



# WINDSOR SEVERANCE FIRE RESCUE 2024 ANNUAL PROGRAM APPRAISALS



# 2024 Annual Program Appraisals

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# Goals and Objectives Program

## INTRODUCTION

WSFR is constantly striving for goals and objectives that will push our boundaries and put us in a position for sustainable and effective operations. The implementation of a new, 5-year strategic plan has established the goals and objectives WSFR are focused on. Having developed a method and expectation for actively tracking and reporting upon each of the goals supports active engagement in the evaluation and execution of the goals and objectives.

**Type of appraisal:** Annual

**Appraisal completed by:** Logistics Manager Travis Chapman

**Date appraisal completed:** December 30, 2024

## Rating Score

- 1 – Fails as a program – Does not meet industry standards.
- 2 – Needs improvement – Meets minimum industry standards
- 3 – Satisfactory program – Meets most industry standards
- 4 – Excellent program – Meets and exceeds industry standards.

**Rating Score: 3**

## NEW ADDITIONAL EQUIPMENT NEEDS AND JUSTIFICATION

There are no new needs projected for 2025.

## PERSONNEL RESOURCES AND ADDITIONAL NEEDS (if applicable)

There are no additional projected needs for 2025.

## INPUTS/RESOURCES

**Financial Resources:** The Goals and Objectives Program does not have a specific line in the WSFR budget. This program is supported through general operating funds allocated to individual program areas. These budgets are developed by program directors based on historical expenses and projected needs as necessary to fulfill Strategic Plan objectives.

**Physical Resources:** N/A

**Human Resources:** N/A

**Essential Resources:** 2025-2030 WSFR Strategic Plan

## PREVIOUS YEARS GOALS COMPLETED

1. Continue to seek and evaluate opportunities to secure real estate that will best position WSFR to meet expanding service needs and community expectations as appropriate.

2. Evaluate NFPA 1500 survey recommendations and act to further enhance member safety through the implementation of policies and/or procedures as deemed appropriate for employee wellness.
3. Implement and migrate to the new RMS platform and provide the necessary training to employees on the platforms use.
4. Develop a more systematic approach to managing policies and procedures that are easily accessible and maintained for accuracy and relevance.
5. Complete the Community Risk Reduction (CRR) plan and begin to institutionalize the priorities set forth.
6. Evaluate recommendations set forth by the Human Performance Committee (HPC) and implement the recommendations as approved by the WSFR Command Staff team.
7. Review the current strategic plan goals and objectives with the strategic plan team and the new Fire Chief. Following this review, revise, communicate, and implement any adjustments to goals, objectives, and timelines.

### **OUTCOMES / IMPACTS OF GOAL COMPLETION**

1. WSFR has identified the desired land and is engaged in the purchasing process to secure land to construct a training center. An assessment of call volume/location and projected growth will occur in 2025 to guide potential land acquisition needs for future WSFR stations.
2. The WSFR Health and Safety committee evaluated survey recommendations. They worked with the appropriate team members, including Command Staff, to determine which recommendations were reasonable and appropriate for implementation and which ones were not.
3. Migration to a new RMS platform is in process. Scheduling migration was completed in 2024. Incident reporting and asset management migration will occur in Q1 of 2025. Document storage migration is also in process and will be completed in the first half of 2025.
4. Revision of policy and procedure storage systems revision is in process and will continue into 2025. The migration of the document library noted in #3 is part of the process as is the review of, elimination of, and efforts to streamline through combining documents.
5. The CRR plan has been completed and the institutionalization is in process. See CRR program appraisals for additional information.
6. The HPC works under and in cooperation with the Health and Safety committee. Recommendations are considered by Health and Safety and supported recommendations are then sent to the Command Staff for consideration as appropriate.
7. The Fire Chief and members of Command Staff reviewed the WSFR Strategic Plan and determined that terminating the plan was the best course of action. In 2024 a new 5-year strategic plan was developed. The 2025-2030 WSFR Strategic Plan will go into effect in January of 2025 once adopted by the WSFR Board of Directors.

### **PREVIOUS YEARS GOALS NOT COMPLETED / CONCLUSIONS**

- Research and consider implementation of Employee Performance software to better engage with personnel. Enhancing employee engagement and expectations.

- This goal was not completed in 2024 but will be a priority for completion and implementation in 2025. See the Human Resources Program Appraisal for additional information.
- Develop policy for the implementation of Front Line Mobile Health fit-for-duty recommendations to WSFR staff.
  - This goal was not completed but is in process. WSFR staff anticipates the implementation of this policy in 2025.

#### **NEXT STEPS / GOALS FOR 2025**

1. The primary goal for 2025 related to this program area will be the implementation of the 2025-2030 WSFR Strategic Plan. Once the plan is adopted by the WSFR Board of Directors, the team will evaluate the plan and develop a structured plan to complete the goals and objectives in the plan. Regular reports will be provided to the WSFR Board and planning for any budgetary impacts will occur in mid-2025 to allow for future financial planning as needed.

# Assessment and Planning – Performance Gaps Program

## INTRODUCTION

Windsor Severance Fire Rescue (WSFR) performs regular and ongoing monitoring of total response times and capabilities of first-due and the effective response force and regularly compares them with benchmark performance goals as established for WSFR's core functions in its Community Risk Assessment-Standards of Cover (CRA-SOC) and in its overall strategic initiatives related to service delivery. This report is provided to our Board of Directors monthly.

WSFR has implemented various tools and service delivery distribution and deployment arrangements to improve overall efficiency and effectiveness. WSFR communicates regularly with its Dispatch centers to discuss any call processing or response recommendation questions or concerns. WSFR strives to utilize many data points to determine effectiveness in performance such as response times, training hours, budget capacity, injuries and sick time utilization, fleet performance and reliability, and distribution and condition of facilities.

**Type of appraisal:** Annual

**Appraisal completed by:** Fire Chief Chris Angermuller

**Date appraisal completed:** December 26, 2024

## Rating Score

- 1 – Fails as a program – Does not meet industry standards.
- 2 – Needs improvement – Meets minimum industry standards
- 3 – Satisfactory program – Meets most industry standards
- 4 – Excellent program – Meets and exceeds industry standards.

**Rating Score: 3**

## NEW ADDITIONAL EQUIPMENT NEEDS AND JUSTIFICATION

Conduct a GIS analysis from a consultant of calls over the last five years and show impact on potential future station locations to illustrate when the need for a new station will be. This analysis will allow for better justification for future resource needs to include additional stations and establish dual company stations. The estimated cost is \$1,000.00 for this analysis to be completed.

## PERSONNEL RESOURCES AND ADDITIONAL NEEDS (if applicable)

N/A

## INPUTS/RESOURCES

**Financial Resources:** N/A

**Physical Resources:** N/A

**Human Resources:** N/A

**Essential Resources:** N/A

### **PREVIOUS YEARS GOALS COMPLETED**

1. Ensure adequate and appropriate staffing to maintain current service levels that are commensurate with anticipated growth.
  - a. Appropriate staffing has been met to maintain current service levels for the district that meets the current growth demands.
2. Ensure the best financial practices are in place that account for long-term financial stability and sustainability.
  - a. The district continues to maintain a robust capital improvement plan to ensure that the district utilizes the best financial practices for long term financial stability and sustainability. This plan is reviewed and updated on an annual basis.
3. Ensure that required physical/capital assets will be in place to meet the anticipated increased service demand resulting from the rapid growth of the WSFR community. Utilize the district's accreditation CRA-SOC and the Self-Assessment Manual as a tool to anticipate needed resources for growth and the increase in demand for proactive emergency services.
  - a. The district has a plan to address the need to expand services based on community growth and service demand through the planning for station 5 within the 10-year capital plan. This plan has been established in conjunction with the districts CRA-SOC and Self-Assessment Manual.

### **OUTCOME / IMPACTS OF GOAL COMPLETION**

Through the completion of the previous sections goals the district is properly positioned to meet the service demands of the community that come with growth. We have partnered with the community development groups of each town to assess future growth and what the needs will be for the district. The district has also utilized its established CRA-SOC and Self-Assessment Manual in this process to ensure that all aspects are covered.

### **PREVIOUS YEARS GOALS NOT COMPLETED / CONCLUSION**

All goals that were established in 2023 for 2024 have been met.

The district has done a great job of identifying risks and planning for future growth to align with expansion of the service area within the Town of Windsor and the Town of Severance. The command staff have been actively engaged in this process and will continue to be for the foreseeable future.

### **NEXT STEPS / GOALS FOR 2025**

1. In conjunction with the previously conducted station location assessment study conduct an update to the study and assess call impacts on future station locations to assess the

overall call volume that each station would have handled if they were in service the previous year. This update will occur during the first quarter of 2025 by Fire Chief Chris Angermuller.



# Community Risk Reduction

## INTRODUCTION

The agency's Community Risk Reduction Division (CRRD) 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 Outreach and Education Manager, one Assistant Fire Marshal and one Fire 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, and new residential subdivisions as well as new commercial 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 Inspector completes business inspections for all assigned occupancies every year. All the schools within the district are inspected by the Assistant 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, mobile food trucks, emergency radio amplification systems, and fireworks.

**Type of appraisal:** Annual

**Appraisal completed by:** Division Chief Sandra Friedrichsen

**Date appraisal completed:** December 31, 2024

## Rating Score

- 1 – Fails as a program – Does not meet industry standards.
- 2 – Needs improvement – Meets minimum industry standards
- 3 – Satisfactory program – Meets most industry standards
- 4 – Excellent program – Meets and exceeds industry standards.

**Rating Score: 3**

## NEW ADDITIONAL EQUIPMENT NEEDS AND JUSTIFICATION

No additional needs at this time.

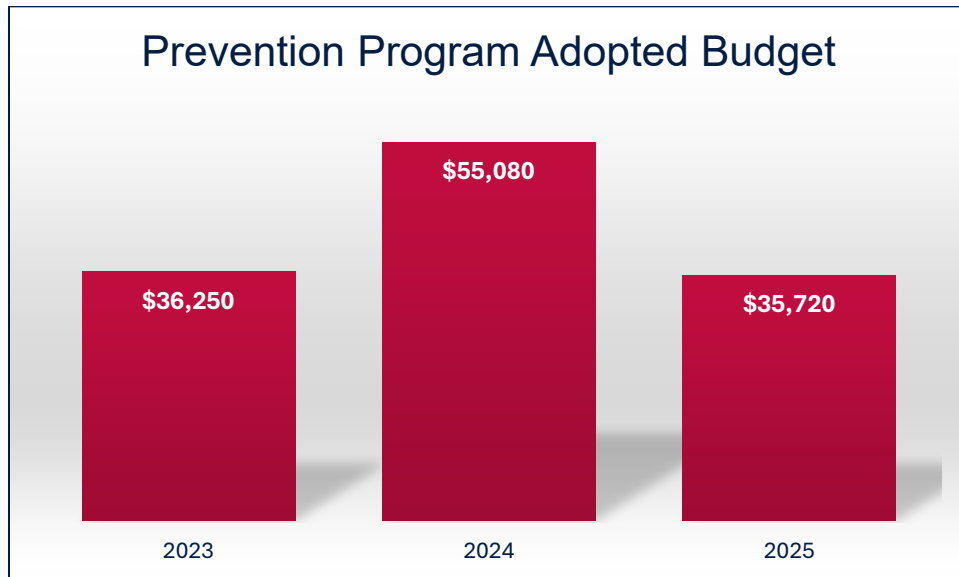
## PERSONNEL RESOURCES AND ADDITIONAL NEEDS (if applicable)

The Town of Windsor has adopted within the Municipal Code that all short-term rentals must be permitted and therefore inspected every two years by the fire department for compliance. This goes into effect January 1, 2025. Currently with the staff that we have in the Division, we think that we will be able to still conduct these inspections in a timely and efficient manner, but we won't know for sure until the numbers are produced for how many of these inspections will need to be done annually. We may need to hire at least a part-time fire inspector position to complete these inspections or to supplement the other inspections and duties that are in addition to this

new type of inspection. These numbers will be recorded and assessed throughout the year to make sure we aren't falling behind in our other duties.

## INPUTS/RESOURCES

**Financial Resources:** The agency's total operating budget for the Community Risk Reduction Program for 2025 is \$35,720. This was a decrease of approximately 35% from the 2024 budget of \$55,080. Many items within this budget were reduced from 2024 for the 2025 budget, as we don't have any large purchases in the budget for 2025.



### Physical Resources:

- 2018 Chevy Colorado
- 2019 Chevy Colorado
- 2024 Dodge Ram Pickup
- 3 sets full of structural PPE and 3 sets of multi-purpose (Tecgen) gear
- 3 desktop computers and 6 monitors
- 2 iPads

**Human Resources:** The Division is staffed by a Fire Marshal, one Outreach and Education Manager, one Assistant Fire Marshal, and one Fire Inspector.

**Essential Resources:** Essential resources include a formalized policy and records management software for the documentation of inspections and permits using First Due.

## PREVIOUS YEARS GOALS COMPLETED

1. The Life Safety Division would like to change our name to the Community Risk Reduction Division.
  - a. The Fire Chief approved this change of names, and we rebranded in the beginning of 2024.

2. 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. We completed all the changeouts of the eCore in the 3<sup>rd</sup> quarter of 2024, so our portion of the grant has been completed almost 15 months early.
  
3. A full-time inspector position was approved for the 2024 budget.
  - a. This position was put into place in July of 2024, however the part time inspector that was still in the budget for the remainder of 2024 was not back filled.
  
4. Complete the Continuity of Operations Plan (COOP).
  - a. This was completed in the first quarter of 2024 and approved by the Fire Chief.
  - b. In the 4<sup>th</sup> Quarter of 2024, an Emergency Manager was appointed within the department (Fire Marshal) and this goal was also moved into the Disaster Preparedness Program Appraisal.

**OUTCOMES / IMPACTS OF GOAL COMPLETION**

WSFR meets the standards of plan review and inspections according to the International Code Council (ICC), NFPA, and WSFR adopted amendments.

CRRD completed 1125 inspections in 2024, an increase of approximately 9% from 2023. CRRD also completed 40 preplans, and 580 Knox eCore replacements.

<b>2023</b>	# of reviews	Average completion days	Square footage
Town of Windsor Building Plans	99	16	1,240,331
Town of Severance Building Plans	7	15	63,103
Town of Windsor Planning Reviews	160	14	
Town of Severance Planning Reviews	10	7	
Permit Reviews	230	3	
Total	506	9	1,303,434
<b>2024</b>	# of reviews	Average completion days	Square footage
Town of Windsor Building Plans	90	9	568,630
Town of Severance Building Plans	14	23	86,590
Town of Windsor Planning Reviews	146	13	
Town of Severance Planning Reviews	12	6	

Permit Reviews	223	3	
Total	485	9	655,220

**PREVIOUS YEARS GOALS NOT COMPLETED / CONCLUSIONS**

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 still need to get the rest of the bigger plans scanned. CRRD will continue looking into doing this ourselves or finding a company that will do this for us.
2. Update the OVAP scores for all commercial occupancies within our fire district.
  - a. First Due came out with an update to incorporate the OVAP scores into our preplans and we have been making our way through the occupancies in our district getting these numbers entered. They will be done by the end of 2025.
3. We completed the initial impact fee study that was due to be done in 2024. We have resubmitted information to the 3<sup>rd</sup> party company to have it done a different way and will roll that out for approval when it is completed. These new fees will hopefully be in place by the end of 2025 to start being enforced January 1, 2026.
4. Adoption of the 2024 International Fire Code and amendments
  - a. The amendments were completed in 2024 and will go in front of the WSFR Board of Directors for approval in February 2025, the Town Boards in March and April and will be on track for July 1, 2025, implementation.
5. The Emergency Response Plan (ERP) was not completed for WSFR.
  - a. 4<sup>th</sup> Quarter of 2024 an Emergency Manager was appointed within the department (Fire Marshal) and this goal was also moved into the Disaster Preparedness Program Appraisal.

The Town of Windsor has adopted within the Municipal Code that all short-term rentals must be permitted and therefore inspected every two years by the fire department for compliance. This goes into effect January 1, 2025. Currently with the staff that we have in the Division, we think that we will be able to still conduct these inspections in a timely and efficient manner, but we won't know for sure until the numbers are produced for how many of these inspections will need to be done annually. We may need to hire at least a part-time fire inspector position to complete these inspections or to supplement the other inspections and duties that are in addition to this new type of inspection. These numbers will be recorded and assessed throughout the year to make sure we aren't falling behind in our other duties.

**NEXT STEPS / GOALS FOR 2025**

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 still need to get the rest of the bigger plans scanned. CRRD will continue looking into doing this ourselves or finding a company that will do this for us.
2. Update the OVAP scores for all commercial occupancies within our fire district.
  - a. First Due came out with an update to incorporate the OVAP scores into our preplans and we have been making our way through the occupancies in our district getting these numbers entered. They will be done by the end of 2025.
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4. Adoption of the 2024 International Fire Code and amendments.
  - a. The amendments were completed in 2024 and will go in front of the WSFR Board of Directors for approval in February 2025, the Town Boards in March and April and will be on track for a July 1, 2025, implementation.
5. Re-evaluate the need for an additional person based on the new Short Term Rental program that the town will start in 2025.
6. Assistant Fire Marshal Buderus is working towards getting his ICC Certified Fire Marshal Certification in 2025.

# Community Outreach Program

## INTRODUCTION

The agency's Community Risk Reduction Division provides a wide variety of fire prevention, education, 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, an Assistant Fire Marshal, an Education and Outreach Manager, and a Fire 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 all the elementary schools each year in October, but we also provide hands-only CPR classes, senior safety classes, summer safety activities for the kids on summer break, fire extinguisher training, Safe Sitter classes, and many other educational opportunities for the department and the community.

**Type of appraisal:** Annual

**Appraisal completed by:** Division Chief Sandra Friedrichsen / Education and Outreach Manager Hayley Carson

**Date appraisal completed:** December 31, 2024

## Rating Score

- 1 – Fails as a program – Does not meet industry standards.
- 2 – Needs improvement – Meets minimum industry standards
- 3 – Satisfactory program – Meets most industry standards
- 4 – Excellent program – Meets and exceeds industry standards.

**Rating Score: 3**

## NEW ADDITIONAL EQUIPMENT NEEDS AND JUSTIFICATION

1. Additional public education and WSFR branded items for giveaways: needs will be determined as the year progresses as the current inventory will be used prior to obtaining additional supplies. With approximately 11,000 community contacts in 2024, much of our stock was utilized. We will continue to re-evaluate the needs as well as the applicability of the giveaways that we have for the event and/or program that we are attending.

## PERSONNEL RESOURCES AND ADDITIONAL NEEDS

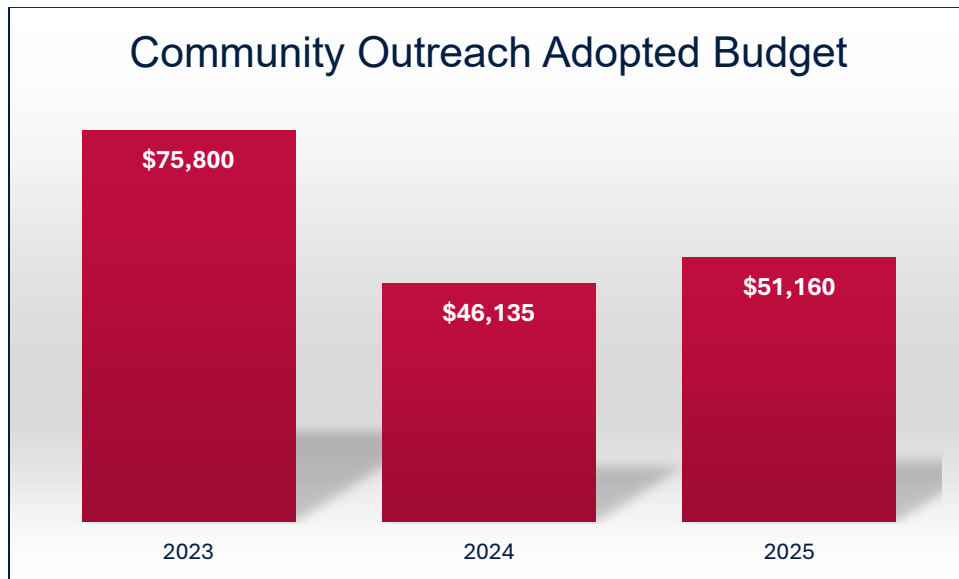
1. Summer 2024 Events and Outreach Intern (unpaid) 10-15 hours a week June 2, 2024-September 2, 2025. This time of the year is the most labor intensive for events throughout our communities. With the help of an intern, we would be able to be present at more events and in turn provide additional education and information to the



communities. There is no funding in the 2025 budget for an additional FTE, but this will be revisited in the 2026 budget cycle.

## INPUTS/RESOURCES

**Financial Resources:** The agency's total operating budget for the Community Outreach Program for 2025 is \$51,160. This was an increase of 10.9% from the 2024 budget of \$46,135. Many items within this budget were reduced from 2024 for the 2025 budget, we have partnered with the Town of Windsor and others to work on a Community Trail Sign Program and WSFR has provided \$15,000 for that project in the budget. However, we will be working on a grant in 2025 to be able to pay for this program.



### Physical Resources:

- 2015 Ford Transit Van
- Older iPad (model unknown)
- 1 set PPE including: branded helmet, pants, and jacket.
- 1 Lenovo laptop, 2 desk monitors
- Various WSFR branded SWAG
- CPR manikins: 8 Adult, 8 child, 8 infant
- 3 AED Training units

**Human Resources:** WSFR has one Education and Outreach Manager assigned full-time to this program. The full-time fire inspector assists occasionally on events throughout the year. He also assists the entire month of October with Fire Prevention Month activities.

**Essential Resources:** Essential resources include a formalized policy and records management software for the documentation of community outreach events, classes and contacts using First Due.

## PREVIOUS YEARS GOALS COMPLETED

1. To continue teaching all preschool, 1<sup>st</sup> and 3<sup>rd</sup> graders during fire safety month using the same curriculum designed for 2023. - Fire Prevention Month: 10 schools, 80 classrooms including 326 Pre-k students, 615 1<sup>st</sup> graders, 538 3<sup>rd</sup> graders teaching a custom curriculum of fire safety, prevention and escape plan education reaching a total of nearly 1,500 students.
2. Safe Sitter classes offered more frequently - 36 teens took and graduated from Safe Sitter babysitting courses.
3. Partner with the Town of Windsor on the development of the Trail Marker program – The signs have been installed at the River Experience as well as the GIS program was developed to figure out the coordinates and numbers on each sign. We have added Weld County Dispatch to the list of our partners as well on this project.
4. Community Risk Reduction Plan (CRRP) (Station based) completed and approved by the Fire Chief – The CRRP was started at the end of 2022 with the collection of data and information from the engine crews over the course of the year. These documents are complete with 2023 information. 2024 data will be input into the CRRPs to be implemented in 2025. Moving forward the data will be updated every two years for each station.

## **OUTCOMES / IMPACTS OF GOAL COMPLETION**

Public education serves as a core priority for the CRR Division. During 2024 the following programs were delivered as well as events participated in:

- Over 200 individuals toured one or more of the 4 fire stations.
- Fall prevention was taught three times in three different senior living settings.
- Strap N Snap Bicycle Safety was taught to all 3<sup>rd</sup> grade classrooms in Weld Re-4 District (420+ students).
- Town of Windsor Utility Touch-a-Truck: 185 people educated.
- Town of Severance Bike to School Day safety: 92 children chaperoned to school at 2 different events.
- Town of Windsor Summer Concert Series- Approximately 380 people visited the WSFR Booth at 2 of the summer concerts at Boardwalk Park.
- 10 Children took month long Summer Station classes covering fire, outdoor and water safety, as well as learned the Heimlich Maneuver and how/when to call 911.
- Station 2 participated in a touch-a-truck at the Severance Military Concert, reaching upwards of 250 people.
- Station 1 joined the Clearview Library Summer Nerf Battle and reigned supreme over 25 local teens.
- Created content and curriculum as well as lead 3 “Adulting 101” classes taught at the Clearview Library to include 911 basics and Friends & Family CPR (24 students).
- Station 2 participated in the Severance Days Parade and at the event with an information booth, reaching over 500 people.

- WSFR participated in the Harvest Days Parade and 3-day festival reaching over 2000 people with information, education, and WSFR branded supplies.
- Created appropriate curriculum for and spent 4 weeks with the Windsor Exceptional Students in Transition (18-21 special needs) covering fire, outdoor and water safety, as well as the Heimlich Maneuver and how/when to call 911.
- Assisted the Colorado National Guard and Drug Enforcement Administration with their Red Ribbon Campaign at 4 local elementary schools educating and reaching over 1,200 students and faculty.
- Hosted an Annual Open house for the community to attend with free lunch, multiple agency participation, safety demonstrations, a letting zoo, flight for life and children's CPAT course, around 600 in attendance (lower than last year, possibly due to bad weather).
- Participated in two large scale town Halloween events reaching 2,450 people.
- Participated in both town Holiday events with touch-a-truck reaching approximately 450 community members.
- Participated in the Town of Severance and Weld County Food Bank Food Drive, resulting in over 4,596 pounds of donated food, and 57 turkeys totaling 756 pounds. Additionally, we received \$730, which equates to 2,190 meals.
- Created a new partnership with Weld Elves, led a toy drive to benefit them and assisted Windsor PD in delivering gifts to local families in need.
- Initiated the Emergency Trail Marker project with Town of Windsor, collaborating to design and implement an emergency marking system for Windsor's Trails and Recreation Areas to help improve emergency response time along Windsor's amenities. Eastman Park River Experience signs have been installed and dispatch briefed, more trails and signs to come in 2025.
- Joined with Drennan's Dreams to promote a Life Safety Jacket Loaner station at Windsor Lake.
- Managed the National Car Seat Passenger Safety Program (CPST) and 13-16 CPST techs, assisting nearly 40 families in checking to ensure car seats were installed properly.
- Nearly 11,000 community contacts were made through tours, touch a truck events, community events, classes and conferences.
- Social Media presence maintained, and engagement improved from previous years
- New partnerships were made with multiple senior living communities, schools, teachers and programs as well as law enforcement and business connections.

## **PREVIOUS YEARS GOALS NOT COMPLETED / CONCLUSIONS**

1. Teaching the Grandparents Getting Started program – there wasn't sufficient time to produce this curriculum and get it taught in 2024.

The Community Risk Reduction Division has found success in growing its ability to create curriculum and educational experiences for varied audiences in both Severance and Windsor, to many different age groups and demographics. Specifically, Community Outreach will continue to

focus on programs related to fire safety education in schools and at events to reduce risks. An emphasis will be put on new ways to promote Fall Prevention in 2025 and creative ways to reach the appropriate audience.

#### **NEXT STEPS / GOALS FOR 2025**

1. Starting this fall, public education will evaluate its Fire Prevention Month educational programs with post-education surveys to teachers to better evaluate that the materials are timely and appropriate as well as that the information is being delivered in a way that is easily understood.
2. Community Outreach will work with middle and high school School Resource Officers (SROs) to identify, create, and implement proper fire safety and risk-related programs for students.
3. The Education and Outreach Manager will produce a training video for all current and new car seat techs to explain and show how to log seats and track progress with CEUs to ease difficulty and frustration.
4. Education and Outreach Manager Carson will continue PIO classes through FEMA and NFA to be prepared to take on tasks as the current PIO prepares to retire.

# Fire Investigation Program

## INTRODUCTION

Windsor Severance Fire Rescue's fire investigation program is responsible for conducting origin and cause investigations on fires that occur within the district boundaries.

**Type of appraisal:** Annual

**Appraisal completed by:** Division Chief Sandra Friedrichsen

**Date appraisal completed:** December 31, 2024

## Rating Score

- 1 – Fails as a program – Does not meet industry standards.
- 2 – Needs improvement – Meets minimum industry standards
- 3 – Satisfactory program – Meets most industry standards
- 4 – Excellent program – Meets and exceeds industry standards.

**Rating Score: 3**

## NEW ADDITIONAL EQUIPMENT NEEDS AND JUSTIFICATION

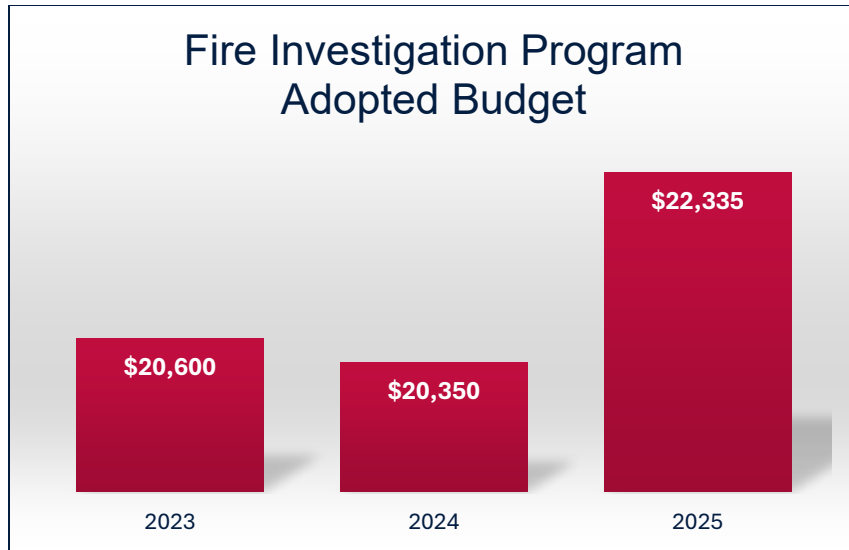
No additional needs at this time.

## PERSONNEL RESOURCES AND ADDITIONAL NEEDS (if applicable)

No additional needs at this time.

## INPUTS/RESOURCES

**Financial Resources:** The agency's total operating budget for the fire investigation program for 2025 is \$22,335. This was an increase of 10.25% from the 2024 budget of \$20,350. This increase is due to new members of the team who need additional training to be certified and the continuing increase in costs.



**Physical Resources:** The fire investigation program's significant assets include:

- Three SLR Cameras, one point and shoot for the Battalion Chief's car
- Dedicated staff vehicle for the Fire Marshal who oversees this program
- Two Staff vehicles dedicated to the Community Risk Reduction Division that can be used by other investigators if needed
- Two complete fire investigation jump bags and additional equipment that may be needed for investigations. One is always in the Fire Marshal's truck and the other is in the Division's common space for other investigators to use as needed.

**Human Resources:** The agency currently has seven fire investigators including one Fire Marshal, one Deputy Fire Marshal, one Fire Inspector, one Logistics Manager, and three shift firefighters.

**Essential Resources:** Essential resources include a formalized policy and records management software for the documentation of fire investigations using First Due.

#### **PREVIOUS YEARS GOALS COMPLETED**

1. Continue the talk with the Command Staff about getting another member as an investigator on A-shift. In June, the investigator from C-shift moved to a Full-time Inspector position within WSFR, so that investigator position was opened as well. We were able to fill both open positions with FF's that were currently on those shifts. They are going through training to get certified to be Fire Investigators.

#### **OUTCOMES / IMPACTS OF GOAL COMPLETION**

In 2024, fire investigators recorded 21 fires in the district being investigated by members of the team and one fire that we assisted with in another jurisdiction. With the loss of an investigator



on two different shifts in 2024, we needed to find someone who could fill those spots, and we were able to achieve this and start their education process.

A fire investigation was conducted on all fires that were within the boundaries of our fire district.

### **PREVIOUS YEARS GOALS NOT COMPLETED / CONCLUSIONS**

The agency has identified that we currently have enough fire investigators for the number of fires that we have each year. The two new investigators will need to get their certifications and further training before being able to conduct a fire investigation solo.

### **NEXT STEPS / GOALS FOR 2025**

1. Complete a fire investigator task book.
  - a. Develop a task book for agency members who would like to become a fire investigator. This book will advise them of the steps to become certified and prepared to apply for future open positions.
2. Develop a methodology to measure the performance of the fire investigation program.
3. Provide the resources, guidance, and opportunity for new fire investigators to achieve success in certification and the ability to independently conduct fire investigations. New team members will be nationally certified by mid-2025.
4. Have all officers go through the CFI Trainer.net Fire Investigations for Company Officer program.

# All-Hazard Preparedness Program

## INTRODUCTION

The purpose of the All-Hazard 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.

**Type of appraisal:** Annual

**Appraisal completed by:** Logistics Manager Travis Chapman / Division Chief Sandra Friedrichsen

**Date appraisal completed:** December 19, 2024

## Rating Score

- 1 – Fails as a program – Does not meet industry best practices
- 2 – Needs improvement – Meets minimum industry best practices
- 3 – Satisfactory program – Meets most industry best practices
- 4 – Excellent program – Meets and exceeds industry best practices

**Rating Score: 2**

## NEW ADDITIONAL EQUIPMENT NEEDS AND JUSTIFICATION

No additional needs at this time.

## PERSONNEL RESOURCES AND ADDITIONAL NEEDS (if applicable)

No additional needs at this time.

## INPUTS/RESOURCES

**Financial Resources:** This program does not have a dedicated budget. It is funded through the general operating budget as necessary.

**Physical Resources:** No additional physical resources at this time for this program.

**Human Resources:** Chief Friedrichsen serves as the agency's Emergency Manager in addition to her role as the Fire Marshal. She was appointed in December 2024.

**Essential Resources:** Essential resources include the Continuity of Operations Plan (COOP), and the National Incident Management System (NIMS).

## **PREVIOUS YEARS GOALS COMPLETED**

1. Complete a Continuity of Operations Plan (COOP).
  - a. A COOP was completed in 2024 and will be updated annually.
2. Secure funding to establish a secondary power supply for the agency's fuel source.
  - a. Funding has been secured through a regional grant process that will allow for the installation of a backup, natural gas-powered generator that will supply power to the fuel pumps in the event of an outage. The completion of this is contingent upon final funding approval at the State level. We anticipate final funding in the first half of 2025.

## **OUTCOMES / IMPACTS OF GOAL COMPLETION**

The installation of a backup power generator for the Agency's fuel supply will help to ensure that response units will have access to refueling during power outages. A secondary benefit to this project completion is that the school district will also now have a method to refuel their vehicles during outages, which may directly benefit the agency and the region if bus use was necessary for transporting large numbers of people.

The COOP is currently in the Fire Chief's hands for approval and will be submitted to the Board of Directors in 2025 for adoption as required.

## **PREVIOUS YEARS GOALS NOT COMPLETED / CONCLUSIONS**

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.

## **NEXT STEPS / GOALS FOR 2025**

1. The Emergency Operations Plan (EOP) will be revised, completed, and approved.
2. The Hazard Mitigation Plan (HMP) will be revised, completed, and approved.
3. The role and responsibilities of the Emergency Manager (EM) will be evaluated and solidified.
4. Identify resources to adequately cover all planning, training, and emergency plan(s) updates and apply for necessary grants for community outreach opportunities or resources that are needed with the Office of Emergency Management (OEM).
5. Assess the needs of WSFR having a remote EOC in-house and what resources will be required for that if deemed necessary.

# Emergency Medical Services (EMS) Program

## INTRODUCTION

Emergency Medical Services (EMS) is a vital part of the WSFR response model. In 2024, EMS responses accounted for approximately 62% (2,958) of the total responses. WSFR equips all engines with Basic Life Support (BLS) capabilities and staff each engine with EMT certified Firefighters. In addition, WSFR has several members holding advanced certification such as EMT-IV, EMT-Advanced, EMT-Intermediate, and Paramedic.

The EMS Program is managed by the EMS Program Manager. Several areas of responsibility exist within the program, including EMS response model, asset management/improvement, quality assurance/improvement (QA/QI), and partner contracts. These areas of responsibility within the program are managed by several individuals including the Fire Chief, Deputy Chief of Operations, Division Chief of Training, and Firefighters. Medical protocols are dictated, with contribution from WSFR, by the Office of the Medical Directors (Medical Directors). EMS certifications and continued training are managed by both the WSFR Training Staff and individual members.

WSFR has partnered with UCHHealth EMS (UCH EMS) to provide Advanced Life Support (ALS) care and transport. WSFR also provides emergency services for parts of Larimer County and in Eastern Weld County where ALS services are provided by Thompson Valley EMS and Banner Health/American Medical Response (AMR) respectively.

**Type of appraisal:** Annual

**Appraisal completed by:** Lieutenant Eric Schmitz

**Date appraisal completed:** December 17, 2024

## Rating Score

- 1 – Fails as a program – Does not meet industry standards.
- 2 – Needs improvement – Meets minimum industry standards
- 3 – Satisfactory program – Meets most industry standards
- 4 – Excellent program – Meets and exceeds industry standards.

**Rating Score: 3**

## NEW ADDITIONAL EQUIPMENT NEEDS AND JUSTIFICATION

WSFR owns 25 AED's which are in use within each Engine/Tower, Battalion Chief vehicle, and at each station, with the three spares AED's that can be deployed if any are damaged or malfunction. Currently there are no additional needs. However, as each AED has a shelf life and subject to wear and tear, the department needs to be prepared to purchase replacements as needed to maintain the current standard of response capability. The average price per AED is approximately \$2,200. The EMS Program Manager uses inspection and maintenance records along with manufacturer recommendations for planning replacements and includes those replacements in the annual budget requests as necessary.

WSFR owns one Zoll X-Series Cardiac Monitor with one spare battery. The EMS Program Manager will add battery replacements to each year's budget requests as necessary.

There are no additional equipment or supply needs that have not been previously purchased; however, as UCH services continue to expand and the community continues to grow, the EMS Program Manager and area of responsibility members will continue to evaluate current equipment relative to ongoing and future needs.

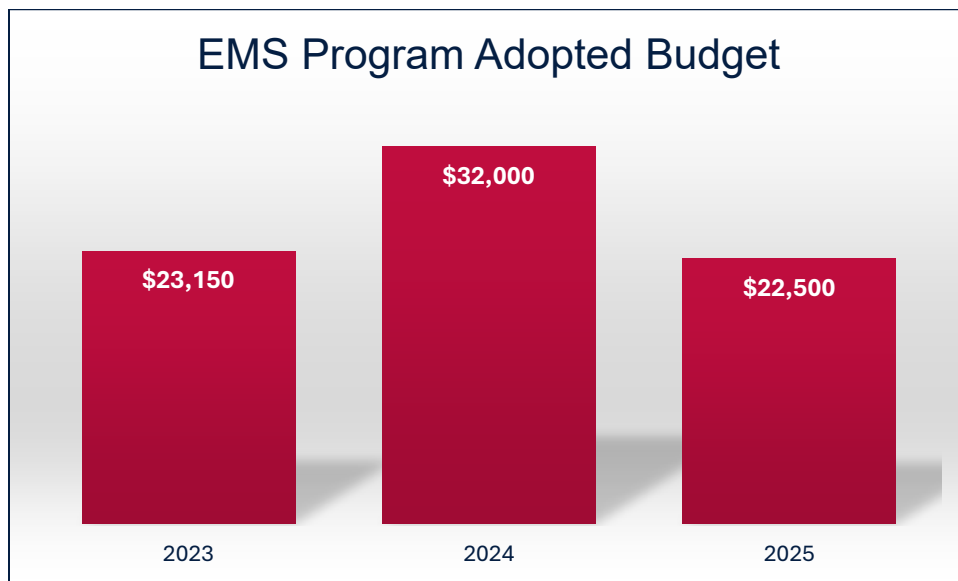
**PERSONNEL RESOURCES AND ADDITIONAL NEEDS (if applicable)**

No additional EMS Program personnel are needed or planned for 2025.

The EMS Program Manager job title will be reclassified to EMS Lieutenant effective January 1, 2025. The EMS Program Manager role has evolved beyond its original scope, encompassing duties and responsibilities that align more closely with those of a company officer or higher-ranking officer. Reclassifying the EMS Program Manager title to EMS Lieutenant and updating the positional job description will accurately reflect the increased level of leadership, supervision, and operational deployment responsibilities that are essential to the role. These aspects were not adequately considered in the original design of the position, and reclassification will rectify this issue.

**INPUTS/RESOURCES**

**Financial Resources:** The agency has adopted its 2025 budget. The EMS Program budget is based on staff requests, program manager and administrative review, and the Board of Directors' approval. The adopted budget figures are shown in the table below. The budget includes equipment and supplies only and does not include personnel or apparatus costs.



**Physical Resources:** The EMS Program includes the following significant assets:

- 25 Zoll Automatic External Defibrillators (AEDs)
- 5 spare AED Battery Packs

- 1 Zoll X-Series Cardiac Monitor
- 1 Zoll X-Series Battery
- 5 First-out EMS Bags
- 3 Back-up EMS Bags
- 6 Suction Units
- 1 First-out EMS SUV (2014 Ford Expedition)

**Human Resources:** WSFR currently employs fifty-five (55) EMT's, three (3) Paramedics, one (1) EMT-Intermediate, and three (3) EMT-Advanced. Thirty-three (33) providers have IV Certification. The EMS Program is overseen directly by the Deputy Chief of Operations, Division Chief of Training and EMS Program Manager (Lieutenant).

**Essential Resources:** Resources include standard operating procedures in place for appropriate resource management. Medical protocols are established and distributed by the Medical Directors. It is essential that the department members have easy access to the protocols, a thorough understanding of the protocol and are compliant with the protocols. These are accomplished through a shared Protocol App, WSFR-facilitated continued education, and QA/QI. Collaborative relationships are essential between WSFR and the partnering agencies listed above as well as town resources. WSFR has agreements with UCH EMS, Thompson Valley EMS, and Banner/AMR for ALS and BLS transport. In addition, aid agreements are in place with surrounding fire departments including Front Range Fire Rescue, Loveland Fire Rescue Authority, Greeley Fire Department, Eaton Fire Protection District, Poudre Fire Authority, and Ault-Pierce Fire Protection District. In 2025, WSFR will be transitioning from Emergency Reporting System (ERS) to First Due to maintain consistency for all reporting functions.

## **PREVIOUS YEARS GOALS ACHIEVED**

1. Self-Assessment Competencies:
  - a. 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.
  - b. Ensure that standing orders/protocols are in place and known by all members charged with providing EMS care.
  - c. Review and update as needed orders/protocols and engage external stakeholders in the process.
  - d. Ensure that online and offline medical control is in place, and that all members are confident and competent in its use.
  - e. 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.
  - f. Review the HIPAA compliance training and documentation program to ensure that it meets federal and state guidelines, and that all personnel are properly trained in HIPAA regulations and procedures.



- g. 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.
  - h. Review and improve as needed the CPR and public access defibrillation program for the community.
  - i. Conduct an annual EMS program review.
2. Strategic Goals and Objectives:
- a. Hire the new EMS Program Manager and have new position in operation by March 4, 2024.
  - b. Work with neighboring agencies, specifically UCH and TVEMS, to ensure an effective response matrix.
  - c. Review EMS data entry standards to ensure quality data entry for maximum benefit to the District.
  - d. From an EMS perspective, review and enhance as necessary the current quality assurance and quality improvement process for reviewing incident reports.
3. Other Goals and Objectives:
- a. 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.
  - b. 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 expenses to facilitate several local meetings. However, this financial component has been considered and added to the 2024 budget.

## **OUTCOMES/IMPACTS OF GOALS COMPLETED**

- 1. Self-Assessment Core Competencies:
  - a. Response data indicates that 2024 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. Additional build-out and implementation of the upgraded dispatch and notification systems continues with response crews adapting as necessary to ensure effective and appropriate response for service.

- b. Standing orders/protocols continue to be offered and updated by the Medical Directors with input from each agency operating under the Medical Directors. These protocols are offered and updated through the NCPP Phone app and the NLCERA.com website. Training on protocol updates is informed by the EMS Program Manager and conducted by the Training Division. Continued practice of protocols is included in the EMS training plan. Chart review is performed to audit all procedures performed, medications administered, and cardiac arrests to ensure proper compliance and documentation.
- c. With the establishment of the EMS Program Manager, consistent communication with the Medical Directors and WSFR crew members has been established. Quarterly meetings with the Medical Directors are being held to discuss protocols and the Medical Directors have made themselves available for questions and discussion. The EMS Program Manager is in consistent communications with partnering agencies QA/QI and Educations Departments to ensure consistent standards among agencies.
- d. Online and offline medical control are in place via protocols. Training is conducted to ensure crews are confident in performing these tasks. Phone numbers and radio channels have been communicated to all staff, and the "Run Sheet" has been updated to include hospital phone numbers within proximity for easy access.
- e. Reports are reviewed by on-duty Lieutenants to 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. EMS care and protocol compliance is reviewed by the EMS Program Manager as part of the QA/QI process.
- f. HIPAA training is conducted as part of each new hire on boarding. ERS and First Due are secure reporting systems to ensure proper privacy is maintained. However, this training could be improved upon and will be addressed by the EMS Program Manager (Lieutenant) in Q1 2025.
- g. The EMS Program Manager position was approved and filled in 2024. The EMS Program Manager is tasked with QA/QI which involves consistent review of charts on Echo medical EMD responses and others reports as determined by the

QA team, including all medication administered other than oxygen, and procedures performed other than Blood Glucose. Charting and performance are tracked by EMS Program Manager to determine successes, needs for improvement and future equipment.

- h. The review of and improvements to the CPR and public access defibrillation program for the community has been tasked to the Community Risk Reduction Department (CRRD).
  - i. The EMS Program has been reviewed by the EMS Program Manager, the Deputy Chief of Operations, and the Medical Directors. The program meets current standards and will continue to evolve as needs arise.
2. Strategic Goals and Objectives:
- a. The EMS Program Manager position was filled in March of 2024. Since then, the EMS Program Manager has been working with the Deputy Chief of Operations, the Lieutenants in charge of ERS Data Entry review, the Paramedic in charge of EMS education and certification, and the Firefighter in charge of EMS Supplies. Through combined efforts, the EMS Program Manager has been able to centralize these tasks while assuming the lead for the program management, QA/QI, education and certifications, and supply orders. The above-mentioned members are still involved in each of their previous duties but act as a secondary contact to the department while working closely with the EMS Program Manager.
  - b. WSFR Leadership, Weld County Dispatch, and surrounding agencies have worked closely together throughout 2023 and 2024 to ensure efficient and cohesive response models. The launch of Central Square dispatch and implementation of closest-unit dispatch in 2023 have aided in dispatching the most appropriate resources for the fastest response times. Each agency has worked together since then to identify and improve issues with the dispatch system.
  - c. Review of EMS data entry standards to ensure quality data entry for maximum benefit to the District remains in the care of on-duty Lieutenants to audit charts routinely. In addition, the EMS Program Manager routinely audits for QA/QI as listed above.
  - d. The EMS Program Manager consistently reviews charts for QA/QI and tracking needs. This process has room for improvement as the district needs and responsibilities continue to evolve and expand.
3. Other Goals and Objectives:
- a. During 2024, WSFR has worked to maintain and improve its working relationships with its partnering agencies. WSFR attends Partner Meetings at UHealth EMS Headquarters along with Front Range Fire Rescue, Evans Fire Protection District, Greeley Fire Department, La Salle Fire Department, and Platte Valley Fire Protection for a monthly check-in and discussion. WSFR attends quarterly meetings with the Medical Directors and has had Medical Directors on site to audit EMS training program and performance.

- b. UCH EMS management has worked with WSFR leadership to establish consistent and open communication opportunities, including bi-weekly phone calls with the UCH EMS Captain and WSFR Battalion Chief.
- c. Thompson Valley EMS and the EMS Program Manager have been coordinating partner training and information sharing. Leadership with Thompson Valley EMS has also worked with the EMS Program Manager to facilitate data sharing to aid in the QA/QI process.
- d. As mentioned above, WSFR attends quarterly meetings with the Medical Directors and has had Medical Directors on site to audit EMS training program and performance. The Medical Directors have made themselves available to answer questions and have been utilized throughout 2024 to provide guidance and protocol updates to ensure the most appropriate care for the community.

### **PREVIOUS YEARS GOALS NOT COMPLETED/CONCLUSION**

- Review of department Standard Operating Procedures, Positional Task Books, and Fire Company Manuals as they relate to EMS delivery was initiated but not completed. As the EMS Program Manager went through each of these, various documents were updated while others had not been officially addressed. Improvements to these have been identified and will be updated in 2025. In addition, with the move to First Due the EMS Program Manager will work with Leadership to determine which documents can be moved to the archived format to reduce confusion among the members which documents are active.

#### Other Goals and Objectives:

- The EMS Program Manager has worked with Leadership, crew members, and the Training Division to review EMS policies, guiding documents, and SOPs for relevance, completeness, and accuracy. The EMS Program Manager is currently involved in updating all documents to address current relevancy, improved policy, and more streamlined processes, as well as archiving old documentation to reduce confusion.

### **NEXT STEPS / GOALS FOR 2025**

1. Self-Assessment Competencies:
  - a. 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.
  - b. Ensure that standing orders/protocols are in place and known by all members charged with providing EMS care.
  - c. Review and update as needed orders/protocols and engage external stakeholders in the process.
  - d. Ensure that online and offline medical control is in place, and that all members are confident and competent in its use.
  - e. 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.

- f. Review the HIPAA compliance training and documentation program to ensure that it meets federal and state guidelines, and that all personnel are properly trained in HIPAA regulations and procedures.
  - g. Ensure that an EMS QI/QA team is in place and operating according to Standard Operating Procedures 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 other 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.
  - h. Review and improve, as needed, the CPR and public access defibrillation program for the community.
  - i. Conduct an annual EMS program review.
2. Strategic Goals and Objectives:
- a. Complete a comprehensive review of department Standard Operating Procedures, Positional Task Books, and Fire Company Manuals related to EMS delivery.
  - b. Work with neighboring agencies to ensure an effective response matrix.
  - c. Review EMS data entry standards to ensure quality data entry for maximum benefit to the District.
  - d. From an EMS perspective, review and enhance the current quality assurance and quality improvement process for reviewing incident reports as necessary.
3. Other Goals and Objectives:
- a. Improve the department's response model by increasing the number of IV/IO Certified providers on each responding apparatus. Budget impacts for in-house training have been addressed under the 2025 Training Budget.
  - b. Continue to review EMS Equipment. Evaluate needs for updating/replacing equipment, new equipment, and increasing current par levels of equipment. This will be evaluated by current research and manufacturing recommendations as well as communication with partnering agencies to maintain consistency with equipment. Review of usage and needs which will be monitored via the EMS supplies budget, QA/QI reviews, and member input.
  - c. Continue to improve the QA/QI review process. Write policy to establish consistent and trackable processes.
  - d. Improve HIPAA training by working with Human Resources on the onboarding process and incorporating it into EMS training.
  - e. Continue reviewing and updating the department's standard operating procedures, positional task books, and fire company manuals regarding EMS.

# Fire Suppression Program

## INTRODUCTION

The Fire Suppression Program, part of Windsor Severance Fire Rescue's Operations Division, is responsible for ensuring an adequate response to all service calls within the community. This division includes a Deputy Chief of Operations and three shift Battalion Chiefs. The Operations Division operates out of four strategically located fire stations to effectively meet the community's emergency response needs.

**Type of appraisal:** Annual

**Appraisal completed by:** Deputy Chief Darren Jaques

**Date appraisal completed:** December 31, 2024

### Rating Score

- 1 – Fails as a program – Does not meet industry standards.
- 2 – Needs improvement – Meets minimum industry standards
- 3 – Satisfactory program – Meets most industry standards
- 4 – Excellent program – Meets and exceeds industry standards.

**Rating Score: 3**

## NEW ADDITIONAL EQUIPMENT NEEDS AND JUSTIFICATION

See 2025 approved budget.

An important project currently in progress involves the acquisition of land and the construction of a new training facility scheduled for 2025. For further details, please refer to the Training Program report. Training is a crucial aspect of safe and effective fire suppression, and the Operations Division is enthusiastic about this enhancement to the organization.

## PERSONNEL RESOURCES AND ADDITIONAL NEEDS

- In alignment with the agency's Standards of Cover and critical task evaluation, the agency strives to maintain 16 personnel per shift, with a minimum of 13 personnel scheduled per shift per day as its minimum staffing standard. Four full-time firefighters were hired and trained in 2024, with three being lateral firefighters from other agencies and one being a traditional hire who successfully completed the FRFC fire academy.
- No additional shift expansion or new Operations Division personnel positions are planned for 2025. The Deputy Chief of Operations has evaluated shift staffing requirements and will maintain staffing at 16 members per shift. All shifts are currently fully staffed with 16 members, including one Battalion Chief, four Lieutenants, four Engineers, and seven Firefighters per shift. The Deputy Chief of Operations and the Command Staff are exploring the expansion of minimum staffing of the Tower aerial apparatus from three to four personnel; however, this change requires additional research and will not impact 2025.



- The EMS Program Manager job title will be reclassified to EMS Lieutenant effective January 1, 2025. The EMS Program Manager role has evolved beyond its original scope, encompassing duties and responsibilities that align more closely with those of a company officer or higher-ranking officer. Reclassifying the EMS Program Manager title to EMS Lieutenant and updating the positional job description will accurately reflect the increased level of leadership, supervision, and operational deployment responsibilities that are now essential to the role. These aspects were not adequately considered in the original design of the position, and reclassification will rectify this issue.
- The Deputy Chief of Operations has proposed the addition of a new position titled Assistant Chief of Operations.

This positional rank level is being requested to support duties that require a higher level of experience, responsibility, and accountability, as well as a requirement for the following:

- Critical and strategic thinking.
- Attendance at meetings and participation at a highly academic and strategic level with other similarly ranked peers, including Chief officers, agency directors, and town and city managers.
- Ability to appropriately handle personnel issues (staffing, injuries, other).
- Experience in higher-level administrative or political duties.
- Ability to effectively work with other Division leaders on critical and/or sensitive issues.
- Ability to provide additional command support/redundancy for large-scale incidents and duty assignments as needed.

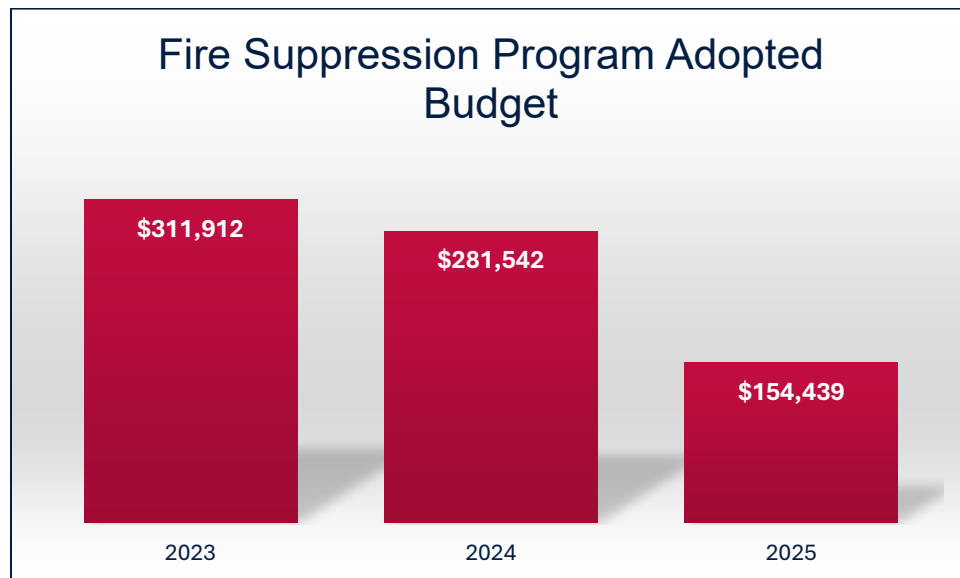
As the agency has grown in personnel, fixed assets, and call volume, the associated administrative, management, and leadership duties of the Deputy Chief of Operations have grown commensurately. The duties and responsibilities of the position have exceeded the effective capacity of the Deputy Chief of Operations who is without additional support. As such, workload is prioritized, critical meetings and involvement missed, relational development with subordinates and external agency partners reduced, and productivity diminished. Additionally, feelings of fatigue and concerns of sustainability exist.

This position was not approved for inclusion in the 2025 budget; however, the addition of the position remains a significant need of the Operations Division to support all program areas and to meet the needs of the community. The Fire Chief and Command Team are considering other options such as shared duties or strategic partnerships to help address this need.

## **INPUTS/RESOURCES**

### **Financial Resources:**

The agency has adopted its 2025 budget. The Fire Suppression Program budget is based on staff requests, program manager and administrative review, and the Board of Directors' approval. The figures are shown in the table below. The budget includes equipment only and does not include personnel or apparatus costs.



**Physical Resources:**

The Fire Suppression Program includes the following significant assets:

- Three first-out, Type 1 Engines
- Two reserve, Type 1 Engines
- One first-out, Tower platform aerial apparatus
- One Heavy Rescue apparatus with a cascade system
- One first-out, Command SUV (2024 Ford Expedition)
- One back-up, Command SUV (2019 Ford Expedition)
- One Deputy Chief of Operations Command pickup truck (2022 Dodge RAM)
- One back-up, Command pickup truck (2023 Ford F-150)
- One personnel and equipment transport pickup truck (2023 Dodge RAM)
- One dedicated tow-capable pickup truck for operations trailers (2000 Ford)
- One firefighting Foam trailer
- Self-Contained Breathing Apparatus (SCBA), including 52 firefighting Scott Air-Paks, 95 Scott air cylinders, 5 rescue Scott RIT-Paks, and 5 confined space Scott Ska-Paks.
- Four air compressors for SCBA cylinder filling
- Large amounts of loose vital equipment carried on all apparatus, including firefighting tools, ladders, hoses, nozzles, thermal imaging cameras, extrication equipment, etc.
- Wildland and Special Operations apparatus and equipment are not included in this report. See Wildland and Special Operations Program documents for further information on these resources.

The following items include physical enhancements to the Fire Suppression Program during the current appraisal cycle:

- Several facility remodel projects were completed to enhance firefighter safety, security, comfort, and well-being.
  - Stations 1, 2, and 3 received enhancements to the bunker gear rooms, which included manual doors and negative-pressure exhaust fans to reduce member exposure to potential carcinogenic persistence found in firefighting protective gear.
  - Station 1 received two separate bathroom remodels in the crew quarters due to water leaks and worn accommodations.
  - Station 1 received a bathroom and shower room remodel in the workout gym due to inadequate facilities to accommodate both shift and administrative personnel.
  - Station 1 received a new bathroom, mother's room, and kitchenette in the Community Risk Reduction Division offices to support firefighter, division, and administrative staff needs.
  - Station 2 received new exterior lights to aid in the safety and security of staff.
  - Station 3 received a gym remodel to expand the room to better accommodate equipment and firefighter physical fitness needs.
- A new MAXIMETAL Freightliner tactical water tender was placed into service at Station 2, and the old water tender was sold at auction.
- A new Pierce Type 1 engine is scheduled to arrive near the end of the first quarter of 2025 to replace the current E402. E402 will be replaced and moved into Reserve status. The oldest Reserve engine will be sold.
- A new Pierce Type 3 wildland engine is scheduled to arrive early in the first quarter of 2025. This new Type 3 engine will help address critical wildland-urban interface concerns within the fire district, as well as be available for local and national deployment for large-scale wildfires.

#### **Human Resources:**

- The Deputy Chief of Operations oversees the daily operations of the Fire Suppression Program which includes 48 full-time and 5 part-time operations shift personnel. The Operations Division is structured into three separate shifts, including 16 personnel on each shift.
- The Deputy Chief of Operations also oversees the Training Division, including one Division Chief, Training Lieutenant, and EMS Program Manager.

#### **Essential Resources:**

- Testing and certification of vital Fire Suppression equipment is conducted annually. These processes include the testing of SCBA cylinders and packs, SCBA masks, ladders, firefighting hoses, fire extinguishers, apparatus pumps, and firefighting Personal Protective ensembles.
- Mutual and auto-aid agreements have been established. All agreements are in the process of receiving a review. Many agreements are complete, and the Fire Chief has established the goal of maintaining an annual review of each agreement moving forward. 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 National Fire Protection Association (NFPA) requirements, enhanced customer service through quicker response times, and resource sharing of tools, equipment, and personnel in labor- and resource-intensive operations.

## **OUTPUTS**

- WSFR responded to 4739 incidents (an 0.8 percent decrease from 2023), with many of these incidents relating directly to Fire Suppression. WSFR responded to 14 structure fires which include NFIRS incident types 111 and 121. Additionally, WSFR responded to approximately 54 other fire types (a 15 percent decrease from 2023), including natural vegetation and crop fires, passenger and commercial vehicles, trash or rubbish, dumpster, mechanical or other equipment, cooking, and other special incident fires both in district and out of district for mutual and auto-aid.

## **OUTCOMES / IMPACTS OF GOAL COMPLETION**

- Property loss and content loss for all types of fire incidents totaled \$750,119, reflecting a decrease of \$513,170 from 2023.
- There were no significant firefighter or civilian injuries or fatalities associated with any fire reported in 2024.
- WSFR has re-engaged in formalized officer training in the all-hazards Blue Card incident command system by sending the Division Chief of Training to obtain the Blue Card instructor certification. All officers and acting officers will continue to receive initial Blue Card certification. Additionally, all officers and acting officers will also take part in in-house, annual refresher training specific to Blue Card. However, officers will not be required to maintain ongoing formal certification through Blue Card due to WSFR employing certified trainers and conducting ongoing refresher training each year.
- WSFR continued collaborating with neighboring agencies and counties to improve radio communication and computer-aided dispatch continuity. The goal is to provide seamless communication via radio and mobile data terminals (MDTs) among agencies that operate on different dispatch systems to provide enhanced responder safety, command and control effectiveness, closest-unit deployment, and data recording accuracy. Various projects are still in progress, but significant progress has been made as a result of engaged collaboration among all stakeholders. Technological incompatibility and budgetary restrictions have hampered Weld and Larimer County agencies and Dispatch centers; however, all are striving to complete these projects by the end of 2025.
- The Operations Division Chief Officers have continued to improve entry-level and acting/promotional task books. Additional work is required to incorporate Lateral firefighters and is expected to be completed in early 2025.
- As growth in population, residential and commercial occupancies and infrastructure, and overall call volume continues to occur, WSFR must remain proactive in its planning to continue to meet service demands by adding staff and physical resources to keep pace with and support this growth. The Fire Chief, together with Human Resources and Division leaders, will conduct a staffing needs assessment and a capital asset growth projection study in early 2025 to evaluate immediate and future staffing and station requirements. WSFR has included a new fire station and necessary apparatus and equipment in its 10-year capital plan for this purpose.

## **PREVIOUS YEARS GOALS NOT COMPLETED / CONCLUSIONS**

2022-2024 Strategic Goals and Objectives:

- Complete the remaining Special Operations manual by the end of the third quarter of 2024.

This strategic objective was not completed as prescribed in 2024 due to the agency entering into a strategic agreement with two other agencies (Greeley Fire Department and Frederick-Firestone Fire Protection District) to develop a regional special operations team (SOT). All agencies meet regularly to develop standards that are based upon Colorado State Job Performance Requirements (JPRs) and other industry-best practices. The agency's designated SOT Chief is the primary point of contact for this project and continues to work on all aspects of implementation. The creation of a regional team is a significant effort that demands considerable time and involvement from stakeholders. Consequently, the anticipated date for the formal adoption of the team and completion of this project is by the end of 2025.

## **NEXT STEPS / GOALS FOR 2025**

1. Annual Self-Assessment Core Competencies:
  - a. 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.
  - b. 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.
  - c. 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.
2. 2025-2028 Strategic Goals and Objectives:
  - a. Evaluate and upgrade existing firefighting equipment and replace it with state-of-the-art tools that improve safety and effectiveness in the field.

### Tasks:

- Conduct a complete inventory assessment and evaluation of current firefighting and emergency response equipment to identify critical items for replacement or enhancement.
- Prioritize the purchase of equipment based on need.
- Seek input from the appropriate stakeholders.
- Seek approval for the projected needs.
- Secure funding from the department budget.
- Provide comprehensive training on the operation and maintenance of new equipment.
- Establish a regular replacement schedule for equipment.
- Implement a regular inspection and maintenance program to ensure all equipment remains in optimal working condition.
- Review and revise (if necessary) the maintenance program to ensure reliability.

### Measured Outcomes:

- All firefighting and EMS tools and equipment are entered into the department's asset management software.

- All relevant program managers have submitted recommendations to the Logistics Manager for the replacement or enhancement of firefighting and EMS tools and equipment.
- Asset management processes are formally adopted and published and include consideration of applicable standards, third-party compliance, and industry-best practices.

# Technical Rescue Program

## INTRODUCTION

Windsor Severance Fire Rescue's Technical Rescue Program, formally known as the Special Operations Team (SOT) ensures personnel and equipment are prepared and effective in rescuing persons from low and high-angle rope, collapse, confined space, and trench emergencies. As well as swift, surface and sub-surface water emergencies. Windsor Severance Fire Rescue responds to complex incidents inside and outside of the Agency response area.

**Type of appraisal:** Annual

**Appraisal completed by:** Battalion Chief Mark Williams

**Date appraisal completed:** December 4, 2024

## Rating Score

- 1 – Fails as a program – Does not meet industry best practices
- 2 – Needs improvement – Meets minimum industry best practices
- 3 – Satisfactory program – Meets most industry best practices
- 4 – Excellent program – Meets and exceeds industry best practices

**Rating Score: 3**

## NEW ADDITIONAL EQUIPMENT NEEDS AND JUSTIFICATION

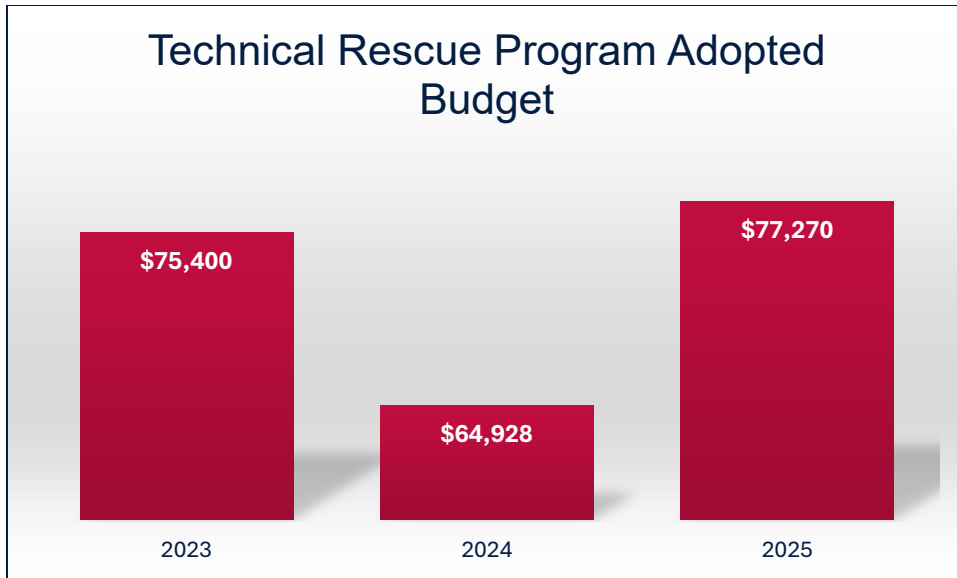
See Budget for Details

## PERSONNEL RESOURCES AND ADDITIONAL NEEDS (if applicable)

No Additional Personnel Needed

## INPUTS/RESOURCES

**Financial Resources:** Funding for the technical rescue program comes from the agency Operations budget. There is a dedicated line item for technical rescue program.



**Physical Resources:** Significant assets included:

1. 1x Heavy Rescue with various rescue equipment
2. 1x Dive Truck with various water rescue equipment
3. 1x Zodiac Boat
4. 1x Truck with various rope rescue, extrication and collapse rescue equipment
5. 4x Engines with various rope rescue and extrication equipment
6. 1x Collapse Trailer with various lumber and collapse rescue equipment.
7. 1x Terradaptor

**Human Resources:** Technical rescue response to high-threat calls utilizes a combination of on-duty and off-duty personnel. In addition, the agency is a member agency of the *Northern Colorado Special Operations Team (NOCOSOT)* and the *Northern Colorado Dive Team (NOCODIVE)*. These regional teams provide accessible and qualified rescue and water rescue technicians and divers. The agency’s technical rescue program supervisor is Battalion Chief Mark Williams and assisted by Lieutenant Kory Tope. The agency’s target objective is to assign six technical rescuers and three divers per shift.

**Essential Resources:** Large cache of specialized rescue equipment to fulfill the necessary capabilities related to the multiple disciplines of technical rescue. Also included are standard operating procedures offering guidance and direction during these generally high-risk, low-frequency events.

**PREVIOUS YEARS GOALS ACHIEVED**

In 2023, Battalion Chief Mark Williams listed the following goals for the 2024 year:

1. Send an additional (5) WSFR Dive Candidates to AHJ approved DRI Dive Training Academy.
  - a. This was accomplished.



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.
  - a. This was accomplished and the team has successfully filled 18 out of 18 vacancies. However, additional training is required to properly certify all rescuers in specialty areas.
3. Fully equip a current WSFR enclosed trailer with Trench Rescue and Collapse Rescue lumber and adjunct equipment to be deployable by 2025.
  - a. This was accomplished.

### **OUTCOME / IMPACTS OF GOAL COMPLETION**

The Agency responded to 4 technical rescue calls in 2024. This is a 60% decrease in calls from 2023 which saw the department respond to 10 technical rescue calls.

### **PREVIOUS YEARS GOALS NOT COMPLETED / CONCLUSIONS**

The agency endeavors to fully integrate into the NOCOSOT and NOCODIVE regional response model. This creates several unique challenges in operations, administration and logistics.

The agency must continue certifying SOT rescuers in various skillsets as informed by agency *SOT Staffing Matrix* and the *SOT Continuity of Operations (COOP) plan*.

### **NEXT STEPS / GOALS FOR 2025**

1. Develop an Intergovernmental Agreement with NOCOSOT and NOCODIVE member agencies to formalize response and interoperability agreements.
2. Coordinate and execute a regional Trench Rescue Technicians Course.
3. Ensure monthly and quarterly training goals within the NOCOSOT are met to ensure interoperability.

# Hazardous Materials Program

## INTRODUCTION

Windsor Severance Fire Rescue (WSFR) Hazardous Materials Program is responsible for responding to chemical incidents, supervising, confining and completing the incident. Although WSFR is not a dedicated hazmat team, WSFR has the means to mitigate type 1 incidents and begin the prep work for type 2 & 3 incidents. WSFR is also responsible for providing appropriate, successful training and recertification for WSFR personnel at the operations and technician level.

**Type of appraisal:** Annual

**Appraisal completed by:** Battalion Chief Joe Seaman

**Date appraisal completed:** January 2, 2025

## Rating Score

- 1 – Fails as a program – Does not meet industry standards.
- 2 – Needs improvement – Meets minimum industry standards
- 3 – Satisfactory program – Meets most industry standards
- 4 – Excellent program – Meets and exceeds industry standards.

**Rating Score: 3**

## NEW ADDITIONAL EQUIPMENT NEEDS AND JUSTIFICATION

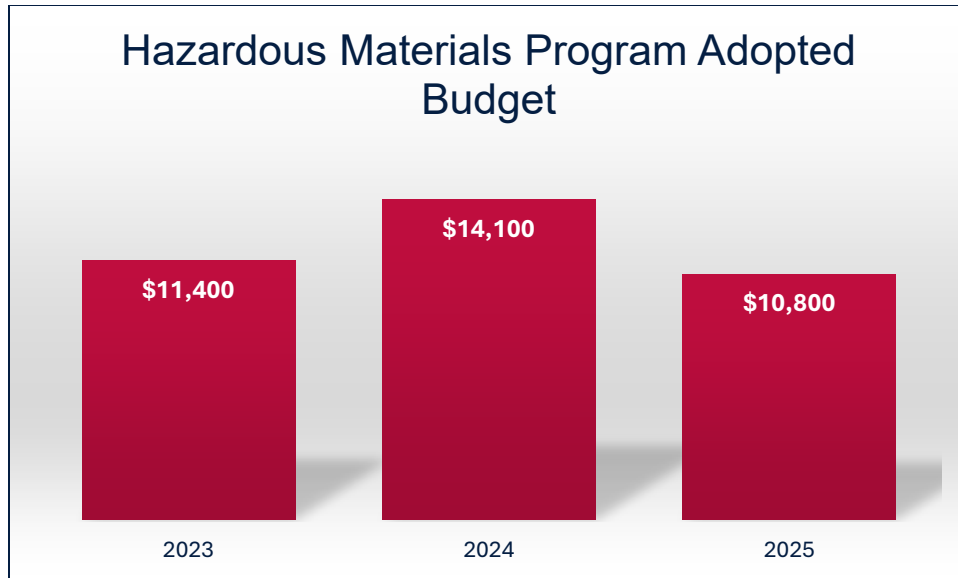
No new equipment is needed in 2025.

## PERSONNEL RESOURCES AND ADDITIONAL NEEDS (if applicable)

Subject to availability, WSFR will send 3 members to Hazmat Tech School 2025.

## INPUTS/RESOURCES

**Financial Resources:** WSFR's total operation budget for Hazardous Materials response for 2024 is \$14,100.00 and is an increase 19% from 2023. The increase in budget is due to the need for new 4-gas monitors that was recognized to allow back up apparatus to have monitoring on them.



**Physical Resources:** The Hazardous Materials Program includes the following significant assets:

- 1 RKI GX 6000 PID
- 9 RKI GX-3R Pro 5 gas

**Human Resources:** Hazardous Materials response to type 1, 2, and 3 incident threats utilized on duty personnel to respond. Supervision of the Hazardous Materials program was provided by Battalion Chief Joe Seaman. WSFR currently has 5 certified hazardous material technicians with the rest of the members being hazardous materials operation level.

**Essential Resources:** Resources included the establishment and use of standard operating procedures. Other resources that assist in response are as follows: WSFR Engine Company Operations Manual, WSFR Standard Operating Procedure Manual, and the WSFR Truck Company Operations Manual.

Training was conducted so all personnel could recertify through the state and records are kept by the Training Division.

#### **PREVIOUS YEARS GOALS COMPLETED**

Recertification of all WSFR Operation and Technician personnel was completed. Training was completed with the Northern Colorado Hazardous Materials Team. Unfortunately, no new members were added as technicians.

#### **OUTCOMES / IMPACTS OF GOAL COMPLETION**

Training completed assists in the ability to formulate plans on scene of hazmat incidents. Provides more manpower for a potential regional hazmat response. Classes as made available by the State of Colorado will be evaluated and new members sent to be certified as technicians.

## **PREVIOUS YEARS GOALS NOT COMPLETED / CONCLUSIONS**

Challenges still exists with getting members over to Greeley for training with the regional team. As well as finding classes offered by the state to certify our members as technician level personnel.

## **NEXT STEPS / GOALS FOR 2025**

1. Move all Hazmat Material Response from the heavy rescue to a trailer located at WSFR Station 2.
  - a. Status: Project in process
2. Certify 4 new hazmat technicians.
  - a. Status: Project in process
3. Continue to train with the NOCO Hazmat Team.
  - a. Status: Project in process
4. More specialized monitor training.
  - a. Status: Project in process will work with DERA to organize SME to set up training.

# Wildland Fire Program

## INTRODUCTION

Windsor Severance Fire Rescue's Wildland Program is responsible for responding to wildland fires in WSFR's response area in Larimer and Weld counties and deploying nationally with a Type 3 Engine, Type 6 Engine, or a Type 1 Tactical Water Tender. The program also trains its members in the annual RT-130 wildland refresher and arduous pack test.

**Type of appraisal:** Annual

**Appraisal completed by:** Lieutenant Mike Matzke

**Date appraisal completed:** January 02, 2025

## Rating Score

- 1 – Fails as a program – Does not meet industry best practices
- 2 – Needs improvement – Meets minimum industry best practices
- 3 – Satisfactory program – Meets most industry best practices
- 4 – Excellent program – Meets and exceeds industry best practices

**Rating Score: 3**

## NEW ADDITIONAL EQUIPMENT NEEDS AND JUSTIFICATION

WSFR will be taking delivery of a Type 3 Pierce BX3, Freightliner M2-106 4x4 at a cost of \$578,842

4 BK5000 radios to replace 4 older radios in the system for \$3,073

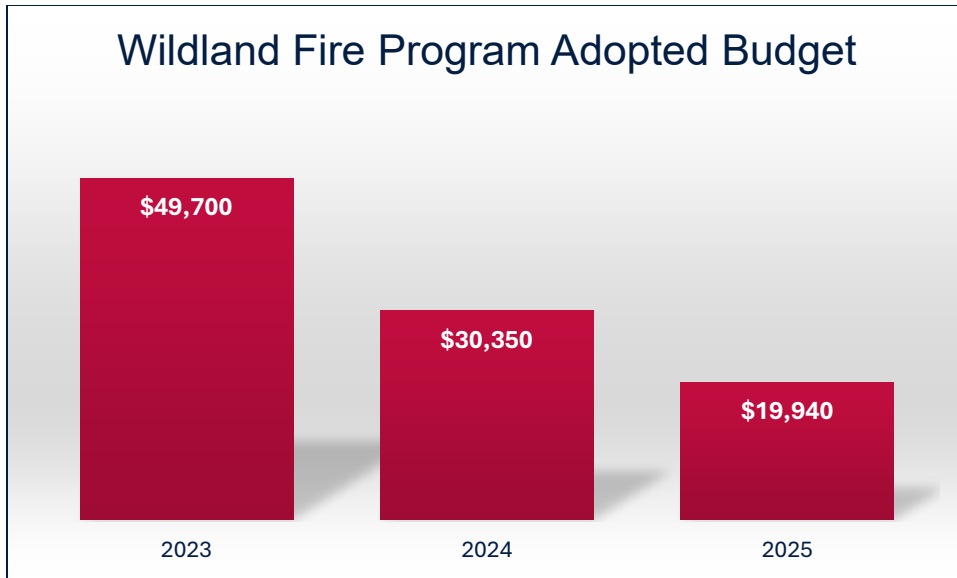
2 new cloning cables capable of cloning the new BK5000 radios for \$599 each

## PERSONNEL RESOURCES AND ADDITIONAL NEEDS

The Wildland Team has identified the need to send team members to additional training to add more Engine Bosses. This will help increase the team's number of National deployments. The team will be adding an additional team member for the 2025 season to replace a member who has left the organization.

## INPUTS/RESOURCES

**Financial Resources:** The Wildland Team has its own line-item budget. Funding for gear, training, and PPE all come from this budget. Larger purchases such as Engines come from the capital budget.



**Physical Resources:** The Wildland Program at WSFR includes 3 Type 6 Engines, 2 Type 1 Tactical Water Tenders, and 1 Type 3 Engine that will arrive in early 2025.

Each apparatus carries a large amount of equipment, such as hoses, nozzles, and adapters, to meet the NWCG standard for national deployments.

The team has 2 tablets with Avenza maps pre-downloaded to the tablets that are placed on the apparatus that is deploying.

We currently have 8 BK pack set radios that we can use for national deployments.

**Human Resources:** WSFR's Wildland Team consists of a Battalion Chief oversight. This position serves as a line of chain of command to the Chief staff and the Wildland Team. 1 Team Lead whose duties are to coordinate wildland team training, oversee any logistical needs, and coordinate placing teams on the board for national deployments. A total of 15 team members can deploy nationally on the team.

Training records and management of the IQS system are completed by the Wildland Team Lead.

**Essential Resources:** The team maintains a red card certification to be qualified to deploy nationally. This requires the team to complete the arduous pack test as well as attend the RT-130 wildland refresher every year. In addition to keeping our team members qualified we make sure that the apparatus that are going to deploy nationally are up to the current NWCG (National Wildland Coordination Group) standards.

#### **PREVIOUS YEARS GOALS ACHIEVED**

1. In 2021, WSFR took delivery of a Pierce Type I Tactical Tender and found the configuration to be 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 aging, less effective apparatus at WSFR Station 2. Based on supply chain issues, the tender was not delivered in 2023.

- a. In April of 2024, WSFR placed a new Type I Tactical Tender in-service. This added redundancy, reliability, and capability to our wildland response fleet as intended.
2. RT130 will be completed by May 1 of this year to certify each responder within the organization per NWCG standards.
  - a. All training was completed as intended to meet applicable standards.
3. Continue to provide training opportunities to WSFR wildland team members and maintain currency within existing WSFR staff.
  - a. The 2024 training plan was successfully executed resulting in wildland team members remaining appropriately trained.
4. 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.
  - a. WSFR successfully maintained a Type VI resource as available for regional response needs related to wildfire response as intended.

## **OUTCOMES / IMPACTS OF GOAL COMPLETION**

WSFR's Wildland Team deployed nationally twice filling 3 separate resource orders to Wyoming, Colorado, and California. Crews spend 36 days on these fire assignments.

Crews gain an extensive amount of hands-on experience while deployed nationally. They can bring that knowledge and experience back to WSFR's home unit.

Windsor Severance Fire Rescue billed \$238,234 for the 2024 wildfire season.

## **PREVIOUS YEARS GOALS NOT COMPLETED / CONCLUSIONS**

With the acceptance of a new type 3 engine, the team will continue to deploy nationally. To give the apparatus and team the ability to have multiple deployments in a season, the need for more Engine Bosses on the team is crucial. We have identified the need to qualify two more team members for the rank of Engine Boss.

## **NEXT STEPS / GOALS FOR 2025**

1. Wildland Team lead Matzke will onboard 1 new team member to fill the vacant position from the 2024 season. This will keep the team to 15 total members. This will take place in early 2025.
2. The Battalion Chief Oversight Seaman and Team Lead Matzke will schedule and facilitate the 8-hour mandatory Wildland training that will take place early in 2025. In addition to this, the Wildland Team Lead will work with the training division to get the RT-130 wildland refresher and the pack test scheduled for all active WSFR personnel.
3. The Wildland Team will send two team members to a Crew Boss / Engine Boss course in 2025 for the members to qualify for the rank of Engine Boss. This is a long-term goal

that requires several national deployments to fulfill the required task books needed for the position.



# Training Program

## INTRODUCTION

The WSFR Training Program is responsible for the training and certification programs with the organization, as well as the delivery of assessment centers, promotional exams, and new hire boards. Additionally, the training program is responsible for training records management, certification renewal, and mutual-aid training coordination.

**Type of appraisal:** Annual

**Appraisal completed by:** Division Chief Jeramie Greer

**Date appraisal completed:** November 20, 2024

## Rating Score

- 1 – Fails as a program – Does not meet industry standards.
- 2 – Needs improvement – Meets minimum industry standards
- 3 – Satisfactory program – Meets most industry standards
- 4 – Excellent program – Meets and exceeds industry standards.

**Rating Score: 3**

## NEW ADDITIONAL EQUIPMENT NEEDS AND JUSTIFICATION

In December 2024, the training division purchased a Multifunction Pediatric Training Mannequin, which will be delivered in 2025 and is essential to increase pediatric EMS training and skills practice. Needs associated with and related to consumables and initial EMS equipment for training purposes. Estimated initial cost <\$500.

Wound control trainers are needed for wound packing and tourniquet training. This is also associated with annual ASHER training. A training arm with both capabilities has been identified and was included in budget planning for 2025. Estimated cost \$800.

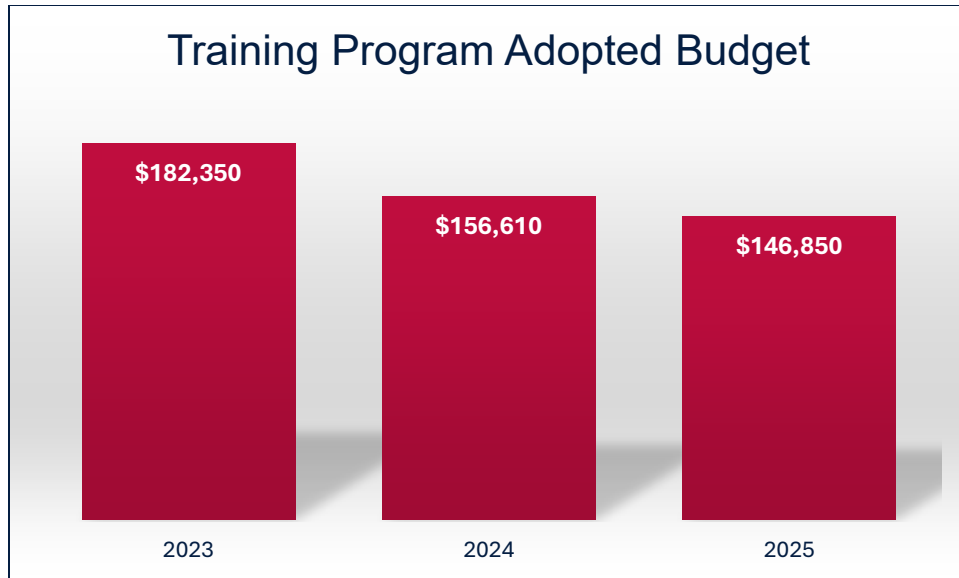
Humeral IO placement Trainer. Research has shown Humeral IO placement has significant benefits for medication and fluid administration. This is an accepted site per local protocols and is essential training to all current and future IV/IO Certified providers. Estimated Cost \$500 with additional spare/consumable parts estimated \$120.

## PERSONNEL RESOURCES AND ADDITIONAL NEEDS (if applicable)

No additional personnel needed for fiscal year 2025.

## INPUTS/RESOURCES

**Financial Resources:**



**Physical Resources:** The training program maintains a limited inventory of physical assets limited to smoke machines, two thermal imaging cameras, photography equipment, and office-based laptop computers.

**Human Resources:** The training program consists of a Division Chief (Jeramie Greer), an EMS Coordinator/Lieutenant (Eric Schmitz), and a fire training Lieutenant (Michael Haynie).

**Essential Resources:** Records management and office process for management of certifications and training records.

#### PREVIOUS YEARS GOALS ACHIEVED

1. Successfully onboard the Training Lieutenant and EMS Coordinator position.
  - a. The Training Division successfully onboarded both an EMS Coordinator and a full-time Training Lieutenant, increasing the division staff to three full-time members in Q1 2024.
2. Implement a web-based learning management and training records management system.
  - a. With enhanced staffing, the organization successfully implemented a new records management and reporting system utilizing the First Due platform. The implementation is scheduled to go live on January 1, 2025.
3. Develop, schedule, and implement a Driver Operator/Pumper academy for members aspiring to advance their career
  - a. The training division led both an acting driver/operator academy and Fire Instructor I academy. These will be put into a two-year rotation in off-years with Fire Officer I and acting officer internal courses.
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).
  - a. The 2024 training plan was executed successfully and combined the goals of multiple mutual aid training opportunities with neighboring agencies including

high-rise training with Greeley Fire Department (GFD), MAYDAY management with GFD and Front Range Fire Rescue (FRFR), and basement fire mutual aid training with Loveland Fire Rescue. Live fire mutual aid training with Eaton Fire Department will be completed by year end. Other mutual aid and partner training included work with Windsor PD and Severance PD on active shooter response with WSFR involvement in a large-scale exercise at Windsor High School coordinated via a third-party evaluator.

- b. EMS training program and tracking was designed and implemented. Training schedule designed to meet and, at full participation, exceed all requirements for EMS certifications held by members.
  - c. Partner training has been successfully conducted and scheduled for 2025 with UCHealth EMS and Thompson Valley EMS to strengthen working conditions and patient care.
5. Explore the feasibility of constructing a training facility within WSFR boundaries and evaluate and potentially develop regional training with a focus on mutual aid training.
- a. Based on needs assessment, the training division has identified and submitted a Letter of Interest to acquire approximately 10 acres in the industrial park to accommodate a master planned training facility. The purchase of the land was approved by the Board of Directors in November 2024. Barring contingencies, the land will be purchased Q1 2025 and will serve as the location for a Phase I buildout of a burn tower, driving pad, and a pole barn for consumables and equipment storage. Specific burn building specifications are being developed and will be finalized by Q1 2025.

## **OUTCOMES / IMPACTS OF GOAL COMPLETION**

Staff increases in the Division have contributed to accelerated timelines and outcome objectives. Our EMS Coordinator has standardized continuing medical education for all levels of providers within the organization as well as solidified protocols with both UC Health and Thompson Valley EMS ambulance services. Additionally, CME hours, skills, and curriculum have been vetted by WSFR's physician advisor and are being tracked against both State and NREMT standards. Outside resources have been contacted and utilized to bring in specialized subject matter instructors to conduct specific training.

Fire certifications and hours are now being tracked against both Colorado State JPR's and ISO criteria. Additionally, the increase in staff has allowed greater coordination and efficiencies with mutual aid partners and third-party providers.

The training division implemented two internal career advancement academies successfully graduating 11 members in the Driver/Operator academy and seven members in the Fire Instructor I academy. Both academies led to state certifications in both disciplines. Both academies are foundational as prerequisites to the officer development program scheduled in off years from the DO/P and FI I certifications.

Identification of land zoned appropriately for a Class A burn facility led to an approval by the BOD to purchase ~10 acres. A master plan is currently in development to be completed in Q1 2025.

## **PREVIOUS YEARS GOALS NOT COMPLETED / CONCLUSIONS**

Coupled with increased staffing, increased efficiencies, and collaboration with mutual-aid partners and third-party providers, the WSFR Training Division is poised to increase the technical and tactical knowledge base of responders in the organization, as well as demonstrating itself as a leader in innovation and forward-thinking methodologies for the fire service.

## **NEXT STEPS / GOALS FOR 2025**

- 1) Complete purchase of training center property.  
The BOD has submitted a letter of intent (LOI) to purchase a 10-acre plot in the industrial park near Eastman Drive. Pending approval of the LOI contingencies and closing of the property, WSFR will begin the master plan phase of development of the property.
- 2) Develop a comprehensive master plan for the training center  
The projected training facility will be constructed in phases. We anticipate a Phase I including facilities infrastructure, earthwork, electrical, gas, and water improvements. Additionally, we anticipate an 8-inch concrete pad poured to accommodate the footings for the burn tower as well as an expansive space for driver operator training courses. A pole barn will also be needed to house bathroom facilities, consumable material storage, and a secure garage for a Telehandler or similar machine for burn resets and consumable storage.
- 3) Select provider for Class A burn tower  
The training division will complete a cost vs value comparison of multiple vendors and Class A facility types and evaluate the effectiveness of each design for WSFR's training needs and building construction types.
- 4) Complete Fire Officer I academy, acting Officer, and acting Battalion Chief academies  
The training division will host a Fire Officer I class in Q1 2025 (tentatively scheduled for January 2025) and an acting BC class tentatively scheduled for September 2025 as well as facilitate an acting officer bootcamp in Fall 2025.
- 5) Fully implement First Due reporting platform  
First Due has been fully implemented for scheduling and pre-plans as of Q4 2024. The training division anticipates a full transition to the training module starting Jan. 1, 2025. All training records that are exportable from Emergency Reporting will be archived into an Excel readable format as import functionality within First Due would be untenable due to data transformation complications. All reporting for EMS, ISO, and State certifications reports have been created and tested by the division and will be utilized starting Q1 2025.
- 6) Execute 2025 Training Plan  
Upon approval of the 2025 Training Plan by the Deputy Chief of Operations and Division Chief of Training the plan will be implemented beginning January 1, 2025. The plan will include monthly CMEs with skills tracking, monthly fire and rescue trainings, as well as quarterly SOT skills. Additionally, there will be continuing

education for all specialized teams including in service training for dive, rope rescue, wildland, and swift water. The Division will continue to evaluate long-term training needs and adjust specialized training on an as-needed basis.

7) FRFC Cadre Member

WSFR has committed Engineer Stone to the Front Range Fire Consortium as a cadre member for two academies spanning an entire year. Due to prior staffing challenges, WSFR has been unable to commit a full-time cadre member for several years. WSFR looks forward to further involvement with the FRFC and will endeavor to provide a cadre member whenever possible.

8) IV Certification Class

With changes in UCH EMS's deployment and transport policy, firefighters are more often able to continue with critical patient management throughout transport. This creates a need for more members to hold the State Recognized IV/IO Certification to maintain a consistent level of care that would be provided if UCHealth EMT was continuing this care.

- The certification of EMT-IV significantly exceeds the scope of practice for a Colorado State EMT-B and allows for emergent IV/IO placement for critically unstable patient. This allows for rapid administration of:
  - i. Intravascular fluid resuscitation in the treatment of shock.
  - ii. Administration of cardiac medications for patients in cardiac arrest, as the patient is deemed "in extremis" per Chapter 2.
  - iii. Dextrose for hypoglycemic patients in need of immediate treatment.
- The Training Division is currently in discussion with the UCHealth Emergency Department, Medical Directors, and Colorado State EMS Office to introduce this class on-site to our members.

9) Mentor Program

Purpose

The WSFR Mentor Program has been designed with several key objectives in mind:

- Skill Development: To help mentees become proficient in the operational and technical aspects of firefighting, rescue operations, equipment handling, and safety protocols.
- Cultural Integration: To help new members understand the unique culture and values of the department, promoting unity, pride, and ethical behavior.
- Leadership Development: To identify potential leaders early and provide them with the tools to succeed in more advanced roles.
- Retention: To improve employee engagement, job satisfaction, and retention by providing a supportive network for new hires.

- **Safety and Efficiency:** To ensure that all department members understand and adhere to the highest safety standards, minimizing accidents and improving operational efficiency.
- **Networking and Career Development:** To foster relationships that can support professional growth, mentorship outside of direct job skills, and promote ongoing career progression.

#### Goals of the Program

The specific goals of the WSFR Mentor Program are as follows:

1. **Transition Support:** Facilitate the smooth transition of new hires or personnel into the department by equipping them with necessary knowledge, training, and emotional support.
2. **Technical Mastery:** Provide mentees with the technical skills and knowledge required to operate effectively during emergency situations.
3. **Leadership Cultivation:** Develop future leaders who possess both technical expertise and interpersonal leadership skills.
4. **Departmental Cohesion:** Strengthen relationships within the department, fostering a culture of collaboration, communication, and mutual respect.
5. **Increased Retention:** Reduce turnover by ensuring that new recruits feel welcomed, supported, and capable in their new roles.
6. **Improvement of Safety Practices:** Ensure safety practices are consistently followed and reinforced through practical mentorship and feedback

# Health and Safety Program

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 staff. WSFR has an ongoing contract with First Responder Trauma Counselors which is in Windsor for mental health support and training. These services are provided free of cost to all employees as part of our multi-modality behavioral health network.

**Type of appraisal:** Annual

**Appraisal completed by:** Battalion Chief Todd Vess

**Date appraisal completed:** December 13, 2024

## Rating Score

- 1 – Fails as a program – Does not meet industry standards.
- 2 – Needs improvement – Meets minimum industry standards
- 3 – Satisfactory program – Meets most industry standards
- 4 – Excellent program – Meets and exceeds industry standards.

**Rating Score: 3.5**

## NEW ADDITIONAL EQUIPMENT NEEDS AND JUSTIFICATION

- Squat Rack for Station 3: Station 3 squat rack is old and outdated; I will be replacing it with a rogue rack to match the ones at our other stations.
- Freak Athlete Nordic Hyper Machine with Leg Developer: 1 per station. This 9-in-1 machine will give people different ways to workout legs. This matches up with the programing that has been developed by the agency's Peer Fitness Trainers and Program Development Coordinator. It gives individuals the ability to do leg extensions and leg curls in addition to many other leg exercises.

- Belt Squats: for stations 1,2, and 3. Belt squats put all the weight on the hips, lessening spinal compression. Overall, this is better for those who have back issues.
- Crossover Symmetry Bands for Shoulders and Hips: 1 Set per station. These were requested as part of a yearly survey that is sent out by the Fitness Equipment coordinator. These are good for warming up and working out shoulders and hips. Those with issues of either of these can use them to rehab any injuries or issues as well.
- Rogue Barbells and collars: for stations 1,2, and 3. The goal is to start replacing a barbell per station each year except for Station 4 since those ones are very new. In the past the agency did not track the age of gym equipment, and many of them are not in the best shape. The goal is to have 3 barbells per station at outlying stations and 4 at Station 1.
- Replacement plan for collars barbell collars has been approved, getting more modern collars which are less prone to failure when being used.
- Screen holders for Peloton bikes and rowers: 1 for each piece of equipment per station. These were requested in the survey.
- Camber bar: 1 per station: requested in the survey.
- Bumper plates for station 2: Two 45 lbs. bumper plates for each station have been approved to have an equal amount of bumper plate weights at each gym.

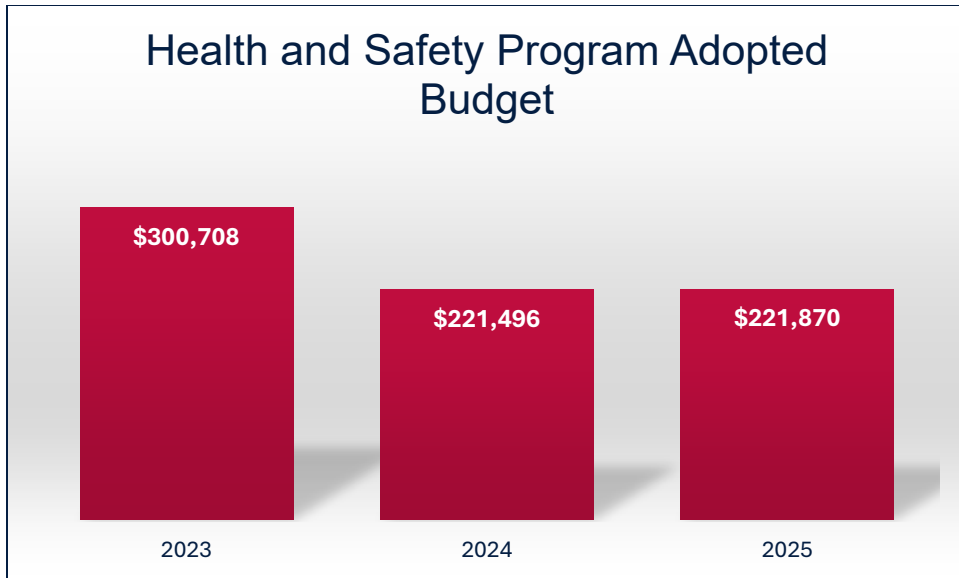
#### **PERSONNEL RESOURCES AND ADDITIONAL NEEDS (if applicable)**

No additional personnel are needed for this program as current staff is utilized and the costs of the staff members' time is included in the budget.

#### **INPUTS/RESOURCES**

**Financial Resources:** The following chart reflects the combination of four individual program budgets related to the Health and Safety programs for WSFR. The four budgets are Health and Safety, Rehab, Fitness, and Peer Fitness Trainers.





**Physical Resources: (Capital Gym Equipment)**

- 8 Treadmills
- 4 Stair Machines
- 5 Peloton Bikes
- 8 Rowing Machines
- 4 Assorted Full Body Cable Machines

**Human Resources:**

- Todd Vess: Health and Safety Officer
- Emily Pearson: Human Resources Manager
- Ben Johnson: Fitness Equipment
- Matt Cooper: Peer Fitness Trainers and Program Development

**Essential Resources:** All WSFR stations are equipped with state-of-the-art gyms and equipment which provides a wide variety of types of workouts that staff can take advantage of. The Health and Safety Committee met twice in 2024 with a focus on the goals outlined for the year which are listed below.

**PREVIOUS YEARS GOALS COMPLETED**

The Health and Safety 2024 Goals and Objectives that were met and include:

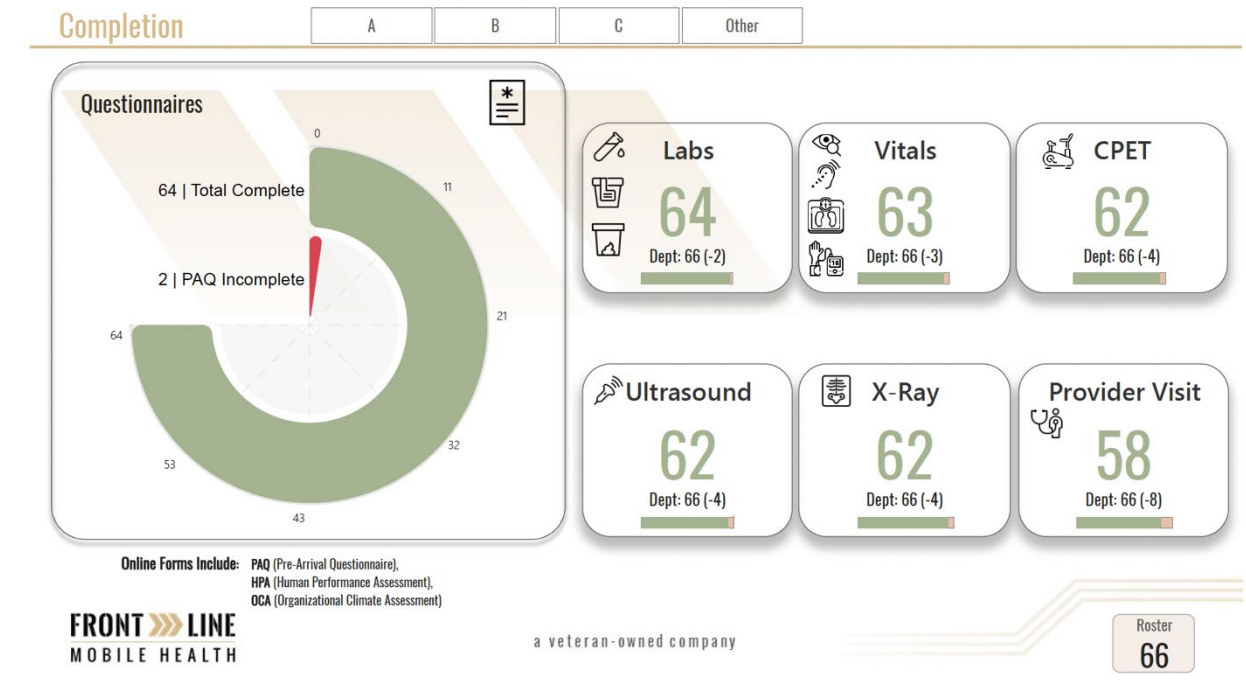
1. Review and provide recommendations based on worker compensation injuries by the Health and Safety Manager, Human Resources Director, and the Training Division Chief.
2. Research the effects of PFAS in firefighter bunker gear and what the agency can do to help reduce the risk of exposure in equipment that is essential to the duties of a firefighter.

3. Create a regular health and safety newsletter to provide timely Health, Safety, and Cancer Committee communications to staff.
4. Install exhaust fans and doors on Stations 1, 2, and 3 bunker gear storage rooms
5. The goal was to send 2 people to Peer Support academies. The agency was able to send 5 members.
6. Annual Mental Health check-ins in 2024.
7. Expand Station 3 Gym
8. Implement research from the Human Performance Program committee which includes Behavioral Health, Annual Physicals, and Annual Fitness Assessments.

## OUTCOME / IMPACTS OF GOAL COMPLETION

By providing and supporting health and safety initiatives, WSFR can reduce downtime for injured staff. Reduced injuries also help keep Work Comp rates lower. 2025's Work Comp rates overall for WSFR increased, however the increase was all tied to salary adjustments. The agency's EMOD went down and we qualified for a dividend due to reduced accident rates.

WSFR contracts with Frontline Mobile Health to conduct comprehensive NFPA compliant annual physicals for all staff. This includes X-Rays, Ultrasounds, etc. While the data is confidential, several staff members were referred to their PCPs or specialists to further evaluate test results that were found during the annual physicals. 2024 was the third year that WSFR has used Frontline for physicals. Many agencies in the region use the company due to its staff's focus on Fire and Police, and WSFR plans to continue to use Frontline.



## **PREVIOUS YEARS GOALS NOT COMPLETED / CONCLUSIONS**

WSFR's Health and Safety program has focused on the well-being of team members from all perspectives. The program addresses wellness preemptively through testing, education, training, and injury/illness prevention; and post injury/illness through rehabilitation, work accommodations when appropriate, and total employee support during and following the return-to-work process including both the employee's physical and mental well-being.

## **NEXT STEPS / GOALS FOR 2025**

1. WSFR has approved funding for all five to obtain their Certified Personal Trainer (CPT) certificate from the National Academy of Sport Medicine (NASM). The five who went through the class in 2024 will take their tests in the spring of 2025 and become officially certified at that time. In addition to their CPT certificate, each will be getting a specialty certificate from NASM in an area of each PFTs choosing (e.g. nutrition, corrective exercise, etc.).
2. New gym equipment budgeted for WSFR is addressed above.
3. Gym Equipment Replacement schedule:
4. The agency does not currently have any sort of tracked replacement schedule. This is being phased in and will start with the barbells mentioned above.
5. WSFR does not currently lease any gym equipment; we own all of it. The proposed replacement schedule for cardio equipment is based on what our vendor, Sport and Fitness, advises as part of their bi-annual preventative maintenance, and input about the condition of equipment from staff. If it is broken and cannot be repaired, then it is replaced. All treadmills except the one at Station 1 have been replaced recently. The agency will investigate the costs of leasing certain gym equipment instead of buying it outright to ensure modern and reliable equipment.

# Communications Program

## INTRODUCTION

The WSFR communication program is essential in delivering high quality service to the community. The program includes management, purchase, maintenance, and assignment of portable and mobile radios, in-cab intercom equipment, fixed-site equipment, and annual subscriptions for tower access and system usage. The dispatch system is not part of the communications program and is managed by various county or state agencies not associated with WSFR.

**Type of appraisal:** Annual

**Appraisal completed by:** Lieutenant Kory Tope

**Date appraisal completed:** December 22, 2024

## Rating Score

- 1 – Fails as a program – Does not meet industry standards.
- 2 – Needs improvement – Meets minimum industry standards
- 3 – Satisfactory program – Meets most industry standards
- 4 – Excellent program – Meets and exceeds industry standards.

**Rating Score: 3**

## NEW ADDITIONAL EQUIPMENT NEEDS AND JUSTIFICATION

New equipment is generally purchased when apparatus builds are initiated, end of service life is met, or based upon district needs and restructuring of response vehicles. Additionally, old and outdated intercom equipment is typically budgeted as an annual need based upon the historical downtime of maintenance and damage sustained during normal operations. Finally, capital planning accounts for (or will account for) inventory replacement of portable and mobile radios. The following equipment purchases have been requested in the 2025 budget in order to maintain operational status of personnel and equipment:

- Replacement batteries for portable radios - \$6,000
  - Replacement of batteries based upon need and lifespan
- Replacement lapel mics for portable radios - \$4,800
  - Replacements to swap a portion of the inventory to new mics with updated technology and features
- APX mobile radios - \$41,000
  - Anticipated purchase of seven mobile radios
- BK portable wildland radios - \$12,400
  - Replacing older BKs with new model
- Portable radio chargers - \$1,200
  - As needed for new vehicles or addition to existing vehicles

While not specifically related to equipment/needs/purchases, the subscription fees for system usage are significant budgeted items:

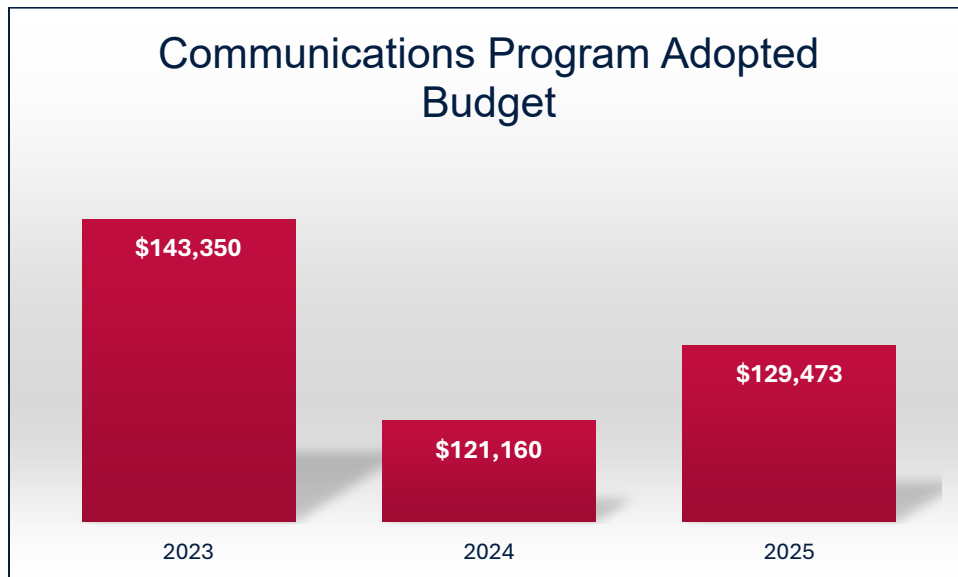
- Weld county contract for radio maintenance - \$14,000
- Larimer County usage fees - \$11,000
- Weld County usage fees - \$66,000

### PERSONNEL RESOURCES AND ADDITIONAL NEEDS (if applicable)

Current staffing for the program is Lieutenant Kory Tope. Additional members with the ability to assist with inventory management (checking our spare radios or headsets, swapping lapel mics, etc.) would be beneficial.

### INPUTS/RESOURCES

**Financial Resources:** Beyond the budgeted items above, up to 20 hours of additional time for program management outside of normal shift hours will be required. Major purchases will come from the approved capital plan or normal budget requests.



**Physical Resources:** Beyond the items budgeted for in the 2025 cycle, additional consideration should be given to the FireCom systems in use...do we want to continue using them, or migrate to SetCom, which is currently in use in the new Battalion vehicle. Additional headsets will need to be purchased to account for several going out of service and not being repairable. Historically, 5-10 headsets go in for service per year...most are able to be repaired, but the increasing age and use is contributing to the need for replacements.

**Human Resources:** Currently, one (1) member is assigned to the program.

**Essential Resources:** All items associated with the program are considered essential. Without radios, intercoms, interface systems, antenna components, and consumables (batteries), the communications program would fail to assist in delivering service.

## **PREVIOUS YEARS GOALS COMPLETED**

The following goals were set for 2024:

1. Complete annual preventative maintenance on all radios
2. Review and update the communications template
3. Review inventory, evaluate needs, and purchase as necessary (focus on full radio inventory replacement planning)
4. Pursue funding opportunities via federal grants

## **OUTCOMES / IMPACTS OF GOAL COMPLETION**

Annual preventative maintenance – the PM was complete and several minor programming changes were made, including removal of two-tone capability, re-aliasing of all units, and activation of mutual aid channels from our partners in Larimer County.

Updated template – the template was updated to reflect the addition of the LC mutual aid and talk-group channels from PFA and Loveland Fire. The template was reorganized and several new channels were added to remain compliant with the FRCC guidelines for user operations.

Review of inventory – upon review and evaluation, several purchases were made to support the program. Most of these were to outfit capital apparatus purchases with mobile radios (both 800MHz and VHF). Portable radios were re-aliased and reassigned to outfit the apparatus needing them. A large number of batteries and lapel mics were purchased according to budget requests and needs to update equipment. Two new NFPA compliant portable radios were reviewed during a demo period; Motorola NXT and Harris 400XL. The general consensus of users was not favorable, and the significant cost (nearly double) was equally concerning. A recommendation to not pursue purchasing of either platform was submitted.

Grant funding – WSFR applied for and was unsuccessful in procuring a federal grant for inventory replacement. The anticipated inventory replacement purchases were put on hold while waiting for the notice of funding from FEMA.

## **PREVIOUS YEARS GOALS NOT COMPLETED / CONCLUSIONS**

One of the most significant needs/challenges in the upcoming year will be to make considerable headway in replacing the BN model portables, which are nearing their end of service life. The most reasonable and cost-effective approach will be to pursue the AN model of the same radio to keep the platform consistent (chargers, batteries, accessories, etc.). A three-year plan to replace all radios has been tabled for the past 3 years due to the uncertain future of the BN model, and the anticipation of service life announcements for the AN model (which never came) and holding for notification of funding from grants. More discussion will be required to decide on the future of the program – to update or not.

Additionally, the FireCom systems in service will require some intentional discussion to weigh future use.

## **NEXT STEPS / GOALS FOR 2025**

The communications program is predictable in certain aspects concerning future goals but will require flexibility as equipment is replaced/purchased. The overall goals for 2025 have not changed from 2024:

1. Complete annual preventative maintenance
2. Update templates as needed
3. Review inventory, evaluate needs, make purchases as appropriate
4. Consider grant funding if needed

# Fleet Services Program

## INTRODUCTION

When preparing to purchase fire apparatus, Windsor Severance Fire Rescue (WSFR) utilizes an apparatus design committee comprised of various individuals representing various ranks and positions from within the agency. This allows for input and ideas from differing focus areas such as performance, comfort, emerging technology, maintenance, national standards, and local regulations. Staff vehicle purchases are made using a similar model that includes the fleet manager, appropriate department leads, and for assigned staff vehicles, the member who will be the primary user.

WSFR utilizes a fleet manager and assistant who works directly with the contracted service provider to schedule and provide repair and maintenance services to all vehicles. Communication of maintenance and repair needs is completed using a software program and regular vehicle check procedures are performed at various designated intervals.

**Type of appraisal:** Annual

**Appraisal completed by:** Logistics Manager Travis Chapman

**Date appraisal completed:** December 31, 2024

## Rating Score

- 1 – Fails as a program – Does not meet industry standards.
- 2 – Needs improvement – Meets minimum industry standards
- 3 – Satisfactory program – Meets most industry standards
- 4 – Excellent program – Meets and exceeds industry standards.

**Rating Score: 3**

## NEW ADDITIONAL EQUIPMENT NEEDS AND JUSTIFICATION

WSFR will be requesting the purchase of a new Pierce PUC engine in early 2025 to maintain the established fleet replacement schedule.

A 2025 Chevrolet Tahoe was ordered in 2024 and the agency should take delivery of this vehicle in the first half of 2025 to be upfitted and used as a response capable command vehicle. This new vehicle is due to the addition of the Deputy Chief of Administration position in 2024.

The 2025 Capital Budget includes the purchase of a staff response vehicle in anticipation of the addition of an administrative officer level position in the second half of 2025.

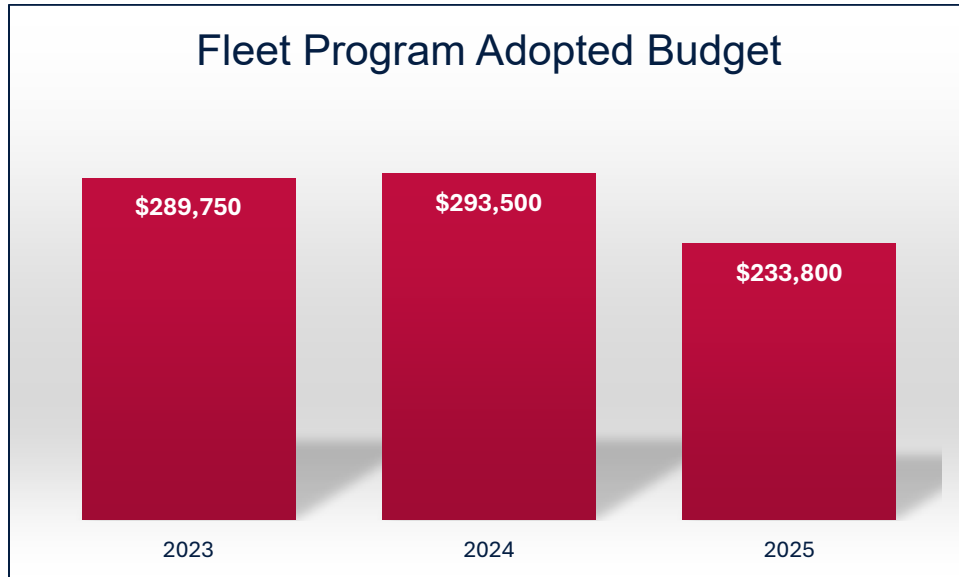
## PERSONNEL RESOURCES AND ADDITIONAL NEEDS (if applicable)

No additional needs currently.

## INPUTS/RESOURCES



**Financial Resources:** The fleet service budget reflected in the graph below is the program budget to fund ongoing maintenance and repair costs, fuel cost, and station supplies related to fleet needs. Additional capital expenses are included in the WSFR Capital Plan to fund anticipated capital purchases related to fleet program needs.



**Physical Resources:**

Year	Make	Model	Description
2005	Sutphen		Engine
2011	SVI	Spartan	Engine
2012	SVI	Spartan	Engine
2018	SVI	Spartan	Engine
2022	Pierce	Velocity	Engine
2021	Pierce	Velocity	Aerial
2021	MaxiMetal/Pierce	Freightliner	Tender
2024	MaxiMetal/Pierce	Freightliner	Tender
1999	Ford	F-550	Brush Truck
2000	Ford	F-550	Tow Vehicle
2012	Ford	F-550	Brush Truck
2018	RAM	5500	Brush Truck
2022	RAM	5500	Brush Truck
2009	SVI	Spartan	Heavy Rescue
2019	Ford	Expedition	Command Car
2024	Ford	Expedition	Command Car
2014	Ford	Expedition	Training Division
2024	RAM	3500	Facilities
2022	RAM	1500	Deputy Chief

2019	Chevy	Colorado	Community Risk Reduction
2020	Chevy	Colorado	Community Risk Reduction
2022	RAM	1500	Community Risk Reduction
2015	Ford	Transit Connect	Community Risk Reduction
2023	RAM	1500	Operations Division
2005	Chevy	Tahoe	Fleet
2012	Ford	F-150	Training Division
2022	RAM	1500	Training Division
2020	Ford	F-150	Operations Division
2022	Ford	F-59	Dive Rescue Truck
2006	HMD	Trailer	Foam Trailer
2013	WELL	Trailer	
2013	Kawasaki	Mule	UTV
2004	Pace	Trailer	
2016	Zodiac	Boat	
2020	Ford	Explorer	Chief Car
2015	Echo/VYGR	Trailer	Mule Trailer

**Human Resources:** The Logistics Manager serves as the Fleet Manager. The Support Services Coordinator assists with fleet needs as necessary.

**Essential Resources:** MOU with Poudre Fire Authority to provide fleet repairs and maintenance for response apparatus.

RMS software to record and communicate vehicle inspections, maintenance needs, and operating costs associated with the WSFR fleet.

### **PREVIOUS YEARS GOALS COMPLETED**

This is the first Annual Program Appraisal for the Fleet Services Program so no formal goals were documented for 2024.

The WSFR fleet was maintained and repaired as needed with minimal to no impact to response capabilities. The only notable impact was during the 6 occurrences totaling 21 days in 2024 during which WSFR's aerial tower was out of service for repairs and/or maintenance. WSFR does not own a reserve aerial apparatus so during this time the agency must rely upon mutual aid response if an aerial apparatus is needed.

### **OUTCOMES / IMPACTS OF GOAL COMPLETION**

1. The WSFR fleet has effectively met the needs of the agency. Response apparatus have been maintained and all crucial repairs were completed in a timely manner that did not negatively affect service delivery.
2. The small vehicle fleet was also maintained and repaired to not negatively affect service delivery or the performance of duties by WSFR staff members.
3. Preventative maintenance services were performed on all vehicles/apparatus with the goal of minimizing down-time and avoiding unnecessary, more costly repairs while maintaining overall fleet reliability.

### **PREVIOUS YEARS GOALS NOT COMPLETED / CONCLUSIONS**

Effective fleet management is vital to reliable service delivery to the community. Replacement schedule development and capital planning also serve to support WSFR in assuring reliability and maintaining fiscal responsibility. This planning and long-term need projections for fire apparatus is complicated by extended delivery times that now exceeds 40 months.

### **NEXT STEPS / GOALS FOR 2025**

1. Specify and plan for the purchase of a quint apparatus to serve as the response vehicle for WSFR Station 5 to allow for ordering that will result in apparatus delivery to coincide with the opening of Station 5.
2. Reevaluate the WSFR 10-Year Capital Plan for vehicle and apparatus purchasing to ensure agency needs are met. This includes evaluating the current WSFR vehicle/apparatus fleet to ensure projected useful lifespans remain accurate based upon reliability and out-of-service time.
3. Complete the final inspection, delivery, and in-service processes for the previously ordered 2025 Pierce Velocity PUC Type I fire engine.
4. Complete the final inspection, delivery, and in-service processes for the previously ordered 2025 Pierce Type III Wildland fire engine.
5. Reevaluate the MOU with Poudre Fire Authority for WSFR apparatus maintenance and repairs.

# Personal Protective Equipment (PPE) Program

## INTRODUCTION

Manage the research, acquisition, and maintenance of Bunker and TECGEN safety gear to meet the mission of WSFR. Order, repair, issue, check in/out all department gear associated with structural and wildland firefighting gear for career, part-time, and academy recruits.

**Type of appraisal:** Annual

**Appraisal completed by:** Engineer Kyle Doak / Logistics Manager Travis Chapman / Firefighter Cody Payne

**Date appraisal completed:** December 16, 2024

## Rating Score

- 1 – Fails as a program – Does not meet industry best practices
- 2 – Needs improvement – Meets minimum industry best practices
- 3 – Satisfactory program – Meets most industry best practices
- 4 – Excellent program – Meets and exceeds industry best practices

**Rating Score: 2**

## NEW ADDITIONAL EQUIPMENT NEEDS AND JUSTIFICATION

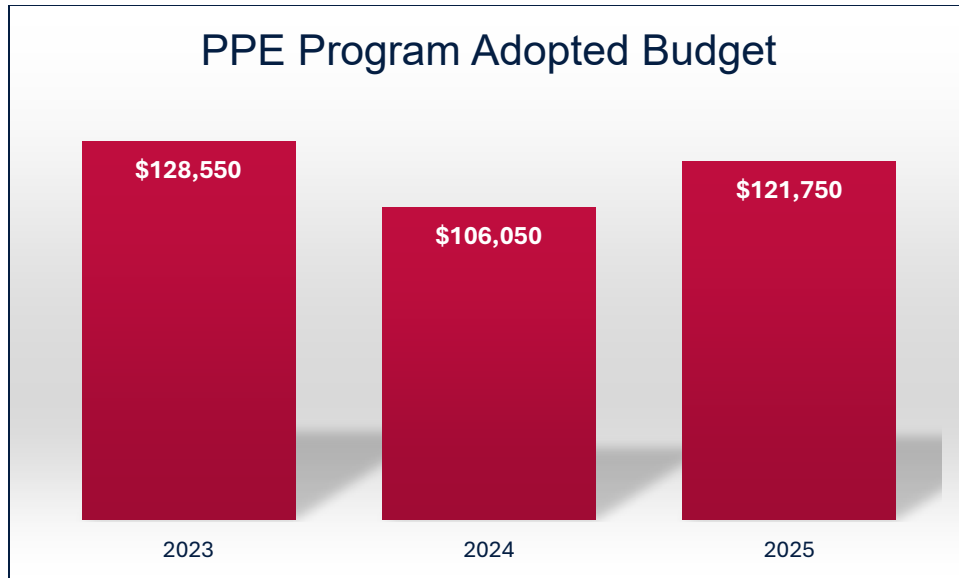
The inventory management system needs to be implemented through First Due once system is compatible to do so. This will assist in tracking, cleaning, ordering, budget planning, etc.

## PERSONNEL RESOURCES AND ADDITIONAL NEEDS (if applicable)

Program would benefit greatly from having a full-time, dedicated person at station one Monday through Thursday to manage and handle needs and requests as they arise.

## INPUTS/RESOURCES

**Financial Resources:** The PPE program is funded by its own line-item as part of the WSFR Operating Budget.



**Physical Resources:** N/A

**Human Resources:** Kyle Doak, Travis Chapman, Cody Payne.

**Essential Resources:** N/A

#### **PREVIOUS YEARS GOALS ACHIEVED**

Continued use of inventory management and tracking program using PSTRax software.

- PSTRax was minimally used for inventory tracking. The agency has changed RMS platforms and will continue implementation of inventory management and tracking program using First Due program once compatible.

#### **OUTCOMES / IMPACT OF GOAL COMPLETION**

Moving to and implementing a systematic, commercial inventory management system will assist in tracking, cleaning, ordering, budget planning etc. year over year. WSFR has been successful in maintaining safe and effective PPE for all members.

#### **PREVIOUS YEARS GOALS NOT COMPLETED / CONCLUSIONS**

Once First Due is compatible with inventory management options this will help to provide more accurate tracking and control for PPE and related items. For example, annual cleaning-PPE testing-repairs, regular inspections, new orders, In service dating, end of life dating.

#### **NEXT STEPS / GOALS FOR 2025**

Need a better and more concise tracking of smaller inventory items that are repeatedly taken and not accounted for. For example, hoods, gloves, helmets.

Fully implement First Due Asset management system for PPE related item tracking.

# Hydrants/Water Supply Program

## INTRODUCTION

Since 2017, WSFR has conducted inspections of the fire hydrants within our fire district's boundaries. Unfortunately, prior to this, we had a few incidents where we needed a hydrant for an emergency and they were out of service, without us knowing it. Either they weren't turned on or they were too difficult to open. These issues led to delays in getting a much-needed water supply to the suppression crews during residential structure fires. We had always assumed that the respective water departments had checked and maintained that the hydrants were always operational. These two main incidents made us aware that this wasn't always the case. Because of this, we began our inspection program of all fire hydrants within our fire district.

Our inspection program consists of the crews being assigned a certain number of hydrants in our district to inspect in a given period. Most of the water districts around us do not allow us to flow water unless there is an emergency, so we make sure that the caps come off easily, that the stem turns easily, and that we can show water in an easy fashion. If any of these things are found to not be the case, we notify the water district immediately so that they can fix the fire hydrant as soon as possible.

**Type of appraisal:** Annual

**Appraisal completed by:** Engineer Mitch Spykstra

**Date appraisal completed:** December 31, 2024

## Rating Score

- 1 – Fails as a program – Does not meet industry standards.
- 2 – Needs improvement – Meets minimum industry standards
- 3 – Satisfactory program – Meets most industry standards
- 4 – Excellent program – Meets and exceeds industry standards.

**Rating Score: 2**

## NEW ADDITIONAL EQUIPMENT NEEDS AND JUSTIFICATION

No additional needs at this time.

## PERSONNEL RESOURCES AND ADDITIONAL NEEDS

No additional needs at this time.

## INPUTS/RESOURCES

**Financial Resources:** WSFR uses operational funds for out-of-service tags or grease for the hydrant caps. There is no specific budget for this program each year.

**Physical Resources:** Out-of-service tags, Hydrant grease.

**Human Resources:** This program is the Area of Responsibility (AOR) for an operations Engineer. The operation crews are the ones that go out and do all of the hydrant inspections.

**Essential Resources:** Essential resources include a formalized policy and records management software for the documentation of inspections and assignments using First Due.

### **PREVIOUS YEARS GOALS COMPLETED**

Due to the transition of the AOR, no hydrants were assigned or inspected for the year 2024. All 2024 hydrants will be inspected in 2025 and then will go back to a triannual testing schedule.

### **OUTCOMES / IMPACTS OF GOAL COMPLETION**

While no goals set for 2024 were met because of personnel movements and changes in responsibilities, no service interruptions were noted.

### **PREVIOUS YEARS GOALS NOT COMPLETED / CONCLUSIONS**

1. Assignment of 2024 hydrants to crews by April 1st and to start inspections on May 1<sup>st</sup>.
2. Schedule a meeting with each water district to go over MOUs that are currently in place and update them if necessary.
3. If there is no signed MOU in place, work with the water district to get one in place.
4. There is complete information for all 1943 hydrants in ERS.
5. All hydrant inspections shall be completed by September 30<sup>th</sup>
6. Update software with all new hydrants in WSFR response area.
  - a. Work with WSFR GIS and the water districts to make sure we have the most up-to-date hydrant location information.
  - b. Update that First Due and ERS have the most up-to-date information on hydrants.

There will be challenges when it comes to trying to get MOUs in place for each of the water districts. Everything is in place now to move forward with the crews continuing to test hydrants other than the Town of Windsor water district.

### **NEXT STEPS / GOALS FOR 2025**

1. Assignment of 2024 hydrants and 2025 hydrants to crews by Feb. 1<sup>st</sup>
2. If there is no signed MOU in place, work with the respective water district to establish one.
3. Ensure complete information for all hydrants is in First Due.

4. All hydrant inspections shall be completed by Oct 30<sup>th</sup>
5. Update software with all new hydrants in WSFR response area. This is an ongoing process because of the amount of development we have within our district.
6. Work with WSFR GIS and the water districts to make sure we have the most up-to-date hydrant location information.



# Self-Contained Breathing Apparatus (SCBA) Program

## INTRODUCTION

Windsor Severance Fire Rescue's self-contained breathing apparatus (SCBA) program is responsible for the research, acquisition, and maintenance of SCBAs, regulators, masks, RIT packs, and Bauer compressor systems in order to meet the mission of WSFR. This includes the ordering, repair, and issuing of all SCBA equipment associated with structural firefighting for career, part-time, volunteer and academy recruits. This program also manages annual fit testing and the flow testing of SCBAS and regulators.

**Type of appraisal:** Annual

**Appraisal completed by:** Engineer Andrew Bickert

**Date appraisal completed:** January 28, 2025

## Rating Score

- 1 – Fails as a program – Does not meet industry standards.
- 2 – Needs improvement – Meets minimum industry standards
- 3 – Satisfactory program – Meets most industry standards
- 4 – Excellent program – Meets and exceeds industry standards.

**Rating Score: 3**

## NEW ADDITIONAL EQUIPMENT NEEDS AND JUSTIFICATION

Additional needs for 2025 include:

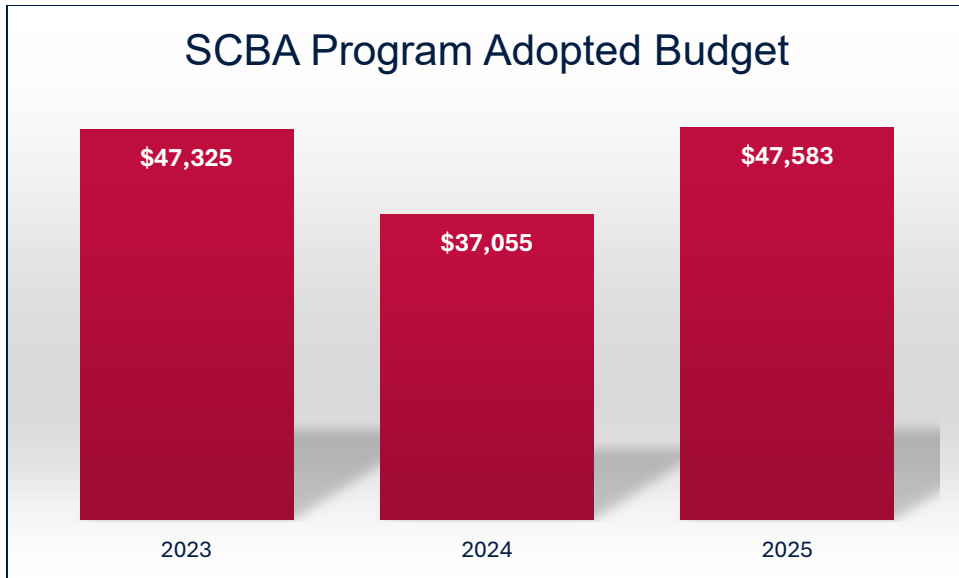
- 4 Scott Air-Pak X3 Pro SCBAs and 8 45min/5500psi air cylinders for the new type-3 brush truck. \$47,664.00
- 4 Scott Air-Pak X3 Pro SCBAs and 8 60min/55 to replace the HAZMAT SCBAs on Rescue 401. \$49,476.00

## PERSONNEL RESOURCES AND ADDITIONAL NEEDS (if applicable)

Currently staffing for the program is Engineer Bickert. The addition of 1 member on each shift, 2 additional, would be beneficial for inventory management, equipment replacement/repair, and mask fit testing.

## INPUTS/RESOURCES

**Financial Resources:** Beyond items budgeted for 2025, 5 hours of additional time for fit testing outside of normal shift hours will be required. SCBAs will come from the approved capitol plan. All other items will be purchased through normal budget requests.



**Physical Resources:**

Current resources:

- SCBA X 51
- Regulator X 106
- AV3000 SCBA Mask X 128
- RIT Pack X 5
- Air Cylinder X 124
- OHD Quantifit fit test machine X 1

Resources need for the 2025 cycle have been included in the budgeted items.

**Human Resources:** Currently 1 member, Engineer Bickert

**Essential Resources:** All items associated with the program are considered essential.

**PREVIOUS YEARS GOALS COMPLETED**

1. Manage the addition of 16 SCBAs and 32 air cylinders. This will require all current SCBAs and regulators to be retrofitted to the 2018 edition of NFPA 1981 to ensure the emergency breathing safety systems have been standardized for interoperability, regardless of the manufacturer.

**OUTCOMES / IMPACTS OF GOAL COMPLETION**

- 16 SCBAs and 32 air cylinders were added to inventory. This allowed Rescue 401 to be fully outfitted. It also increased inventory to replace out of service packs as well as provide packs for academies and training.

**PREVIOUS YEARS GOALS NOT COMPLETED / CONCLUSIONS**

1. Transition from PSTRax to First Due for inventory management and tracking. This program should help with annual budgetary needs, tracking of annual SCBA flow testing, tracking of annual mask fit testing, requests for maintenance and repair as needed.
- There were delays in First Due being put into service. Items have not yet been moved from PSTRax to First Due.

#### **NEXT STEPS / GOALS FOR 2025**

1. Continue management of SCBA inventory.
2. Equipment inventory will be transferred from PSTRax to First Due during the 2025 cycle.
3. 8 new SCBAs and 16 new air cylinders will be added to the inventory to outfit current and newly acquired apparatus.
4. Evaluate the addition of 2 members to help manage the program would be beneficial.

# Human Resources Program

## INTRODUCTION

Windsor Severance Fire Rescue’s human resources program is responsible for all aspects of the employee lifecycle, including classification and compensation, benefits administration, recruitment and selection, labor and employee relations, performance management, employee training and development, workplace safety, workers compensation, employee records management, leave management, employment law compliance, and HR policy and procedures. As the agency has grown, the human resources function has been prioritized, leading to the addition of a full-time Human Resources Manager position in 2022. The addition of this role has created a centralized position focused on the human resources function of the district.

**Type of appraisal:** Annual

**Appraisal completed by:** Human Resources Manager, Emily Pearson

**Date appraisal completed:** January 28, 2025

## Rating Score

- 1 – Fails as a program – Does not meet industry standards.
- 2 – Needs improvement – Meets minimum industry standards
- 3 – Satisfactory program – Meets most industry standards
- 4 – Excellent program – Meets and exceeds industry standards.

**Rating Score: 2**

## NEW ADDITIONAL EQUIPMENT NEEDS AND JUSTIFICATION

No additional equipment is needed at this time.

## PERSONNEL RESOURCES AND ADDITIONAL NEEDS

The current Human Resources Manager maintains a Senior Professional in Human Resources (SPHR) certification from the Human Resources Certification Institute (HRCI). To retain this certification, the district’s Human Resources Manager must meet the recertification requirements every three years through continuing education, training, and on the job achievements. The district budgets ongoing training through the annual budget process.

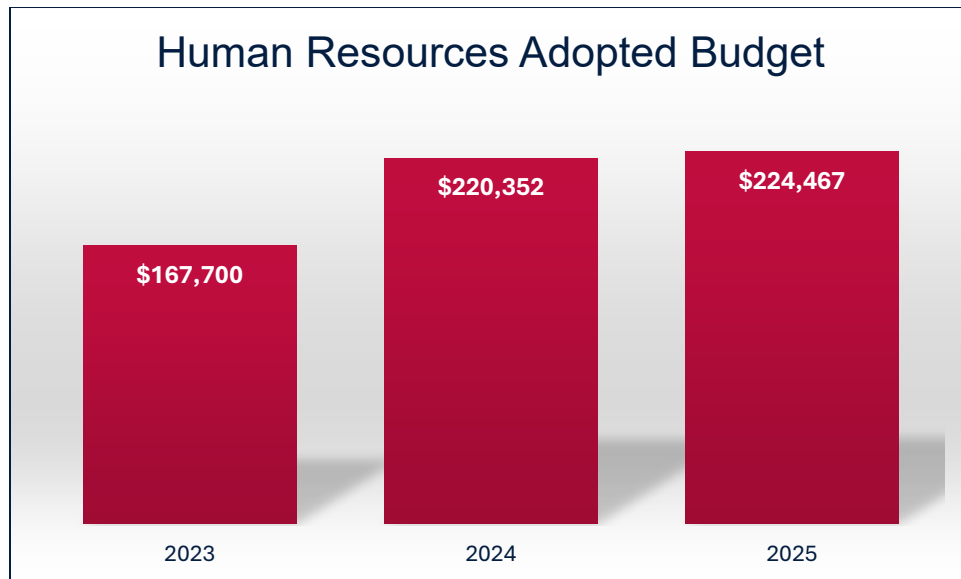
The district’s human resources function is staffed by one full-time position, the Human Resources Manager. Since 2022, the district’s full-time workforce has increased by 10.7% and is expected to continue to grow. At this rate, the human resources function is quickly becoming understaffed. Under the current staffing constraints, projects that fall outside the regular day-to-day operations are either outsourced (with a cost to the district), put on hold, or canceled altogether. It is recommended that the agency increase the human resources staffing by one full-time position. The estimated cost for an additional full-time position would be roughly

\$100,000 for base salary and benefits, plus any additional costs associated with office space, technology, and recruitment.

In early 2025, the district is partnering with a consultant to conduct a staffing analysis of the district's administrative positions, including the human resources function.

### INPUTS/RESOURCES

**Financial Resources:** The agency's total operating budget for Human Resources for F/Y 2025 is \$224,467. This is an increase of 2% from the F/Y 2024 budget, which was \$220,352. Overall, during the three-year budget period, a rise of 34% was noted between F/Y 2023-2025. The low end of the budget was realized during F/Y 2023, when the budget was \$167,700, and the high end was realized during F/Y 2025, when the budget was \$224,467. The increase in budget can be attributed to a more accurate budgeting approach to ongoing business costs related to recruitment and recognition and an increased investment in employee development. The budget includes funding for recruitment, retention, retirements, member developmental training, certifications, subscriptions, software to support human resources functions, and dues and fees related to benefits plans. No budgetary abnormalities were noted during the fiscal review of the Human Resources budget.



**Physical Resources:** Office space is the only physical resource related to this program. If the staffing were to increase, additional office space would be needed.

**Human Resources:** The district has one FTE assigned to Human Resources functions.

**Essential Resources:** Human Resources Information System (HRIS) ADP (or similar) is critical for the operation of the human resources function.

### PREVIOUS YEARS GOALS COMPLETED

1. In 2024, the district implemented an ADP (HR system) upgrade, including a recruitment management system for internal and external job postings. This upgrade helps the

agency track recruitment data, provides a better onboarding experience, and streamlines internal HR processes for hiring.

2. Revamped the annual diversity training to include mandatory attendance, interactive case studies, group discussion, and a connection to the agency's mission, vision, values, and behavioral expectations.
3. Established agency-wide behavioral expectations in support of the mission, vision, and values.
4. Enhanced the agency's leadership development training to include management training for all supervisors and members who wish to supervise others in the future.
5. Updated and published all agency job descriptions.
6. Formalized a pay philosophy and total compensation evaluation approach for the agency.
7. Created and published a comprehensive benefits guide summarizing all member benefits in one easy-to-read document. It's used for recruitment, new employee orientations, and open enrollment.

## **OUTCOMES / IMPACTS OF GOAL COMPLETION**

The completion of the 2024 goals has produced several positive outcomes for WSFR. The agency has appreciated an improved workflow related to the hiring and recruiting processes. There is a clear connection between the mission, vision, and values and the alignment of desired employee behaviors, including the expectations of agency leaders. Employment documentation is regularly reviewed and updated to remain current and applicable providing clarity of task expectations and duties. The agency's compensation philosophy has been formalized and documented, increasing employee understanding, knowledge, and transparency for team members who may have previously felt their process understanding was lacking.

These program enhancements are valued steps to maintaining and further improving employee satisfaction.

## **PREVIOUS YEARS GOALS NOT COMPLETED / CONCLUSIONS**

The district has identified the need to expand the human resources functions strategic capabilities beyond the delivery of day-to-day transactional work related to administering employee benefits, compensation, workers' compensation, recruitment, and employee relations. Adding an additional human resources position will be a consideration during the comprehensive staffing plan.

## **NEXT STEPS / GOALS FOR 2025**

1. The Human Resources Manager will update and publish a fully revised employee handbook by May 2025.
2. The Human Resources Manager will work to create and publish a comprehensive staffing plan in alignment with the agency's strategic plan. The plan will be focused on the district's administrative staffing needs that will guide the agency's staffing decisions over the next 5-10 years. The estimated time for completion is by the end of the first quarter of 2025.

3. The Human Resources Manager will work to create and publish a comprehensive succession plan in alignment with the agency's strategic plan. The plan will address the district's talent pipeline needs as the agency faces upcoming retirements. The estimated time for completion is by the end of 2025.
4. The Human Resources Manager will develop and implement an agency-wide performance appraisal system to include core competencies for each job, leadership training on the system, and a digital appraisal system to ensure consistency between evaluators and performance expectations. The Estimated time for completion is by the end of 2025.
5. The Human Resources Manager will work to create and implement member stay interviews to gather and assess engagement and retention data. This data will be used to inform employee benefits and programs. The estimated time for completion is by the end of 2025.
6. The Human Resources Manager and Deputy Chief of Administration will work to create and publish an employee intranet site on SharePoint that includes job descriptions, performance reviews, benefits, compensation, and leave information for members to access. The contract with the agency's current document library managed within Emergency Reporting System (ERS) will sunset in June of 2025, therefore this project is targeted to be completed by the second quarter of 2025.