



WSFR 2022 ANNUAL REPORT

READINESS | EXCELLENCE | COURAGE | RESPECT



**LETTER
FROM
THE
CHIEF**

"WE WILL SERVE OUR COMMUNITY AND EACH OTHER WITH DIGNITY, INTEGRITY, APPRECIATION, AND KINDNESS, WHILE VALUING THE DIVERSITY AND EFFORTS OF ALL."

- WSFR CORE VALUE

FROM FIRE CHIEF KRIS KAZIAN

Another year has come and gone, again leaving us to wonder where does the time go? At WSFR we have felt the rush of another busy year full of accomplishments and opportunities to ensure we are serving our great communities and people who need us in an emergency, and also in other impactful non-emergency related ways.

The growth of our community continues to drive up the number of calls for emergency services to which we respond. In 2022 we responded to 4,271 incidents which is a 5 percent increase over 2021 and a 36 percent increase over 2020. Our estimated population has grown to be in excess of 60,000 residents across our 100 square mile fire district. While we did see a slight slowdown in some of that growth at the end of the year, we are still expecting significant growth in the future and continue to be focused on proactively planning and preparing accordingly.

While attention is often focused on the number of emergencies we respond to, WSFR continues to have a heavy emphasis on the non-emergency aspects of our duties as well. We had another successful year providing events like the Santa Tour in what ended up being some of the coldest temperatures in recent memory, our annual open house which had a huge attendance, and a free smoke detector replacement campaign where we installed thousands of smoke alarms in homes of people 65 years of age and over as these residents are statistically at greater risk when there is a fire. In 2022, we started our new Strategic Plan as another way to ensure we are continually focusing on improvement. Part of this plan is to track and plan the District's financial health which allows us to meet our organizational needs today and for years to come.

In 2022, our largest operational accomplishment was the opening of Fire Station 4 on New Liberty Road. This addition to our community helps reduce response times and provide service enhancements across the entire fire district.

Like everyone, the ongoing supply chain issues continued to present challenges for WSFR in 2022. One of the biggest impacts to us is highlighted in the example that we used to order a new fire truck and it would take about a year to be built. Today, it is taking over three years. Issues such as this now have us planning far in advance when to order large ticket and essential items.

All of this happens through the support and dedication of great staff who work behind the scenes, many of whom you won't find riding on a fire truck. I am very fortunate to have such an amazing team who are committed to each-and-every one of you in assuring we are doing our best. I could go on and on about how amazing and proud I am of all the staff at WSFR. We are truly dedicated to serving you and your neighbors.

If I can ever be of any assistance to you, please feel free to connect with me. Thank you all for your continued support of WSFR, and for a great 2022. We are excited for 2023 and all it will bring. Stay safe and Keep on Keeping on!

Respectfully,

Kris Kazian



WINDSOR SEVERANCE

**EVER-EVOLVING...
WE REMAIN READY TO SERVE**

**"WE WILL ANTICIPATE THE NEEDS OF OUR
COMMUNITY THROUGH PREPAREDNESS,
EDUCATION, AND CONTINUAL IMPROVEMENT."**

- WSFR CORE VALUE

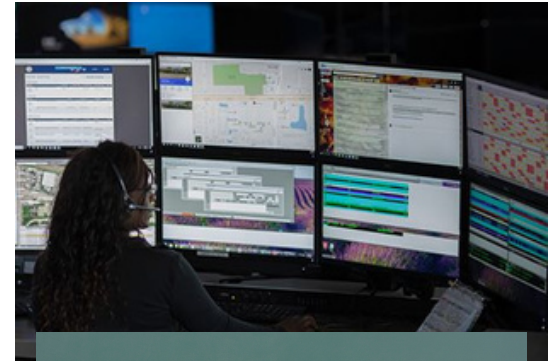


"Life is like riding a bicycle, to keep your balance, you must keep moving." - Albert Einstein

"Interesting times" was used often in describing 2022! Our world, our country, and our community continued to see changes and adaptations as we faced national and worldly challenges, saw a significant economic shift, became tired of hearing of "supply chain issues", and continued to prepare for and deal with local growth.



WSFR continued to improve our organization to best serve our community. Some plans stayed the course while others required adapting to new situations. Changing economic conditions and evaluation of best practices led to financial policy updates and an in-depth assessment of our budget and long-term capital plans to ensure continued fiscal responsibility and efficiency as we experience rapidly increasing costs.



Our organization must continue to grow as we see community projects such as Future Legends develop and we prepare to welcome new sports teams and the associated visitors, new residents, and new businesses. This growth includes the addition of new staff members for WSFR as we look forward and anticipate a continued increase in service needs.



We continue to improve our response capabilities by updating our fleet to ensure reliability, take advantage of advances in technology, and provide the highest level of safety and capabilities. We saw the implementation of a new Computer Aided Dispatch (CAD) system by Weld County to improve all aspects of our dispatch services and interoperability with our neighboring counties. As our fleet ages and build times increase, we are working hard to project needs further into the future than ever before. The current timeline to build and receive a new fire engine has more than doubled!





Accreditation Status



During the week of December 4th, WSFR hosted a Peer Evaluation Team from the Center for Public Safety Excellence as part of our effort to remain an internationally accredited agency. The team consisted of four chief officers from across the country who spent many hours interviewing multiple WSFR staff members to verify and validate our operation. The common question is "Are we doing what we say we are doing?" That is what the Peer Team was here to determine!

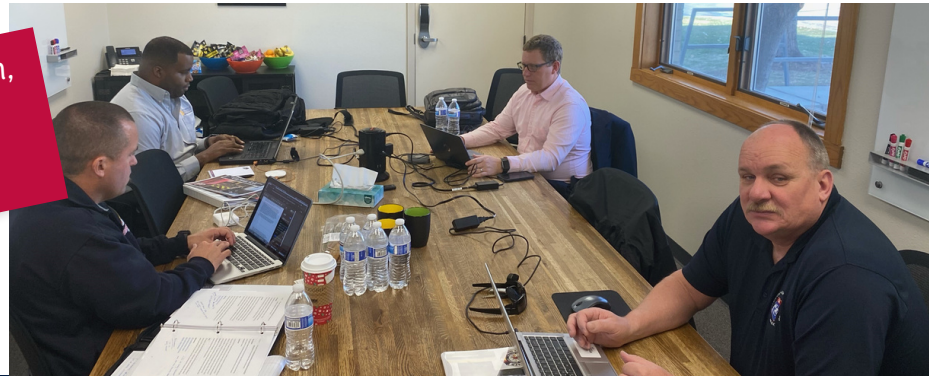
In preparation for the site visit, WSFR wrote about all the programs and processes in our organization by answering questions posed in 246 Performance Indicators. These questions explore everything from the legal formation of our fire district, to how we obtain and supply safety equipment, to how long it takes us respond to and mitigate an emergency call. They also ask about financial policies, human resources practices, training programs, and relationships with partner agencies and other fire departments. It's a deep dive into who we are and how we do things to say the least!

The Peer Team reviewed the hundreds of pages of documents written and provided by our staff prior to their arrival and then spent their interview time while they were here, asking WSFR members how things were done here to validate our written responses.

The visit was deemed a success as our Peer Team will be recommending WSFR for reaccredited status at the 2023 Excellence Conference that will be held in Orlando, Florida in early March!



*"Without proper self-evaluation,
failure is inevitable."
-John Wooden*



Strategic Plan | 2022 - 2024

UPDATE!

"Strategy without tactics is the slowest route to victory. Tactics without strategy is the noise before defeat."

- Sun Tzu

WSFR not only developed and solidified the plan for executing our new strategic plan, but made great progress in the plan's first year. We recognized early that success hinged on some important considerations. First and foremost, the organization must know about the plan, understand the goals and objective, and buy-in! To support this, WSFR maintains copies of the plan in each station, each office, and on our website. The WSFR "Weekly Wrap Up" which serves as the agency's newsletter features a section each week that describes an objective and the intent behind it.

Next is the support of the Board of Directors and the financial resources to execute the plans objectives. We not only had a board member on the strategic plan development team, but we also provided the Board regular updates on the plan's progress and needs. These needs were considered and reviewed during the budget planning cycle and fully supported by our entire Board.

Finally, visibly tracking progress was also seen as essential. Our team developed a comprehensive tracking tool, pictured below, that provides an easy way to see objectives, timelines, and provides links to important documents associated with the plan!

Would you like to know more about the WSFR Strategic Plan? Check out the associated video by scanning this code!

WSFR Project Area	Focus Area	Goal	Objective	Priority	Objective Champion	Progress	Status	Timeline - 2022				Timeline - 2023				Timeline - 2024				Website	Dashboard	Reports	Attachments					
								Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4									
Strategic Plan	Community Risk Reduction	Community risk reduction program primary to preventing loss from burning emergencies. Besides saving lives and property, an effective community risk reduction program helps reduce emergency service call-volume. This allows for a higher capacity for a higher level of service that the closest most resources which request.	40.1. Develop priorities and an action plan as a result of the completion of 40.3.	Health & Safety Officer	Voss	Complete	Complete																					
			44.1. Determine resources needed and methods intended to be utilized for the development of the CRR plan.	Fire Marshal	Friedrichsen	Complete	Complete																					
			44.2. Development of the CRR plan.	Fire Marshal	Friedrichsen	Action Plan Started	Complete																					
			44.3. Evaluate staffing needs and implement the new CRR plan.	Fire Marshal	Friedrichsen	Complete	Complete																					
			44.4. Once in place, measure, evaluate and modify the CRR plan as necessary.	Fire Marshal	Friedrichsen	Complete	Complete																					
			44.5. Tie the CRR plan into hazard mitigation planning.	Fire Marshal	Friedrichsen	Complete	Complete																					
			44.6. Determine what data is needed to collect and analyze.	Fire Marshal	Friedrichsen	Complete	Complete																					
			48. Utilize data to develop focused outreach programs.	Fire Marshal	Friedrichsen	Complete	Complete																					
			48.1. Identify and pursue funding sources such as grants for the development and delivery of outreach programs.	Fire Marshal	Friedrichsen	Complete	Complete																					
			48.2. Verify and adjust frequencies of when annual inspections are being performed.	Fire Marshal	Friedrichsen	Complete	Complete																					
			48.3. Establish inspections, training standards, and certifications for those tasked with performing inspections.	Fire Marshal	Friedrichsen	Action Plan Started	Complete																					
			48.4. For personnel performing higher risk level inspections, ensure completion of appropriate test book and successful completion of the State of Colorado Fire Inspector exam.	Fire Marshal	Friedrichsen	Complete	Complete																					
			48.5. Develop new and update existing SOGs to provide for a successful fire investigation team program.	Fire Marshal	Friedrichsen	Action Plan in Progress	Complete																					
			48.6. Ensure all fire investigation team members receive training and certifications based on NFPA 921, Guide for Fire and Explosion Investigations.	Fire Marshal	Friedrichsen	Complete	Complete																					
			48.7. Establish fire cause tracking capabilities to identify trends that help guide community risk reduction programs.	Fire Marshal	Friedrichsen	Complete	Complete																					
48.8. Explore and implement opportunities for regional mutual operations.	Operations																											



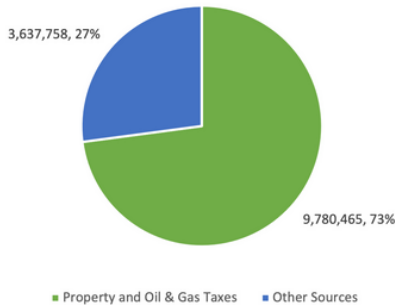
FINANCIAL RESPONSIBILITY

"The price of greatness is
responsibility."

- Winston Churchill

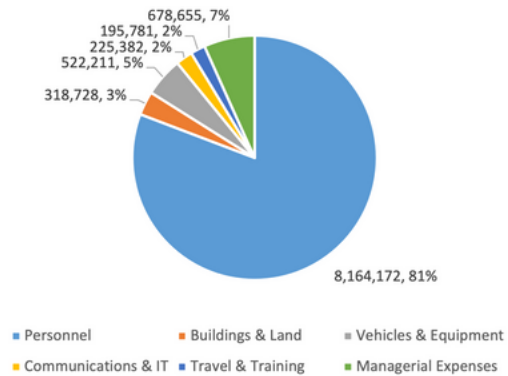
2022 REVENUES

\$13,418,223



2022 EXPENSES

\$10,104,929



49%



OIL & GAS REVENUE

Tax revenues from Oil & Gas decreased 49% from 2021 to 2022 which highlights the volatile nature of this revenue for the District. This funding source helps the District not only with operational expenses but is the primary source of funding for capital expenditures.

20%



PERSONNEL COSTS

In 2022, personnel cost increased 20% over 2021, this was primarily due to increase in wages in 2022 compared to 2021. 81% of total operating expenses were allocated to personnel costs. This number is on par with the national average range of 80% to sometimes as high as 90%.

\$1.7M



IMPACT/PLAN REVIEW FEES

During 2022, WSFR collected approximately \$916,000 in impact fees. Impact fees are assessed on new developments that occur within the District and are restricted to capital costs, such as, new facilities and vehicles, associated with meeting the demands of the newly developed areas within the District. Additionally, WSFR was able to increase Plan Review & Inspections revenue over the prior year by an additional \$798,000.

During the last year, total revenue for the Fire District increased 7% over the prior year to a total of \$13.4 million. The increase in revenue is related to a 476% increase in impact fees revenue and 104% increase in plan review fees. These significant increases assisted in offsetting the decrease in Oil and Gas assessments.

Total Expenses for the District only increased 8.5% from 2021 even with the 20% increase in personnel cost. This slight increase demonstrates how the District has worked hard to control costs and remain prepared to meet the needs of our residents. These efforts help the District to be fiscally stable now and in the future. It also enables WSFR to complete strategic objectives, fund new fire stations and equipment, prepares the District to weather economic storms, and provides a sound financial foundation. While total Cash on Hand has decreased 17% percent from \$18,124,971 to \$15,037,254, this decrease is attributable to the construction and opening of Station 4.

Due to the slight increase in revenues offsetting the slight increase in expenses, the District maintained a surplus of approximately \$3.3 million, which is a \$93,000 increase over the prior year.



WSFR Fire Station 4 is OPEN!

Station 4 opened for response on September 7 and was officially dedicated to the community we serve on September 10. Building this station was a long process that would not have been possible without the support of our incredible citizens, the WSFR Board of Directors, and the dedicated team of employees who worked throughout the process to make it all happen. We also must thank our construction team of Allred & Associates who were the architects, Wember and Dan Spykstra who served as our owner's representative, and Elder Construction who completed the build. We are very proud that this team used resources that resulted in 97% of the cost of this station being paid to companies in Northern Colorado!



Station 4 became the second busiest station for WSFR the day it opened!





Resources

- Equipped with an Engine, Brush Truck, and Water Tender
- Staffed with a minimum of 3 firefighters at all times
- Provides much quicker response times to the southern areas of our district including Water Valley, Raindance, 55 Resort, and Good Samaritan
- Includes training props for specialized rescue response





Station 4

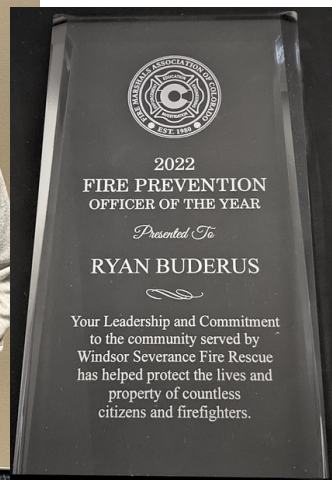


September 10, 2022



Awards

At approximately 12:43 PM on May 26, 2022, Lieutenant Erik Morse and Firefighter Jamie Etherton entered fast-moving water to gain access to the occupant of a car that had rolled over into an irrigation channel and was submerged. Lt. Morse and FF Etherton exemplified WSFR's values in acting with courage in an attempt to save a life. They were awarded the WSFR Medal of Valor for their selfless act.



Fire Inspector Ryan Buderus was presented with the Colorado Fire Prevention Officer of the Year award for 2022. Ryan demonstrated community dedication and leadership in taking the lead to install over 2,200 smoke and CO alarms in 324 homes occupied by residents aged 65 and older or residents with special needs in the WSFR Fire District. This award was presented by the Fire Marshals Association of Colorado.





RESPONSE STATISTICS

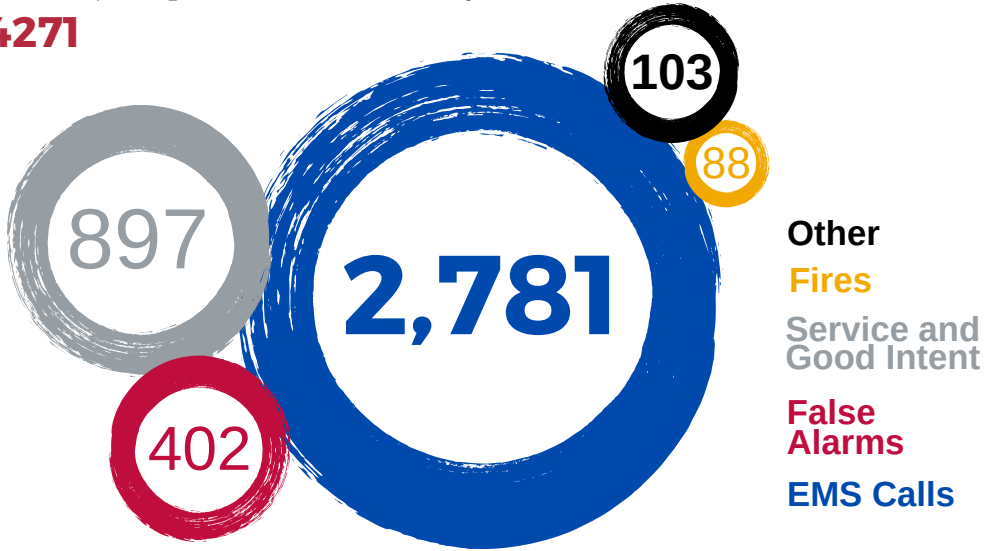
"Building a culture of unwavering commitment to our community and each other while striving for greatness."

- WSFR Vision Statement

Incident Types for 2022

WSFR responds to a wide variety of emergencies. On average, fire crews respond to eleven calls for service per day making WSFR one of the busiest fire departments in Weld County.

Total Calls: 4271



Did you know? *Service Calls* involve things like getting a child out of a locked car, removing smoke from a kitchen, and rescuing animals. *Good Intent Calls* generally mean that no major emergency was found once the fire department arrived on scene.

Answering the call. Now and in the future.

Community growth continues to impact WSFR resulting in increased calls for service each year. Effective planning, additional training to safely respond to new hazards, and partnerships with local government and developers are all imperative to keep our community safe and to ensure the efficient use of our valuable resources.

WSFR saw a 5.8% increase in call volume from 2021 and a 35.9% increase from 2020!

↑ **237 calls**



FIRE PREVENTION & PUBLIC EDUCATION



Community Risk Reduction Program

IDENTIFYING & PRIORITIZING LOCAL RISKS

By collaborating with the Operations Division, WSFR's Life Safety Division identified and prioritized neighborhood risks specific to each response area. This complex assessment allowed us to identify trends in emergency response and this information will be used to develop a Community Risk Reduction (CRR) plan. The plan will use a focused approach intended to reduce the identified risks. Information used included demographics specific to each station's community, socioeconomic challenges, statistical data, community partners, trends, factors contributing to the severity of each hazard, and the populations at greatest risk. The Life Safety Division looks forward to the continuing assessment and mitigation of risks to our community through the CRR program.

Learn more about
Community Risk Reduction
(CRR)



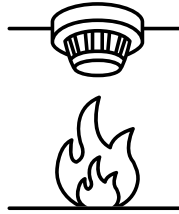
Community Connect

NEW SYSTEMS IN PLACE

WSFR continued to work with technology partner First Due to further develop this valuable resource for our District. Community Connect allows our residents to securely share valuable life safety information with us that is specific to them and their families.

Residents can provide details about their home, household members, pets, medical and functional needs, and more. When we are dispatched to an emergency at that home, responders will have the shared information before arriving on scene. This will help us serve you more effectively if you have an emergency.

For more information or to sign up, please visit our website at <https://www.wsfr.us/community-connect/> or scan the code below.



Prevention By The Numbers

NUMBERS AT A GLANCE

Property Value Lost

\$2,304,528

Property Value Saved

\$116,281,381



Engaged In The Community

STATS AND FIGURES

579

Plan
Reviews

676

Business
Inspections

134

Emergency
Planning for
Businesses

2,247

Smoke & CO
Alarm
Installations



A firefighter in full gear is working at a fire scene. Sparks are flying around them, and a fire hose is visible. The scene is captured in a low-angle shot, emphasizing the firefighter's presence.

TRAINING & EDUCATION

"WE WILL PURSUE MASTERY OF TECHNICAL
KNOWLEDGE, SKILLS, AND ABILITIES."

- WSFR CORE VALUE

FACT -

In 2022, WSFR firefighters completed over 17,000 training hours comprised of recruit training, in-service training, certification training, and specialized courses.

Realistic Training

As an all-hazards response agency, WSFR personnel train regularly to be prepared for all types of emergency calls for service.

One area of continuous focus is taking advantage of realistic training whenever possible. When existing buildings are deconstructed, we often are given a window of opportunity to conduct training that is often destructive in nature. While we only conduct live fire training in structures designed specifically for it, like the one you see below, anytime we can train in actual buildings, that training brings a high level of value in skill application and experience for our firefighters!



TRAIN UNTIL YOU CAN'T GET IT WRONG...

Inter-Department Training

Over 115 hours of training were completed with the following partner agencies in 2022!

- Eaton Fire Protection District
- Greeley Fire Department
- Front Range Fire Protection District
- Loveland Fire Rescue Authority





PARTNERSHIPS & COMMUNITY

"Providing professional service and compassionate care from our family to yours."

- WSFR Mission Statement

Community.....

WSFR can regularly be found at area events throughout our district. Whether it's our own Open House or events hosted by others, we are always proud to be involved as we truly believe in a strong sense of community!



WSFR and Windsor PD delivered information to over 800 homes regarding wildfire & disaster preparedness!



VISIT OUR FIRE MUSEUM

Hours

Thursday: 6:30 PM - 8:30 PM *


Saturday: 12:00 PM - 4:00 PM

*During summer Concert in the Park Series

121 N. 6th St., Windsor

- The WSFR Museum welcomed over 6,500 visitors in 2022
- Museum staff visited 5 schools and spoke to over 1,200 students
- Apparatus from the museum regularly participate in community events
- The museum staff volunteered over 1,100 hours in 2022
- Docents work to restore and maintain WSFR historical equipment for the community to enjoy.





LOOKING AHEAD

*"If you can't measure the results of
your plan, you can't tell success
from failure."*

- David Osborn and Ted Gaebler

Northern Colorado Fire Departments partner for health!

Scan to learn more
about firefighter
wellness



WSFR is committed to maximizing the employee life-cycle for each of our team members. The Fire Service has identified cardiac disease, cancer, and suicide as the leading causes of death for fire personnel and we are committed to minimizing the risks. This has led to a regional partnership to improve overall wellness for many Northern Colorado firefighters. In 2022, WSFR partnered with Loveland Fire Rescue Authority, Greeley Fire Department, Evans Fire Department, and Berthoud Fire Protection District to apply for a federal grant to fund the start of a joint program to better address total healthcare needs for firefighters. The awarded grant amount totaled over \$900,000 and the program began in June with Front Line Mobile Health providing comprehensive physical and mental wellness assessments in alignment with NFPA 1582. We are thrilled to have this service available to our staff now and into the future!



Pierce Manufacturing has nearly completed the next addition to the response fleet. This apparatus was built with as many similarities as possible to our current aerial truck to simplify operations and create consistency across our fleet of fire trucks and incorporated the latest technology for safety and effective response for our community. A duplicate engine has been ordered and is scheduled for delivery in early 2025.



Fire Station 5...?

As the Windsor and Severance communities continue to grow and service needs expand, WSFR is always looking forward to anticipate future needs. While we do not have an exact location or blueprints to build Station 5 just yet, we know it will be a need as our district population continues to grow. We are actively monitoring areas of growth and exploring opportunities to secure land for future stations if and when it becomes appropriate to do so. This is just one example of our responsible planning in an effort to maximize the efficiency of your precious tax dollars.

Want to hear our thoughts on
preparing for growth?



WINDSOR SEVERANCE

EST. 1902



**LETTER FROM
THE BOARD OF
DIRECTORS**

FROM WSFR BOARD OF DIRECTORS

Thank you for reviewing the Windsor Severance Fire Rescue 2022 Annual Report. As your elected representatives to the Board of Directors, it has been our honor and duty to share this with you. While the past year continued to have unprecedented challenges for people around the world, WSFR more than persevered and continued to meet the needs of our rapidly growing community. The most visible of WSFR's accomplishments include the opening of Station 4, located at the intersection of New Liberty Road and Hilltop Drive in Windsor, the addition of new, state-of-the-art fire apparatus, and the hiring and training of additional firefighters and other staff members, in anticipation of and in response to record call volume. None of this would have been possible without taxpayer support and a sound strategic vision, exemplary leadership, and a culture of excellence among all the staff.

While it is the visible things we notice the most, the unseen work that goes on behind the scenes daily, from the chief, officers, and administrative staff in the district office to the battalions in each of our four stations, supported by a responsive and responsible board, is what drives this culture of excellence. It is this work that allowed the District to operate within its means in 2022 by spending less than what was budgeted despite WSFR responding to more calls than what was anticipated; building its newest station both on time and under budget at a time when supply chains and costs were unpredictable; increased training and safety of all personnel; having more outreach, educational, and public safety encounters than ever; and, experiencing a record number of museum visits allowing the community to learn of the deep tradition and impact this department has had in northern Colorado.

If this sounds like a lot of moving parts, it is. However, to keep on task, WSFR operates under a sound strategic plan, with progress reported regularly to the Board, ensuring accountability and transparency both within WSFR and externally to the community we are sworn to serve. However, please don't just take our word for it. As one of only three percent of the fire departments in the world to be accredited by the Center for Public Safety Excellence (CPSE), a not-for-profit organization scrutinizing fire departments around the world to drive continuous improvement, WSFR is proud to publicly put its performance up against the best of the best. In 2022, WSFR played host to a site survey from CPSE and was recommended fully for re-accreditation, without conditions.

The future is a bright one for WSFR, thanks to the solid foundation of the women and men of WSFR who have worked hard to get us to this point, to the taxpayers who fund the District, and to the strategic and capital planning mapping of its future. We hope you take a moment to read this annual report and get a solid snapshot of how WSFR is working diligently to best serve our community, now and in the future.

Sincerely,



Robert Thorn
President



Mark Stevenson
Vice President



Trent Hansen
Treasurer



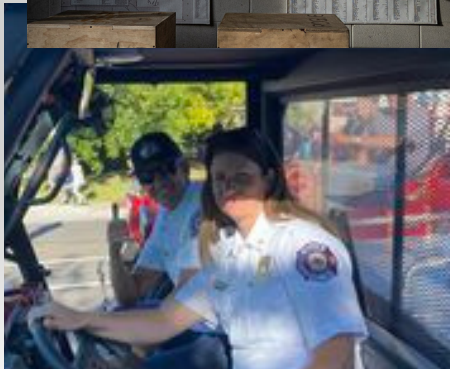
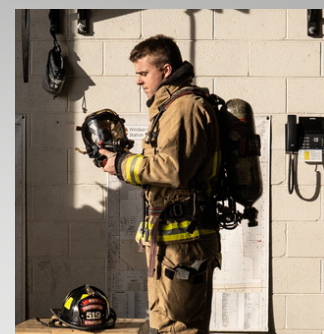
Andrew Rosen
Secretary



Mike Medhurst
Director







WSFR

BOARD OF DIRECTORS

President: Robert Thorn

Vice President: Mark Stevenson

Treasurer: Trent Hansen

Secretary: Andrew Rosen

Director: Mike Medhurst

Contact Information

www.wsfr.us | 970-686-2626

board@wsfr.us | kkazian@wsfr.us



Station 1
100 7th St.
Windsor



Station 2
9 Timber Ridge Pkwy.
Severance



Station 3
7790 REA Pkwy.
Windsor



Station 4
1350 New Liberty Rd.
Windsor



Fire Museum
121 N 6th St.
Windsor