



Windsor Severance Fire Rescue 2023 Program Appraisals



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Community Outreach Program

Prepared by: Sandra Friedrichsen
Date of Appraisal: 12/31/2023
Accreditation Category/Criterion: 5B

Program Summary

The agency's Life Safety Division provides a wide variety of fire prevention and emergency management services to both WSFR members as well as the citizens within the agency's service area. The Division is staffed by a Fire Marshal, one Community Risk Reduction Manager, one Fire Inspector, and one part-time inspector. WSFR completes a variety of fire safety inspections, community outreach, fire investigations, and community education each year.

The agency's public education efforts are provided to all ages and risk groups throughout our community. Not only do we get to each elementary school every October, but we also provide CPR/BLS classes, senior safety classes, summer safety activities for the kids on summer break, fire extinguisher training, Safesitter classes, and many other educational opportunities for the department and the community.

2023 Goals and Objectives

1. Create and teach age-appropriate curriculum to all Weld Re-4 district 1st, 3rd and 5th graders in September & October 2023.
2. Continue to collect pertinent data in Airtable to show the effectiveness of CRR.
3. Set up and execute the following programs:
 - a. Safe Sitter- offer classes 4-6x a year except where demand is higher, filling each one at 80% capacity with 100% passing rate (where applicable)
 - i. Safe at home: 90-minute program designed to teach students in grades 4-6 to be safe when they are home alone. (90 min class)
 - ii. Intro to Babysitting: This course is a 60-minute program designed to introduce students in grades 6-8 to safely care for children.
 - iii. Safe Sitter Essentials: This course is designed to prepare students in grades 6-8 to be safe when they are home alone, watching younger siblings, or babysitting.
 - iv. Grandparents: Getting Started This course is designed to prepare adults to provide the best and safest care for their grandchildren whether providing care regularly or only occasionally babysitting.
 - b. Summer Stations



- c. Summer Concerts at Boardwalk Park: talk to 250 ppl over the summer- bi-weekly attendance.
- d. Teen mental health- TBD
- 4. Increase June Open House Attendance to 1500 (from 1000 in 2022)
- 5. Community Risk Reduction Plan was started at the end of 2022 with the collection of data and information from the response crews. LSD would like to have the first draft of this by May 2023, implementation and working on a culture change by the end of 2023, so that we can start 2024 with it fully in place.

2023 Goals and Objectives Met

- 1. Set up and execute the programs as stated in the 2023 goals
 All were met except for the Grandparents babysitting. This program was finally released at the end of 2023 and will be placed on the goal list for 2024.
- 2. Create and teach age-appropriate curriculum to all Weld Re-4 district 1st, 3rd and 5th graders in September & October 2023.
 With the staffing and time that was allocated to our CRRM, she was able to get to every 1st, and 3rd grade child within our fire district. The curriculum was well received and is expected to be used in 2024.

- 3. Continue to collect pertinent data in Airtable to show the effectiveness of CRR.

We will have a full year of data on Airtable for 2023 that we will be able to use moving forward. This program has become extremely valuable for our division and we will continue to use this platform moving forward.

2023 Goals and Objectives Not Met

- 4. Community Risk Reduction Plan was started at the end of 2022 with the collection of data and information from operations crews. LSD would like to have the first draft of this by May 2023, implementation and working on a culture change by the end of 2023, so that we can start 2024 with it fully in place.

Other projects took priority and this was not completed. It will be moved to a goal for 2024 that our Community Risk Reduction Manager will be handling.

2024 Goals and Objectives

- 1. To continue teaching all preschool, 1st and 3rd graders during fire safety month using the same curriculum designed for 2023.
 - a. Continue efforts to access Windsor Charter and ALA, try different emails/calling.
 - b. If/when a second educator is added we can consider a 5th grade fire safety program as well.
- 2. Teach the “Grandparents Getting Started” classes



- a. Possibly at the rec center
 - b. Reach out to retirement homes/assisted living communities
- 3. Safe Sitter
 - a. Offer classes quarterly
 - b. Partner with Loveland Fire Rescue Authority on this so that more kids can go through this class
 - c. Offer Safe @ Home twice a year or as needed (partner with the library on this)
- 4. Poudre Trail Markers
 - a. Partner with Wade Willis and the Town of Windsor.
 - b. Evaluate a partnership with Greeley and Ft Collins on their sections of the trail.
 - c. The timeline will be based on the partners that we work with and any grants that will be received to make this project successful. We anticipate having a plan in place by the end of 2024 for implementation in 2025.
- 5. CRRP
 - a. Assess current information gathered.
 - b. Research and build a risk reduction plan based on knowledge gained from other professionals.
 - c. Finalize and complete the report and present it no later than the third quarter of 2024.



Domestic Preparedness Program

Prepared by: Travis Chapman
Date of Appraisal: 1/17/2024
Accreditation Category/Criterion: 5D

Program Summary

The purpose of the Domestic Preparedness Program is to provide knowledge and prepare our community and our organization for natural and man-made disasters and large-scale emergencies. This includes preparation for, actions during, and recovery following an event in our community. Also included is preparation to effectively integrate with other emergency response agencies to ensure effective operations in responding to and mitigating these events.

2023 Goals and Objectives

- Complete a COOP – *FESSAM – PI 5D.6*
 - Must be a priority for 2023 for preparedness and to ensure WSFR operations are not compromised during a large-scale incident or situation directly impacting WSFR and our ability to respond and serve.
 - No budget impacts beyond staff time.
- Continue to work with the Town of Windsor and the Town of Severance to remain current on the status of EOP updates for each town – *FESSAM – PI 5D.1*
 - Develops working relationships with partner government agencies.
 - Identifies integration and resource gaps including communication and notification challenges.
 - Provides for Readiness by educating staff on response plans and Incident Command/Management framework for Unified Command.

2023 Goals and Objectives Met

- Continue to work with the Town of Windsor and the Town of Severance to remain current on the status of EOP updates for each town – *FESSAM – PI 5D.1*

WSFR has established sound relationships with emergency managers throughout our region. Regular communication and planning occurs with all governmental agencies in our response district which allows for updates on emergency operations plans, risk assessments, and emerging threats to the communities we serve.

2023 Goals and Objectives Not Met

- Complete a COOP – *FESSAM – PI 5D.6*

The agency's first COOP remains a work in progress. The first draft is complete and has been distributed to the WSFR Command Staff for review and editing. It is anticipated that the final draft will be completed and published in early Q2 of 2024.



2024 Goals and Objectives

- Complete a COOP – FESSAM – PI 5D.6
- Secure funding to establish a secondary power supply for the agency fuel source. – FESSAM – 5D.5
- Complete the necessary documentation and other related actions in preparation for WSFR’s participation in the 2025 revision/update to the Weld County Hazard Mitigation Plan. – FESSAM – 5D.1



Emergency Medical Services Program

Prepared by: Darren Jaques

Date of Appraisal: 1/10/2024

Accreditation Category/Criterion: 5F

Program Summary

Emergency Medical Service (EMS) is a major element of WSFR. Firefighters are frequently the first responder to medical emergencies. For that reason, emergency medical response has been organizationally integrated with fire suppression activity. WSFR operates BLS engines, and all WSFR firefighters are EMT certified, with several members having an Advanced, Intermediate, or Paramedic certification.

WSFR has partnered with UCHHealth to provide ALS transport. WSFR's EMS response system and program, in conjunction with the ALS ambulance service providers, is a critical component necessary to provide the community with the highest and uninterrupted quality of medical care and transport. While UCHHealth is the primary ALS and transport service to the majority of the fire district, WSFR also provides service to several areas in Larimer County and in eastern Weld County that are services by Thompson Valley EMS and/or Banner Health in providing for ALS and transport services.

The majority of calls to WSFR for service are EMS related, as reflected in the Community Risk and Emergency Services Assessment – Standard of Cover document. EMS incidents comprised 64.72 percent (65.34 percent in 2022) of all incidents encountered in 2023. WSFR's EMS program is currently managed by a WSFR Paramedic Engineer who oversees EMS training, certification, and QA/QI.

2023 Goals and Objectives

Self-Assessment Competencies:

- 5F.1 – Review all emergency deployment objectives to ensure the agency is meeting its stated goals according to its Standards of Cover for each type and magnitude of emergency medical incident.
- 5F.2 – Ensure that standing orders/protocols are in place and known by all members charged with providing EMS care.
- 5F.3 – Review and update as needed orders/protocols and engage external stakeholders in the process.
- 5F.4 – Ensure that online and offline medical control is in place, and that all members are confident and competent in its use.
- 5F.5 – Review report writing and records management documentation to ensure that pertinent information including provider impression, patient history, data regarding treatment rendered, and the patient disposition are recorded, and that records are protected from public access.
- 5F.6 – Review the HIPAA compliance training and documentation program to ensure that it meets federal and state guidelines, and that all personnel are properly training in HIPAA regulations and procedures.



- 5F.7 – Ensure that an EMS QI/QA team is in place and operating according to Standard Operating Procedures in order to improve system performance and patient outcomes. Utilize the EMS QA/QI Team to provide enhanced review of cardiac arrest, Echo medical EMD response, or others reports as determined by the QA team, including all medication administered other than oxygen, and procedures performed other than Blood Glucose measurement to identify changes, training issues, concerns, or weaknesses in order to identify, communicate, or recommend changes or improvement opportunities. No additional budgetary impact is anticipated.
- 5F.8 – Review and improve as needed the CPR and public access defibrillation program for the community.
- 5F.9 – Conduct an annual EMS program review.

Strategic Goals and Objectives:

- 1A.4 – Evaluate need for increasing administrative and support staff to meet the growing demands and expectations. Since 2018, program management has been limited at best to the Deputy Chief of Operations. WSFR employed a full-time EMS program manager prior to this time but has not filled the position after the employee resigned. WSFR acknowledges that having the Deputy Chief manage the program is not a reasonable or sustainable option. Currently, multiple people within the organization help to manage the program by taking charge of smaller portions and attempting to work together to get all aspects addressed. As a result, some inefficiencies, missed opportunities, duplication or omission of work, and other issues have developed. WSFR will investigate the possibility of making a formal assignment through hiring, redistribution of duties, or new assignment to better manage the program.
- 2A.1 – Complete a comprehensive review of department Standard Operating Procedures, Positional Task Books, and Fire Company Manuals as they relate to EMS delivery.
- 5A.2 – Work with neighboring agencies to ensure an effective response matrix.
- 6C.3 – Review EMS data entry standards to ensure quality data entry for maximum benefit to the District.
- 6C.4 – From an EMS perspective, review and enhance as necessary the current quality assurance and quality improvement process for reviewing incident reports.

Other Goals and Objectives:

- Maintain and improve professional and effective relationships with our EMS transport and service providers, including UCHealth, Thompson Valley EMS, and Banner Health. Our goal is to accomplish this through open dialog at the shift level, through the chain of command as necessary, and with higher-level leadership encounters during protocol review, EMS council, and other strategic partnership meeting opportunities. Budget impact is negligible and built into normal operating expenses. Timeline for completion is ongoing.



- Utilize the EMS QA/QI Team to review all current EMS policies, guiding documents, and SOPs for relevance, completeness, and accuracy. This goal aligns with Strategic Plan 2A.1 and Self-Assessment Competency 5F.7 and will be accomplished throughout the year during the annual review processes of the ERS Library and intentional review effort by the EMS QA/QI team. There is no anticipated budgetary impact. Timeline for completion is by the end of the second quarter of 2023.
- Continue to engage our medical director, Doctor Darren Tremblay or designee. We will accomplish this through ongoing participation in the protocol review board and through other opportunities which present themselves. Budget impact may include wages, travel, and/or meal expense to facilitate several local meetings. However, this financial component has been considered and added to the 2023 budget.

2023 Goals and Objectives Met

Self-Assessment Core Competencies:

- 5F.1 – Response data indicates that 2023 response deployment objectives have been met based upon successfully meeting pre-defined Standards of Coverage response times for the first unit and effective response force (ERF). WSFR continues to be mindful of all times associated with all emergency incidents. The WSFR Data Analyst and Accreditation Manager routinely review response reports and make comparisons with the Standards of Coverage document and stated goals and objectives. These reports are provided monthly to the Board of Directors and quarterly to the organization. The Deputy Chief regularly discusses each with the Battalion Chiefs to ensure that each is knowledgeable about response statistics and areas required for improvement. Central Square was up and running for the year and has proven to be reliable in its utilization of GPS/AVL technology, closest-unit dispatching, and enhanced interagency interoperability. There are still ongoing issues with interoperability between Weld and Larimer counties that are being addressed at the county commissioner and PSAP levels. Additionally, second and third alarms have not been implemented due to other demand issues at Weld County Communications Center (WCCC) dispatch, but these alarm packages are intended to be implemented by April, 2024. The First In alerting system has been installed and is partially operational. WCCC and Weld IT have been working to eliminate bugs and to ensure success in the system. Overall, crews are handling the new systems well and are adapting to the new features and processes. Station 4 continues to deal with dispatching issues between Larimer and Weld County within the Station 4 response area. Crews continue to use a manual workaround with direct unit to respond in a timely manner while this issue is being worked out.
- 5F.2 – EMS protocols were regularly evaluated by the agency’s medical director with input from the agency and other fire/EMS agencies and kept up to date online. Modifications to protocols were presented by



WSFR EMS coordinator to ensure new or updated protocol information was provided to all members.

- 5F.3 – The agency’s involvement in medical protocols has varied since becoming accredited. As discussed in 5F.2 above, protocols and standing orders have been regularly updated and communicated to all members. However, as changes occurred within WSFR workforce and with our partnership with UCH, the channels of communication with the medical director and other stakeholders have been more difficult to navigate. However, new lines of communication and engagement opened towards the end of 2023 with standing monthly meetings with the Medical Directors and with other fire and EMS agencies in the northern Colorado region. This has helped greatly in meeting the intent of this goal in 2023.
- 5F.4 – WSFR has online and offline medical control available through established protocols, access to on-duty physicians at receiving hospitals, and oversight provided by the agency medical director. Immediate medical direction may be accessed online in a web browser, on a phone or tablet in the app, on-scene with ALS providers for lower-level providers, and via the phone or radio with receiving hospitals on appropriate radio channels.
- 5F.5 – WSFR EMS personnel create a patient care record for all patient encounters that includes pertinent information including provider impression, patient history, data regarding treatment rendered, and the patient disposition. This record is then entered into Emergency Reporting (ERS) which provides for privacy and retention of the record. For EMS calls that do not result in an agency patient encounter, PCR reports are completed by the transport agency in their records management system. Privacy and retention of that electronic data are protected within ERS and the copy given to the transport unit is handled according to the its privacy and protection policies.
- 5F.6 – WSFR continues to operate as a covered entity under the Health Insurance Portability and Accountability Act of 1996 (HIPAA) and all employees comply with the applicable laws. Policy AD008-Protected Health Information addresses requests for information, confidentiality requirements, and the appropriate procedures to follow in sharing information. All WSFR employees completed ongoing HIPAA training in 2023.
- 5F.9 – A formal annual review of the EMS Program has been completed.

Strategic Goals and Objectives:

- 1A.4 – A formal evaluation occurred. WSFR determined the need for a full-time EMS Program Manager that will be hired in the first quarter of 2024..
- 5A.2 – WSFR has been intentional in developing relationships with its neighboring fire agencies through the updating of formal agreements, training programs, and response plans. WSFR regularly participates in mutual aid training and planning meetings.



- 6C.3 – WSFR continued to use ERS for all EMS data entry. This system was adequate and met all National EMS Information System (NEMSIS) compliance requirements.

Other Goals and Objectives:

- Of all frontline firefighters and officers who respond to EMS incidents, agency EMS records indicate that 92 percent completed the annual ambulance review, 74 percent completed the IV competency skills, 92 percent completed the annual EMT skills evaluation, 93 percent maintained or renewed CPR certification, and 100 percent maintained or renewed appropriate EMT certifications. While the agency trains regularly with UCH and has formal and informal dialogue on a regular basis, other than a few impromptu engagements or meetings such as crew-to-crew or EMS Council meetings that may have taken place throughout the year, the agency has not done exceptionally well with intentional actions to improve relationships with other ALS service providers through training and formal and informal meetings. The agency remained involved in the Colorado Education Group over the course of the year and was able to maintain its membership and account gatekeeper affiliation.
- All EMS guiding documents and SOPs were reviewed for completeness and accuracy.
- Ongoing engagement with our Medical Director, Doctor Darren Tremblay, has occurred mostly through direct contact to his Associate Medical Director, Doctor Tyler Vaughn for WSFR and all UCHealth in Weld County. Additionally, the implementation of standing monthly meetings with the Medical Directors has occurred.

2023 Goals and Objectives Not Met

Self-Assessment Core Competencies

- 5F.7 – We started 2023 by working to re-establish the QA/QI team. Meetings were held, a plan was created, and all guiding documents were reviewed as discussed above in Other Goals and Objectives. However, no official QA/QI of incidents, trainings, or reports actually occurred. This issue has been ongoing and quite a mess. We have further discussed this issue and believe the problems to be multi-faceted and unsustainable in its current form and with the current workforce. As a result, we have identified the need to hire a full-time EMS Program Manager, as discussed above in 1A.4, who will be responsible to carry out the goals and objectives of EMS QA/QI. This person is expected to be on staff and operational withing the first quarter of 2024.
- 5F.8 – The CPR and public access defibrillation program for the community does not exist. This program has been assigned to the Life Safety Division under the management of the Community Risk Reduction Manager. WSFR goal is to reengage in the first quarter of 2024 in conjunction with a county-wide initiative through the Weld County Communications Center to implement Pulse Point.

Strategic Goals and Objectives



- 2A.1 – A comprehensive review of all EMS-related guiding documents did not occur in 2022 as intended. However, current SOPs meet the needs of the organization as written, but significant work to ensure accuracy and completeness must still occur. The operations staff recognizes this deficiency and is committed to the completion of this project within the first half of 2023.
- 6C.4 – This goal was not accomplished. See 1A.4 above.

2024 Goals and Objectives

Self-Assessment Competencies:

- 5F.1 – Review all emergency deployment objectives to ensure the agency is meeting its stated goals according to its Standards of Cover for each type and magnitude of emergency medical incident.
- 5F.2 – Ensure that standing orders/protocols are in place and known by all members charged with providing EMS care.
- 5F.3 – Review and update as needed orders/protocols and engage external stakeholders in the process.
- 5F.4 – Ensure that online and offline medical control is in place, and that all members are confident and competent in its use.
- 5F.5 – Review report writing and records management documentation to ensure that pertinent information including provider impression, patient history, data regarding treatment rendered, and the patient disposition are recorded, and that records are protected from public access.
- 5F.6 – Review the HIPAA compliance training and documentation program to ensure that it meets federal and state guidelines, and that all personnel are properly training in HIPAA regulations and procedures.
- 5F.7 – Ensure that an EMS QI/QA team is in place and operating according to Standard Operating Procedures in order to improve system performance and patient outcomes. Utilize the EMS QA/QI Team to provide enhanced review of cardiac arrest, Echo medical EMD response, or others reports as determined by the QA team, including all medication administered other than oxygen, and procedures performed other than Blood Glucose measurement to identify changes, training issues, concerns, or weaknesses in order to identify, communicate, or recommend changes or improvement opportunities. No additional budgetary impact is anticipated.
- 5F.8 – Review and improve as needed the CPR and public access defibrillation program for the community.
- 5F.9 – Conduct an annual EMS program review.

Strategic Goals and Objectives:

- 1A.4 – Hire the new EMS Program Manager and have new position in operation by March 4, 2024.
- 2A.1 – Complete a comprehensive review of department Standard Operating Procedures, Positional Task Books, and Fire Company Manuals as they relate to EMS delivery.



- 5A.2 – Work with neighboring agencies, specifically UCH and TVEMS, to ensure an effective response matrix.
- 6C.3 – Review EMS data entry standards to ensure quality data entry for maximum benefit to the District.
- 6C.4 – From an EMS perspective, review and enhance as necessary the current quality assurance and quality improvement process for reviewing incident reports.

Other Goals and Objectives:

- Maintain and improve professional and effective relationships with our EMS transport and service providers, including UCHealth, Thompson Valley EMS, and Banner Health. Our goal is to accomplish this through open dialog at the shift level, through the chain of command as necessary, and with higher-level leadership encounters during protocol review, EMS council, and other strategic partnership meeting opportunities. Budget impact is negligible and built into normal operating expenses. The timeline for completion is ongoing.
- Utilize the EMS Program Manager to conduct QA/QI in the review of all current EMS policies, guiding documents, and SOPs for relevance, completeness, and accuracy. This goal aligns with Strategic Plan 2A.1 and Self-Assessment Competency 5F.7 and will be accomplished throughout the year during the annual review processes of the records management Library and intentional review effort. There is no anticipated budgetary impact. The timeline for completion is by the end of the third quarter of 2024.
- Continue to engage our medical director, Doctor Darren Tremblay or designee. We will accomplish this through ongoing participation in the monthly standing meetings, protocol review board, and through other opportunities which present themselves. Budget impact may include wages, travel, and/or meal expense to facilitate several local meetings. However, this financial component has been considered and added to the 2024 budget.



Fire Investigation Program

Prepared by: Sandra Friedrichsen
Date of Appraisal: 12/31/2023
Accreditation Category/Criterion: 5C

Program Summary

The agency's Life Safety Division provides a wide variety of fire prevention and emergency management services to both WSFR members as well as the citizens within the agency's service area. The Division is staffed by a Fire Marshal, one Community Risk Reduction Manager, one Fire Inspector, and one part-time inspector. WSFR completes a variety of fire safety inspections, community outreach, fire investigations, and community education each year.

Two members of the Life Safety Division (admin/days) are fire investigators, this includes the Fire Marshal who leads the Fire Investigation Team. The rest of the team is made up of our Logistics Manager (admin/days) and two operational personnel (on shift). Most of the time there is an admin person that backs up an operational person on any fire investigation within our fire district. This allows the operational person to get back in service as soon as they can, but still, be able to assist as needed.

2023 Goals and Objectives

1. Add two additional members to the Fire Investigation Team. We currently have one Chief Officer, three Lieutenants, one Engineer, a fire inspector, and an administrator on the team. The average years of service among the seven on the team is 13.5 years at WSFR, with some of the investigators getting close to retirement.
2. Obtain national certifications for two current investigators who have not yet achieved certification and obtain certification for the two new members.
3. Have the Fire Investigation policy approved by the Fire Chief and implemented.

2023 Goals and Objectives Met

1. Obtain national certifications for two current investigators who have not yet achieved certification and obtain certification for the two new members.
Our last non-certified member was able to obtain his national certification in Fire investigation in the fourth quarter of 2023.
1. Have the Fire Investigation policy approved by the Fire Chief and implemented.
Following a lengthy review period, this policy was put into place by LSD in 2023.

2023 Goals and Objectives Not Met

1. Add two additional members to the Fire Investigation Team. We currently have one Chief Officer, three Lieutenants, one Engineer, a fire inspector, and an administrator on the team. The average years of service among the seven on the



team is 13.5 years at WSFR, with some of the investigators getting close to retirement.

Two investigators left the team in 2023 leaving A-shift without a team member. These vacancies were not filled. LSD will continue to work with the Battalion Chief of A-shift to get someone in place on that shift so that we will be back to where we were at the beginning of the year.

2024 Goals and Objectives

1. Complete a Fire Investigator Task Book.
2. Establish fire investigator career development task book for potential new investigators. This book will advise staff on the process to become certified and eligible to apply for open positions.
3. Continue the talk with the Command Staff about getting another member as an investigator on A-shift.
 - a) Also as in previous years, to be able to create depth in the ranks of investigations because most investigation team members are currently officers.
4. Develop a methodology to measure the performance of the fire investigation program (CC 5C.4).



Fire Suppression Program

Prepared by: Darren Jaques

Date of Appraisal: 1/10/2024

Accreditation Category/Criterion: 5E

Program Summary

WSFR is the second busiest fire agency in Weld County behind Greeley Fire Department. The agency responded to 4777 incidents (an 11.8% increase from 2022), with many of these incidents relating directly to Fire Suppression. There were no significant injuries and no fatalities associated with any fire this year. WSFR responded to 17 structure fires which include NFIRS incident types 111 and 121. Additionally, WSFR responded to approximately 64 other fire types (a 1.5% increase from 2022) including natural, vegetation, and crop fires, mobile property (vehicle) fires, outside rubbish fires, and other structure fire types. Many great accomplishments took place in 2023 within staffing and training that directly impact the Fire Suppression program and the entire WSFR community. Each accomplishment provides an enhanced level of knowledge, skills, abilities, and safety for each individual and crew when encountering structure or other types of fire incidents. Each are discussed in more detail within the appropriate program appraisal.

WSFR has continued work within its three-year strategic plan for 2022-2024. Other than the Special Operations manual, WSFR completed its new Operations Manuals which take the place of the majority of current Standard Operating Procedures. These manuals include Incident Command and Deployment, Engine Company, and Tower Company manuals. The Standard Operating Procedures manual was updated to reflect changes as a result of the addition of the manuals. Due to turnover and other logistical challenges, the Special Operations manual has not been completed. Estimated date of completion is by the third quarter of 2024.

Mutual Aid: Mutual and automatic aid is an essential means of providing effective resource distribution and deployment for both WSFR and neighboring agencies. Utilizing mutual and automatic aid assists WSFR in meeting many needs on the fire ground including various NFPA requirements, enhanced customer service through quicker response times, and in resource sharing of tools, equipment, and manpower in labor- and resource-intensive operations. WSFR received and provided mutual and automatic aid throughout the year. The following statistics represent aid given and aid received for fire suppression assignments only.

Automatic and Mutual Aid Received from Other Agencies: 36

Ault Pierce Fire Protection District – 1

Eaton Fire Protection District – 4

Front Range Fire Rescue Authority – 9



Greeley Fire Department – 1
Loveland Fire Rescue Authority – 16
Poudre Fire Authority – 5

Automatic and Mutual Aid Provided to Other Agencies: 54

Ault Pierce Fire Protection District – 2
Eaton Fire Protection District – 19
Front Range Fire Rescue Authority – 7
Greeley Fire Department – 3
Loveland Fire Rescue Authority – 12
Poudre Fire Authority – 11

Apparatus: A new 2023 Pierce Velocity PUC was added to the WSFR fleet to replace its aging pumper at Station 3. The replaced apparatus was moved into a Reserve status, and the oldest Reserve Engine was sold at auction.

Water Supply: There are 1,943 fire hydrants currently recorded in the agency's records management system. All hydrants are assigned for inspection on a four-year rotating schedule. 426 hydrants were inspected and tested in 2023, with all inspections being completed on time.

Staffing: Five full-time firefighters were hired and four completed the Front Range Fire Consortium Academy. WSFR separated employment with the one member who did not complete the fire academy. The four successful members began serving in the Firefighter role and help to provide for minimum staffing requirements.

Structure Fires and Property/Content Loss: WSFR responded to nine structure fires. Property loss and content loss amounted to \$1,250,789.00 which is a decrease of \$1,053,739 from 2022.

Suppression Equipment: No new or notable fire suppression equipment was added in 2023.

Fire Stations: As anticipated, Fire Station 4 has provided much-needed relief to the overall response system as it quickly became the second busiest station in the WSFR system. No new facilities were added in 2023.

2023 Goals and Objectives

Self-Assessment Core Competencies:

- 5E.1 – Review all emergency deployment objectives to ensure the agency is meeting its stated goals according to its Standards of Cover for each type and magnitude of fire suppression incident.
- 5E.2 – Draft, review, and implement new Operations Manuals including Operational Deployment and Incident Command, Tower Company Operations, Engine Company Operations, and Special Operations Manuals that will serve as



the primary Standard Operating Procedures for the topics discussed. Review and update all remaining Standard Operating Procedures and all Operations policies to confirm completeness and accuracy. Ensure training objectives support the review and reinforcement of each.

- 5E.3 – Complete a formal annual appraisal at the end of the year.

Strategic Goals and Objectives:

- 1A.1 – Evaluate the need for increasing operational staff to maintain current service delivery performance. Continuous
- 1A.3 – Work closely with the Training Division to evaluate the need for Training Division staff that aligns with organizational expectations and needs.
- 1B.5 – Seek out grant opportunities to assist in the funding of operational needs. Continuous.
- 2A.1 – Complete a comprehensive review of department Standard Operating Procedures, Positional Task Books, and Fire Company Manuals.
- 2C.3 – Continually utilize SOPs, Positional Task Books, and Fire Company Manuals to ensure the operational philosophy of the organization is consistent with all personnel. Continuous.
- 5A.2 – Work with neighboring agencies to ensure an effective response matrix. Continuous through annual review of Mutual and Automatic Aid agreements and internal response matrix.

Other Goals and Objectives:

- Complete the design and build process for a new Type 1 Fire Engine and Tactical Water Tender.

2023 Goals and Objectives Met

Self-Assessment Core Competencies:

- CC 5E.1 – Response data shows that quality Fire Suppression service is being provided to the communities served based upon successfully meeting pre-defined Standards of Coverage response times. WSFR continues to be mindful of all times associated with all emergency incidents. The WSFR Data Analyst and Accreditation Manager routinely review response reports and make comparisons with the Standards of Coverage document and stated goals and objectives. These reports are provided monthly to the Board of Directors and quarterly to the organization. The Deputy Chief regularly discusses each with the Battalion Chiefs to ensure that each is knowledgeable about response statistics and areas required for improvement. Central Square was up and running for the year and has proven to be reliable in its utilization of GPS/AVL technology, closest-unit dispatching, and enhanced interagency interoperability. There are still ongoing issues with interoperability between Weld and Larimer counties that are being addressed at the county commissioner and PSAP levels. Additionally, second and third alarms have not been implemented due to other demand issues at Weld County Communications Center (WCCC) dispatch, but these alarm packages are intended to be implemented by April 2024. The First In alerting system has been installed and is partially operational. WCCC and Weld IT have been working to eliminate bugs and to ensure success in the system. Overall, crews are handling the new systems well and are adapting to the new features



and processes. Station 4 continues to deal with dispatching issues between Larimer and Weld County within the Station 4 response area. Crews continue to use a manual workaround with direct unit to respond in a timely manner while this issue is being worked out.

- CC 5E.2 – Mutual-Aid agreements have been reviewed and are current. Several new agreements have been developed to aid in closest unit dispatching for specific call types. Other than the Special Operations manual, WSFR has completed the process of creating new Operations Manuals to guide the standard operating procedures of deployment and incident command, tower company, and engine company operations. The Standard Operating Procedures (SOP) manual has been updated to reflect the addition of the manuals. The Special Operations manual is expected to be completed by the end of the third quarter of 2024.
- CC 5E.3 – Formal appraisal of the Fire Suppression program was complete.

Strategic Goals and Objectives:

- 1A.1 – WSFR has managed staffing needs well. Five new Firefighters were hired and all but one successfully completed the Front Range Fire Consortium academy. Successful recruits were assigned to shift duty which helped to provide additional support to staffing. WSFR conducted its first ever Acting Lieutenant Bootcamp to address succession planning issues associated with the need for additional Acting Lieutenants. The course was very successful and highly praised by participants. The Training Division intends to continue to offer the course each year. WSFR has worked to develop additional staffing opportunities to assist with timing and experience issues using a lateral hiring process.
- 1A.3 – A new Training Lieutenant position will be added to the Training Division in early 2024 to assist with the growing demands of the district.
- 1B.5 – WSFR sought grants to aid the fire suppression program through AFG for additional radios and an extinguisher prop. Both were denied. WSFR will continue to seek out additional grant opportunities for the program.
- 2A.1 – The Chief Officer staff completed this project other than the Special Operations manual. See CC5E.2 above.
- 2C.3 – WSFR utilizes SOPs, Positional Task Books, and the newly completed Fire Company Manuals to ensure the operational philosophy of the organization is consistent with all personnel. Each is becoming more integrated at a deeper level across the organization. The Operations Chiefs are committed to this process and to an intentional effort in this regard.
- 5A.2 – WSFR has been intentional in developing relationships with its neighboring fire agencies through the updating of formal agreements, training programs, and response plans. WSFR regularly participates in mutual aid training and planning meetings.

Other Goals and Objectives:

- The design process for a new Type 1 Fire Engine and Tactical Water Tender is complete. The final build inspection for the Tactical Water Tender is scheduled for March 2024.

2023 Goals and Objectives Not Met



- Due to turnover and other logistical challenges, the Special Operations manual has not been completed. Estimated date of completion is by end of the third quarter of 2024.

2024 Goals and Objectives

Self-Assessment Core Competencies:

- 5E.1 – Review all emergency deployment objectives to ensure the agency is meeting its stated goals according to its Standards of Cover for each type and magnitude of fire suppression incident including staffing, response times, stations, pumping capacity, and apparatus and equipment.
- 5E.2 – Review all operations manuals and guiding documents including task books and training plans and objectives to ensure a standardized incident command/management system is utilized.
- 5E.3 – Complete a formal annual appraisal of the Fire Suppression Program at the end of the year to determine the impacts, outcomes, and effectiveness of the program, and to measure its performance toward meeting WSFR goals and objectives.

Strategic Goals and Objectives:

- 1A.1 – Evaluate the need for increasing operational staff to maintain current service delivery performance.
- 1B.5 – Seek out grant opportunities to assist in the funding of operational needs.
- 2A.1 – Complete the remaining Special Operations manual by the end of the third quarter of 2024.
- 2C.3 – Continually utilize SOPs, Positional Task Books, and Fire Company Manuals to ensure the operational philosophy of the organization is consistent with all personnel.
- 5A.2 – Work with neighboring agencies to ensure an effective response matrix.
- 5A.5 – Continue to work with neighboring agencies and dispatch centers to implement interoperability through closest-unit dispatching.



Hazardous Materials Program

Prepared by: Joe Seaman
Date of Appraisal: 1/1/2024
Accreditation Category/Criterion: 5H

Program Summary

Provided appropriate, successful training and recertification for WSFR personnel at the operations and technician level expiring in 2023. Training with the Northern Colorado Regional Hazmat team was limited but successful in the regional end of year training involving 7 different agencies. No incident was recorded that needed the D.E.R.A. to mobilize a hazmat team. All hazmat equipment was serviced, and maintenance performed per manufacturer specifications.

2023 Goals and Objectives

- Re-certification of Hazmat Operation Level personnel
- Train with the regional hazardous materials team to keep up with industry best practice.
- Train 2-4 members to the level of Hazmat Technician.
- Colorado State Patrol training trailer on-site for regional training in September 2024.

2023 Goals and Objectives Met

- Trained with regional hazardous materials team to keep up with industry best practice.
- Re-certification of Hazmat Operation Level personnel.
- Job Related Performance Requirements (JPR) for Operation and Technician level personnel happened throughout the year. Technician level personnel did not complete all of them, however; it is a 3-year process to achieve all JPR's for re-certification.

2023 Goals and Objectives Not Met

- Development of a Class B foam delivery device was put on a permanent basis hold due to regional needs and budgetary constraints.

2024 Goals and Objectives

- Re-certification of Hazmat Operation personnel – *FESSAM – PI 5H.4* Allows the ability to work within the Northern Colorado Hazardous Response Team
 - No budget impacts.
- Train with the regional hazardous materials team to keep up with industry best practice – *WSFR Strategic Plan Goal 2A*
 - Develops working relationships with surrounding departments.
 - Integrates and develops new hazmat technicians.
 - Allows for seamless integration of WSFR personnel into D.E.R.A. responses.
 - Allows for JPRs to be met by WSFR technicians to assist with re-certification.



- Train 2 – 4 WSFR personnel to Hazmat Technician level – *WSFR Strategic Plan Goal 2B*
 - Assists in the ability to formulate plans on-scene of hazmat incidents. Provides more manpower for a potential regional Hazardous Materials Response Team that the Weld County D.E.R.A. is in the process of refining
 - Classes can be found in the region to send personnel for free. There would be an expense to back fill for those individuals, OT paid to both the back fill and personnel attending class
 - Classes will happen throughout the year in different locations around the state and nation. This will be determined based on staffing and budgetary constraints.
 - Ability to mitigate Hazmat incidents without having to call in Hazmat Techs, eliminating OT for mitigation support. Quicker and more efficient resolution of Hazmat incidents.



Health and Safety Program

Prepared by: Todd Vess

Date of Appraisal: 12/19/2023

Accreditation Category/Criterion: Categories 11A and 11B

Program Summary

11A: The agency's occupational health, safety and risk management programs protect the organization and personnel from unnecessary injuries, loss, and liability. The Health and Safety Committee was restructured and is meeting on a regular basis to address health, safety and risk management throughout the agency.

11B: Windsor Severance Fire Rescue has instituted a Wellness Fitness Program for recruits and incumbent personnel. The program consists of four key elements which provide for initial, regular, and rehabilitative medical and fitness evaluations: physical exam, individual fitness evaluation, ongoing physical training, and behavioral health education. WSFR personnel are given access to on-site fitness facilities during and after hours. Peer Fitness Trainers (PFTs) provide wellness/fitness training and design fitness programs for the members. The PFTs are tasked with developing, coordinating, and maintaining the agency's wellness/fitness program. Being mentally prepared is also a key component to the program. Free Employee Assistance Program (EAP) is provided to all paid and volunteer staff. WSFR has an ongoing contract with First Responder Trauma Counselors for mental health support and training. The health and safety programs are appraised on a quarterly basis to determine effectiveness.

2023 Goals and Objectives

- Find a company that will be able to take on the entire staff as new patients for annual physicals.
- Continue the search for an onboarding and return to work facility.
- Once a new HR manager is hired, continue the transition of health and safety to that position.
- Begin the transition of having PFTs take on more of the fitness and wellness functions of the current health and safety manager.
- Send 2-3 more staff members to Peer Support training to help bolster the peer support program.
- Continue the expansion/upgrades of all WSFR station gyms and equipment.

2023 Goals and Objectives Met

- Find a company that will be able to take on the entire staff as new patients for annual physicals.
 - WSFR has contracted with Front Line Mobile Health to provide annual physicals to all WSFR staff, with Operational Staff and Admin Staff physicals.
- Continue the search for an onboarding and return to work facility.



- Front Line Mobile Health has taken on the onboarding of all new employees. WSFR will continue to use the Pinnacle Designated Providers for return to work until Front Line has its permanent regional facility built and operational. The target date for that is early 2025. Return to Work tasks have been developed through the Training Division and the Health and Safety Team which test line employees on the five core competencies.
- Once a new HR manager is hired, continue the transition of health and safety to that position.
 - HR has taken over the scheduling and facilitation of the Health and Safety Committee, as well as taken over the Worker's Compensation duties.
- Begin the transition of having PFTs take on more of the fitness and wellness functions of the current health and safety manager.
 - This has been rolled into some of the goals of the Human Performance Committee which will see implementation of the needs assessment starting in 2024.
- Continue the expansion/upgrades of all WSFR station gyms and equipment.
 - All gyms continue to have equipment upgraded, including Peloton Bikes at all the gyms and Peloton subscriptions available to all staff at no cost. In 2023 the process to begin renovations of Station 3 to expand the gym began and this has been budgeted for in the 2024 budget.

2023 Goals and Objectives Not Met

- Send 2-3 more staff members to Peer Support training to help bolster the peer support program.

2024 Goals and Objectives

- Review and provide recommendations based on worker compensation injuries by the Health and Safety Manager, Human Resources Director, and the Training Division Chief.
- Research the effects of PFAS in firefighter bunker gear and what the agency can do to help reduce the risk of exposure in equipment that is essential to the duties of a firefighter.
- Create a regular health and safety newsletter to provide timely Health, Safety, and Cancer Committee communications to staff.
- Install exhaust fans and doors on Stations 1, 2, and 3 bunker gear storage rooms
- Send 2 people to Peer Support academies.
- Annual Mental Health check-ins in 2024.
- Expand Station 3 Gym
- Implement research from the Human Performance Program committee which includes Behavioral Health, Annual Physicals, and Annual Fitness Assessments.



Prevention Program

Prepared by: Sandra Friedrichsen
Date of Appraisal: 12/31/2023
Accreditation Category/Criterion: 5A5

Program Summary

The agency's Life Safety Division (LSD) provides a wide variety of fire prevention and emergency management services to both WSFR members as well as the citizens within the agency's service area. The Division is staffed by a Fire Marshal, one Community Risk Reduction Manager, one Fire Inspector, and one part-time inspector. WSFR completes a variety of fire safety inspections, community outreach, fire investigations, and community education each year.

Plan reviews are conducted on all new commercial projects, new multi-family residences, new subdivisions, and tenant finishes. Inspections are also conducted throughout construction and final approval for the Certificate of Occupancy which is granted after all requirements are satisfactorily met. The Fire Inspectors complete business inspections for all assigned occupancies every year. All the schools within the district are inspected by the Fire Marshal and/or other certified personnel. School inspections are done on an annual basis. In addition, plans are reviewed, permits are issued, and inspections are conducted for tents, open burning, special events, flammable liquid storage tanks, emergency radio amplification systems, and fireworks.

2023 Goals and Objectives

1. Engine crews complete 80% of their assigned preplans for the year.
2. Fire Inspectors complete 95% of assigned annual fire inspections.
3. Scan the oversized plans that are in the records room and place them into First Due.
4. With the launch of our new website in January, we are hoping to have a more user-friendly page with all the life safety items easier to find. We are going to use forms to have the public schedule events and tasks with WSFR. We will develop forms for the following items:
 - a. Car seat installs
 - b. Station tours
 - c. School visits
 - d. Smoke alarm battery installations
 - e. Knox Key installation
 - f. Community events
 - g. Reflective signs
5. LSD Started using the computer application Airtable at the very end of 2022 and we are looking forward to learning new uses for this that will streamline our processes and collect data better than before. LSD hopes to collect data using this program that has never really been captured before.



6. A new part-time inspector was hired at the end of 2022 and will start work in January 2023. This position will assist with annual fire inspections as well as maintain The Compliance Engine (TCE) program to confirm that all fire protection systems that are in our district remain compliant based on the submittals of the contractors into TCE.

7. Have our full-time inspector start working on plan reviews and their follow-up inspections. Would like to see him do at least two a month to start and then progress from there.

2023 Goals and Objectives Met

1. Engine crews complete 80% of their assigned preplans for the year.
Engine crews completed 100% of their assigned preplans for the year, which was 96 preplans.
2. Fire Inspectors complete 95% of assigned annual fire inspections.
Fire inspectors have completed 639 business inspections in 2023 and this exceeds 100% of the assigned annual inspections.
3. With the launch of our new website in January, we are hoping to have a more user-friendly page with all the life safety items easier to find. We are going to use forms to have the public schedule events, and tasks with WSFR. We will also develop forms to make this easier.
We integrated Airtable with the new website and can receive information from the public in almost real time. The submissions are on the website and then are received by all members of the Life Safety Division to be assigned to the correct person based on the request. This has been well received by the public and appears to have reduced missed communications.
4. LSD Started using the computer application Airtable at the very end of 2022 and we are looking forward to learning new uses for this that will streamline our processes and collect data better than before. LSD hopes to collect a lot of data using this program that has never really been captured before.
This program has proven valuable and beneficial. It has provided a significant amount of data and its impact is difficult to measure. It is easy to use and the positive impact for our organization and community will continue to be realized with continued future use.
5. A new part-time inspector was hired at the end of 2022 and will start work in January 2023. This position will assist with annual fire inspections as well as maintain The Compliance Engine (TCE) program to confirm that all fire protection systems that are in our district remain compliant based on the submittals of the contractors into TCE.
This position has been a much-needed addition to the Life Safety Division. He has been able to get us caught up in TCE which has allowed our FT Inspector to complete more plan reviews and operational permits in 2023. The part-time inspector has been able to complete 38% of the business inspections that were done in 2023.



6. Have our full-time inspector start working on plan reviews and their follow-up inspections. Would like to see him do at least two a month to start and then progress from there.

The FT Inspector performed most of the plan reviews that required permits in 2023. He completed 82% of those reviews.

2023 Goals and Objectives Not Met

1. Scan the larger plans that are in the records room and place them into First Due
 - a. This is an ongoing project. Most of the 8 ½ x 11 sheets are scanned but we still need to scan the remaining larger documents. LSD will continue to explore opportunities to complete this task.

2024 Goals and Objectives

1. Scan the larger plans that are in the records room and place them into First Due
 - b. This is an ongoing project. Most of the 8 ½ x 11 sheets are scanned but we still need to scan the remaining larger documents. LSD will continue to explore opportunities to complete this task.
2. Update the OVAP scores for all commercial occupancies within our fire district.
 - a. This was completed a couple of years ago for accreditation purposes and then we changed our policy that stated we weren't basing inspection frequencies on OVAP scores any longer. First Due will be releasing an update that will incorporate OVAP scores into the inspection module, so we will use these scores for accreditation and risk assessments and not necessarily the inspection frequencies. If we can inspect every commercial occupancy annually, we are going to try to do that regardless of what the OVAP says. This will be an ongoing project once the initial information is entered.
3. The Life Safety Division would like to change our name to the Community Risk Reduction Division.
 - a. This will be more in line with our mission and with what we are providing for the community and our members. We will be waiting for the new Chief's approval to make this change. This will hopefully take place in the first quarter of the year.
4. In 2023, we were part of a FEMA grant that was awarded regionally for the upgrade of our Knox Boxes to the eKey system.
 - a. All the new boxes were installed in apparatus and staff vehicles in 2023, but the cylinders in every commercial Knox Box need to be changed out within the entire fire district. This will be conducted by the Life Safety Division in 2024. We have been given 2 years to complete this task, but we are planning to have this completed by the end of 2024.
5. It is time to complete the updated Impact Fee study for our fire district.



- a. This will be started in January and hope to have it completed by the third-party company within the first quarter of 2024. The contract was signed in 2023 for BBC to conduct this update in 2024.
6. A full-time Fire Inspector position was approved in the 2024 budget.
 - a. Working with HR, we hope to have this position filled prior to the end of the first quarter in 2024.
7. Adoption of the 2024 International Fire Code
 - a. The Life Safety Division with assistance from the Building Department and a member of the operational staff will be going through the new 2024 codes to make any changes or amendments that will be needed for WSFR. This will be adopted in the fourth quarter of 2024 for implementation on January 1, 2025.
8. Complete the Continuity of Operations Plan (COOP) as well as the Emergency Response Plan (ERP) for WSFR.
 - a. The COOP is almost complete, additional formatting and operational division input will be needed to complete this document. This should be done and approved before the end of the first quarter of 2024.
 - b. The ERP will be completed by the end of the second quarter of 2024.



Technical Rescue Program

Prepared by: Mark Williams

Date of Appraisal: 1/5/2024

Accreditation Category/Criterion: Category 5, Criterion G

Program Summary

WSFR's Technical Rescue Program, formally known as the Special Operations Team (SOT) ensures personnel are prepared for effective initial response to technical rescue incidents by providing personnel, training, and equipment to identify and mitigate technical rescue incidents safely and effectively. WSFR does this by maintaining qualified personnel trained in awareness, operations, and technician-level skills in each identified technical rescue discipline.

WSFR responded to 13 moderate and high-hazard technical rescue incidents in 2023.

2023 Goals and Objectives

1. Develop a regional training program with neighboring agencies to expand training and continuing education opportunities. This regional training program should include regular interval joint training exercises on the main technical rescue specialties to include Rope Rescue, Confined Space Rescue, Structural Collapse Rescue, and Trench Rescue.
2. Re-evaluate the SOT Staffing Matrix to ensure that all technical rescuer and operations rescuer vacancies will be filled by the end of 2025. This includes preparing, budgeting, and scheduling attendance of required qualification courses in 2023 to ensure compliance by 2025.
3. Using NFPA standards, internal review, and industry best practices, determine appropriate training and continuing education for Special Operations awareness, operations, and technical level rescuers. (FESSAM – PI 5G.2, WSFR Strategic Plan Goal 2A)

2023 Goals and Objectives Met

1. Develop a regional training program with neighboring agencies to expand training and continuing education opportunities. This regional training program should include regular interval joint training exercises on the main technical rescue specialties to include Rope Rescue, Confined Space Rescue, Structural Collapse Rescue, and Trench Rescue.

WSFR developed a regional training plan with Greeley Fire Department's Special Operations Team set to materialize in 2024. This relationship between Greeley Fire Department and WSFR is the initial foundation of a larger regional training plan to include up to 3 additional agencies. Agencies expected to join the Northern Colorado Regional



Special Operations Team include Front Range Fire Authority, Platte Valley Fire, and Platteville Gilcrest Fire Protection District.

2. Re-evaluate the SOT Staffing Matrix to ensure that all technical rescuer and operations rescuer vacancies will be filled by the end of 2025. This includes preparing, budgeting, and scheduling attendance of required qualification courses in 2023 to ensure compliance by 2025.

WSFR is continuing to train, certify and qualify members per the SOT Staffing Matrix set forth in 2022. As of now, this goal is continuous and underway. All positions have been slated.

3. Using NFPA standards, internal review, and industry best practices, determine appropriate training and continuing education for Special Operations awareness, operations, and technical level rescuers. (FESSAM – PI 5G.2, WSFR Strategic Plan Goal 2A)

WSFR has set appropriate training and continuing education requirements for all SOT specialties to include minimum training required, minimum hours required, and continuing education (CE) hours for each specialty. This can be found in the SOT Staffing Matrix.

2023 Goals and Objectives Not Met

No goals were unmet in 2023.

2024 Goals and Objectives

1. Send an additional (5) WSFR Dive Candidates to AHJ approved DRI Drive Training Academy.
2. Continue to fill various Technical Rescuer and Operations Level Rescuers based on the WSFR SOT Staffing Matrix to ensure all vacancies are filled by the end of 2025.
3. Fully equip a currently WSFR Fleet enclosed trailer with Trench Rescue and Collapse Rescue lumber and adjunct equipment to be deployable by 2025.



Training Program

Prepared by: Jeramie Greer

Date of Appraisal: 1/4/2024

Accreditation Category/Criterion: Category 8

Program Summary

The 2023 training program achieved many successes in addition to the in-service training provided to all line personnel. The program was able to develop and execute an acting officer academy, an Engineer testing process, and was able to coordinate auto and mutual-aid training with many of our regional partners.

As we turn to 2024, the focus will continue to be on providing consistent, quality training to all our members while enhancing it with the addition of an EMS Program Manager to provide in-house, in-person continuing medical education. This will help ensure that all of our members remain current in training and certification in emergency medical services. The addition of a Training Lieutenant will allow for a detail-oriented, consistent approach in task and tactical level training.

The training division will begin the process of researching locations and purchasing land early in the year for the construction of a training center in 2025.

2023 Goals and Objectives

- 1. Successfully execute the comprehensive annual training program that addresses the following training categories: Company Training, Inter-Department, Facility, Hazmat, Officer Development, Wildland, and Special Operations (SOT).** The completion and execution of a comprehensive annual training program is an ongoing endeavor. The current training plan has been executed to this point in the year with minor adjustments.
- 2. Develop and implement an acting officer academy for members aspiring to advance their careers.** This objective has recently been identified by the agency's command staff as an imperative. To this point, no formal training, other than an Acting Officer Task Book, has been put in place for agency members that are seeking to promote. Expected timeline for development and implementation is Q2 of 2023.
- 3. Evaluate the need for Training Division staff that aligns with organizational expectations and needs.** As referenced in Strategic Goal 1A.3, training division staffing will be evaluated to ensure that the needs of the organization are met. This process has begun but is far from completion. The Training Division is in the process of accruing data and establishing metrics and trigger points for future sustainability and growth of the division. Expected completion is Q2 of 2023.
- 4. Evaluate and potentially develop regional training with a focus on mutual aid training.** Outlined in Strategic Goal 5A.4 is the need to develop regional training with a focus on mutual aid training. Some mutual aid training has occurred with LFRA and Eaton FD. The agency currently has mutual aid



training scheduled in Q1 with Greeley Fire and Front Range Fire Rescue in Q1 2023 and auto aid training with LFRA scheduled for Q4 2023.

5. **Implement a web-based learning management and training records management system.** The agency currently has two RMS platforms for training records but only one is in use full time. The agency is using Emergency Reporting to track all training records and certifications. At some point later in the year, ERS will not be supported and will need to be replaced. The agency already pays an annual fee to Vector Solutions for recruits that are sent to FRFC. More research will be done to determine the best platform to meet the agency's needs while also trying to remain fiscally responsible.

6. **Schedule, develop, and implement a promotional process for the position of Engineer.** The Engineer promotional process will take place in Q2 of 2023. The planning and development will begin in Q1 and Q2 of 2023.

7. **Develop a training program for WSFR members to better understand the need for data and how we can better use data to make decisions.**

2023 Goals and Objectives Met

1. **Successfully execute the comprehensive annual training program that addresses the following training categories: Company Training, Inter-Department, Facility, Hazmat, Officer Development, Wildland, and Special Operations (SOT).** The division was able to successfully execute the training plan as written with only one exception, which was large animal technical rescue. Members completed 18,494 hours of training throughout 2023 included auto- or mutual-aid training with all surrounding jurisdictions with the exception of Poudre Fire Authority. Five WSFR members completed the FRFC academy in 2023, with four completing 23-1 in the spring and one completing 23-2 in the fall.

2. **Develop and implement an acting officer academy for members aspiring to advance their careers.** WSFR staff were able to develop and implement an acting officer academy in April of 2023. Topics ranged from structural firefighting, hazardous materials, and wildland firefighting to leadership, interpersonal relations, and human resources. The week was capped off with a mock assessment center for all students and received positive reviews from all students who attended.

3. **Evaluate the need for Training Division staff that aligns with organizational expectations and needs.** While a formal evaluation was not completed, the WSFR command staff recognized a gap in the service level that the training division was able to provide and the expectations of WSFR operations and administrative staff. The district's continuing medical education provider changed the format with which EMS training was delivered and tracked, which left several members using other means to complete their required hours. With this gap in delivery, the submitted a budget request to the district board to hire an EMS coordinator in 2024. The position was approved and will be implemented in Q1 of 2024. The district also recognized that the unprecedented growth in staff of the district required adding additional personnel to the training division in the form of a Training



Lieutenant to assist with executing the task and tactical level of the training plan along with assisting in other logistics required of the Training Division. The Training Lieutenant position was approved in the 2024 budget and will be implemented in Q1 of 2024.

4. Evaluate and potentially develop regional training with a focus on mutual aid training. In 2023, the district was able to complete auto/mutual-aid training with the following agencies: Loveland Fire Rescue Authority, Front Range Fire Rescue, Greeley Fire Department, and Eaton Fire Department. The focus of the training in 2023 was district and apparatus familiarity followed by single family residential structure fire scenarios/ In 2024, the focus will shift to MAYDAY management while working with auto/mutual-aid agencies.

5. Schedule, develop, and implement a promotional process for the position of Engineer. The Engineer promotional process was completed in Q2 of 2023. Seven district members took part in the process.

2023 Goals and Objectives Not Met

- 1. Implement a web-based learning management and training records management system.** The command and administrative staff evaluated many potential learning management and records management systems (RMS) during the past year. The overall goal was to ensure that the RMS met the needs of the training division, but also to find a system that would streamline RMS, emergency incident reporting, staffing, asset management, and other district needs under a single sign on platform. The district selected First Due as the software that will meet its needs. The software will be implemented in 2024. The district no longer uses Vector Solutions as a potential option for RMS.
- 2. Develop a training program for WSPR members to better understand the need for data and how we can better use data to make decisions.**

2024 Goals and Objectives

- 1. Successfully onboard the Training Lieutenant and EMS Coordinator position.** In accordance with strategic objective 1A.3 “Evaluate the need for Training Division staffing that aligns with organizational expectations and needs”, the district has added the positions of a Training Lieutenant and an EMS Coordinator. Both positions will be implemented in Q1 of 2024. The goal of the division is to create a plan for both positions with short term and long-term goals while allowing for them to make an immediate impact.
- 2. Implement a web-based learning management and training records management system.** The district has recently concluded that it will use First Due for web-based learning management and training records management. The training division and all department staff will work with First Due’s implementation team to ensure the transition from Emergency Reporting to First Due is seamless and all necessary records are maintained and transferred. The Training Division will provide training for all members in using the system to correctly and accurately enter training records.



- 3. Develop, schedule, and implement a Driver Operator/Pumper academy for members aspiring to advance their career.** Due to recent departures, promotions, and other unforeseen circumstances, the district only maintains two members who are eligible to operate as an acting Engineer. The command staff recognizes that replenishing the acting engineer ranks is imperative to maintain acceptable staffing levels, avoid mandatory overtime, and to alleviate strain on the district's overtime budget. The planning and development of this academy has already begun and will be implemented in Q2 of 2024 with some pre-course work beginning in Q1.
- 4. Successfully execute the comprehensive annual training program that addresses the following training categories: Company Training, Inter-Department, Facility, Hazmat, Officer Development, Wildland, and Special Operations (SOT).** The completion and execution of a comprehensive annual training program is an ongoing endeavor. The focus of the training program will be to maintain excellence in the basics while ensuring the district's members are up to date on emerging trends in the fire service and that our decision making and tactics are rooted in science, not rhetoric. The district will continue to provide our members to attend additional trainings provided by outside sources as deemed necessary by the command staff and the Training Chief.
- 5. Explore the feasibility of constructing a training facility within WSFR boundaries.** In 2023, the district began work on strategic objective 1C.3 "Explore the feasibility of constructing a training facility within WSFR boundaries". In working through budget processes and creating a capital improvement plan, the district board approved \$500,000 for the purchase of land to construct a training center within district boundaries. The objective for this year will be to identify potential locations, ensure the correct zoning for the land, and working with a commercial realtor to complete the purchase of the land.
- 6. Evaluate and potentially develop regional training with a focus on mutual aid training.** This will be an ongoing objective. The district's members completed multiple auto/mutual-aid trainings with our regional partners. The initial training focused on familiarity with basic operations and single-family structure fire response. In 2024, the focus will shift towards MAYDAY management with Loveland Fire Rescue Authority, Front Range Fire Rescue, and Greeley Fire Department. Training will be completed with Eaton Fire Department as well, but that training has yet to be determined.



Wildland Program

Prepared by: Michael Haynie
Date of Appraisal: 01/09/2024
Accreditation Category/Criterion: 5K

Program Summary

The wildland program ensures compliance with National Wildfire Coordinating Group (NWCG) training standards for the membership, provides a national deployable engine(s), provides a national deployable tactical tender, and ensures that the district has a community wildfire protection plan in place for urban interface regions within the district. This program ensures safe, timely response to wildland calls with appropriate and reasonable actions to reduce loss for community stakeholders.

2023 Goals and Objectives

- Annual certification and recertification of all members to NWCG 130/190 standard via RT130 or initial certification by core curriculum approved by NWCG and FEMA.
- Mitigate wildland fire responses with minimal property damage within both rural and urban interface areas.
- Add 100 and 200 level training to core curriculum for existing deployable members.
- Increase the number of wildland team members.
- Engage in regional cooperative training and committees to further wildland fire research and response with regional partners.

2023 Goals and Objectives Met

All active WSFR members who are line qualified were qualified at the S130/190 in addition to the initial Work Capacity Test (WCT). Incumbent members all successfully completed the annual RT130 and WCT per WSFR policy.

2023 provided few opportunities for out-of-area deployments due to staffing conflicts and fewer in-region large scale fires. However, the Wildland Team did deploy for a full 14+ day deployment to the Six Rivers National Forest in California in support of several large-scale events in that zone.

The wildland team added two new members to the roster as deployable resources and will continue to move members into higher qualified positions. Each incumbent member who has deployed nationally and is certified below the single resource level will be initiated task books at the beginning of the season and will have three years to complete the task book per NWCG standards.

WSFR successfully utilized a new status system provided by CO DFPC and attended multiple trainings regarding its use and function. Due to low regional need, the system was not utilized by WSFR for a regional response. The system will be updated in 2024



and wildland team engine bosses will train early in the season on its proper use and utilization.

2023 Goals and Objectives Not Met

All goals for the program were met during the calendar year with the exception of evaluating the need and/or benefit of having individuals qualified at higher-level overhead positions. This will be a long-term recurring goal as certification at higher levels requires deployment to out-of-area larger scale incidents.

Additionally, due to supply chain issues, the Type I Tactical Tender was not delivered, however we expect its delivery during the first or second quarter of 2024.

2024 Goals and Objectives

In 2021, WSFR took delivery of a Pierce Type I Tactical Tender and found the configuration effective for both wildland fire as well as in-district water support. Based on this, WSFR specified an additional Type I Tactical Tender and expects to take delivery of the apparatus in early 2024. This apparatus will also be a nationally deployable unit and will replace an ageing, less effective apparatus at WSFR Station 2. Based on supply chain issues, the tender was not delivered in 2023.

Goal Type	Reference	Financial Impact	Timeline
FESSAM	CC 5K.1		
Strategic Plan	Goal 1C		
Other		~\$800,000	Ongoing

Additionally, WSFR will be specifying an additional Type VI BFX Brush Unit for delivery in 2024/2025. Lead times have been extended due to supply chain for both Tactical Tenders and Custom Type VI Brush style apparatus.

Goal Type	Reference	Financial Impact	Timeline
FESSAM	CC 5K.1		
Strategic Plan	Goal 1C		
Other		~\$250,000	Order in 2024

Additional Objectives:

- Collaboration with Colorado Division of Fire Prevention and Control on having a Type VI resource available for a quick reaction task force for incidents are regional in nature to provide immediate suppression without the need for National resources deployed to the zone.
- RT130 will be completed by May 1 of this year to certify each responder within the organization per NWCG standards.
- Continue to provide training opportunities to WSFR wildland team members and maintain currency within existing WSFR staff.
- Attend regional collaborative seminars and roundtable discussions with regional stakeholders.



- Continue to cross-staff wildland apparatus to ensure rapid and effective response to wildland incidents within the district.

Goal Type	Reference	Financial Impact	Timeline
FESSAM	CC 5K.4		
Strategic Plan	Goal 5A		
Other		None	Ongoing

Document, assess, and conduct an annual review of apparatus, qualifications, and effectiveness of the program.

Goal Type	Reference	Financial Impact	Timeline
FESSAM	CC 5K.2		
Strategic Plan	Goal 2C		
Other		None	Ongoing

