specifically in call processing and turnout times. A scheduled 2017 multi-faceted plan for improvement is in place to close these gaps in performance; and includes replacement of an aging computer aided dispatch (CAD) system, integration of compatible contemporary hardware and software already in place, expansion of CAD supported geographical planning zones, and enhancements to the risk analysis process. While these analysis processes described in the CRA/SOC occur organically through practice, it is recommended that the current methodology practiced in monitoring emergency response performance be codified and included in the standards of cover document for adoption by the authority having jurisdiction (AHJ).

The district conducts critical task analyses in each risk category and class to determine the first-due and effective response force performance needs and publishes the results in the CRA/SOC. The tasking process focuses on the number and types of resources responding, anticipated tactics and strategies, the number of personnel needed to implement the identified functions, life safety of the firefighters and public, property and environmental losses, and the remaining capacity of the Summit County response system. The critical tasking is appraised at and after actual incidents, training exercises, and tabletop scenarios. Validation of the critical tasking model comes from direct feedback from officers and line personnel, along with data points captured during incidents and the aforementioned training exercises. These results are measured against National Fire Protection Association (NFPA) and other standards and studies to support the identified tasking to ensure effective and efficient incident scene operations that meet the objectives of the communities served. Because of the critical tasking analysis, a recent change in the EMS response to "alpha" and "bravo" level medical incidents were implemented to align more effectively with stakeholder input and service level objectives.

The district captures and analyzes alarm handling, turnout, and travel time elements as part of the complete service delivery in all their response programs. There is a policy and process in place that effectively captures the mutual aid response time elements including those of Summit County Ambulance Service that allows for a comprehensive analysis of service level objectives. Part of that analysis includes the use of geographic information system (GIS) mapping technology to estimate travel time and compare those estimates with actual incidents to determine reliability of baseline travel times.

Following a detailed assessment and analysis, the peer assessment team believes by consensus that while the alarm handling and turnout times are slightly elongated, travel time for the first-due and effective response force components of the total response time continuum, as identified in the CRA/SOC, are in line with the industry best practices identified in the ninth edition of the *Fire and Emergency Service Self-Assessment Manual (FESSAM)* and the overall total response time does not constitute a gross deviation. It is clear the district is committed to taking steps to meet the *FESSAM* expectations.

Included in the planned changes described earlier in the report related to the new CAD, the district's strategic plan details an initiative to develop and integrate a dashboard system to provide real-time comparative evaluation of baselines and benchmark response time components. The district's practice is to document alarm handling as the time interval from the receipt of the alarm at the primary public service answering point (PSAP) until the end of the transmittal of the response information via electronic means to emergency response facilities or the emergency response units in the field.

The peer assessment team considered certain factors when evaluating the elongation of the response time elements. The district continues to analyze the elongation and attempts to close the gap, thus bringing the components in better alignment with the stakeholders' expectations. The district has studied and implemented or neared implementation of specific actions to understand and overcome the gaps noted in the performance measurement. Such actions include:

- The district conducted a procedural review of radio traffic and adopted policy changes in pre-alert and firefighter emergency communications response to create more consistency in time stamping by the Summit County Communications Center.
- The district installed station paging for automated voice dispatch, but were unable to integrate all the system's functionality into the current CAD. Once the 2017 communications upgrade plan is implemented, full system(s) integration will produce tangible benefits to the response time elements.
- The district improved EMS reliability and baseline effective response times to the Peak 7/8 base areas by adding a district medic unit with the planned opening of Fire Station 5.

The agency has assessed and provided evidence that its current deployment methods for emergency services appropriately address the risk in its service area. Its response strategy has evolved to ensure that its deployment practices have maintained and/or made continuous improvements in the effectiveness, efficiency, and safety of its operations, notwithstanding any outside influences beyond its control. The agency has identified the impacts of these outside influences to the authority having jurisdiction.

The district's adopted methodology and processes for assessing program performance are detailed in the CRA/SOC and include formal annual program appraisals, and interval measurements of inputs, outputs, and outcomes that are reported internally and to the AHJ during scheduled meetings. This process information is balanced with industry best practices and community expectations as derived from stakeholder outreach meetings, to develop benchmark objectives outlined in the district's documentation. Initiatives in the district's strategic plan are directly correlated to gaps identified in the baseline/benchmark assessment process verifying the district's and the AHJ's determination to seek out opportunities for improvement.

The district's methodology has a strategic tone incorporated in its monitoring processes, which is part of the 2011-2016 strategic plan and is clearly on display in the 2017-2021 (current plan will sunset while this report is in process) strategic plan. These guiding documents, along with the CRA/SOC, adopt broader strategic themes with the district aligning its focus, goals, and objectives to meet the changing demands and external influences impacting program delivery. One of the larger external influences that affects the district is the number of public and private water control districts that exist

in the overall response area. New reporting processes and analysis considerations have been adopted to reflect the dynamics of this ever-changing commodity distribution which will improve the district's service level delivery. Annual updates including reporting requirements to the AHJ on the accreditation model's three main components completes the district's methodology in determining new demands on service.

The district creates performance measures as part of its strategic plan and CRA/SOC development process to monitor the delivery outputs and outcomes, ensuring successful achievement of its goals. Part of the formal annual program appraisal process includes a specific determination and reporting of delivery trends that identify gaps. Dependent upon the nature of the gap, there are processes in place that direct its treatment, if need be, it can be incorporated into the strategic plan. An example occurred last year when an evaluation of Medic 6 reliability with simultaneous EMS incidents in the first due area showed a gap in advance life support performance. A minimum staffing requirement change was adopted and implemented to affect change to the performance gap.

The district has in practice, a continuous improvement system to address short-term plans for overcoming any identified existing performance gaps. Given the district's agile governance model, resources can be brought to bear on any existing problem areas that require a tactical versus strategic approach for needed closure. Included in this system is the flexibility to incorporate new ideas or applicable changes in industry best practices in the near term when needed. The district is currently formalizing this process to ensure complete transparency in its use.

Category III — Goals and Objectives

The Red, White & Blue Fire Protection District's goals and objectives focus on a process set forth in its strategic planning efforts, along with measurable performance objectives, established both community wide and internally. All goals and objectives, including those performance objectives within the community risk assessment/standards of cover (CRA/SOC), are published and provided to the governing body, as well as the internal members of the district. The fire chief, along with other staff, is tasked to the measuring, monitoring and implementation of the goals and objectives. The overall process remains connected to what the communities served have determined as needs and importance.

The district has established general goals and specific objectives that guide the priorities in a manner consistent with its mission and appropriate for the communities it serves. The approach to its goals and objectives establishes levels of measurability from which to render decisions on successes or challenges. The specific objectives are published within the strategic plan and CRA/SOC to further direct the district toward a position of improvement. The district has taken feedback from the community and internal stakeholders to better understand the needs and priorities so that goals and objectives focus on improvement and overcoming challenges. There is an alignment of the district's mission, goals, objectives and guiding principles with those of the communities it serves. This alignment ensures a cooperative approach toward continuous improvement and dependable quality service delivery. The district uses solicited community feedback to further align its goals and objectives with priorities, expectations and concerns.

The district established general goals and specific objectives to direct its priorities in a manner consistent with the mission and appropriate for the communities it serves. The district's approach to the goals and objectives establishes levels of measurability enabling them to render decisions on successes or challenges that occur. The initiatives and specific objectives are published within the

strategic plan and CRA/SOC to further guide the district toward a place of improvement. The district has taken feedback from the community and internal stakeholders to better understand the demands and priorities so that goals and objectives focus on continuously improving and overcoming challenges. There is a general alignment of the district's mission, goals, objectives and guiding principles with those of the communities of the district, ensuring a cooperative approach toward improvement and quality service delivery.

The agency uses a management process to implement its goals and objectives. The district practices an established management process that assures continuous monitoring of progress and challenges toward goal and objective accomplishment and resulting improvement. The continuous monitoring and reporting of performance measurements established in the strategic plan and the CRA/SOC is part of a dissemination chain leading to and through the fire chief to the board of directors.

The district monitors and reports regularly on its success and challenges in meeting its service level objectives for response. They take a proactive approach to monitoring performance and evaluating any changes or current-status positions in an effort of working toward better service delivery. Processes are in place to measure and evaluate progress towards completion of specific objectives and overall system performance. The goals and objectives in all service deliver programs are re-examined and modified periodically.

The district's systems ensure that examination and modification of goals and objectives are accomplished annually, providing it remains aligned with the stakeholder's overall vision and guiding principles. The fire chief regularly reports to the board of directors on the district's accomplishment in meeting the goals, objectives, performance measures and outcomes. Information packets are available to all members and district stakeholders relaying the reported status on all goals and objectives.

The district occasionally consults with several external resources to assist or support the achievement of published goals and objectives. In some instances, the derived outcomes from the scope of work fell short of achieving desired results related to the district's goals and objectives. It is recommended that, after identifying an outside resource, that a memorandum of understanding or equivalent document is completed detailing the district's goals and objectives to ensure the work meets the needs of the district.

Processes are in place to measure and evaluate progress towards completion of specific objectives and overall system performance. The goals and objectives are re-examined and modified periodically. The district's annual program compliance appraisal system ensures that examination and modification of goals and objectives are accomplished annually, providing they remain aligned with the district's overall vision. The fire chief regularly reports to the board of directors on the district's accomplishment in meeting the goals, objectives, and performance measures. In 2015, the district's strategic plan was modified to include a specific initiative and supporting objectives to address the Insurance Services Organization evaluation and work to achieve and maintain a 2/2X public protection classification with improvement toward a Class 1 rating.

The district's size and structure require flexibility to guarantee improvements in administrative and operational processes. Dependent upon the time of year, personnel have available time to support additional processes needed to support objectives. The district has demonstrated that the evaluation of

processes constantly occurs, specifically during senior staff meetings, budget reviews and discussions, program compliance analysis, annual reports, and strategic plan develop meetings.

A recent administrative process evaluation led to the re-organization of the High-Country Training Center and the division chief of training reporting directly to the fire chief. The outcome tied the organizational and reporting structure of the Summit Fire Authority to the Summit Fire Authority Inter-Governmental Agreement and process management requirements of the district, allowing the formation of an advisory group made up of the operations chiefs of the three participating fire districts to assist in meeting organizational goals and objectives.

Category IV — Financial Resources

The Red, White & Blue Fire Protection District (RWBFPD) complies with all district and state budgetary requirements when developing all budgetary and capital improvement items. District staff manage all fiscal dealings to provide the board of directors with information needed to make budgetary decisions and to ensure solvency. While the state of Colorado mandates only a 3 percent emergency contingency reserve, the district maintains that and has also set a goal for reserve funding at 25 to 30 percent of its budget. Presently, the district exceeds this goal, which supports its financial stability and the ability to meet goals and objectives.

The district levies taxation based on property value. Financial and budgetary decisions remain strategic to ensure the various programs are funded, while forecasting into the future. The district has embraced continuous improvement in fiscal responsibility that is evident with the receipt of the Government Financial Officers Association award for the past five years and during the duration of its first accreditation cycle.

Agency planning involving broad staff participation activates financial planning and resource allocation. The agency's plan for financing reflects sound strategic planning and a commitment to its stated goals and objectives. The agency deems financial support for programs and services adequate to maintain the number and quality of personnel and other operational costs.

The processes employed by the RWBFPD as firmly established and guided by policies and guidelines to ensure a comprehensive approach to budget development. All policies, guidelines, and processes mandate the projection of revenues and expenditures based on programs, goals, and objectives. There is a full review by various district leadership to ensure compliance with fiscal rules and timelines, prior to submission to the board of directors to meet the adoption time as mandated by Colorado statute.

The peer assessment team confirmed that the Red, White & Blue Fire Protection District is in receipt of the most currently available Certificate of Achievement for Excellence in Financial Reporting (certificate) from the Government Finance Officers Association of the United States and Canada (GFOA) for its Comprehensive Annual Financial Report (CAFR). The district has submitted its most recent GFOA certificate and CAFR as prima facie compliance with this criterion. The district has received the GFOA certificate for the past consecutive five years.

Financial resources are appropriately allocated to support the established organizational mission, the stated long-term plan, goals and objectives, and maintain the quality of programs and services. The district utilizes anticipated revenues to ensure that adopted levels of service, program success, and goals and objectives are accomplished. Revenues are projected conservatively and this impact

ensures solvency and negates the need to consider withdrawal from reserve funding. Capital items are also forecasted and consideration is given for anticipated revenues as part of the planning process.

Category V — Programs

The Red, White & Blue Fire Protection District (RWBFPD) delivers a comprehensive group of programs designed to reduce the loss of life and property, and minimize environmental impact. The delivery system includes all-hazard risk reduction activities through building inspections, construction plan reviews, public education, and fire investigation that protects more than \$790,000,000 in property. The FireWise™ Community and defensible space programs are examples of program mitigation efforts designed to reduce call volumes and improve public safety. The Domestic Preparedness, Planning, and Response programs contributed to the development of the Summit County Emergency Operations Plan and the Wildfire Annual Operating Plan that serve all agencies within the county. The district, in conjunction with Summit County Office of Emergency Management conducted a vulnerability assessment and established plans to protect the district's critical infrastructure as part of the Summit County Multi-Hazards Mitigation Plan.

The district delivers an all-hazards response model, ranking potential incidents from high frequency/low risk to those of low frequency/high risk. The emergency response division (operations) provides service delivery with the deputy chief of operations, 3 battalion chiefs, 13 paramedic/firefighters and 28 emergency medical technician/firefighters. Shifts are strategically staffed to ensure paramedics, specialists in hazardous materials, and technical rescue personnel resources are reliably concentrated throughout the district. All response personnel are wildland red-card certified, with many holding advanced certifications. These resources provide emergency medical services (EMS), fire and non-fire management activities including response packages to control and extinguish fires, mitigate hazardous material events, technical rescue services, and wildland fire mitigation and attack. These delivery system elements are assessed using nationally recognized performance measures to create improvement plans designed to reduce risk to the citizenry and visitors.

Criterion 5A – Community Risk Reduction Program

The agency operates an adequate, effective, and efficient program to manage community risks as identified in the community risk assessment / standards of cover. The approach is comprehensive and includes both prevention and mitigation strategies such as life safety, hazard risk reduction, plan review, code compliance, and the detection, reporting and control of fires.

The district currently operates under the 2012 International Fire Code (IFC) as amended and published by the International Code Council (ICC), and National Fire Protection Association (NFPA) as referenced in the fire codes and Colorado Revised Statutes. All of them have been adopted by the board of directors after an extensive review and collaboration process. The district's process focuses on adoption of the code every other three-year cycle to ensure alignment and understanding with other jurisdictions. The adopted codes align with the adoption from Summit County, the town of Blue River, and the town of Breckenridge of all relevant codes that would impact or impede the district. Additionally, the process includes an extensive collaboration with the community to gather feedback on concerns to the proposed code adoptions. The process ensures continuity amongst all participants with the coverage jurisdiction of the district.

The district's code enforcement process centers on the applicable and adopted laws and codes and have basis in the defined community risk assessment / standards of cover. Inspections are performed based on outlined inspections goals in policy to work toward compliance. The performance goals for the frequency of inspections are based on the risk and occupancy type as outlined in NFPA 1730: *Standard on Organization and Deployment of Fire Prevention Inspection and Code Enforcement, Plan Review, Investigation, and Public Education Operations*. The district reported that 95 percent of the issued violations were corrected within the allowable time given in 2015. It is projected that the 2016 compliance will be the same or better.

The district currently conducts its community risk reduction program with three personnel that are trained as fire inspectors, along in other areas such as wildfire mitigation to the county standards and the FireWise™ principles. The staff bring a variety of expertise and training to the district to meet the programs goals and objectives and to understand the identified community risk. The district continues to investigate methods to further the efficiency and effectiveness based on the current staffing and to anticipate future needs due to growth.

The RWBFPD has an established, formal, and documented appraisal process employed to determine the effectiveness of the program and to determine its impact on risk reduction. The district analyzes data based on its performance and the result of its efforts. Said data includes how many inspections to include primary and secondary inspections, mitigation inspections, and issued permits and permit inspections were conducted. This allows the district to summarize its performance for the previous year, which assists in identifying program and training needs, as well as providing solutions for improvement for the future. However, it is recommended that the district consider further integration of its performance goals for inspections and mitigation into the analysis, with a focus on identifying gaps and correlating them the successes and challenges to measurable outcomes.

The district through a comparative nature analyzes fire loss and fire save data for the last five years. However, this data is missing a relative concept from which true loss reduction benchmarks can be established and used for success or challenge comparison. Therefore, it is recommended that the district create more comprehensive loss reduction benchmarks that are relative to the loss and save data, as well as the occupancy type, valuation, and community expectations within the jurisdiction.

Criterion 5B – Public Education Program

A public education program is in place and directed toward reducing specific risks in a manner consistent with the agency's mission and as identified within the community risk assessment and standards of cover. The Red, White & Blue Fire Protection District does an adequate job with its public education program by focusing resources on specific risks through data gathered from incident reports and community risk assessments. The district focuses on wildfire mitigation education and evacuation planning for primary and secondary homeowners within the community. School-age children are educated about various hazards using the National Fire Protection Association's (NFPA) Risk Watch Program.

The public education program is supervised by the deputy fire marshal who reports to the deputy chief of administration. All operations personnel deliver the educational programs to the school age, homeowners, and business groups. The district conducts formal annual appraisals to measure the impact of education programs delivered. The appraisal captures numbers of contacts reached through the various public education programs and have identified no increase in community risks.

Criterion 5C – Fire Investigation, Origin and Cause Program

The agency operates an adequate, effective, and efficient program directed toward origin and cause investigation and subsequent classification of fires, explosions, and other emergency situations that endanger life or property. The agency should conduct a thorough risk-analysis as part of activities in Category II to determine the need for fire investigation program.

The Red, White & Blue Fire Protection District is authorized to investigate fires under the provisions of Title 32 of the Colorado Revised Statutes. Title 32 is the special district provision, which gives authority to the fire chief of the district to investigate the cause of all fires.

The district's fire investigators, with the authority of the fire chief, use a systematic approach to the scientific method to investigate the causes of all fires and collection of evidence based on NFPA 921, *Guide for Fire and Explosions Investigations* and described in the district's standard operating procedures. The Colorado Bureau of Investigations (CBI) and Bureau of Alcohol, Tobacco and Firearms (ATF) are available to assist the district if needed. Fire investigators are not authorized law enforcement officers, but work very closely with law enforcement which investigate all non-arson crimes discovered at fire incidents.

The district has three Fire and Explosion Certified staff members through the National Association of Fire Investigators (NAFI), which is more than adequate to handle cause and origin, goals and objectives, and identified community risks. The district conducts an annual formal appraisal of outcome based fire causes, loss, saves, deaths, and injuries. The appraisal is comprehensive in nature and shows the effectiveness of the fire investigation, cause and origin program.

Criterion 5D – Domestic Preparedness, Planning and Response

The agency operates an all-hazards preparedness program that includes a coordinated multi-agency response plan designed to protect the community from terrorist threats or attacks, major disasters, and other large-scale emergencies occurring at or in the immediate area.

The Red White and Blue Fire Protection District participates in the development of and operates under the Summit County Emergency Operations Plan for the purposes of all-hazards preparedness that encompasses all departments and districts within the county. Additionally, due to the wildland exposure and considerations, the district also participates in the planning of and operates under the Summit County Wildfire Annual Operating Plan for the purposes of preparedness within the wildland areas within the county. Both plans have been accepted and approved by the fire chief and presented to the district's board to ensure continuity of preparedness, planning, and response. Both plans are reviewed annually and revised as needed with input from all agencies and districts. The plans contribute to training considerations by the district to ensure all members are aware of roles and responsibilities. This seamless approach to planning and responses works well for the district.

Criterion 5E – Fire Suppression

The agency operates an adequate, effective, efficient, and safe fire suppression program directed toward controlling and/or extinguishing fires to protect people from injury or death and reduce property loss.

The Red, White & Blue Fire Protection District uses the National Incident Management System (NIMS) Incident Command System as a standardized management system to manage incidents regardless of the size or complexity throughout the district. The district has adopted and follows the design of the NIMS and incorporates these requirements into policies, guidelines, training exercises, and promotional assessments. Response partners supporting the district's effective response force (ERF) assembly all adhere to the same fire ground guidelines and communication procedures for incident management providing a seamless integration of responding agencies. The system is formalized in the district's standard operating guideline (SOG) 564, *Incident Command System* and is used to train all personnel in the functional management of command activities.

An annual and formal appraisal is conducted to gauge the effectiveness of the fire suppression program. The district is separated into rural and urban cluster risk demand zones and experiences very low volume of fire related incidents. The current appraisal evaluates the program as effective.

The district's response and deployment standards are based upon the urban cluster and rural population densities, and the fire suppression demands of the community. Three fire stations provide district wide coverage; department staffing is based upon station location, incident type, and frequency. The targeted service level objectives in the standards of cover benchmark statements are based on industry standards and with community expectations, as identified earlier in this report in Category II – Assessment and Planning. The objectives have been approved by the district and the Authority Having Jurisdiction (AHJ). The department's benchmark service level objectives are as follows:

For 90 percent of all fire suppression incidents, the total response time for the arrival of the first due unit, staffed with 2 firefighters and 1 officer, shall be: 6 minutes and 30 seconds in urban cluster areas; and 8 minutes and 30 seconds in rural areas. The first due unit shall be capable of: providing 300 gallons of water and 1,500 gallons per minute pumping capacity; conducting size-up, initiating command/safety; establishing a primary attack line and identifying/establishing water supply operations. These operations shall be done in accordance with departmental standard operating procedures while providing for the safety of responders and the public.

For 90 percent of all moderate-risk fire suppression incidents, the total response time for the arrival of the effective response force (ERF), staffed with 15 firefighters and officers in urban clusters and 17 firefighters and officers in rural areas, shall be: 15 minutes in urban cluster and rural areas. For 90 percent of high-risk fire suppression incidents, the total response time for the arrival of the ERF staffed with 19 firefighters and officers shall be: 15 minutes in urban cluster and rural areas. The ERF shall be capable of: assuming command; providing an uninterrupted water source; maintaining the needed fire flow, and capable of pumping 1500 gpm, advancing an attack line and providing a backup line for fire suppression; control utilities, conduct search and rescue, initiate ventilation, provide a safety officer, and provide rapid intervention. These operations shall be done in accordance with departmental standard operating procedures while providing for the safety of responders and the public.

The district's baseline statements reflect actual performance from 2012 to 2016. The district relies on the use of automatic aid from neighboring fire departments to provide its effective response force complement of personnel. These resources are immediately available as part of a seamless response system. The district's actual baseline service level performance is as follows:

For 90 percent of low-risk fire suppression incidents, the total response time for the arrival of the first due unit, staffed with 2 firefighters and 1 officer, is: 7 minutes and 40 seconds in urban cluster areas; and 12 minutes and 20 seconds in rural areas. For 90 percent of moderate-risk fire suppression incidents, the total response time for the arrival of the first due unit, staffed with 2 firefighters and 1 officer, is: 7 minutes and 45 seconds in urban cluster areas; and 12 minutes and 5 seconds in rural areas. The first due unit is capable of: providing 300 gallons of water and 1,500 gallons per minute pumping capacity; conducting size-up, initiating command/safety; establishing a primary attack line and identifying/establishing water supply operations. These operations are done in accordance with departmental standard operating procedures while providing for the safety of responders and the public.

It was verified and validated by the peer assessment team that the Red White & Blue Fire Protection District did not have sufficient fire suppression incidents, which required an effective response force to be assembled for 2012-2016, to provide a sufficient data set to study. Therefore, no baseline service level performance statements are provided for the effective response force in this report.

.Low Risk – Fire Suppression - 90th Percentile Times - Baseline Performance			2012-2016*	2016*	2015	2014	2013	2012	Agency Target
Alarm Handling	Pick-up to Dispatch	Urban	1:50	2:05	1:25	1:50	4:05	1:40	1:00
		Rural	3:05	0:45	1:25	4:15	2:20	3:10	1:00
Turnout Time	Turnout Time 1st Unit	Urban	2:40	3:00	1:55	2:45	2:45	2:40	1:30
		Rural	1:55	2:40	1:50	1:55	1:10	1:35	1:30
Travel Time	Travel Time 1st Unit Distribution	Urban	5:25	7:00	4:40	7:30	4:15	4:55	4:00
		Rural	9:45	6:50	4:40	13:15	12:05	5:20	6:00
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	7:40	9:55	7:10	10:55	6:50	7:45	6:30
			n=43	n=7	n=11	n=8	n=9	n=8	90%
		Rural	12:20	10:10	8:35	15:40	13:20	10:50	8:30
			n=21	n=1	n=4	n=7	n=4	n=5	

*Data is inclusive through October 31, 2016

Moderate Risk – Fire Suppression - 90th Percentile Times - Baseline Performance			2012-2016*	2016*	2015	2014	2013	2012	Agency Target
Alarm Handling	Pick-up to Dispatch	Urban	2:40	0:45	0:35	1:10	2:30	2:50	1:00
		Rural	2:40	1:00	3:30	1:05	2:40	1:55	1:00
Turnout Time	Turnout Time 1st Unit	Urban	2:45	2:15	2:45	2:10	1:10	3:40	1:30
		Rural	1:40	3:45	0:00	0:15	1:40	1:30	1:30
Travel Time	Travel Time 1st Unit Distribution	Urban	4:45	4:45	4:30	0:30	1:45	4:55	4:00
		Rural	11:20	11:20	00:00	11:40	8:15	8:20	6:00
	Travel Time ERF Concentration	Urban	23:10	N/A	N/A	N/A	11:55	23:10	12:30
		Rural	13:40	N/A	N/A	8:20	13:40	5:50	12:30
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	7:45	6:40	7:20	3:50	4:30	7:50	6:30
			n=15	n=2	n=2	n=1	n=3	n=7	90%
		Rural	12:05	16:00	8:35	12:00	12:05	10:35	8:30
			n=11	n=2	n=1	n=2	n=3	n=3	90%
	Total Response Time ERF Concentration	Urban	19:10**	N/A	N/A	N/A	15:40	14:30	15:00
			n=4	N/A	N/A	N/A	n=3	n=1	90%
Rural	16:15**	N/A	N/A	10:40	19:05	10:50	15:00		
	n=5	n=0	n=0	n=1	n=3	n=1	90%		

*Data is inclusive through October 31, 2016

** Given the size of the aggregate data set, a 90th percentile performance measurement cannot be established and the baseline performance statement for this risk category is not included in this report.

The district delivers an appropriate fire suppression program to meet the evaluated and identified risk classes and categories of the communities served. The analysis of response time data and the recognition of the interval values in the time temperature curve related to positive outcomes in fire suppression delivery provided the district with data support for opening an additional station and staffing it with two additional personnel. The district expects that response times to areas historically outside of the travel time component will be affected positively with the completion of this upgrade in resource deployment and ERF assembly times. Additionally, the district continues to make the correlation between response time, effective mitigation efforts, and continuous training to positive outcomes for the citizens of the district. During the 2011-2016 report period, the district had an annualized fire loss of \$775,538.00 generating a 99.8 percent yearly property save rate. The district realized a reduction in the number of fire incidents requiring the assembly of an ERF. While it is a small dataset, the trend is toward positive outcomes, which the district shares and analyzes to adjust and continuously improve its service delivery.

Criterion 5F – Emergency Medical Services (EMS)

The agency operates an EMS program with a designated level of out-of-hospital emergency medical care that meets the needs of the community. The district operates under protocols/standing orders as provided by the medical director and that align with the St. Anthony's Centura Health System. The protocols are known formally as the Denver Metropolitan Prehospital Protocols, also known as the Denver Metro Protocols. The protocols/standing orders are used by all departments that operate in Summit County, allowing a consistent level of medical care within the integrated system. The protocols are comprehensive and provide the ability to make quality medical decisions, especially when a long transport time is indicated due to the level of the medical emergency. The protocols are current and allow for input from all users into the revision for currency and to ensure they remain relevant to research and new techniques of medical care.

The district has the opportunity for online and offline medical control through the St. Anthony's Summit Medical Center; the local medical center that is linked to the St. Anthony's Centura Health System. This is the system under which the medical director and associates operate, ensuring a continuity of the protocols and medical decisions for the delivery of medical care. Since all departments within the integrate system operate within the same medical control system, the continuity of care and the ability for both levels of medical control remain consistent.

Electronic patient care reports (EPCR) are maintained by the district within its records management system (RMS), *High Plains Fire Manager*. The system is secure and requires login and password, with access for certain levels being directed by the district. This includes additional security levels that prevent those not directly involved in patient management from accessing the system.

The district takes Health Insurance Portability and Accountability Act (HIPAA) compliance seriously and ensures that all members are trained to the level required by federal guidelines. Members just joining the district receive HIPAA training during recruit orientation, thus ensuring continuity of information and understanding. As changes in policies and procedures dealing with HIPAA come forward, the district is prepared to train and update all members and to integrate the changes into its training program. The district reported that there have been no incidents of HIPAA compliance issues.

The district has a formal and documented appraisal program for determining the effectiveness and efficiency of its EMS program delivery. The participation of this appraisal program involves the battalion chief in charge of EMS, along with the EMS working group and others as determined by the district's administration. The data analyzed is not only response data, but skills-based data such as intubation successes versus attempts. Additionally, guidelines and protocols are evaluated within the process to provide input for future revisions within the defined update intervals. Finally, the district through the integrated EMS system, receives outcome-based information ranging from ST-elevation myocardial infarction (STEMI) and coroner's reports to further determine the success or challenges to the treatments and ultimate, the outcome to the treatment provided. The district's comprehensive approach to appraising its EMS program focuses on outcomes and encompasses many dimensions.

The Red, White & Blue Fire Protection District (RWBFPD) works within an integrated emergency medical services (EMS) system that is coordinated between the district and the Summit County Ambulance Service (SCAS). This unified EMS system includes the district, Copper Mountain Fire Department, and Lake Dillon Fire Protection District. While SCAS has the overall responsibility and jurisdiction over EMS services in Summit County, the district works as a partner through agreements

to provide EMS response and transport to the citizens and guests within the district boundaries. The integrated system has different matrices to ensure there is coverage for the proper delivery of advanced life support (ALS) services. The district will be placing an additional station, staffed with an additional ALS transport unit in 2017, which will further assist in covering areas that present total response time challenges.

The district's response and deployment standards and analyses are based upon the urban cluster and rural population densities, and the emergency medical demands of the community. Three fire stations provide district-wide coverage; department staffing is based upon station location, incident type, and frequency. The targeted service level objectives in the standards of cover benchmark statements are based on industry standards and with community expectations, as identified earlier in this report in Category II – Assessment and Planning. The objectives have been approved and adopted by fire district's management and the board of directors. The district's benchmark service level objectives are as follows:

For 90 percent of moderate risk EMS responses, the total response time for the arrival of the first-due unit, staffed with a minimum of two firefighters shall be: 7 minutes in urban cluster areas; and 12 minutes in rural areas. The first-due unit shall be capable of: establishing command; conducting patient history and assessment; and providing (at a minimum) basic life support as define within the Denver Metro Protocols.

For 90 percent of moderate risk EMS response incidents, the total response time for the arrival of the effective response force (ERF), staffed with 5 firefighters and officers, shall be: 8 minutes in urban cluster areas; and 15 minutes in rural areas. The ERF shall be capable of: assuming command; maintaining patient care/treatment as defined within the Denver Metro Protocols; providing ALS interventions; and transporting the patient to a care facility.

For 90 percent of high risk EMS responses, the total response time for the arrival of the first-due unit, staffed with a minimum of two firefighters shall be: 7 minutes in urban cluster areas; and 12 minutes in rural areas. The first-due unit shall be capable of: establishing command/safety; assessing the situation; requesting additional resources; and beginning triage.

For 90 percent of high risk EMS response incidents, the total response time for the arrival of the effective response force (ERF), staffed with 22 firefighters and officers, shall be: 20 minutes in all population density areas. The ERF shall be capable of: assuming command/safety; establishing a medical branch officers; conducting triage; providing patient care and treatment; and transporting patients to appropriate medical facilities.

As part of the integrated EMS system, the district may rely upon Summit County Ambulance Service, the overseer of the EMS delivery system, to complete the effective response force (ERF) component of its EMS program. The initial arriving fire district company shall have the capabilities of providing BLS care and interventions and prepare the patient for transport, until the third-party provider arrives on scene, if applicable. If the SCAS unit arrives on scene first, its personnel shall initiate care and the staff from the initial fire department company shall provide support as needed.

The district's baseline statements reflect actual performance during 2012 to 2016. The department relies on the use of mutual aid from neighboring fire departments to provide its effective response

force complement of personnel. These resources are immediately available as part of a seamless response system and are deployed based on established response matrices. The department's actual baseline service level performance is as follows:

For 90 percent of moderate risk EMS responses, the total response time for the arrival of the first-due unit, staffed with a minimum of two firefighters is: 8 minutes and 15 seconds in urban cluster areas; and 13 minutes and 40 seconds in rural areas. The first-due unit is capable of: establishing command; conducting patient history and assessment; and providing (at a minimum) basic life support as define within the Denver Metro Protocols.

For 90 percent of moderate risk EMS response incidents, the total response time for the arrival of the effective response force (ERF), staffed with 5 firefighters and officers, is: 10 minutes and 5 seconds in urban cluster areas; and 17 minutes in rural areas. The ERF is capable of: assuming command; maintaining patient care/treatment as defined within the Denver Metro Protocols; providing ALS interventions; and transporting the patient to a care facility.

As part of the integrated EMS system, the district relies upon Summit County Ambulance Service, the overseer of the EMS delivery system, to complete the effective response force (ERF) component of its EMS program. The initial arriving fire district company shall have the capabilities of providing BLS care and interventions and prepare the patient for transport, until the third-party provider arrives on scene, if applicable. If the SCAS unit arrives on scene first, its personnel shall initiate care and the staff from the initial fire department company shall provide support as needed.

It was verified and validated by the peer assessment team that the Red, White & Blue Fire Protection District did not have any emergency medical incidents categorized as high risk, which required a first due response or an effective response force to be assembled for the data analyzed in 2012 to October 31, 2016, to provide a sufficient data set to study. Therefore, no baseline service level performance statements are provided for the first due and effective response force in this report for this risk category.

Moderate Risk - EMS - 90th Percentile Times - Baseline Performance			2012-2016*	2016*	2015	2014	2013	2012	Agency Target
Alarm Handling	Pick-up to Dispatch	Urban	2:00	1:40	1:50	2:15	2:05	2:10	1:00
		Rural	2:25	2:05	2:05	2:40	2:25	2:30	1:00
Turnout Time	Turnout Time 1st Unit	Urban	2:30	2:40	2:40	2:15	2:15	2:25	1:15
		Rural	2:45	3:00	3:10	2:25	2:40	2:30	1:15
Travel Time	Travel Time 1st Unit Distribution	Urban	5:20	5:25	5:31	5:50	5:00	5:05	4:45
		Rural	10:25	10:50	10:00	10:15	10:45	9:55	9:45
	Travel Time ERF Concentration	Urban	7:25	6:30	7:45	9:50	5:50	9:40	5:45
		Rural	14:25	15:50	12:50	14:20	16:40	14:30	10:45
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	8:15	8:20	8:00	8:50	8:00	8:10	7:00
			n=2171	n=443	n=518	n=435	n=399	n=376	90%
		Rural	13:40	14:25	13:00	13:40	13:50	12:50	12:00
			n=797	n=208	n=165	n=189	n=120	n=115	90%
	Total Response Time ERF Concentration	Urban	10:05	8:45	10:05	12:55	8:35	11:25	8:00
			n=1653	n=343	n=438	n=334	n=345	n=193	90%
Rural	17:00	18:05	15:15	16:40	18:45	16:40	15:00		
n=602	n=141	n=155	n=151	n=101	n=94	90%			

*Data is inclusive through October 31, 2016

The district, through its participation in the integrated EMS system, takes the provision of medical care far beyond the norm and beyond the expected scope as it relates to Summit County. The analysis of response time data and the understanding of the value of time to positive outcomes in EMS delivery has provided the district with the support for opening an additional station and staffing it with an additional ALS transport unit. The district expects that response times to areas that historically have been on the outside of the travel time component will be affected positively with the completion of this upgrade in resource deployment. Additionally, the district continues to make the correlation between response time, quality ALS medical care, and continuous training to positive outcomes for patients within the district. The understanding and focus remains with all members of the district that time and quality are important to have a quality delivery of services. The district continues to share and analyze certain components of the outcome data to adjust and continuously improve its delivery.

Criterion 5G – Technical Rescue

The agency operates an adequate, effective, efficient, and safe program directed toward rescuing trapped or endangered persons from any life-endangering cause (e.g., structural collapse, vehicle accidents, swift water or submersion, confined space, cave-in, trench collapse, fire). The district utilizes a formal and comprehensive appraisal process that focuses on cumulative incident response, major incident response, training and logistics. The annual appraisal takes into consideration information provided from an informal after action review and the formal post-incident analysis for each incident to assist in the programs appraisal. Baseline training performance identified in task books are reviewed for program compliance. The response data and outputs are evaluated, alongside any mitigation efforts, to produce the program's appraisal and forms the foundation for the development of initiatives to improve the effectiveness of the program's service delivery.

The department's response and deployment standards are based upon the urban cluster and rural population densities, and the technical rescue demands of the community. Three fire stations provide district-wide coverage; department staffing is based upon station location, incident type, and frequency. The targeted service level objectives in the community risk assessment/standards of cover benchmark statements are based on industry standards and with community expectations, as identified earlier in this report in Category II – Assessment and Planning. The objectives have been approved and adopted by fire district's management and the board of directors. The district's benchmark service level objectives are as follows:

For 90 percent of all technical rescue incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer, shall be: 6 minutes and 30 seconds in urban cluster areas; and 12 minutes and 30 seconds in rural areas. The first-due unit shall be capable of: initiating incident command/safety; assessing the situation to determine the presence of a technical rescue incident; determining the need for additional and specific resources; and estimating potential harm.

For 90 percent of moderate risk technical rescue incidents, the total response time for the arrival of the effective response force (ERF), staffed with 6 firefighters and officers including the technical response team, shall be: 6 minutes and 30 seconds in urban areas; and 12 minutes and 30 seconds in rural areas. The ERF shall be capable of: assuming incident command/safety, selecting strategic/tactical objectives; determining the need for additional and specific resources; estimating potential harm; and affecting the rescue. For 90% of high risk technical rescue incidents, the total response time for the ERF, staffed with 16 firefighters and officers including the technical response team, shall be 20 minutes in urban cluster and rural areas. The ERF shall be capable of assuming incident command/safety, selecting strategic/tactical objectives, needs determination for additional and specific resources, estimate potential harm, effect the rescue.

The district's baseline statements reflect actual performance from 2012 to 2016. The department relies on the use of automatic or mutual aid from neighboring fire departments to provide its effective response force complement of personnel. The district's actual baseline service level performance is as follows:

It was verified and validated by the peer assessment team that the Red White & Blue Fire Protection District did not have sufficient technical rescue incidents, which required an effective response force to be assembled for 2012-2016, to provide a sufficient data set to study. Therefore, no baseline service level performance statements are provided for the effective response force in this report.

Technical Rescue - 90th Percentile Times - Baseline Performance			2012-2016*	2016*	2015	2014	2013	2012	Agency Target
Alarm Handling	Pick-up to Dispatch	Urban	1:00	N/A	1:00	N/A	N/A	N/A	1:00
		Rural	1:20	1:20	N/A	N/A	N/A	N/A	1:00
Turnout Time	Turnout Time 1st Unit	Urban	1:00	N/A	1:00	N/A	N/A	N/A	1:30
		Rural	3:00	3:00	N/A	N/A	N/A	N/A	1:30
Travel Time	Travel Time 1st Unit Distribution	Urban	2:50	N/A	2:50	N/A	N/A	N/A	4:00
		Rural	15:05	15:05	N/A	N/A	N/A	N/A	10:00
	Travel Time ERF Concentration	Urban	7:15	N/A	7:15	N/A	N/A	N/A	4:00
		Rural	21:40	21:40	N/A	N/A	N/A	N/A	10:00
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	5:10	N/A	5:10	N/A	N/A	N/A	6:30
			n=1	n=0	n=1	n=0	n=0	n=0	90%
		Rural	18:05	18:05	N/A	N/A	N/A	N/A	12:30
			n=2	n=2	N/A	n=0	n=0	n=0	90%
	Total Response Time ERF Concentration	Urban	15:50**	N/A	15:50	N/A	N/A	N/A	6:30
			n=1	n=0	n=1	n=0	n=0	n=0	90%
		Rural	25:30**	25:30	N/A	N/A	N/A	N/A	12:30
			n=2	n=2	N/A	n=0	n=0	n=0	90%

*Data is inclusive through October 31, 2016

** Given the size of the aggregate data set, a 90th percentile performance measurement cannot be established and the baseline performance statement for this risk class and category is not included in this report.

The district actively delivers the technical rescue program at the awareness and operations level, with training efforts aimed at reducing the overall risk of technical rescue incidents within the district. The district participates with mutual aid organizations in training and response mitigation and

preparedness activities. The district is a participant member of Colorado Task Force 1, a federal urban search and rescue team. The district's participation in technical rescue preparedness and response has produced verifiable results through planning for anticipated technical rescue incidents, training to manage and mitigate anticipated hazards, and equipment distribution to support an efficient response based upon identified risks. These outcomes and the data for the inputs and outputs used are shared between the district and in conjunction with mutual aid organizations that support the strategic direction and continued growth and development and improvements of the service delivery and their outcomes. With three responses requiring the assembly of the ERF over the last five years, the district's mitigation efforts meet the community expectations for service delivery.

Criterion 5H – Hazardous Materials (Hazmat)

The agency operates an adequate, effective, efficient, and safe hazardous materials program directed toward protecting the community from the hazards associated with the uncontrolled releases of hazardous and toxic materials. The district utilizes a formal and comprehensive appraisal process that focuses on cumulative incident response, major incident response, training and logistics. The annual appraisal takes into consideration information provided from an informal after action review and the formal post incident analysis for each incident to assist in the programs appraisal. In addition, the Summit Fire Authority conducts an annual appraisal, by the Designated Emergency Response Authority (DERA) and Hazmat Team Coordinator to determine the effectiveness of the Summit County hazmat Team (SCHMT). The SCHMT report is required by the Intergovernmental Agreement (IGA) for aid in hazardous substance incidents and provided to all participating parties within the IGA. The response data and outputs are evaluated alongside any mitigation efforts to produce the programs appraisal and forms the foundation for the development of initiatives to improve the effectiveness of the program's service delivery.

The district's response and deployment standards are based upon the urban cluster and rural population densities, and the hazardous materials response demands of the community. Three fire stations provide district-wide coverage; department staffing is based upon station location, incident type, and frequency. The targeted service level objectives in the standards of cover benchmark statements are based on industry standards and best practices, as identified earlier in this report in Category II – Assessment and Planning. The objectives have been approved and adopted by fire district's management and the board of directors. The district's benchmark service level objectives are as follows:

For 90 percent of all hazardous materials response incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer, shall be: 7 minutes in urban cluster areas; and 12 minutes in rural areas. The first-due unit shall be capable of: initiating command/safety; assessing the situation to determine the presence of harm without intervention; determining evacuation needs; denying entry; and establishing hot, warm, and cold zones.

For 90 percent of all hazardous materials response incidents, the total response time for the arrival of the effective response force (ERF) including the hazardous materials response team, staffed with 15 firefighters and officers, shall be: 20 minutes in all population densities. The ERF shall be capable of: assuming command; providing a safety officer; establishing research; determining appropriate response needs; requesting additional resources, technical expertise, knowledge, skills, and abilities to mitigate the hazardous materials incident (offensive or defensive); and providing decontamination.

The district’s baseline statements reflect actual performance during 2012 to 2016. The district relies on the use of mutual aid from neighboring fire districts to provide its effective response force complement of personnel. These resources are immediately available as part of a seamless response system. The district’s actual baseline service level performance is as follows:

For 90 percent of all hazardous materials response incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer, is: 8 minutes and 55 seconds in urban cluster areas; and 13 minutes and 25 seconds in rural areas. The first-due unit is capable of: initiating command/safety; assessing the situation to determine the presence of harm without intervention; determining evacuation needs; denying entry; and establishing hot, warm, and cold zones.

It was verified and validated by the peer assessment team that the Red White & Blue Fire Protection District did not have sufficient hazardous material incidents, which required an effective response force to be assembled for 2012-2016, to provide a sufficient data set to study. Therefore, no baseline service level performance statements are provided for the effective response force in this report.

Hazmat- 90th Percentile Times - Baseline Performance			2012-2016*	2016*	2015	2014	2013	2012	Agency Target
Alarm Handling	Pick-up to Dispatch	Urban	2:20	1:55	1:50	2:50	2:00	3:10	1:00
		Rural	2:25	4:30	1:30	3:08	2:05	2:40	1:00
Turnout Time	Turnout Time 1st Unit	Urban	2:45	3:15	2:25	2:45	4:00	1:50	1:30
		Rural	2:50	1:40	2:50	2:30	4:40	2:30	1:30
Travel Time	Travel Time 1st Unit Distribution	Urban	5:40	4:50	5:40	5:40	6:00	6:30	4:30
		Rural	10:40	11:20	8:40	10:40	9:00	12:50	9:30
	Travel Time ERF Concentration	Urban	13:55	N/A	N/A	13:55	4:50	0:55	17:30
		Rural	19:50	19:50	N/A	N/A	11:25	17:30	17:30
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	8:55	10:25	9:10	9:00	8:05	7:50	7:00
			n=101	n=16	n=28	n=31	n=16	n=10	90%
		Rural	13:25	13:40	12:40	13:00	13:25	16:55	12:00
	Total Response Time ERF Concentration	Urban	17:30	N/A	N/A	17:30	7:20	1:30	20:00
			n=7	n=0	n=0	n=4	n=2	n=10	90%
		Rural	12:30	21:10	N/A	N/A	12:20	21:30	20:00
		n=5	n=1	n=0	n=0	n=1	n=3	90%	

*Data is inclusive up to October 31, 2016

The district is an active participant in the Summit County Hazardous Materials Team (SCHMT), a multi-agency group focused on incident response, planning with the Local Emergency Planning Commission (LEPC), and multi-company training efforts aimed at reducing the overall risk of hazardous materials incidents throughout the district and Summit County. The district's member participation in the LEPC has produced verifiable mitigation results through plan formation aimed at anticipated hazardous materials incidents, training to manage anticipated hazards, and equipment distribution to support an efficient response based upon identified risks. These outcomes and the data for the inputs and outputs used are shared between the district, LEPC, SCHMT, and parties within the inter-governmental agreement for the SCHMT supporting the strategic direction for continuous improvement of the service delivery and associated outcomes. With 12 responses requiring the assembly of the ERF over the last 5 years, the district's mitigation efforts meet the community expectations for service delivery.

Criterion 5K – Wildland Fire Services

The agency operates an adequate, effective, and efficient program directed toward a wildland fire program. The district performs a program appraisal annually. This appraisal is generated by the district's program manager and verified by the fire chief. The appraisal provides a summary of activities affecting the wildland program including external factors (precipitation for example) which contributed to the incident rate for that year. The appraisal identifies the volume of incidents related to wildfire distinguishing between confirmed fires, good intent calls, and out-of-district assistance provided. The appraisal contains information pertaining to standard operating guidelines, training, and logistics, and summarizes changes which have occurred or identified areas of improvement. In its current format the appraisal provides a solid picture from which training and logistics needs can be evaluated. Information pertaining to the measurement of performance objectives is collected in the community risk assessment/standards of cover, and not captured on the appraisal. Information pertaining to mitigation efforts such as FireWise™ Communities program, defensible space inspections and education delivery was available but not included in the formal appraisal. While all related inputs and outputs associated with the program are considered in the appraisal process, it is recommended that the district combine the current input and output elements used in program appraisal into a formal and documented process that includes analysis of any mitigation efforts to identify performance gaps and correlating them to measurable outcomes. It is further recommended that this formal and documented process be considered for application with other program(s) delivered by the district where appropriate.

The district has a comprehensive training program which meets the requirements of local, state, and federal guidelines. All operations firefighters are "red card" certified at a minimum. The district operates position specific National Wildfire Coordination Group (NWCG) task books to enhance the career progression of members. The certification level of personnel is a factor in shift assignments to ensure levels of service are standardized throughout. The district participates in joint training events monthly with neighboring partners, including an annual joint wildland exercise in preparation for the start of the fire season. Training and certification is tracked through a state database and the district's main training database, and this level of specificity allows the program manager to concentrate directly on the training needs of all members.

The district's response and deployment standards are based upon: National Fire Protection Association (NFPA) 1141, *Standard for Fire Protection Infrastructure for Land Development in Wildland, Rural, and Suburban Areas*; NFPA 1142, *Standard on Water Supplies for Suburban and Rural Fire Fighting*; NFPA 1144, *Standard for Reducing Structure Ignition Hazards from Wildland*

Fire; NFPA 1143, Standard for Wildland Fire Management; NFPA 1051: Standard for Wildland Fire Fighter Professional Qualifications; and NFPA 1906: Standard for Wildland Fire Apparatus. They are used to identify the necessary elements of its wildland fire fighting program including, but not limited to, training requirements, vehicle familiarization, pre-fire planning, and special hazards that enable firefighters to extinguish fires safely and efficiently. The objectives have been approved and adopted by fire district's management and the board of directors. The district's benchmark service level objectives are as follows:

For 90 percent of all wildland fire incidents (urban and non-urban interfaces), the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer, shall be 7 minutes. The first-due unit shall be capable of: initiating command/safety; determining the location, size, and initial tactical plan; and initiating fire attack in accordance with the Summit County Annual Operating Plan.

For 90 percent of all wildland fire incidents, the total response time for the arrival of the effective response force (ERF), staffed with 19 firefighters and officers shall be 20 minutes in urban interface areas; and 7 firefighters and officers in non-urban interface areas. The ERF shall be capable of: assuming command; establishing a safety officer; advancing attack lines or appropriate fire control measures; determining ownership; ordering additional resource; and establishing lookout, communications, escape routes and safety zones (LCES).

The district's baseline statements reflect actual performance during 2012 to 2016. The district relies on the use of automatic or mutual aid from neighboring fire departments to provide its effective response force complement of personnel. These resources are immediately available as part of a seamless response system. The department's actual baseline service level performance is as follows:

It was verified and validated by the peer assessment team that the Red White & Blue Fire Protection District did not have sufficient non-urban and urban interface wildland incidents, which required an effective response force to be assembled for 2012-2016, to provide a sufficient data set to study. Therefore, no baseline service level performance statements are provided for the effective response force in this report.

(Non-Urban Interface-Moderate) Wildland - 90th Percentile Times - Baseline Performance			2012- 2016*	2016*	2015	2014	2013	2012	Agency Target
Alarm Handling	Pick-up to Dispatch	Urban	N/A	N/A	N/A	N/A	N/A	N/A	1:00
		Rural	1:20	1:20	0:10	0:51	N/A	1:15	1:00
Turnout Time	Turnout Time 1st Unit	Urban	N/A	N/A	N/A	N/A	N/A	N/A	1:30
		Rural	3:15	3:15	1:55	2:35	N/A	1:15	1:30
Travel Time	Travel Time 1st Unit Distribution	Urban	N/A	N/A	N/A	N/A	N/A	N/A	4:30
		Rural	40:05	15:15	7:15	40:05	N/A	28:25	4:30
	Travel Time ERF Concentration	Urban	N/A	N/A	N/A	N/A	N/A	N/A	17:30
		Rural	21:05	21:05	17:50	N/A	N/A	N/A	17:30
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	N/A	N/A	N/A	N/A	N/A	N/A	7:00
			n=0	n=0	n=0	n=0	n=0	n=0	90%
		Rural	43:55	32:10	9:20	43:55	N/A	30:20	7:00
			n=8	n=4	n=1	n=1	n=0	n=2	90%
	Total Response Time ERF Concentration	Urban	N/A**	N/A	N/A	N/A	N/A	N/A	20:00
			n=0	n=0	n=0	n=0	n=0	n=0	90%
Rural	45:25**	21:25	19:55	N/A	N/A	N/A	20:00		
	n=2	n=2	n=1	n=0	n=0	n=0	90%		

*Data is inclusive up to October 31, 2016

** Given the size of the aggregate data set, a 90th percentile performance measurement cannot be established and the baseline performance statement for this risk category is not included in this report.

(Urban Interface-High) Wildland 90th Percentile Times - Baseline Performance			2012-2016*	2016*	2015	2014	2013	2012	Agency Target
Alarm Handling	Pick-up to Dispatch	Urban	N/A	N/A	N/A	N/A	N/A	N/A	1:00
		Rural	2:35	1:15	1:00	N/A	2:40	1:15	1:00
Turnout Time	Turnout Time 1st Unit	Urban	N/A	N/A	N/A	N/A	N/A	N/A	1:30
		Rural	4:50	4:50	3:35	N/A	2:00	1:05	1:30
Travel Time	Travel Time 1st Unit Distribution	Urban	N/A	N/A	N/A	N/A	N/A	N/A	4:30
		Rural	8:30	5:20	8:30	N/A	3:35	1:50	4:30
	Travel Time ERF Concentration	Urban	N/A	N/A	N/A	N/A	N/A	N/A	17:30
		Rural	26:00	N/A	N/A	N/A	N/A	N/A	17:30
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	N/A	N/A	N/A	N/A	N/A	N/A	7:00
			n=0	n=0	n=0	n=0	n=0	n=0	90%
		Rural	13:05	10:30	13:05	N/A	N/A	N/A	7:00
			n=7	n=4	n=1	n=0	n=1	n=1	90%
	Total Response Time ERF Concentration	Urban	N/A**	N/A	N/A	N/A	N/A	N/A	20:00
			n=0	n=0	n=0	n=0	n=0	n=0	90%
Rural	28:05**	N/A	4:05	N/A	N/A	N/A	20:00		
n=1	n=0	n=1	n=0	n=0	n=0	90%			

*Data is inclusive up to October 31, 2016

** Given the size of the aggregate data set, a 90th percentile performance measurement cannot be established and the baseline performance statement for this risk category is not included in this report.

The district is an active participant in the Summit County Wildfire Council, a multi-agency group focused on mitigation, public education, and training efforts aimed at reducing the overall risk of wildland fires throughout the county. The district’s leading role in this effort produced verifiable results in their own risk reduction efforts with an increase in defensible space inspections and requests for inclusion in the FireWise™ Community Program. These efforts, plus the addition of stored water resources, a reduction in slash, timber, and debris from a community wide chipping program, lead to a decrease in the number and severity of incidents related to wildland and the associated urban interface. These outcomes and the data for the inputs and outputs used are shared with the authority having jurisdiction and provided to the Summit County Wildfire Council to assist

in updating the Summit County Community Wildfire Protection Plan, and the creation of new district initiatives to improve service delivery, prevention measures and their outcomes.

Category VI — Physical Resources

The Red, White & Blue Fire Protection District currently maintains and operates three fire stations and a fire museum within the jurisdiction with a fourth fire station coming on board in early 2017. They also co-own a training facility in Frisco, Colorado with the Lake Dillon Fire Protection District and the Copper Mountain Consolidated Metro District. All of the district's facilities comply with current federal, state and local regulations. The district has a response and support fleet of 19 apparatus and support vehicles, which is adequate to meet the identified needs of the community.

Development and use of physical resources is consistent with the agency's established plans. A systematic and planned approach to the future development of facilities is in place. The Red, White & Blue Fire Protection District includes the community, district board, and district staff in evaluating the need and planning for physical facilities. The team approach enables all parties involved to have a say in assuring the needs of current and future facilities are met. The evaluation findings are integral to the development of initiatives in the strategic and long range capital expenditure plans.

The agency designs, maintains, manages fixed facility resources that meet the agency's goals and objectives. The district has three current fire stations with a fourth to open in the spring of 2017, a shared training center, and a fire museum. All district facilities comply with federal, state, and local codes and regulations at the time they were constructed. A long-range capital expenditure plan and strategic plan includes funds for future renovations and expansions of existing facilities. All the current stations have exhaust capture systems, sprinkler protection, and fire detection and security systems.

Apparatus resources are designed, purchased, maintained to adequately meet the agency's goals and objectives. The district employs apparatus types applicable to the functions served and identified risks of the community. They operate and maintain Type 1 and 6 (wildland) engines along with a tower platform, water tenders and advanced life support medic units. The support staff and administration operate staff vehicles for response and daily operations.

The district includes vehicle and apparatus replacement in their capital expenditure plan. All new apparatus specifications are written by a core committee of district members with expertise in different areas and disciplines of auto-mechanics, organizational management, and specialty areas of lighting and compartmentation. The leader of the fleet committee is a subject matter expert with multiple years of emergency fleet industry experience.

Apparatus resources are designed, purchased, maintained to adequately meet the agency's goals and objectives. The district uses Snake River Fleet Services (Fleets), a subsidiary of Lake Dillon Fire Protection District, as well as outside certified vendors to provide apparatus preventative maintenance, testing, and emergency repair in accordance with manufacturer's recommendations and federal regulations. Reserve apparatus owned by the district are put in service when lengthy repairs or testing is needed.

The inspection, testing, preventative maintenance, replacement schedule, and emergency repair of all apparatus is well established and meets the emergency apparatus service and reliability needs. The district has an established apparatus maintenance program through Fleets. Fleets has a mobile repair

unit that responds to the district if necessary. All apparatus are inspected by operations crews every 48 hours at shift change. Safety issues and repair needs are noted and units are taken out of service for corrective measures if needed. Fleets performs the annual vehicle inspections and conducts preventative maintenance on 200 hour intervals. Annual pump testing is done by Fleets by certified pump technicians and aerial ladder testing is done by approved and certified vendors in accordance with National Fire Protection Association (NFPA) standards.

The district uses *Fleetio.com* software to record all fleet related issues and management of all fleet related repairs, costs, and maintenance history. The program provides excellent documentation for planning, budgeting and reporting purposes.

Equipment and supplies are adequate and designed to meet the agency's goals and objectives. Equipment resources for the district are adequate and maintained to meet the communities' identified risks. All apparatus are equipped with the necessary equipment to meet NFPA 1901: *Standard for Automotive Fire Apparatus*. All equipment is inspected every 48 hours at shift change and more thoroughly on consistent intervals. Equipment that requires annual testing is done by outsourcing to approved and certified vendors to save time and protect against employee injury and liability.

Safety equipment is adequate and designed to meet agency goals and objectives. Safety equipment is adequate and distributed to personnel as defined in district Standard Operating Guideline 506. The district perpetuates a culture of safety and employees embrace the equipment and training provided to them to make the work place safer and meet the agency's goals and objectives.

Category VII — Human Resources

The district has a human relations program that shows a great level of evolution. In 2016, the human resources system was re-structured from a combination system of utilizing a human resource generalist and director of finance and personnel that each focused upon portions of human resource functions. The integration of a dedicated human resources officer now handles all aspects of human resources, including but not limited to, employee relations, policy and procedures, handbooks development and review, discipline, terminations, benefits, and compliance with local, state and federal employment law and requirements. The human resources officer consults with the fire chief, deputy fire chiefs, battalion chiefs, other officers and employees regarding employment issues. Clearly, the employment of a dedicated human relations professional has a significant impact on management successes realized by the district.

General human resources administration practices are in place and are consistent with local, state/provincial, and federal statutory and regulatory requirements. The district employs a human relations professional. This position has resulted in the complete revision of the employee handbook, introduction of peer assistance programs, and the standardization of hiring and appraisal programs. This position has also resulted in the organization of employee benefits programs and increased the education of district members.

The agency's general goals and specific objectives direct its priorities in a manner consistent with its mission and appropriate for the community it serves. The district has utilized several platforms to advertise hiring vacancies, including hosting job fairs. The human relations officer consults external support networks for review of position descriptions and job postings prior to their advertisement. The district also utilizes "acting" packets which enable internal employees to gain experience in prospective positions and attain the necessary certifications required for promotion. These practices

ensure that the process complies with all applicable regulations while simultaneously preparing their workforce for advancement opportunities. While the district does a good job recruiting new hires and promotional candidates within the parameters of the law, it is recommended that the district update the hiring/promotion processes including initial job offer letters, to include candidate notification that clearly identifies minimum employment requirements, certifications and conditions of employment that must be accomplished or maintained within specific time frames.

The district utilizes several programs to ensure a smooth transition for new members. Members have an “onboarding” packet that addresses member benefits as well as ethical and code of conduct considerations. Members are also required to participate in a two-stage “phase” process. This process is administered by the supervisor and is designed to concentrate on skills acquisition and demonstration essential to fire ground operations. Feedback and performance reviews are required throughout the phase process. The district has utilized the onboarding and phase process for several years and yielded positive results with respect to the integration of new personnel. Currently, the district utilizes the appraisal process to evaluate the knowledge, skills, and abilities of promoted personnel.

Personnel policies and procedures are in place, documented, and guiding both administrative and personnel behavior. The district utilizes a single source document to establish personnel policies and procedures. The *Employee Handbook* was developed through collaborative efforts of employees at all levels, and processed through the human relations officer and certified by the fire chief. The district conducts training on the *Employee Handbook* initially when ratified, and plans on conducting familiarization training annually.

The district uses the *Employee Handbook* as well as standard operating guidelines to establish policies that promote a work environment free of harassment and discrimination. These policies are communicated to all members upon hire, annually, or anytime the policies undergo revision. The policies are available to all members both in hard copy through the *Employee Handbook* or accessed electronically through the district’s network.

The district has a credible ethics and conflict of interest policy, however enhancements to the frequency of training for all members would cement organizational expectations in the culture and help to potentially prevent violations of the district’s policies. It is recommended that the district increase the frequency of training specific to conflicts of interest and ethics subjects.

Human resources development and utilization are consistent with the agency’s established mission, goals, and objectives. The district has a position classification in place which identifies advancement and promotion requirements. All job descriptions undergo review annually and are updated when appropriate to meet the needs of the district. The district utilizes Mountain States Employees Council to assure its compliance with Fair Labor Standards Acts.

The district’s current job descriptions do not accurately convey the expected performance or certification requirements of employees. A firmer understanding of roles and responsibilities by all members would be established if requirements for program inclusion such as wildland, hazardous materials, and technical rescue were clearly defined. It is recommended that the district review and change job descriptions to clearly identify training or certifications which are considered conditions of employment with assigned time standards for acquisition after hiring or promotion.

A system and practices for providing employee/member compensation are in place. The district reviews the pay and compensation packages for all employees annually. The results of the review are available for all members whether published or through private request. The district does not publish salary rates for senior members, but this information is available by request and its disclosure is not prevented by specific policies.

The agency's occupational health, safety, and risk management programs protect the organization and personnel from unnecessary injuries or losses from accidents or liability. The district has a health and safety officer as part of the senior staff. This position provides oversight to all health and safety programs. The district takes steps towards the prevention of accidents and injuries through the early education of new employees and continuing education with specific topics identified in the annual training plan. The district utilizes an in-service process for all new equipment and apparatus that includes operations and safety training.

District policies and standard operating guidelines establishes a safety officer at all emergency scenes and are part of the critical tasking evaluation and formation of the effective response force for each risk class and category. The district recognizes the Fire Department Safety Officer Association (FDSOA) Incident Safety Officer certification as the minimum qualification for safety officer assignment, currently all fire officers and any personnel eligible for acting officer assignment are certified to the FDSOA Incident Safety Officer level. The safety officer assignment occurs when incident command is established at emergency incidents. The initial incident commander may assume the responsibilities of the incident safety officer until additional resources arrive for specific assignment. This assignment process is practiced regularly when the district performs company and multi-agency operational exercises. The district and their response partners follow National Fire Protection Association Standard 1403: *Standard on Live Fire Training Evolutions* guidelines for live fire training and assign safety officer positions to ensure compliance.

The agency has a wellness/fitness program for recruit and incumbent personnel. The agency specifies and communicates the provisions if employees/members do not comply with the wellness/fitness program. The district's medical and fitness program is overseen by the health and safety officer. All operational employees participate in the program which includes a comprehensive medical examination by physicians at Colorado State University on a three-year rotation. Employees also receive a less extensive physical evaluation on years not evaluated by Colorado State University. All operational employees are also required to perform a physical agility test designed to ensure firefighters can demonstrate the physical ability to perform essential job tasks. Additionally, all operational personnel are required to conduct the three-mile pack test for "red card" certification. All the above elements combine to provide the employee and the district with an in-depth and continual look at physical fitness.

The district has a program appraisal process in place to conduct the evaluation of member fitness, but this process is not as comprehensive as other service delivery appraisals completed by the district. The health and wellness program generates considerable input and output data that could assist members in their efforts to improve personal fitness. The data if compiled more thoroughly and evaluated against measured outcomes, it would provide information on successes and challenges in meeting district expectations. It is recommended that the district apply program appraisal processes used in other programs evaluations (wildland, technical rescue, etc.) to the wellness/fitness program for identification of performance gaps and initiative solutions that will improve the delivery of the program.

Category VIII — Training and Competency

The Red, White & Blue Fire Protection District (RWBFPD) manages and runs its training and competency program as a part of the High-Country Training Center (HCTC), located in the neighboring town of Frisco. The HCTC is a training compound complete with facilities and props that comes by virtue of agreements and participation between the RWBFPD, Copper Mountain Fire Department, and the Lake Dillon Fire Protection District. The overall authority for the training facility comes from the Summit Fire Authority (SFA), which is the governance model for the facility that is made up of a board member from each of the participating fire districts. There also exists an advisory committee that is made up of operational officers that provide feedback to the training center. RWBFPD is the managing partner of the training center and the RWBFPD Division Chief is the director of the center, with full control of the programming and budgeting with oversight by the SFA.

The overall training program is comprehensive and covers training for based on the fire and non-fire risk based delivery programs. The center focuses on ensuring that all members receive the job performance requirements (JPR) as required by the state of Colorado and other requirement sources. Because of the participation of all departments within Summit County, the district partakes in training that is RWBFPD and multi-agency specific, thus supporting the consistency of competencies among its mutual aid agencies.

The agency has established general goals and specific objectives that direct the agency's priorities in a manner consistent with its mission and appropriate for the community it serves. The district, through the HCTC, utilizes a multi-dimensional approach to identifying the training needs for its members. The HCTC staff, consisting of the division chief and captains, research and define district training on an annual basis focusing on how the training applies to the established JPR requirements as set forth by the Colorado Division of Fire Prevention and Control (CDFPC) and hours/skills for EMS required by the Colorado Department of Public Health and Environment (CDPHE); noted deficiencies as reported internally, and the established strategic plan. Input is solicited through internal communications systems from all levels of the organization, as well as from all participating agencies of the HCTC. Training center staff prioritize the needs and develop the planning and curricula required to meet those needs. This provides for consistency in training amongst all members of all participating departments.

Training and education programs are provided to support the agency's needs. The RWBFPD, through the HCTC, evaluates the crew performance with measures as established by the CDFPC and CDPHE. These performance-based measures align with the National Fire Protection Association and are further validated by the International Fire Service Accreditation Congress (IFSAC) processes. The training center and therefore, the district, provides task books, based on the particular discipline, that contain the stated measures and ensure alignment with the JPRs set forth by the state. The HCTC also continues to focus on performance-based measures for those training offerings that do not specifically fall within the realm of CDFPC and CDPHE requirements.

Training and education resources, printed and non-printed library materials, media equipment, facilities, and staff are available in sufficient quantity, relevancy, diversity, and are current. The HCTC is equipped with various facilities and props that allow not only the district, but all the participating departments in Summit County to conduct single-company or multi-company, multi-jurisdictional training. The list of resources at the training center include but are not limited to:

classroom space, a four-story training tower complete with live-burn capabilities, areas for conducting vehicle extrication training, areas for conducting specific technical rescue disciplines and various props relative to the risks and hazards encountered within the district and the county. All resources are modern and in good shape. The overall size and scope of the training center provides all participants with a safe and modern area to train and learn.

The main staff at the HCTC includes a division chief and two training captains to oversee and provide the main curriculum development and training for the district. Additionally, the RWBFPD has more than 20 certified fire instructors that are certified by the CDFPC that provide a variety of training to meet the needs of the district and the training center. Finally, the training center utilizes guest lecturers from within and outside of the district to provide a well-rounded curriculum base.

The staff at the HCTC are tasked to evaluate the training materials on an annual basis with the oversight of the advisory committee and the SFA. This process has defined the training material needs, whether due to something being outdated or based on changes due to research and industry best practices. This ensure that training delivery remains comprehensive and contemporary for all members of the HCTC.

Category IX — Essential Resources

Criterion 9A – Water Supply

The Red, White & Blue Fire Protection District protects the towns of Breckenridge and Blue River, and areas of unincorporated Summit County. The district is supported by four different water systems with the largest being the town of Breckenridge. The Breckenridge water system stores up to 6 million gallons and handles a daily usage of 1.73 million gallons from 10 water tanks and pumping stations. Several areas within the district are not connected to one of the pressurized water systems and depend on cisterns and water tenders for support of fire suppression activities. District codes require new construction to have sprinkler protection, based upon the adopted code, and provide additional water supply. The town of Breckenridge has plans to construct a new treatment plant, with immediate plans for expanding pressurized water lines to areas without hydrants.

The water supply resources are reliable and capable of distributing adequate volumes of water and pressures to all areas of agency responsibility. All areas meet fire flow requirements in accordance with applicable fire flow criteria.

The district has established minimum flow requirements for new development based upon the adopted International Fire Code (IFC), Appendix B. In rural areas, in the absence of a pressurized water system, the developer is required to present a plan to produce the needed fire flow per IFC Appendix B. Plans that do not meet the requirements must upgrade the water supply, alter the construction type and/or provide an automatic fire suppression system. During the review process, all elements of the construction are considered and final fire flow tests are conducted by the district to ensure compliance.

Existing structures undergoing a remodel of at least 50 percent of the common area are required to meet the same code requirements as new construction. The plan review process has been adequate ensuring compliance with fire flow requirements.

The district is served by four different water systems that combine for a total of 6.5 million gallons of stored water with an average daily usage of 1.8 million. The town of Breckenridge has ten elevated tanks and surrounding towns have five fire pumps that assist in developing proper water pressure. Breckenridge has 21 cisterns throughout the district with 117,600 gallons of stored water supply available for firefighting operations. The district and surrounding mutual aid fire departments have fire engines and water tenders with a total capacity of 18,300 gallons. In the rural areas of the district, water tender operations are automatically dispatched based on the computer aided dispatch recommendations. All of these resources, proper planning and training combine for an adequate water supply for firefighting purposes for identified risks. The district developed a water supply standard operating guideline in 2016 to identify all available water sources within the Summit County region.

Criterion 9B – Communication Systems

The communication system for the Red, White & Blue Fire Protection District is based in Frisco, Colorado and is known as the Summit County Communications Center (SCCC). The district has an Inter-Governmental Agreement (IGA) with the SCCC for providing the primary emergency communications system infrastructure for the district. The SCCC is the primary public safety answering point (PSAP) for all of Summit County fire, emergency medical, and law enforcement agencies.

The public and the agency have an adequate, effective, and efficient emergency communications system. The system is reliable and able to meet the demands of major operations, including command and control within fire/rescue services during emergency operations, and meets the needs of other public safety agencies having the need for distribution of information. The district plans to work closely with the SCCC to ensure the communications systems continue to be adequate, effective, and efficient to meet the ongoing and strategic needs of the district identified within this report and organizational planning documents.

The SCCC provides 17 Federal Communications Commission (FCC) Very High Frequency (VHF) licensed radio frequencies. The district uses one primary dispatch radio frequency, two repeated operational frequencies and three direct tactical frequencies for field communications. District apparatus and staff response vehicles are equipped with at least one portable 800 MHz radio that can be used for communications with agencies on the 800 MHz system. Dependent upon incident type, the SCCC has the ability to patch VHF and 800MHz channels together to form interoperable communications. The district requires new construction comply with Section 510 of the 2012 International Fire Code (IFC), which requires bi-directional amplification system installation.

The district utilizes data received from the SCCC to conduct annual appraisals of the emergency communications system's effectiveness relating to district expectations. The appraisals have identified issues related to time stamps and reliability of call processing data. The current computer aided dispatch (CAD) system does not communicate with the phone system, however a new CAD system that does integrate with the phone system is in the purchasing process and should be installed by the end of 2017.

The district has done significant work identifying hardware and software enterprise solutions for the new CAD system to help them reach long awaited goals and objectives for the improvement of impacted portions of program(s) service delivery. Given the complexities of this type of multi-agency system delivery change, it is recommended the district develop and publish a systems integration and

testing plan with supporting agencies and entities for the new computer-aided dispatching and supplementary system hardware and software components.

The district and the SCCC work together to enhance system processes in an effort to meet expectations of the district. While there have been successes in this work the evaluation, expectations and desired outcomes have not been formally presented to the SCCC. To provide a comprehensive and clear understanding of the authority having jurisdiction's expectations, it is recommended the district research the need to develop a service level agreement with the Summit County Dispatch Center to identify expectations and formalize the appraisal of annual performance.

Criterion 9C – Administrative Support Services and Office Systems

The Red, White & Blue Fire Protection District is organized along functional lines of responsibility that provide various services and programs that are vital to the overall success of the organization. Each division is managed by a chief officer charged with ensuring their respective divisions are working toward the district's goals and objectives.

Administrative support services and general office systems are in place with adequate staff to efficiently and effectively conduct and manage the agency's administrative functions, such as organizational planning and assessment, resource coordination, data analysis/research, records keeping, reporting, business communications, public interaction, and purchasing.

The district's administrative support structure is designed to encourage goal and objective completion and provide all divisions with human resource management and organizational support. The administrative staff includes a human resources officer, information technology officer, finance officer and an administrative assistant.

District documents, forms and standard operating procedures are reviewed and updated at intervals of one to three years, based on scope and complexity. All organizational documents and interagency agreements are scanned to a local drive and distributed through *Google Drive*, as well as stored in paper format.

Category X — External Systems Relationships

The Red, White & Blue Fire Protection District (RWBFPD) participates in many external systems relationships in order to further its service delivery in a quality manner for those within the district's jurisdiction and within Summit County. The RWBFPD employs various processes and agreement methods in order to further accomplish goals and objectives and partners in various aspects to meet its mission. The district has remained creative in its participation through these relationships in achieving quality service delivery and the ability to offer quality programs that focus on the community.

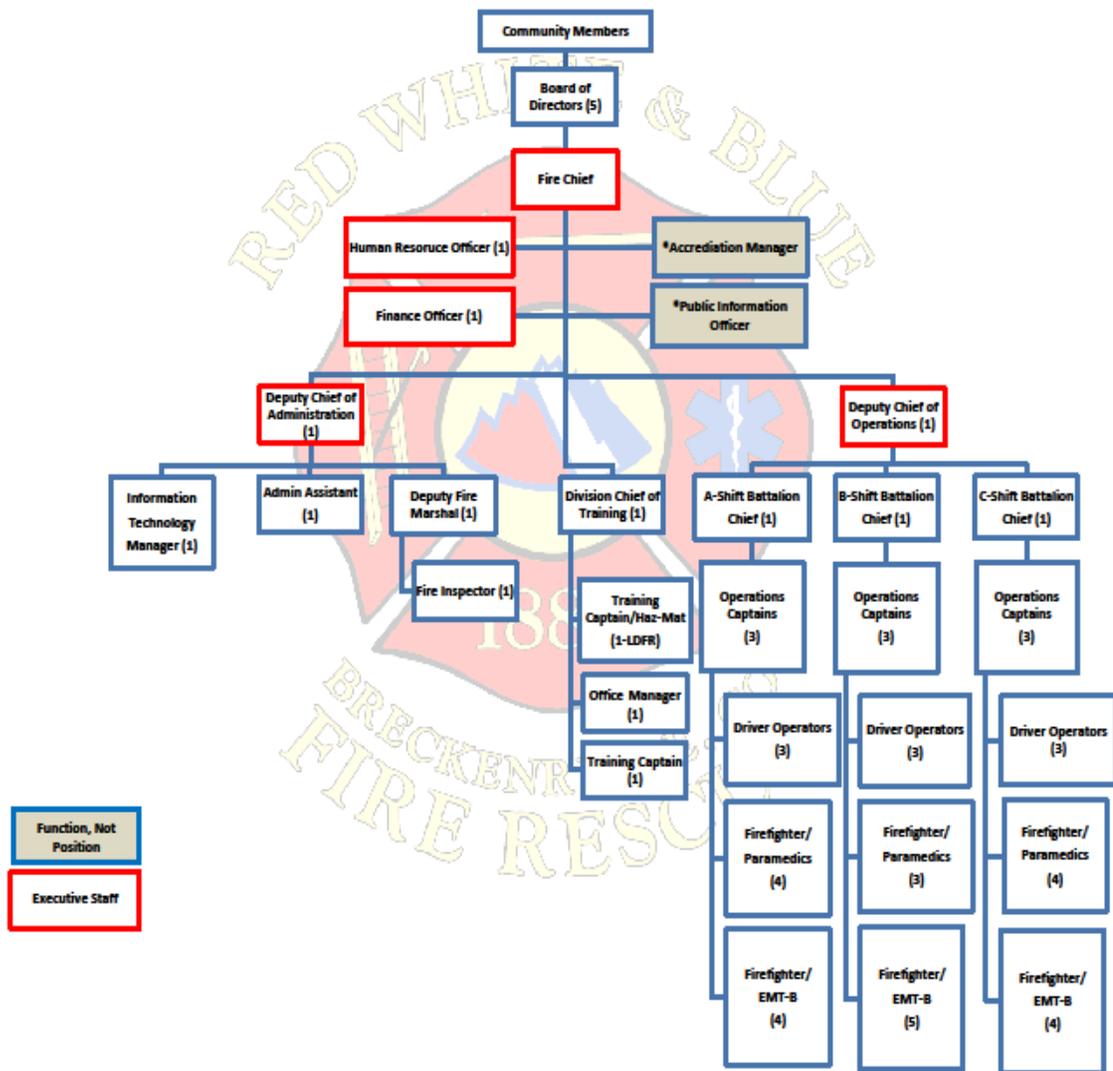
The agency's operations and planning efforts include relationships with external agencies and operational systems that affect or may influence its mission, operations, and/or cost effectiveness. The RWBFPD maintains external relationships through various means and organizations to provide comprehensive, quality services that support its mission and operations, while remaining focused on the effectiveness of the deliveries. The district and its partners maintain current intergovernmental agreements, mutual aid agreements, memoranda of understanding, and other relations to provide what is expected and efficient for those within its jurisdiction. The district maintains a quality process to

track each agreement-type document in order to monitor process for effectiveness, impact to the district, and sustainability as applicable.

The agency maintains current agreements with those external agencies which support the identified programs. All external agency agreements required to be maintained in support of any program are current, reviewed and/or updated within the accreditation period and adopted by the appropriate governing bodies.

The RWBFPD reviews its agreements annually to ensure they remain relevant, effective, and current. During the review process, the district meets with the other partner(s) within the agreement to determine the stated parameters and to determine if revision is required. Based on the feedback of all parties, if revision is required, then the revision process commences through proper systems to ensure that the overall agreements remain legal and that process integrity remains. The district reports regularly on the review process and any outcomes that comes from said process to the board of directors monthly.

Organizational Chart



Function, Not Position

Executive Staff