

West Metro Fire Rescue  
Annual Program Appraisals



West Metro  
**Fire Rescue**

2023

# WEST METRO FIRE PROTECTION DISTRICT

## Annual Program Appraisals

### 2023

Administration.....	Page 1
Code Compliance.....	Page 9
Communications.....	Page 14
Community Risk Reduction.....	Page 19
CO-TF1.....	Page 25
Dive Team .....	Page 29
Emergency Medical Services.....	Page 34
Facilities Maintenance.....	Page 44
Finance Division.....	Page 49
Fleet Maintenance.....	Page 55
Hazardous Materials Team.....	Page 60
Human Resources Division.....	Page 66
Information Technology Division.....	Page 71
Investigations.....	Page 77
Jeffcom.....	Page 83
Life Safety 5A.....	Page 91
Life Safety 9A.....	Page 96
Media Relations and Public Education.....	Page 100
Mobile Integrated Healthcare Program.....	Page 106
Operations Division.....	Page 113
Plan Review.....	Page 120
Recruitment and Hiring Process.....	Page 125
Risk Management and Accreditation.....	Page 131
Safety.....	Page 137
Special Operations Division.....	Page 144
Support Services.....	Page 150
Technical Rescue.....	Page 155
Training Center.....	Page 160
Training Division.....	Page 167
Wellness.....	Page 173
Wildland Team.....	Page 180



# West Metro Fire Rescue Annual Program Appraisal

**Program Name:** Administration  
**Program Manager:** Deputy Chief Jeremy Metz  
**Appraisal Year:** 2023  
**Date:** 1/31/2024  
**Category:** Category 6  
Category 9  
Category 10

## Recommendations (if applicable):

It is recommended that the agency develop a formal tracking mechanism to ensure all agency agreements are reviewed at least once every three years (CC 10B.1).

## Progress Made on Recommendations:

There has been meaningful progress made on cataloging and organizing the District's contracts, service agreements, and intergovernmental agreements. In the spring of 2023, a third-party vendor was contracted with to review the database of over 700 contracts. Previously, newly executed contracts were entered into this database, however, there was no formal review process for all contracts in the database.

As part of this project, a Contract Teams page was developed, and a tracking log of all contracts was created. The end goal was to identify which contracts were still active, and which were expired or superseded, needing to be archived. This resulted in identifying over half of the contracts in the database as expired and moved to an archived status.

Another objective of the project was to develop a spreadsheet that identified specific criteria from each contract, including the date the contract was signed and countersigned, effective date and expiration date, renewal term, and division head responsible for the oversight of the contract. All of these data points would prove to be invaluable when developing the final stage of this project, the review process.

In 2023, a full-time administrative specialist position was added to the Administration Division. One of the key responsibilities of this position is to manage the District's contracts. An employee filled this position in May of 2023, but left the organization in September of 2023. As a result, the review process was not fully implemented. In December of 2023, this vacancy was again filled and work immediately began to identify any expired contracts or anything expiring in 2024. Additionally, the review process for all contracts is being developed and will be implemented in the third quarter of 2024.



# West Metro Fire Rescue Annual Program Appraisal

## Program Description:

### Enter a Brief Description of the Program:

The Administration Division is responsible for many of the activities on the business side of the District. The Division provides leadership, supervision, planning, direction, and oversight for Risk Management (Human Resources, Accreditation, Wellness, and Safety), Support Services (Communications, Fleet Services, equipment, warehouse/courier, and Facilities Maintenance), and Information Technology.

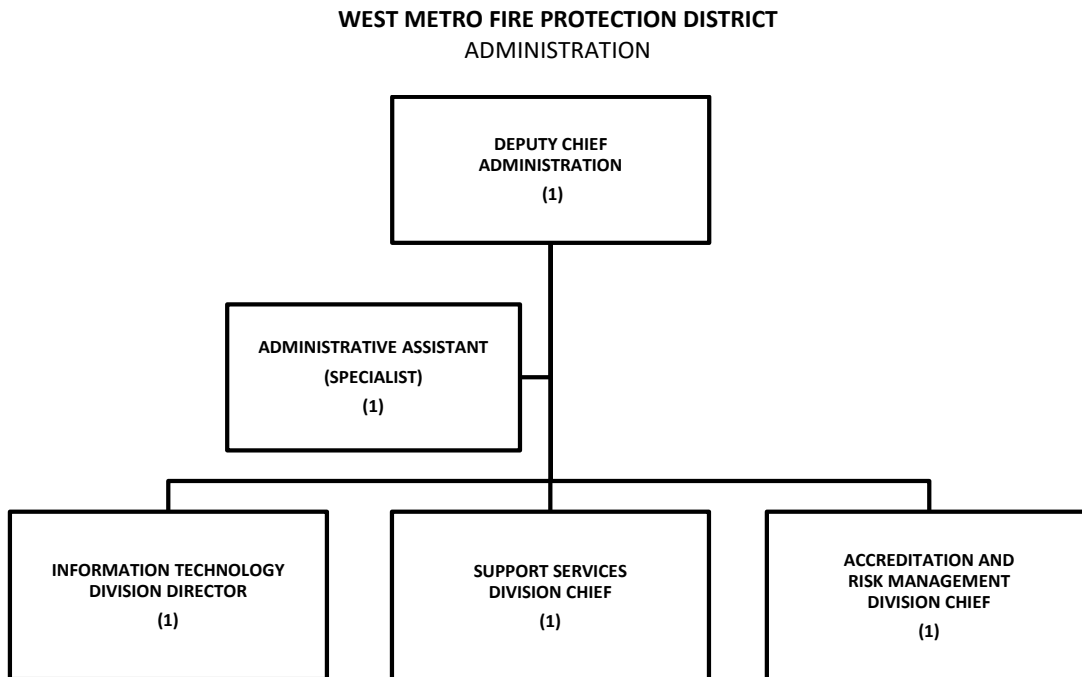
A primary strategy in Administration is to review and evaluate how best to allocate the needs for equipment, apparatus, facilities, and people required to meet service delivery requirements for the community.

Gap analyses between expected revenues and required expenditures are performed. These analyses are used to modify financial forecasting based on strategic financial reviews.

### List Sub-Programs:

Risk Management, Human Resources, Accreditation, Wellness, Safety, Communications, Fleet Services, apparatus replacement, Facilities Maintenance, Information Technology, and capital acquisitions.

### Staffing (Org Chart):



### Injuries/Exposures:

In 2023, there was one workers' compensation claim/injury in the Administration Division.



# West Metro Fire Rescue Annual Program Appraisal

## **Succession Planning:**

The Administration Division and sub-divisions stabilized in key positions after much transition in senior leadership positions as well as support positions in 2021.

In the Human Resources (HR) Division, the long-time HR manager retired after 19 years in the position. An internal posting was published for this vacancy, and a well-qualified internal candidate was selected to fill the vacancy. The candidate was previously in the HR generalist position, the movement created the opportunity for more internal growth when the previous HR technician was selected to fill the HR generalist role. An external candidate was selected to fill the vacancy left in the HR technician position.

In the Support Services Division, an analysis was conducted in the Fleet Division, and it was identified through data analysis that an additional full-time mechanic was needed to keep up with the increased workload demand on the fleet. This change to the organizational chart was approved by the board of directors in October 2023 and an external posting was implemented. In November of 2023, an incumbent mechanic separated employment from the District, creating two vacancies for mechanics. An interview process was conducted, and the top two candidates were selected for these vacancies. In December of 2023, these two new employees were onboarded in the Fleet Division. During preparation of the 2024 budget, division heads proposed several new civilian positions as well as several incumbent position reclassifications. Three full-time and one part-time new civilian positions were included in the budgeting process and were approved by the board of directors. These positions include an IT applications administrator in the IT Division, a data analyst in the Risk Management Division, a facilities specialist in the Facilities Division, and a part-time fleet support technician in the Fleet Division.

Additionally, there were seven position reclassifications for incumbent civilian positions. Many of these were for alignment in naming convention. There were three positions that represent a change of compensation to be commensurate with each position's responsibilities. These are the human resources director, community risk reduction manager, and payroll administrator.

## **Specialized Equipment:**

No significant specialized equipment was added in 2023.

## **Training and Certifications Completed:**

Various formal education, training, and certifications were completed by the Administration Division employees in 2023. The deputy chief of administration was enrolled in the 11<sup>th</sup> cohort of the Fire Service Executive Development Institute (FSEDI) sponsored by the International Association of Fire Chiefs (IAFC).

## **Training and Certifications Needed:**

The training and certifications required by all employees in the Administration Division are included in each employee's job description. All division employees have met or exceeded these minimum requirements.



# West Metro Fire Rescue Annual Program Appraisal

## **Facilities (if applicable):**

In 2023, a significant tenant remodel was implemented at the administration building. The project scope added three offices on the second floor and created a centralized copier room. On the first floor, a permanent dais was constructed in the board room; and in the basement, an area was finished to create a health center to conduct annual NFPA 1582 physicals for uniformed employees.

## **Program Goals and Objectives:**

### **Overall Strategic Focus:**

The Administration Division looks for opportunities to maintain and, if possible, improve service support functions while controlling costs. Accounting and budgeting software has become a valuable tool in exploring sustainable models and future forecasting of the District's financial positions. The District also maintains a comprehensive fund balance reserve policy. Through this policy, the District conducts a risk assessment based on economic factors specifically related to the needs of the District for each upcoming budget year. This model of budget justification focuses on being able to monitor the true costs of operations and aids in future planning. It serves as a basis for decision-making, establishes goals, and provides financial guidance for the District as a whole.

### **Significant Milestones:**

In 2023, the District funded \$3,311,685 in capital projects. Most significantly, over \$1 million for the remodeling of Fire Station 17 to modernize living space to provide unisex bathrooms. Another large project that was funded was the tenant finish at the administration building. A new above-ground fuel tank and pump were installed at the Field Street property. A replacement emergency generator for Station 12 was ordered and will be complete in 2024.

A final inspection was made of two new engines and one new tower at Pierce apparatus manufacturing. Significant supply chain delays have resulted in prolonged apparatus delivery times, upwards of 48 months can be anticipated from the time of order to delivery. The arrival of these three new apparatus in early 2024 will be beneficial for the continuity of operations.

The District entered the fourth performance period of a 10-year contract for emergency services with the Denver Federal Center with an overall value over \$15 million.

The District continues to collaborate with the State of Colorado (SOC) and National Renewable Energy Laboratory (NREL) to assist in the planning and development of a property that will be a technology campus known as Glo Park. If developed, this will be an almost 400,000 square foot technology research campus that will be a public-private partnership between the SOC, NREL, and the private group, NextCore. This property is not currently within the District's political boundaries and would be a contract for service for this campus.

The addition of four new civilian positions and reclassifications that were the result of the 2023 budgeting process will allow for more capacity in the IT, Support Services, and Risk Management/Accreditation Divisions.





# West Metro Fire Rescue Annual Program Appraisal

In 2023, the District civilian compensation analysis was moved from a three-year cycle to a two-year cycle. During the job description analysis, it was determined that the District would move to a two-year review cycle. Although the three-year process was maintaining an acceptable competitive compensation package, it was an opportunity to convey to the civilian workforce that the District is committed to remaining competitive in the marketplace to enhance the ability to recruit and retain quality applicants and employees.

In August of 2023, the District purchased a property adjacent to Station 7 to be built out in 2024-2025 as a reserve apparatus and equipment storage facility. When completed, this will serve as a much-needed overflow storage for critical reserve and equipment storage. The location of this property is strategically located in the center of the District and being adjacent to a fire station will provide security and continuity of operations once completed.

### Previous Year’s Goals and Progress:

Strategic Plan Linkage		Goals and Progress
Priority I Invest in Human Capital	Objective A	Develop and deliver an updated employee appraisal program. The Tenzinga© Employee Performance Management System (EPMS) was implemented in Q4 of 2023. All civilian supervisors attended a leadership development program and were trained on the system. Progress for this goal is ongoing. In 2024, all uniformed supervisors will attend a leadership development program to be trained on the system. Once this is completed, quarterly performance reviews and an annual appraisal will be conducted for all employees.
Priority V Financial Stability	Objective B	Seek grant funding opportunities from federal, state, and local sources. The District will continue to pursue grant funding. In 2023, the District received a FEMA Staffing for Adequate Fire and Emergency Response (SAFER) Grant for \$5,027,472 for a three-year performance period. Additionally, the District received a State of Colorado Safety and Disease Prevention grant for \$20,000 to equip all line firefighters with personal issued wildfire specific helmets.
Priority I Invest in Human Capital	Objective B	Increase the frequency and quality of uniformed occupational medical annual exams. In 2023, the District developed a contract with Frontline Mobile Health to provide NFPA 1582 annual physicals to all uniformed employees. These physicals will take place at the administration building. A health center was designed in the basement of the administration building that was previously unfinished space. The progress for this goal is ongoing as physicals are scheduled to start in 2024.

### Current Year’s Goals:

Strategic Plan Linkage		Goals
Priority IV Relationships	Objective B	Conduct an NFPA 1500, Standard on Fire Department Occupational Safety, Health, and Wellness Program



# West Metro Fire Rescue Annual Program Appraisal

		comprehensive analysis of the District’s established policies, procedures, and programs.
Priority V Financial Stability	Objective B	Participate in legislative sessions and state workgroups for fire district alternative funding sources.
Priority I Invest in Human Capital	Objective B	Develop a plan for aging fire station facilities for potential redesign and construction to address modern health and safety concerns and to provide better long-term resiliency.

**Unexpected Results (positive or negative):**

Supply-chain delays still hamper capital projects and routine maintenance. As an example, the emergency generator that was damaged by a motorist in the summer of 2021 was installed in September of 2023, but has not been made operation due to the utility company’s delay in finalizing the utility connection.

**Is this Program Effective in Meeting the District’s Strategic Priorities?**

Yes. Administrative positions and functions are continually analyzed to determine if they are sufficient to support and carry out the District’s mission.

**How Does this Program Meet the Needs of the Citizens?**

Financial stability and decision making is supported by financial forecasts that evaluate revenues and expenditures tied directly to organizational and community needs. The District recognizes the need to focus on maintaining apparatus, equipment, facilities infrastructure, and invest in capital acquisitions as necessary. The focus for 2023 and beyond is to preserve these investments through comprehensive maintenance and replacement programs.

**Program Results/Outcomes:**

**Significant Incidents or Events (if applicable):**

Supply-chain delays still hamper capital projects and routine maintenance. As an example, the emergency generator that was damaged by a motorist in the summer of 2021 was installed in September of 2023, but has not been made operational due to the utility company’s delay in hooking up to natural gas.

**Program Specific Measures or Metrics:**

There are specific metrics in key areas of the Administration Division are financial stability, apparatus replacement, and capital projects. There are measurements inside each of these key areas. For financial, the key metrics are revenue collection from property tax and EMS. Additionally, staying well-informed and involved in legislative changes that impact special district revenue streams. For apparatus replacement, the key measurement is financial stability of the apparatus replacement fund and supply-chain issues of ordering new apparatus. For capital projects, a key measure is the prioritization, approval, implementation, and completion of capital projects.





# West Metro Fire Rescue Annual Program Appraisal

## **Expected Outcomes/Impacts:**

Sustained revenue to support operations and future needs. Monitor apparatus replacement funding and operational needs. Order apparatus in advance to plan for supply-chain delays. Implement capital construction short and medium range plan.

## **Program Self-Assessment:**

For performance indicator 9C.3, two items have been addressed and completed. 1) Contract work for 2022 to accomplish several objectives of roadmap. 2) A plan to develop the transition of SOPs and APs from LMS to SharePoint identified in 2022.

## **SWOT Analysis:**

### **Program Strengths:**

- The District's administrative staff members are dedicated, community focused, and are constantly striving to improve themselves and the organization.
- Through internal service funds, the District can project future costs and provide appropriate funding for apparatus replacement, fleet services, and the Training Center.
- Through capital funding, the District can project and fund current and future capital projects while maintaining adequate reserves for unexpected needs.

### **Program Weaknesses:**

- The District has a need for additional cross-training in several divisional positions to ensure continuation of operations currently limited by individual knowledge. It is acknowledged that there are several key positions that present a "single point of failure".
- Individual work processes can result in missed communications across divisional lines.
- Several processes rely on multiple handling and filing of paper records and documents.

### **Program Opportunities:**

- The District receives much of its revenue through property taxes. Recent legislative changes have made budget development and forecasting difficult. The District has a representative on the statewide property tax taskforce to provide input on the impacts of property tax reform as it relates to fire departments and special districts.
- Modernize report workflow and recordkeeping processes to include electronic forms to reduce the reliance on paper forms or reports.
- Implement the employee performance management system including the employee appraisal program.
- Evaluate the fire station location and fire station resiliency and condition third-party studies and develop to determine the feasibility of short and long-term changes.



# West Metro Fire Rescue Annual Program Appraisal

## Program Threats:

- Legislative changes that impede District funding mechanisms.
- Ongoing supply-chain issues and inflation have presented threats to replacing apparatus and equipment in a timely and cost-effective manner.
- Capital improvements to District facilities have been increased exponentially in costs and supply chain delays.
- Maintaining adequate funding to provide for District operations.



# West Metro Fire Rescue Annual Program Appraisal

**Program Name:** Code Compliance

**Program Manager:** Captain Dan Wenger

**Appraisal Year:** 2023

**Date:** 1/31/2024

**Category:** Category 5

**Criterion (if required):** 5A.2, 5A.6, 5A.8

**Recommendations (if applicable):**

Not Applicable.

**Progress Made on Recommendations:**

Not Applicable.

## **Program Description:**

**Enter a Brief Description of the Program:**

All commercial occupancies located within the West Metro Fire Protection District (District) are inspected at least once every three years. Each has a hazard score that is assigned using risk factors as listed in the records management system. Frequency of inspections is based on this numerical score. Fire code compliance is also ensured through the application of operational permits for hazardous processes and by follow up with fire code complaints and concerns.

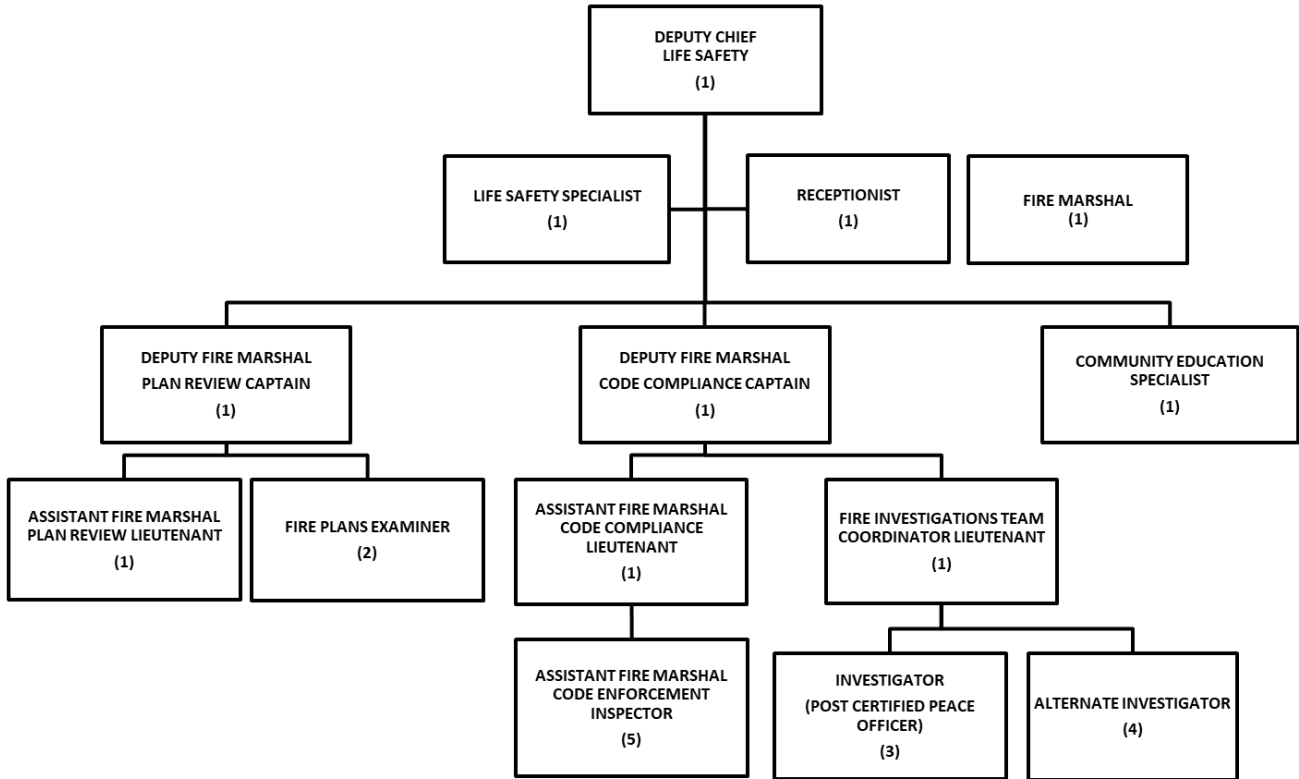
**List Sub-Programs:**

- Building inspection program
- Operational permits
- State safety inspections



# West Metro Fire Rescue Annual Program Appraisal

## Staffing (Org Chart):



## Injuries/Exposures:

None.

## Succession Planning:

Succession is managed through the assignment of operational personnel as openings occurred. Time is allotted to allow for orientation and familiarization of new members assigned to the division. Credentials were achieved at various times depending on the testing success of new staff.

## Specialized Equipment:

Code cycle changes require the purchase of additional books. As municipalities adopt the latest IBC/IFC 2021 version, additional purchases are anticipated for 2024.

## Training and Certifications Completed:

Fire inspectors and fire plans examiners are certified through the International Code Council (ICC) and the state. Training courses through ICC, EduCode, American Fire Alarm Association (AFAA) and other similar organizations are utilized.

## Training and Certifications Needed:

Newly assigned personnel are required to obtain Fire Inspector I and II certification. Continuing education is necessary for staff to maintain the needed certifications.



# West Metro Fire Rescue Annual Program Appraisal

**Facilities (if applicable):**

Not Applicable.

**Program Goals and Objectives:**

**Overall Strategic Focus:**

Prevent fires and reduce the impact severity through our building inspection program, ensuring fire plans are properly followed, and identifying the need for operational permitting.

**Significant Milestones:**

Throughout the year, an average of 443 company level building inspections were recorded per month. Within the Life Safety Division, 300 inspections were averaged per month.

**Previous Year’s Goals and Progress:**

Strategic Plan Linkage		Goals and Progress
Priority I Invest in Human Capital	Objective C	Certifications – Provide enough educational opportunities throughout 2023 to maintain all current inspector certifications through the International Code Council and Division of Fire Prevention and Control. Provide ongoing educational opportunities to expand specific expertise in individual topics through other training organizations. <i>All division personnel attained adequate continuing education to maintain current certifications.</i>
Priority I Invest in Human Capital	Objective C	Investigations Unit – Evaluate program and explore alternative staffing model to address loss of experienced investigators and increase in demands for service by the second quarter of 2023. <i>The organization approved restructuring of the Investigations Unit to a day assignment model under the Deputy Fire Marshal of Code Compliance. The reorganization will align with current industry standards, improve safety and quality of investigations, and provide for improved field training of new personnel. Changes to take effect January 2, 2024.</i>
Priority III Operational Readiness	Objective A	Evaluate inspection requirement data by the fourth quarter of 2023 to determine if additional Life Safety Division inspectors are required to meet the inspection demand. <i>District-wide growth continues to increase demands on building and construction inspections. Data evaluation continues and options for additional staffing are being explored.</i>

**Current Year’s Goals:**

Strategic Plan Linkage		Goals
Priority I Invest in Human Capital	Objective C	Certifications – Provide enough educational opportunities throughout 2024 to maintain all current inspector certifications through the International Code Council and Division of Fire



# West Metro Fire Rescue Annual Program Appraisal

		Prevention and Control. Provide ongoing educational opportunities to expand specific expertise in individual topics through other training organizations.
Priority III Operational Readiness	Objective A	Develop a standardized procedures manual by the fourth quarter of 2024 to facilitate onboarding of new personnel and cross-training of division staff.
Priority III Operational Readiness	Objective A	Identify succession planning and advancement opportunities for all life safety personnel.
Priority III Operational Readiness	Objective A	Continue evaluation of inspection requirement data by the fourth quarter of 2024 to determine if additional Life Safety Division inspectors are required to meet the inspection demand.
Priority IV Relationships	Objective A	Coordinate with neighboring agencies to streamline sharing of code compliance information and property accessibility for improved interoperability emergency response. Identify and initiate processes to improve safety for the community and responders by the third quarter of 2024.

**Unexpected Results (positive or negative):**

Code Compliance has benefitted from longevity and specialization of personnel. As multiple members near retirement, the Life Safety Division has identified the critical need to implement cross-training of inspectors for succession and advancement planning.

**Is this Program Effective in Meeting the District’s Strategic Priorities?**

Yes.

**How Does this Program Meet the Needs of the Citizens?**

The program allows for the enforcement of the fire code which results in fewer emergency incidents and reduced community impact when emergencies occur.

**Program Results/Outcomes:**

**Significant Incidents or Events (if applicable):**

Reorganization of the Fire Investigations Unit under the Deputy Fire Marshal of Code Compliance.

**Program Specific Measures or Metrics:**

Annual Code Compliance Inspections	3,368
Violations Found – 1483	Most common violations: #1-Maintenance of systems - 339 #2-Extinguishers - 332 #3-Knox box keys - 107
Operational Permits	255
Operational Permit Fees	\$122,387
Code Enforcement Fees	\$104,987
False Alarms	3,554





# West Metro Fire Rescue Annual Program Appraisal

Unintentional/Accidental	2,242
System Malfunctions	1,129
Malicious/Mischievous	183
Other (Bomb Scares)	N/A
Total Violations – 1,483	Corrected – 1,185

### **Expected Outcomes/Impacts:**

- Documentation and streamlining of divisional procedures should improve efficiency in the onboarding of new personnel and facilitate succession planning within the division.
- Identification of internal growth opportunities in conjunction with evaluation of workload impacts may identify critical needs within the division for the evaluation of additional personnel and positions.
- Enhanced communication with life safety divisions of neighboring agencies will improve the process for correcting life safety violations and access issues identified during responses.

### **Program Self-Assessment:**

There were no significant changes to the code compliance performance indicators in 2023.

### **SWOT Analysis:**

#### **Program Strengths:**

- Employees - Through continued staff training and learning, the division is in a better position to respond to the needs of the District.
- Continuous advancement in education and certification allows the division to continually refine application of the fire code.
- Increased operational trainings increase compliance, improve documentation, and enable the retrieval of data.

#### **Program Weaknesses:**

Assignment of line personnel delays productivity while credentials are obtained. Retirements create succession planning issues.

#### **Program Opportunities:**

Pursue a succession planning model to provide a pathway for operational personnel to transition more smoothly into divisional career opportunities. Pursue internal succession and advancement planning to accommodate anticipated inspector retirements and officer movements. Continuous training of line personnel on expediting re-inspections with the goal of reducing end-of-year backlog of failed inspections turned over to Code Compliance.

#### **Program Threats:**

Any legislative changes requiring all code enforcement personnel to be certified before conducting inspections would impact the current model of utilizing line personnel to conduct inspections.



# West Metro Fire Rescue Annual Program Appraisal

**Program Name:** Communications  
**Program Manager:** Division Chief Jay Jackson  
**Appraisal Year:** 2023  
**Date:** 1/31/2024  
**Category:** Category 9  
**Criterion (if required):** 9B

**Recommendations (if applicable):**

None.

**Progress Made on Recommendations:**

Not Applicable.

**Program Description:**

**Enter a Brief Description of the Program:**

The Communications Division of the West Metro Fire Protection District (District) is responsible for providing all the necessary communication hardware throughout the District providing effective radio, cell phone, and data communication for emergency and non-emergency needs. As part of the Communication Division, the division chief of support services is responsible for managing the contracts and support of commercial cell phone and communication towers located on District property. The communication priorities, hardware and tasks are managed by the division chief and a part-time radio subject matter expert (SME).

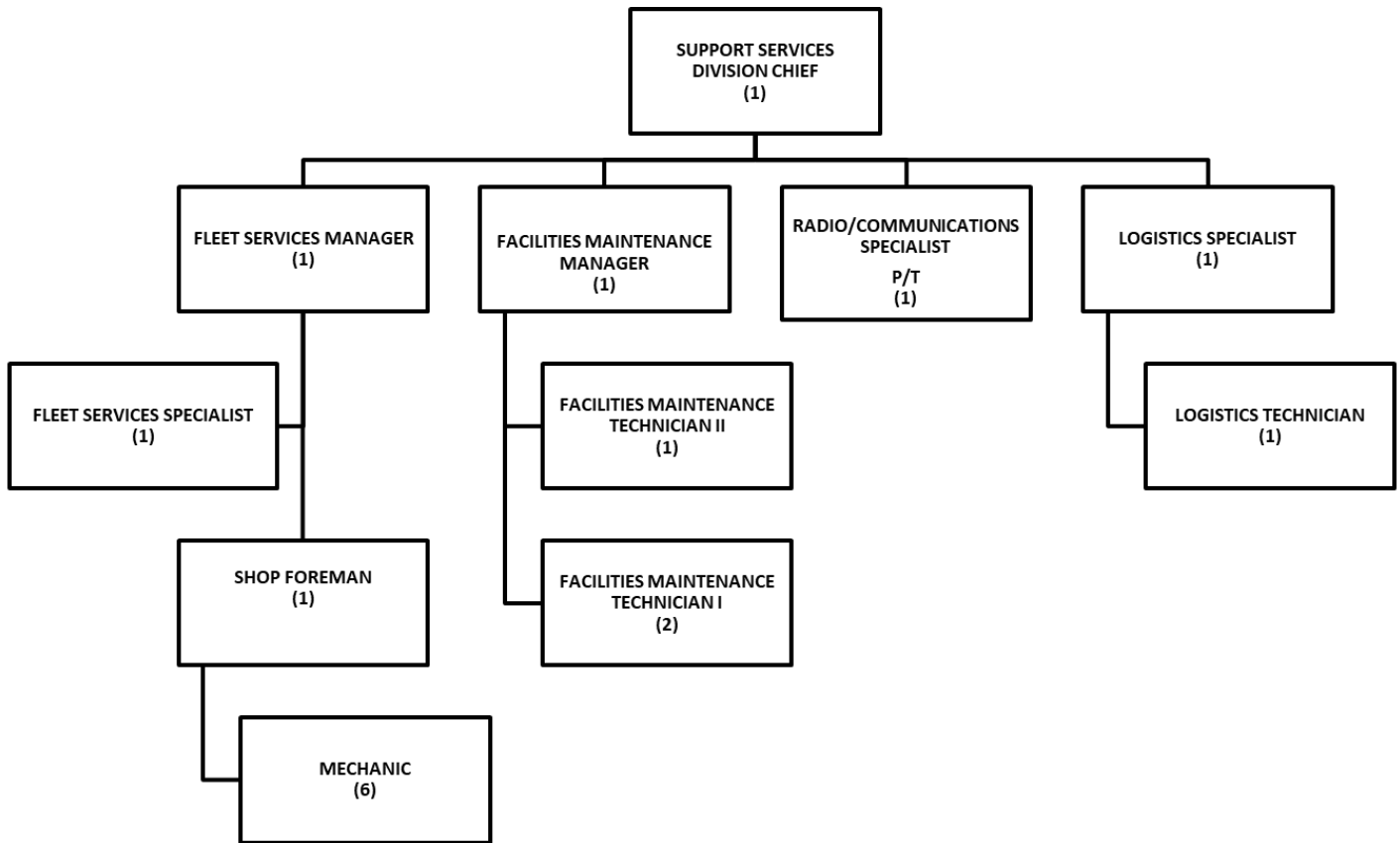
**List Sub-Programs:**

None.



# West Metro Fire Rescue Annual Program Appraisal

## Staffing (Org Chart):



## Injuries/Exposures:

None.

## Succession Planning:

The part time radio/communication specialist is a vital part of this specialized and dynamic division. Priorities and projects have been completed over the last several years that would support succession through outside contract labor. In 2023 the communication division worked with the city of Lakewood and the city of Wheatridge to develop a communication IGA that meets many of the voids identified in maintenance of the communications hardware and software. While this succession plan would be acceptable with little impact on operations there may be an additional increased cost to the District and entail some detailed training to provide a smooth transition.

## Specialized Equipment:

The District, in collaboration with the city of Lakewood and the city of Wheatridge, upgraded much of the vital, aging hardware and software of the co-owned communications equipment. The upgrade was successful with little impact on the operations of the effected districts. This substantial upgrade is predicted to meet the communication needs of the District for another decade.



# West Metro Fire Rescue Annual Program Appraisal

**Training and Certifications Completed:**

None.

**Training and Certifications Needed:**

None.

**Facilities (if applicable):**

Facilities are adequate for the Division.

**Program Goals and Objectives:**

**Overall Strategic Focus:**

To provide the District with quality radio and data communications assuring operational readiness.

**Significant Milestones:**

Reprogramming of all District 800mhz and VHF mobile and portable radios to meet current radio needs and requirements.

Installation of VHF radios in selected command and single resource vehicles to improve communications with neighboring agencies.

Completed upgrade of hardware and software of the radio system.

**Previous Year's Goals and Progress:**

Strategic Plan Linkage		Goals and Progress
Priority III Operational Readiness	Objective A	Metro Area Radio Consortium (MARC) coordination of system upgrade complete with a five-year plan.  Progress: Ongoing

**Current Year's Goals:**

Strategic Plan Linkage		Goals
Priority IV Relationships	Objective A	Complete the Inter-Governmental Agreement (IGA) between the District and the city of Lakewood for maintenance and support of radio communications hardware and software.
Priority IV Relationships	Objective A	Continue to evaluate and participate in the Metro Area Radio Consortium (MARC) upgrade over the next five years.
Priority IV Relationships	Objective A	Participate in the Denver Grant Study to investigate the potential of regional consolidation.



# West Metro Fire Rescue Annual Program Appraisal

Priority V Financial Stability	Objective B	Continue to monitor and update current communication tower contracts with third parties to assure financial stability and minimize adverse impact to District property.
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**Unexpected Results (positive or negative):**

None.

**Is this Program Effective in Meeting the District’s Strategic Priorities?**

Yes.

**How Does this Program Meet the Needs of the Citizens?**

The Mission of the District includes “protecting the community’s quality of life through... preparedness”. This program is an important link in the Districts’ ability to be prepared and meet the needs of the citizens, assuring the ability to communicate effectively while responding to their emergencies.

**Program Results/Outcomes:**

**Significant Incidents or Events (if applicable):**

Not Applicable.

**Program Specific Measures or Metrics:**

Completed the IGA with the city of Lakewood in the first quarter of 2023. This IGA is vital in the long-term sustainability of the program by formalizing the relationship between agencies and their roles in the maintenance and ownership of the radio system assets.

Begin the Denver Grant Study by a third-party consultant by year end of 2024.

Complete final stage of radio system upgrade identified in 2022 by installing new radios in stations to upgrade aging and obsolete equipment. This will be completed one station at a time in cooperation with the IT Division to enhance the redundancy in the toning system and improve operational readiness of crews. Much of this work was accomplished in 2023 along with the identification of inscription security issues that will be addressed in 2024.

**Expected Outcomes/Impacts:**

The expected outcomes of the program’s strategic mission, specific goals and objectives are to maintain a ready communications program, operational radio equipment and communication agreements that keep the District emergency and non-emergency communications operational and effective.



# West Metro Fire Rescue Annual Program Appraisal

## **Program Self-Assessment:**

There were no significant changes to the performance indicators in 2023.

## **SWOT Analysis:**

### **Program Strengths:**

Proactive approach to maintaining and replacing critical equipment before it becomes expensive to maintain or inoperable. Interagency agreements and collaboration with neighboring agencies have kept the radio and data communications in the District efficient and cost effective.

### **Program Weaknesses:**

Radio and electronic equipment are subject to rapidly inflated costs, changing technology, supply chain issues, and cyber-attacks. It is difficult to project and plan for system issues and failures.

### **Program Opportunities:**

The opportunity for regionalization and partnerships such as the Metro Area Radio Consortium (MARC) provide an opportunity to spread costs and provide a more financially sound and technologically stable system. There are several opportunities in the Denver area to continue to pursue relationships. It is important to be present and participate in these opportunities for the stability of the District Communications Division.

### **Program Threats:**

Many of the program threats are rooted in the program weaknesses of the rapidly escalating cost of equipment, long lead times in receiving orders, and unavailable products. Communication equipment, vital to emergency response, is under a constant threat of outside cyber-attacks that could cripple a communications program.





# West Metro Fire Rescue Annual Program Appraisal

**Program Name:** Community Risk Reduction  
**Program Manager:** Community Risk Reduction Manager Erin Bravo  
**Appraisal Year:** 2023  
**Date:** 1/31/2024  
**Category:** Category 5  
**Criterion (if required):** 5B

**Recommendations (if applicable):**

None.

**Progress Made on Recommendations:**

Not Applicable.

**Program Description:**

**Enter a Brief Description of the Program:**

The West Metro Fire Protection District's (District) community risk reduction programs support the District's commitment to protecting the community's quality of life through prevention, preparedness, and all hazards emergency response. The risk reduction programs are strategically designed to reduce risks in the District's service area. Internal response data and fire investigator findings help inform program needs. All programs are equipped with evaluation tools that help inform and measure the impact of each program and service. Community risk reduction is dedicated to increasing the overall knowledge and application of positive life safety behaviors and code compliant practices, which, are intended to reduce the number of emergency responses, preventable injuries and damages within the community.

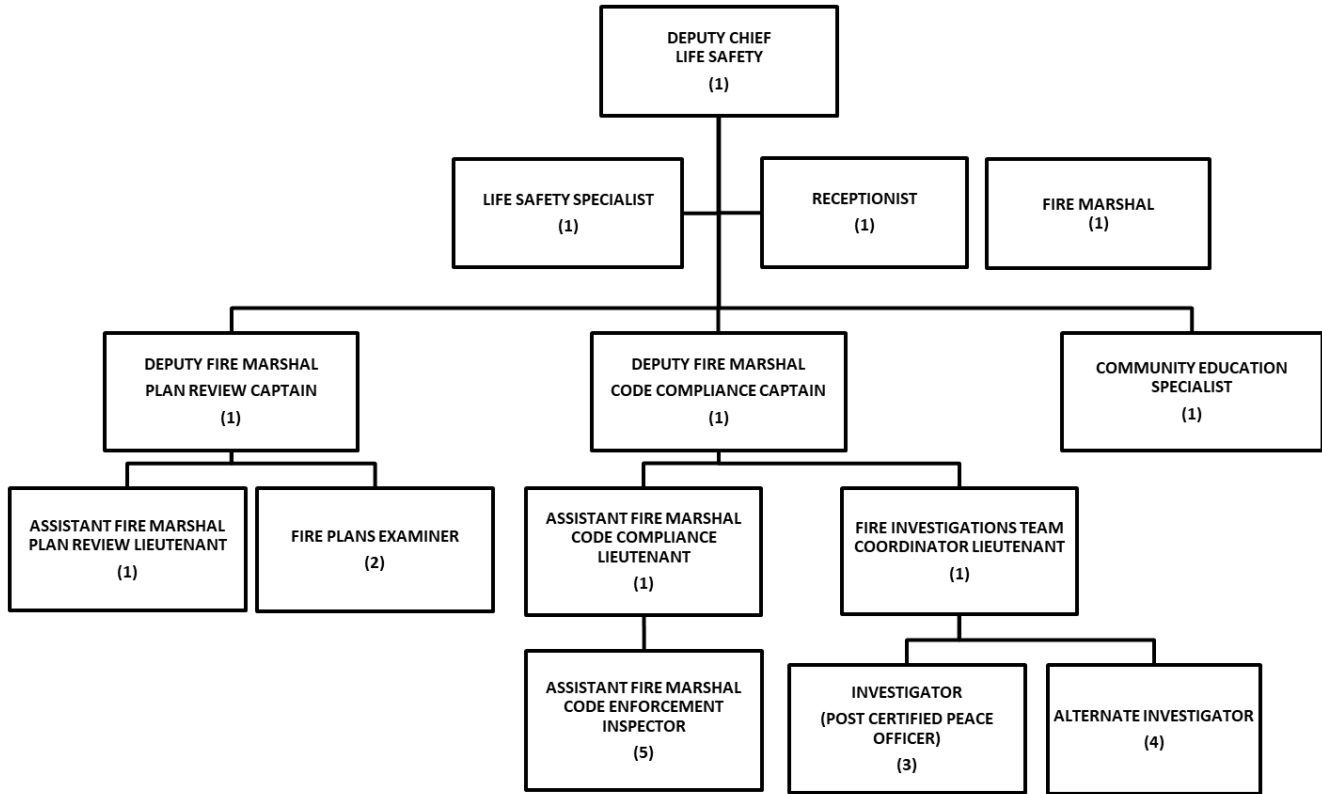
**List Sub-Programs:**

- Child Passenger Safety (CPS)
- Youth Fire Setter Intervention
- School Fire and Pedestrian Safety Programs
- Workplace Safety
- Residential Safety



# West Metro Fire Rescue Annual Program Appraisal

## Staffing (Org Chart):



## Injuries/Exposures:

There were no injuries or exposures related to community risk reduction programs in 2023.

## Succession Planning:

Not applicable.

## Specialized Equipment:

A new digital FIAR fire extinguisher has been purchased and is being utilized for fire extinguisher training for residents and workers within the District.

## Training and Certifications Completed:

Fire and Life Safety II Instructor and Youth Fire Setter I Instructor.

## Training and Certifications Needed:

All required certifications for mastery of the position have been obtained and are currently active.



# West Metro Fire Rescue Annual Program Appraisal

**Facilities (if applicable):**

Administrative office, administrative storage room, two shipping containers at the Training Center.

**Program Goals and Objectives:**

**Overall Strategic Focus:**

To protect the community's quality of life through prevention and preparedness by identifying risks to the community and the first responders. Community risk reduction employs strategically designed, measurable programs to mitigate identified risks.

**Significant Milestones:**

The community education specialist position was reviewed and revised to community risk reduction manager.

**Previous Year's Goals and Progress:**

Strategic Plan Linkage		Goals and Progress
Priority II Public Relations	Objective B	Goal: Create an updated online forum for the community to access essential safety messages and updated materials including videos, activities, and service information. Progress: Website host was moved from CivicPlus to Colorado.gov. Educational materials were successfully moved over and organized but another host site will be utilized in 2024 so more updates and strategies are underway.
Priority II Public Relations	Objective B	Goal: Offer Child Passenger Safety (CPS) and Speaker's Bureau training for District employees who want to participate and get involved in community risk programs and events. Progress: 44 CPS techs were certified through two West Metro Fire CPS courses using West Metro Fire's certified instructors. Of the 44 techs certified, 22 are with West Metro. The remaining 22 are from surrounding Districts that go through West Metro Fire Rescue's Academy or with other fire or police departments. West Metro currently has 103 certified CPS techs and five instructors. Eight new members were added to the Speaker's Bureau in January of 2023.
Priority II Public Relations	Objective B	Goal: Solicit feedback from the community via programs analysis, surveys, and request/feedback forms to ensure education programs and events are well received and serving the needs of the community. Progress: Evaluations are being completed on a regular basis. Evaluations from the Annual Family Fire Muster, school programs, the child passenger safety program and the youth fire setter program are completed during or after the program or event.



# West Metro Fire Rescue Annual Program Appraisal

Priority II Public Relations	Objective C	<p>Goal: Maintain and expand community partnerships with the Annual Family Fire Muster sponsors as well as local hospitals and other stakeholders to extend the reach of the existing community risk reduction programs and potentially create new programs based on community needs.</p> <p>Progress: Initiated program discussions with Common Spirit to participate various prevention programs focused on safe driving and fall prevention, as well as with Nymb1 to help seniors access a free resource for better mobility, bladder control and fall prevention.</p>
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**Current Year's Goals:**

Strategic Plan Linkage		Goals
Priority II Public Relations	Objective B	Goal: Update the new risk reduction section of the website to better showcase the District's prevention programs and services.
Priority II Public Relations	Objective B	Goal: Continue to offer Child Passenger Safety certifications and Speaker's Bureau training for District employees who want to participate and get involved in community risk reduction efforts.
Priority II Public Relations	Objective C	Goal: Revise programs and services as needed to serve the community as well as maintain and grow community partnerships.

**Unexpected Results (positive or negative):**

No unexpected results to report for 2023.

**Is this Program Effective in Meeting the District's Strategic Priorities?**

Yes.

**How Does this Program Meet the Needs of the Citizens?**

The community risk reduction programs identify risks to residents and stakeholders within the District's service area and deploy strategically designed programs and services to mitigate those risks. District, local, state, and national data are continually monitored to identify target areas for community risk reduction programs.

Community risk reduction programs are focused on preventing and reducing injuries, accidents, and damage to property. Many programs involve partnerships with local businesses and agencies to promote workplace safety, home safety, injury prevention and general fire safety/prevention within the community. West Metro continually strives to reduce the impacts of fire and other risks associated with daily living which result in emergency medical responses.

Motor vehicle safety is promoted through individual car seat checks, school presentations, and activities at the Annual Family Fire Muster. Furthermore, motor vehicle safety and general injury



# West Metro Fire Rescue Annual Program Appraisal

prevention such as: wildfire safety, fall prevention, poison prevention, and burn injury prevention are addressed through the District’s kids club monthly newsletter, school presentations, community event booths, and resident safety presentations.

Prevention and preparedness are promoted using tools and activities that residents and stakeholders can use in their own homes, schools, workplaces, and communities. Residents are encouraged to create a home escape plan, Smart911™ profiles, complete the File of Life™, and enroll in Lookout Alert or Code Red Alerts™. These tools are promoted on the District website, social media sites, at presentations, and at community events.

## **Program Results/Outcomes:**

### **Significant Incidents or Events (if applicable):**

Not Applicable.

### **Program Specific Measures or Metrics:**

Survey responses, pretesting and post-testing in schools, number of CPS seats installed/checked, and number of contacts (in-person and via the website).

<b>Community Risk Reduction – Approximate Contacts</b>	
Family Fire Muster promotion	126,974
Family Fire Muster attendees	3,200
Community events - 11	1,689
Files of Life, Smart911	7,000
Jr Firefighter Badges	14,000
K - 6 Program Presentations to students in JCPS	5,802 students
Other School visits	2,488 students and teachers
Safety presentations for residents - 10	357
Workplace safety presentations	550
Car seat checks	153
Low-cost bike helmets – at the Fire Muster	230
Low-cost smoke and CO alarms	26
Number of scheduled apparatus visits	142
Number of station tours	75
Youth fire setter interventions	0
Family kids club monthly newsletter members	2,850
HQ monument sign message exposure by car/year*	~2.6 million

\*Estimate based on city of Lakewood traffic study completed July 7<sup>th</sup>-13<sup>th</sup> 2022

### **Expected Outcomes/Impacts:**

Updated programs that will spread risk reduction messaging and reduce the number of and severity of injuries and property damage in the District.

Enhanced training for current and future speaker’s bureau members.



# West Metro Fire Rescue Annual Program Appraisal

Expand risk reduction outreach through the District's programs and continued local program partnerships and coalitions.

## **Program Self-Assessment:**

Performance indicators reviewed and no updates are needed.

## **SWOT Analysis:**

### **Program Strengths:**

- Adaptable.
- Established and long running.
- Firefighter presence in the community.

### **Program Weaknesses:**

- Limited staff capacity.
- Limited use of District programs and services in certain communities.

### **Program Opportunities:**

- New website with more options to share content and improve organization capabilities.
- In-person and digital engagement with updated materials.
- Proactive risks reduction programs and services based on data and analysis.

### **Program Threats:**

- Resurgence of the pandemic.
- Future lack of engagement from line and speaker's bureau.
- Failure to plan for succession.





# West Metro Fire Rescue Annual Program Appraisal

**Program Name:** Colorado Task Force 1

**Program Manager:** Division Chief Bob Olme

**Appraisal Year:** 2023

**Date:** 1/31/2024

**Category:** Category 9

**Criterion (if required):** N/A

**Recommendations (if applicable):**

None.

**Progress Made on Recommendations:**

Not Applicable.

## Program Description:

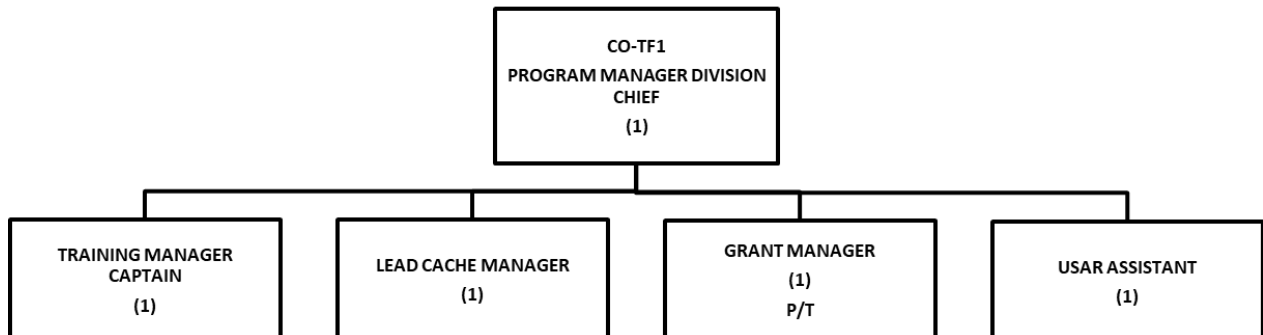
**Enter a Brief Description of the Program:**

Colorado Task Force 1 is a FEMA Urban Search and Rescue (USAR) task force, deployable locally, statewide, and nationwide to respond to natural and manmade disasters. The task force consists of 19 positions, including task force leader, safety officer, plans, structural engineers, logistics, communication, rescue, heavy rigging specialists, search and hazardous materials, made of personnel from the sponsoring agency (West Metro) and 24 additional participating agencies. The task force is fully self-contained for the first 72 hours, and when traveling by ground, carries all necessary equipment needed for response.

**List Sub-Programs:**

Not Applicable.

**Staffing (Org Chart):**





# West Metro Fire Rescue Annual Program Appraisal

## **Injuries/Exposures:**

There were no reportable injuries or exposures to the task force in 2023.

## **Succession Planning:**

Succession planning is done in coordination with the sponsoring agency chief (West Metro) and the program manager. The program manager, training manager, and cache manager are cross trained to be able to perform the duties of the other. The task force specialist is trained for training, cache and grants management, and the grants manager is trained in grants and cache management.

## **Specialized Equipment:**

The task force utilizes many specialized pieces of equipment including modern, up-to-date search equipment, modern rope and collapse rescue equipment, and hazardous materials and decontamination equipment. This equipment includes but is not limited to, six search cameras, two listening devices, seven canine search dogs, breaching tools, shoring equipment, water rescue personal protective equipment, rope rescue gear, wide area search and electronic tracking tools, and advanced hazardous materials response and decontamination equipment.

## **Training and Certifications Completed:**

All personnel meet the training requirements set forth by FEMA and the task force for their positional assignments. Annual Readiness training and two team training sessions are required annually. In 2023, the task force logged 4,917 hours of training.

## **Training and Certifications Needed:**

None.

## **Facilities (if applicable):**

The facilities for the task force are leased from West Metro Fire Rescue annually. Facility repair and maintenance are timely and adequate utilizing West Metro facilities staff.

## **Program Goals and Objectives:**

### **Overall Strategic Focus:**

To provide a high-performance task force for deployment to areas of disaster.

### **Significant Milestones:**

Completed a \$6.5 million cache reorganization.



# West Metro Fire Rescue Annual Program Appraisal

## Previous Year’s Goals and Progress:

Strategic Plan Linkage		Goals and Progress
Priority I Invest in Human Capital	Objective A	Work to provide the best opportunities in training and response, and to grow the staff into a unit that can mitigate and/or manage anything placed in front of them.
Priority V Financial Stability	Objective B	Work collaboratively with the FEMA home office to secure adequate cooperative agreement funding that meets current and future needs.

## Current Year’s Goals:

Strategic Plan Linkage		Goals
Priority V Financial Stability	Objective B	Increase the efforts to secure additional funding through the FEMA branch.
Priority IV Relationships	Objective A	Solidify and strengthen the relationships between the partner agencies and the task force.

## Unexpected Results (positive or negative):

The capacity of the District is increased by the additional resources which adds to the capacity of effective response for the citizens.

## Is this Program Effective in Meeting the District’s Strategic Priorities?

District personnel participating in the task force augment rescue capabilities, provide emergency management expertise, and provide a readily available force multiplier for complex or large-scale District responses.

## How Does this Program Meet the Needs of the Citizens?

The public desires highly trained personnel with the equipment capacity to handle any emergency that may occur. The task force helps the District meet these expectations and more than doubles the equipment cache for a local event should it be needed.

## Program Results/Outcomes:

### Significant Incidents or Events (if applicable):

Canine deployment to the 2023 Hawaii fires brought forth numerous valuable lessons for future deployments.



# West Metro Fire Rescue Annual Program Appraisal

## **Program Specific Measures or Metrics:**

Annually there is an internal evaluation. In 2024, there will be an in-person evaluation by the FEMA branch leadership. These evaluations serve to identify strengths and gaps utilizing staff from other task forces familiar with the environment.

## **Expected Outcomes/Impacts:**

The evaluation is anticipated to further confirm the need for additional federal funding for the task force to remain cost neutral with the District and still maintain operation readiness and excellence.

## **Program Self-Assessment:**

The program remains very active with the ending number of deployable personnel at 176. The recommended number of personnel needed to meet the requirements of the FEMA branch is 160.

## **SWOT Analysis:**

### **Program Strengths:**

Task force personnel continue to remain the number one asset of the task force. The combination of knowledge, skills, and ability in solving complex problems in an austere environment set task force personnel apart.

### **Program Weaknesses:**

Costs continue to rise, and the ability to meet the fiscal needs of the task force is becoming more and more difficult. Without a change, the task force will need to make choices regarding equipment replacement versus paying staff in two years.

### **Program Opportunities:**

The Urban Search and Rescue system provides access to additional high level training opportunities for all participating personnel. It is the goal of the task force to provide access to this training for any member when practicable. The expertise gained during these trainings is then passed down by task force members to their individual departments, which strengthens the regional and state response capacity for all levels of emergencies.

### **Program Threats:**

The USAR system is part of a bigger FEMA system. In general terms, it is difficult to be heard based upon the size of the USAR system when competing with other FEMA programs when funding requests are made. Inadequate funding has the potential to jeopardize CO-TF1 operations.



# West Metro Fire Rescue Annual Program Appraisal

**Program Name:** Dive Team  
**Program Manager:** Division Chief Clint Fey, Captain Dave Harms, Captain Dan Wenger  
**Appraisal Year:** 2023  
**Date:** 1/31/2024  
**Category:** Category 5  
**Criterion (if required):** 5G

**Recommendations (if applicable):**

None.

**Progress Made on Recommendations:**

Not applicable.

**Program Description:**

**Enter a Brief Description of the Program:**

The West Metro Fire Protection District (District) Dive Team responds to swift water, ice, and static water emergencies, both in and out of the District. The Dive Team provides dive and swift water response and consists of members from Station 8 and Station 17. The District's Dive Team is also a participating member of the Metro Dive Team, a cooperative for ongoing training; other participating agencies are South Metro Fire Rescue, Westminster Fire Department, and the Thornton Fire Department. The District's Dive Team was formed to provide a highly trained and skilled workforce necessary to mitigate water emergencies safely and effectively. All activities of the Dive Team and its members are undertaken with the intent of providing the greatest benefit to the District and its citizens with the goal of reaching and removing all victims who were alive at the time of incident dispatch. The Dive Team operates under the guidance of National Fire Protection Association (NFPA) 1006, Dive Rescue International course curriculum, and District Standard Operating Procedures. Team members receive valuable training and experience with the goal of providing a skilled and competent response force in the event of a water emergency. The team shares their knowledge, skills, and abilities with other employees of the District to increase awareness and response effectiveness.

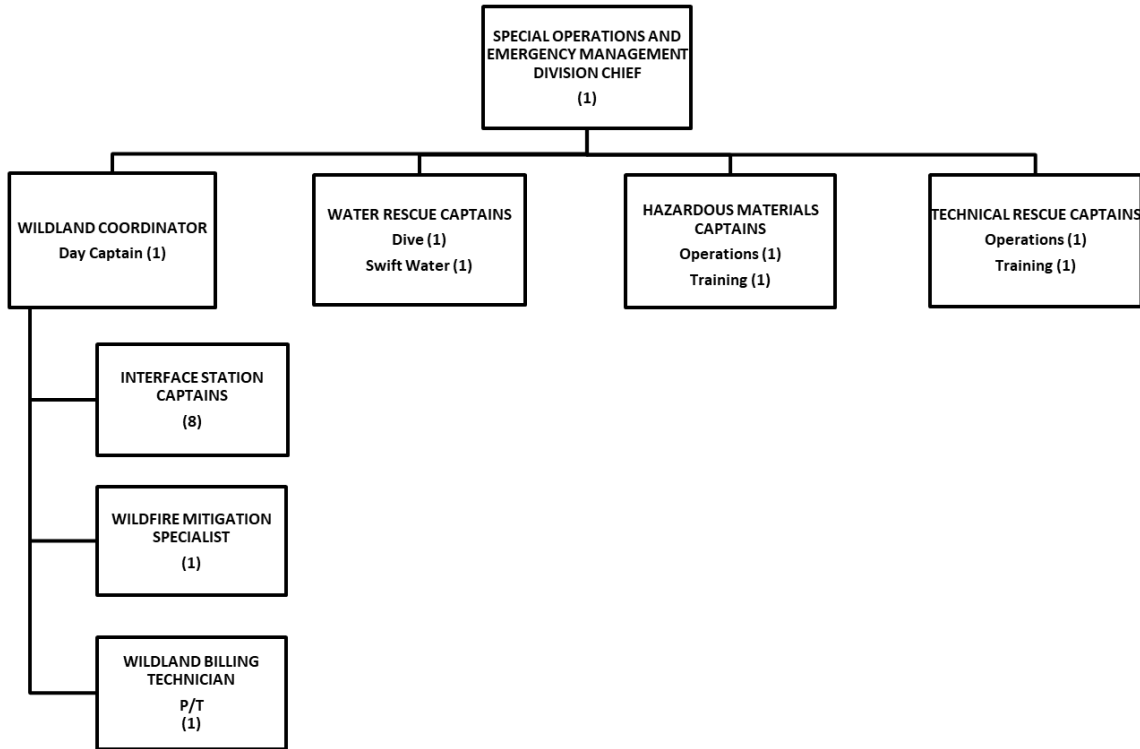
**List Sub-Programs:**

Not applicable.



# West Metro Fire Rescue Annual Program Appraisal

**Staffing (Org Chart):**



**Injuries/Exposures:**

None.

**Succession Planning:**

The Dive Team had stability in leadership throughout 2023. However, a change in assignments has left the swift water component with an acting captain at the time of this writing. Despite the gap, the existing lieutenants have been engaged in team management and no reduction of service has occurred.

**Specialized Equipment:**

The Dive Team has a replacement plan in place that upgrades key equipment as it reaches end-of-life.

**Training and Certifications Completed:**

The Dive Team has continued to partner with our external stakeholders to perform joint multi-company dive and swift water training. West Metro hosted the Metro Dive Team training at Soda Lake in 2023. The Dive Team participated in approximately 30 different company level training courses to keep the team knowledge, skills, and abilities sharp to best serve our community. 7 new Public Safety Diving (PSD) certifications, 7 Dive Rescue 1 (DR1) certifications, with 2 PSD and 1 DR1 recertifications. The WRT also certified 7 new PSD/Swift Water II (SWII) members in 2023 to help fill vacancies due to promotions and support the needs of Urban Search and Rescue, Colorado Task Force 1.



# West Metro Fire Rescue Annual Program Appraisal

## Training and Certifications Needed:

It is anticipated that the team will need to train new members in both dive and swift water operations to maintain numbers and account for retirements, separations, and promotions. In addition, the team will seek opportunities to enhance training when practical and economically feasible.

## Facilities (if applicable):

None.

## Program Goals and Objectives:

### Overall Strategic Focus:

The goal of the water rescue team is to reach and remove all victims from harm who were alive at the time of incident dispatch and to ensure operational readiness matches needs and risks through a data-driven approach.

### Significant Milestones:

Public Safety Dive certification requires 18 black water dives over 36 months to remain current with Dive Rescue International standards. This is a significant operational lift from the Dive Team and the District has a company level dive training scheduled each month to assist with satisfying these requirements. The Dive Team participated in approximately 30 different company level trainings across three shifts in 2023. The same workload, to maintain KSA's, is expected in 2024.

### Previous Year's Goals and Progress:

Strategic Plan Linkage		Goals and Progress
Priority III Operational Readiness	Objective A	<p>Continue replacement programs to ensure safe and effective equipment. The District anticipates equipment needs such as rapid deployment craft (RDC), inflatable personal flotation devices (PFD)s, weight belts, and swift water dry suits that are approaching the end of service life.</p> <p>All budget requests were fulfilled, and the team remains well-equipped.</p>
Priority IV Relationships	Objective A	<p>Continue to work with internal and external stakeholders to enhance and improve response to water-related rescues.</p> <p>Progress is being made, specifically with South Metro Fire which we hope will lead to a mutually beneficial agreement in 2024. Continue to incorporate Lakewood Park Rangers in the Dive Team's company-level training operations to strengthen expectations and relationships for the community we serve.</p>
Priority III Operational Readiness	Objective A	<p>Continue monthly company-level Dive Team training to strengthen the team's knowledge, skills, and abilities to remain response-ready to serve our community. Consider monthly swift water training during the spring run-off.</p>



# West Metro Fire Rescue Annual Program Appraisal

		Monthly training was successful in helping members both maintain certification and learn new tactics.
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**Current Year’s Goals:**

Strategic Plan Linkage		Goals
Priority III Operational Readiness	Objective A	Continue equipment replacement programs to ensure safe and effective equipment. We anticipate equipment needs such as RDC, inflatable PFD’s, weight belts and swift water dry suits that are approaching the end of service life.
Priority IV Relationships	Objective A	Continue to work with internal and external stakeholders to enhance and improve response to water-related rescues.
Priority III Operational Readiness	Objective	Continue monthly company level Dive Team training to strengthen the team’s knowledge, skills, and abilities to remain response ready to serve our community. Consider monthly swift water trainings during the spring run-off.

**Unexpected Results (positive or negative):**

None.

**Is this Program Effective in Meeting the District’s Strategic Priorities?**

This program offers a well-trained and immediate response. Nonetheless, this program would benefit from increased interagency collaboration and strategic alignment supporting the staffing and operational needs of CO-TF1.

**How Does this Program Meet the Needs of the Citizens?**

The Dive Team provides the citizens of the District with a highly trained and well equipped immediate resource available to respond to water related rescues and recoveries.

**Program Results/Outcomes:**

**Significant Incidents or Events (if applicable):**

- 23-15396 Assist to LPD on a partially submerged vehicle in a flowing creek.
- 23-32698 Dive rescue search for a missing kayaker. The party was recovered the next day.
- 8 additional incidents where the team was alerted but not needed.

**Program Specific Measures or Metrics:**

Not applicable.





# West Metro Fire Rescue Annual Program Appraisal

## **Expected Outcomes/Impacts:**

The goal of the water rescue team is to reach and remove all victims who were alive at the time of incident dispatch.

## **Program Self-Assessment:**

None.

## **SWOT Analysis:**

### **Program Strengths:**

- Personnel – Team is well-respected in the region with many highly-skilled operators.
- Equipment – Both boats are recent replacements, and the suit replacement plan is working well.
- Innovation – Drone usage has been very beneficial on numerous incidents.

### **Program Weaknesses:**

- Deployment – Swift-water assets are located far north and mid-district leaving the south district with longer response times.
- Very few Dive Team members are on CO-TF1.
- Vehicles – All vehicles are operational but swift-water 17 is repurposed and approaching end-of-life.
- The Dive Team is experiencing turnover. The new members are trained to a high level, however, lack field experience.
- The Metro Dive Team agreement is dated.

### **Program Opportunities:**

- Working with neighboring fire districts with water rescue programs.
- Support the staffing and operational needs of CO-TF1.
- Expanding relationship with Bear Creek Park rangers.
- Expanding relationship with Colorado Parks and Wildlife.
- Continuing to provide training and mentorship opportunities for newly trained team members.

### **Program Threats:**

- Increased recreation/usage leading to increased incidents.
- Possibility of widespread flash flooding leading to needs that outpace the ability to respond.



# West Metro Fire Rescue Annual Program Appraisal

**Program Name:** Emergency Medical Services

**Program Manager:** Division Chief Todd Heint

**Appraisal Year:** 2023

**Date:** 1/31/2024

**Category:** Category 5

**Criterion (if required):** 5F

## **Recommendations (if applicable):**

It is recommended that the agency work with the hospital to establish 12-lead ECG reception capabilities 5F.4

## **Progress Made on Recommendations:**

The District contracted with a third-party vendor (Pulsara) in mid-2023 to facilitate prehospital transmission of 12-lead ECGs but had to wait for participating hospitals (St. Anthony, Swedish, and Lutheran) to finalize contracts with the vendor. Testing and training of the platform with hospitals is now underway and will be piloted starting in the first quarter of 2024. The intent of prehospital ECG transmission capability is as a consultative tool with receiving hospital emergency medical physicians to improve rhythm interpretation, particularly when considering hospital activations (e.g., cardiac/STEMI alerts).

## **Program Description:**

### **Enter a Brief Description of the Program:**

The Emergency Medical Services (EMS) Division works directly under the deputy chief of operations and is responsible for supporting the delivery of emergency medical services to the citizens of the District. Day-to-day responsibilities of the EMS Division include planning and coordinating the delivery of EMS training; providing and maintaining the equipment, tools, and supplies needed by field personnel; performing quality management to address performance gaps and ensure continuous improvement; assisting personnel with maintaining EMS certifications; and delivering a community integrated healthcare services program. Responsibility for EMS training delivery is shared between the EMS and Training Divisions. The District is recognized as a state of Colorado EMS training group and provides personnel with continuing education in order to meet EMS certification requirements.

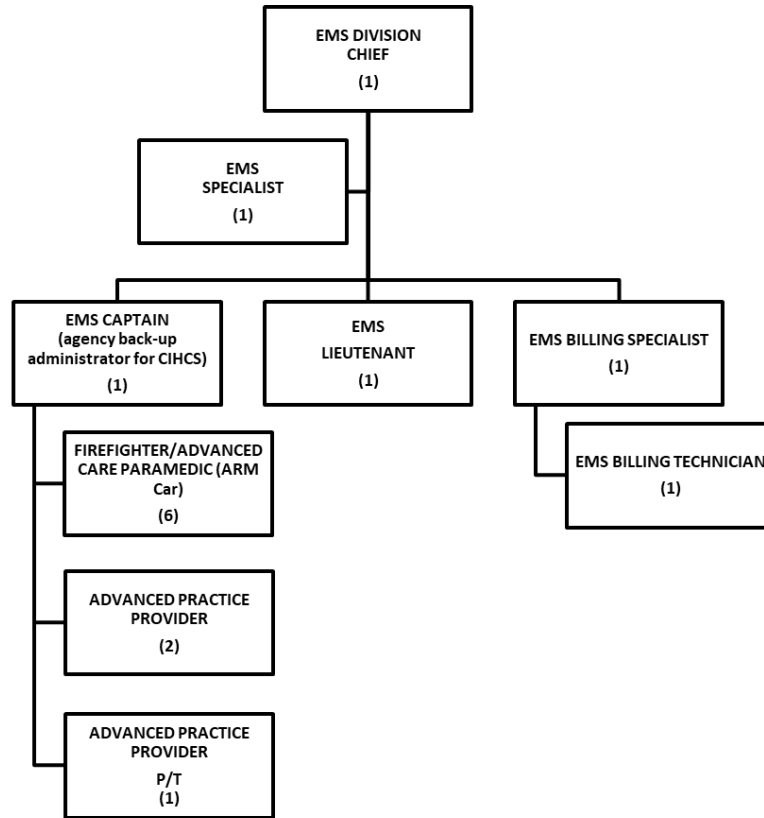
### **List Sub-Programs:**

Mobile Integrated Healthcare (MIH) – see separate program appraisal for details.



# West Metro Fire Rescue Annual Program Appraisal

## Staffing (Org Chart):



## Injuries/Exposures:

There were 38 injuries and 11 exposures related to EMS operational duties in 2023. Injuries were primarily related to patient lifts, rolled ankles, and falls from a trip/slip, which resulted in strains/sprains. Exposures occurred due to a needle stick with a combative or uncooperative patient or as a result of being spit in the face. While these numbers appear greater than 2022, criteria used for associating these incidents to EMS was expanded which skewed the data. Overall, injuries and exposures were relatively consistent year-over-year. Please see the 2023 Wellness Program Appraisal for more details.

## Succession Planning:

Since addressing unmet healthcare needs in the community is an identified priority within the District's strategic plan and meets the mission of MIH, ensuring sustained and engaged program management is deemed critical. An opening at the EMS captain position, which is responsible for management of the MIH program, was anticipated by the end of 2023. Consequently, the co-chair of the MIH strategic planning team, who was serving as a HazMat station captain, was recruited based on his skill-set, involvement in program development, and passion for public health. A transition of duties occurred throughout the end of 2023. The new EMS captain brings fresh



# West Metro Fire Rescue Annual Program Appraisal

perspective and energy that will enhance the program and contribute to his professional development.

The EMS lieutenant has taken on more involvement in EMS quality management through data analysis, evaluation of patient outcomes, and review of patient documentation processes. Additionally, the EMS lieutenant has facilitated improvements in the paramedic education program and logistics of EMS inventory management. As of 2024, the EMS lieutenant directly supervises the logistics technician who is responsible for the inventory and ordering of EMS supplies and equipment. Openings in each of these positions is anticipated within the next year as the EMS lieutenant tests for captain and the logistics technician plans for a career change once completing higher education. Recognizing that both positions are critical to EMS operations, each of these employees will be instrumental in helping to identify and train their respective replacements.

The EMS billing specialist, who serves as a liaison to the EMS billing and collection vendors and is responsible for related data submission and inquiries, also supervises the EMS billing technician. Relatively new to this role in 2023, the EMS billing specialist assisted in an RFP review process to establish a new agreement with a billing vendor and was active in selecting and training a new EMS billing technician. Furthermore, the EMS billing specialist became a *Certified Ambulance Privacy Officer (CAPO)* and cross-trained both the EMS specialist and billing technician in functions of her job as backup and potential future succession. In 2024, the EMS billing specialist plans on completing the *Certified Ambulance Compliance Officer (CACO)* training to further meet District needs.

The EMS specialist will become a CPR instructor in 2024 in order to more fully support the District's community CPR training.

## **Specialized Equipment:**

The EMS Division maintains the readiness of all of the District's expendable and non-expendable EMS supplies and equipment. This includes, but is not limited to, cardiac monitors, mechanical CPR devices, cots, stair chairs, medical kits, oxygen, airway adjuncts, controlled and non-controlled medications, intravenous supplies, bandaging supplies, EMS personal protective equipment (PPE), and other diagnostic equipment.

## **Training and Certifications Completed:**

The EMS Division is responsible for the delivery and maintenance of all District EMS providers' certifications; continuing education hours; paramedic school preparation, enrollment, and graduation; and paramedic field training to ensure adequate paramedic staffing in support of District standard of cover objectives.

The following table shows the total Advanced Cardiac Life Support (ACLS), Pediatric Advanced Life Support (PALS), cardiopulmonary resuscitation (CPR),



# West Metro Fire Rescue Annual Program Appraisal

electrocardiogram (ECG), and intravenous (IV) courses delivered and resulting certificates issued in 2023:

ACLS, PALS, EKG, IV, CPR:

Total EMS Certification Classes	22
Total Certificates Issued to Providers	287

The following table highlights the total amount of internal EMS CE offerings and educational hours available to providers in 2023. This does not include external CE offerings:

CE HOURS:

Total EMS Classes	50
Total Hours CE Credit Available	140.5

The following table captures paramedic school preparation, enrollment, and graduation activities in 2023:

PARAMEDIC SCHOOL:

Students Completed A&P	24
Students Completed ECG	29
Students Accepted	23
Students Graduated	22

### Training and Certifications Needed:

In 2024, there will be 28 employees attending paramedic school. In preparation for paramedic school (for 2024 and 2025), 15 employees will attend an anatomy and physiology (A&P) class and 18 will complete an ECG course.

Annually, the EMS Division also delivers CPR, ACLS, and PALS courses for those needing recertification. In 2024, CPR certification training will be delivered to 456 employees.

### Facilities (if applicable):

None.

### Program Goals and Objectives:

#### Overall Strategic Focus:

Deliver prompt, professional, and compassionate service to the community. Strive for innovation and foster passion in EMS by creating an educational and supportive environment conducive to individual and collective growth. Maintain a high standard of care through an effective quality management process that measures outcomes and



# West Metro Fire Rescue Annual Program Appraisal

tailors education/training based on emerging trends/gaps. Maintain reliable equipment, supplies, and PPE to ensure the safe and timely delivery of patient care. Evaluate and adjust response capability based on growing service demands.

### Significant Milestones:

- Completed a formal Request for Proposal (RFP) process to evaluate and select an EMS billing vendor for efficient and effective revenue cycle management. The District ended up renewing the existing vendor’s contract after a comparative analysis with other EMS billing vendors.
- Hired a new EMS billing technician to improve data entry accuracy and timely transfer of patient care reports to billing. This significantly reduced the time to billing which has a positive correlation to payment collection.
- Developed an EMS data dashboard that allows for review and analysis of EMS performance data, which is key to an effective quality management process as required by medical direction.
- Sent an increased number of firefighters to paramedic school (23 total).
- Researched options for a nurse navigation program to improve service delivery by connecting 911 callers with low-acuity medical needs to alternative resources and enhance availability of emergency response units for more time sensitive calls. A recommendation was delivered to the Standard of Cover (SOC) Strategic Planning Team (SPT) for consideration.

### Previous Year’s Goals and Progress:

Strategic Plan Linkage		Goals and Progress
Priority III Operational Readiness	Objective A	Evaluate EMS response models in coordination with Operations/SOC SPT to help manage call volume needs. <u>Progress:</u> A nurse-navigation program and tiered EMS response for low-acuity calls were proposed to the SOC SPT to more efficiently manage call volume demands; these recommendations are currently being evaluated for possible implementation in 2024.
Priority III Operational Readiness	Objective A	Define more specific and measurable EMS outcome metrics by December 2023. <u>Progress:</u> Through the quality management process, outcome metrics associated with cardiac arrests, hospital alerts (STEMI, stroke, and sepsis), and airway management are reviewed and evaluated on a monthly basis.
Priority III Operational Readiness	Objective A	Update active threat and mass-casualty incident (MCI) standard operating procedures (SOP) in coordination with regional partners. <u>Progress:</u> The MCI SOP was completely rewritten to better align with the updated Foothills RETAC MCI procedure and neighboring fire agency SOPs. The active



# West Metro Fire Rescue Annual Program Appraisal

		threat SOP was also updated but with only minor modifications. A training was disseminated to all uniformed personnel through the learning management system highlighting changes. A more formal and hands-on MCI training is planned for 2024.
Priority V Financial Stability	Objective A	Evaluate and select an EMS billing vendor and coordinate transition as needed. <u>Progress:</u> Through a competitive RFP process, multiple billing vendors were evaluated based on key service and performance criteria. The District Board of Directors approved the selected vendor and a contract was signed in early 2023.
Priority III Operational Readiness	Objective A	Pilot an ECG transmission platform for prehospital physician consultation and make recommendations. <u>Progress:</u> An ECG transmission platform was identified in early 2023 and a contract signed midyear. The pilot was delayed until participating hospitals had completed agreements with the vendor. The pilot will launch in the first quarter of 2024.
Priority III Operational Readiness	Objective A	Ensure compliance with CDPHE reporting requirements, including the transition to NEMSIS 3.5, ePCR submission within 48 hours, and reporting needs for approved waivers. <u>Progress:</u> The District's ePCR vendor (ESO) transitioned to NEMSIS 3.5 in late March 2023. The District has been compliant with all CDPHE reporting requirements.
Priority V Financial Stability	Objective B	Begin evaluation of cardiac monitors for planned capital expenditure, determine the timing for dissemination of an RFP, and prepare for AFG grant submittal in early 2024. <u>Progress:</u> The EMS Division met with several cardiac monitor manufacturers (Stryker, Zoll, and Phillips) with plans to do a comprehensive evaluation of each monitor in 2023. Due to delays with Stryker's next generation LifePak, the decision was made to wait until 2024 to determine progress and evaluation timeframe.

### Current Year's Goals:

Strategic Plan Linkage		Goals
Priority IV Relationships	Objective A	Develop a collaborative training with law enforcement that creates awareness about respective rolls and priorities on EMS related calls, especially those involving agitated/combatative patients.





# West Metro Fire Rescue Annual Program Appraisal

Priority III Operational Readiness	Objective A	Pilot the chosen ECG transmission platform (Pulsara) in the first half of 2024 and make recommendations based on performance feedback and patient impacts.
Priority III Operational Readiness	Objective A	Deliver a robust MCI training in coordination with the Training Division in the summer of 2024.
Priority III Operational Readiness	Objective A	Evaluate alternative ePCR documentation practices while maintaining compliance with state and federal reporting requirements. Aim to implement changes by end of 2024.
Priority III Operational Readiness	Objective A	Continue evaluating alternative EMS response models in coordination with the SOC SPT with the goal of implementing specific recommendations by the end of 2024.
Priority III Operational Readiness	Objective A	If Stryker's next generation LifePak is available, complete a thorough comparative analysis of competing cardiac monitors. Make a recommendation based on the total value proposition (cost, ease of use, features, data analysis, etc.).
Priority II Public Relations	Objective C	Collaborate with community risk reduction (CRR) to provide community CPR and basic first aid training.

### Unexpected Results (positive or negative):

In 2023, the District transported 18,863 patients to area hospitals, which is only 40 more than the 18,823 patients transported in 2022. Likewise, there were only 25,587 EMS incidents in 2023, which is 864 fewer than the 26,451 EMS incidents in 2022. The takeaway from these numbers is that call volume was relatively flat year over year, which is surprising given the 7-10% increase occurring each of the last couple years.

### Is this Program Effective in Meeting the District's Strategic Priorities?

Yes.

### How Does this Program Meet the Needs of the Citizens?

Aligned with the District's mission to protect the community's quality of life, the EMS program ensures all EMS providers are supported with initial and ongoing education and training, equipment/supply logistics are handled seamlessly to meet operational needs, and clinical care is reviewed regularly to create learning opportunities that improve performance. This framework allows for rapid EMS response by well-trained and equipped personnel who deliver professional and compassionate prehospital care and hospital transport to the citizens and visitors of the District.





# West Metro Fire Rescue Annual Program Appraisal

## Program Results/Outcomes:

### Significant Incidents or Events (if applicable):

- The quality management review process identified an opportunity for improvement in meeting STEMI alert criteria. After delivering in-station training on cardiac rhythm interpretation and updated alert criteria in early 2023, the EMS Division realized a 20% improvement in STEMI alert accuracy by the end of the year. This improvement in accuracy likely led to a reduction in total STEMI alert activations as demonstrated by the data below, allowing for improved hospital resource allocation.
- Sepsis alert notifications increased substantially but remained consistent with the trend seen in late 2022. This increase occurred after delivery of a focused training and reference checklist that helped providers correctly identify patients meeting alert criteria, allowing for early recognition, notification, and delivery to definitive care.

### Program Specific Measures or Metrics:

EMS Incidents 2019 - 2023	2019	2020	2021	2022	2023
Total EMS Incidents	25,126	22,831	25,210	26,451	25,587
Patient Transports	16,448	15,894	17,558	18,823	18,863
% Transports	65.46%	69.62%	69.65%	71.16%	73.72%
Emergent Transports	1,244	1,436	1,707	2,403	3,016
% Transports Emergent	7.56%	9.03%	9.72%	12.77%	15.99%

EMS Pre-Hospital Alerts	2019	2020	2021	2022	2023
Sepsis Notification	59	70	141	*319	*500
STEMI (ST Elevation Myocardial Infarction) Alert	58	79	105	101	69
Stroke Alert	114	234	251	343	339
Trauma Alert	51	69	80	102	98
<b>Total Alerts</b>	<b>282</b>	<b>452</b>	<b>577</b>	<b>865</b>	<b>1,006</b>

\*Updated Sepsis criteria was introduced in 2022, which resulted in an increase in sepsis alert for 2022 and 2023.



# West Metro Fire Rescue Annual Program Appraisal

Cardiac Arrest Return of Spontaneous Circulation	2019	2020	2021	2022	2023
No Return of Spontaneous Circulation	162	193	193	180	251
Yes, Prior to ED Arrival Only	48	60	88	84	84
Yes, At Arrival at the ED	32	7	8	10	5
Yes, Sustained for 20 Consecutive Minutes	8	11	13	9	7
<b>Total Arrests</b>	<b>250</b>	<b>271</b>	<b>302</b>	<b>283</b>	<b>347</b>

### Expected Outcomes/Impacts:

1. Enhanced Patient Care: Trained EMS personnel providing high-quality medical care to patients from initial assessment to transport, improving patient outcomes.
2. Increased Survival Rates: Timely intervention and effective treatment leading to higher survival rates for patients experiencing medical emergencies such as cardiac arrest, trauma, or respiratory distress.
3. Community Safety Education: Implementation of community outreach programs to educate residents on injury prevention, CPR training, and basic first aid, thereby increasing overall community safety and well-being.
4. Collaborative Partnerships: Establishing partnerships with local hospitals, healthcare providers, and emergency response agencies to ensure seamless coordination and continuity of care for patients.
5. Continuous Training and Development: Regular training sessions and skill assessments for EMS personnel to stay updated with the latest medical protocols, equipment, and techniques, ensuring competency and proficiency in emergency medical care.
6. Efficient Resource Utilization: Optimal utilization of resources including medic units, medical equipment, and personnel to meet the demands of the community effectively, reducing unnecessary costs and improving overall efficiency.
7. Quality Assurance and Improvement: Continual refinement of the quality management program to monitor and evaluate the performance of the EMS system, identify areas for improvement, and ensure compliance with established standards and protocols.
8. Community Trust and Satisfaction: Building trust and confidence within the community through responsive and compassionate care, leading to higher satisfaction rates among residents and stakeholders.
9. Reduced Morbidity and Mortality: Early identification and intervention in medical emergencies leading to a decrease in the morbidity and mortality rates associated with various health conditions and injuries within the District.



# West Metro Fire Rescue Annual Program Appraisal

10. Disaster Preparedness and Response: Integration of EMS services into the district's overall disaster preparedness and response plan, ensuring a coordinated and effective response during mass casualty incidents or natural disasters.
11. Data-driven Decision Making: Utilization of data analytics and epidemiological trends to identify health priorities, allocate resources effectively, and implement targeted interventions to address specific community health needs.

## **Program Self-Assessment:**

Criterion 5F and associated performance indicators were updated based on relevant changes made in 2023 related to EMS electronic patient care records and community CPR. Specific changes were made to performance indicators 5F.5 and 5F.8.

## **SWOT Analysis:**

### **Program Strengths:**

- An emphasis on education, training, quality management, system innovation, and crew resource management that fosters high-quality service delivery.
- A culture of patient advocacy committed to competent and compassionate care.

### **Program Weaknesses:**

- Need for more robust performance and outcome analysis to better understand trends, gaps, and opportunities for improvement. Although incident data is reviewed through the quality management program, a more in-depth look at critical patient intervention and resulting outcomes will help drive further improvement.

### **Program Opportunities:**

- Become more involved in industry associations and external organizations to remain attuned to emerging developments and best practices.
- Participate in studies and pilot programs that have potential for innovative change aimed at progressing EMS system delivery and improving patient outcomes.
- Collaborate with community partners to facilitate CPR and harm reduction education.

### **Program Threats:**

- Legislative changes or other external influences that impact EMS revenue cycle management and service delivery.
- Growing demand for EMS service will require thoughtful consideration of alternative response models to ensure sustainability.



# West Metro Fire Rescue Annual Program Appraisal

**Program Name:** Facilities  
**Program Manager:** Facilities Maintenance Manager Chris Schleef  
**Appraisal Year:** 2023  
**Date:** 1/31/2024  
**Category:** Category 6  
**Criterion (if required):** 6A, 6B

**Recommendations (if applicable):**

None.

**Progress Made on Recommendations:**

Not Applicable.

**Program Description:**

**Enter a Brief Description of the Program:**

The West Metro Fire Protection District (District) Facilities Maintenance Division is responsible for the maintenance and repair, as well as planning for and implementation of any capital improvements for the District's 23 facilities (grounds and buildings). Utilizing four full-time employees, the day-to-day maintenance is completed professionally and timely. Larger repairs are contracted with vendors from the vendor list and managed by the division. Facilities is also responsible for coordinating large capital projects including project management and acting as the direct liaison between the District and contractors.

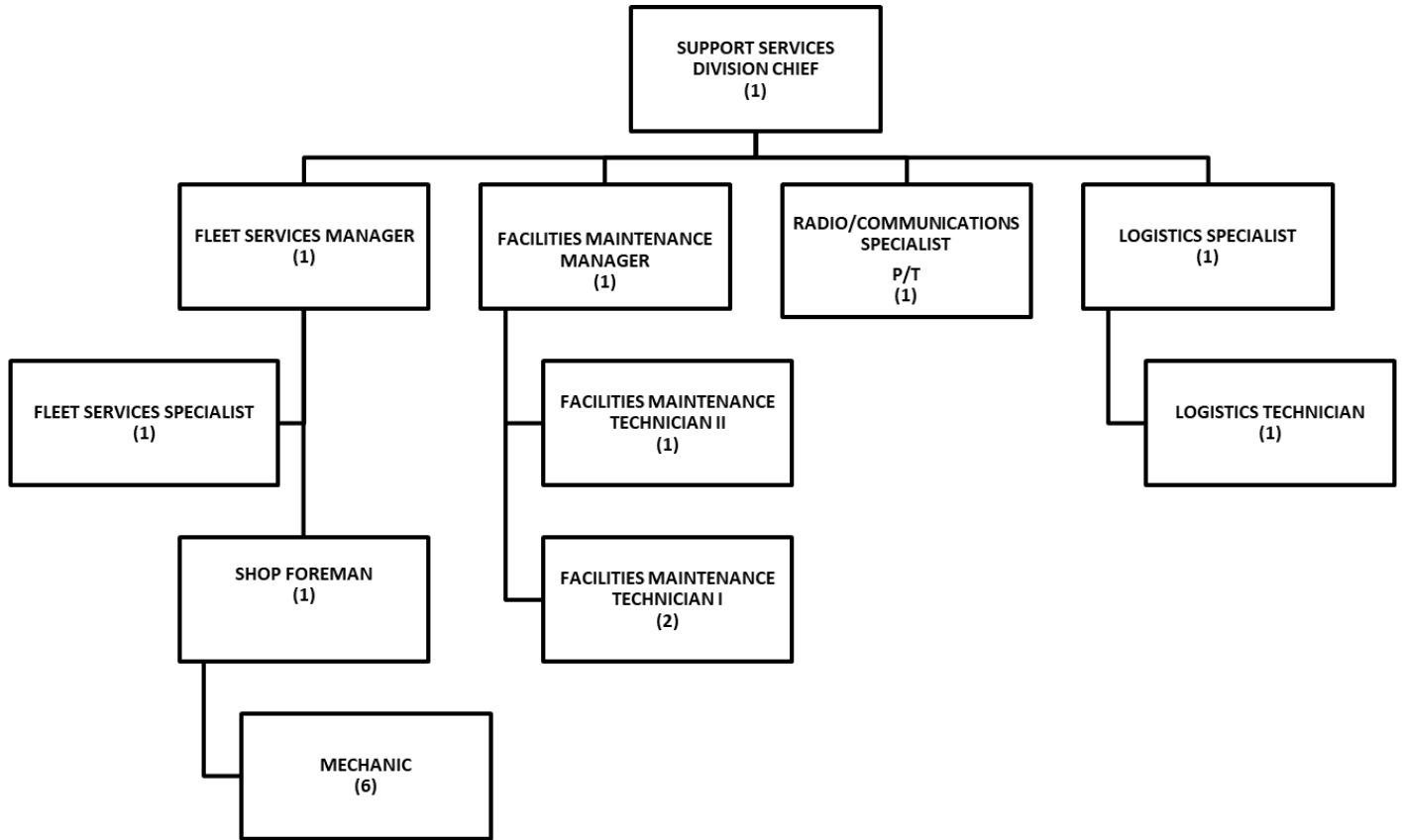
**List Sub-Programs:**

None.



# West Metro Fire Rescue Annual Program Appraisal

## Staffing (Org Chart):



## Injuries/Exposures:

None.

## Succession Planning:

Succession planning is being addressed within the Facilities Division by cross training, goal setting and personal development. Internal succession planning is difficult due to the limited number of individuals in the Division and their specialized skills.

## Specialized Equipment:

None.

## Training and Certifications Completed:

The staff continues to identify and complete internal and external training opportunities in trade skills such as HVAC, building construction, project management, and safety. Certifications and formal education are outlined in annual performance indicators of each position and offered in reviews and goal setting with the staff. 59 hours of outside training were completed by the four facilities staff in 2023.



# West Metro Fire Rescue Annual Program Appraisal

**Training and Certifications Needed:**

None.

**Facilities (if applicable):**

The 3301 S. Field Street offices provide adequate facilities from which to operate.

**Program Goals and Objectives:**

**Overall Strategic Focus:**

To provide timely property management and maintenance across the District as good stewards of District property and assets. The Division focuses on managing projects and properties to assure the most cost-effective solutions for achieving the goals and meeting the needs of the District. The Facilities Maintenance Division maintains the assets and human capital that ensure a continuous, uninterrupted ability to respond.

**Significant Milestones:**

Major accomplishments and milestones in 2023:

- Station 16 phase 3 remodel completed.
- Station 17 dorm room remodel started. Supporting general contractor.
- Station 11 hose storage shed completed.
- Storage shed at Administration completed.
- Administration building remodel started.
- HVAC system replaced for Administration server room and Field Street building.
- New water heaters have been installed at Station 10 and Station 4.
- Training Center – Class A burn building rebuild (ongoing support for Training Center).

**Previous Year’s Goals and Progress:**

Strategic Plan Linkage		Goals and Progress
Priority V Financial Stability	Objective A	Maintain a balanced budget and control costs associated with maintaining the assets of the District.

**Current Year’s Goals:**

Strategic Plan Linkage		Goals
Priority III Operational Readiness	Objective A	To provide adequately maintained facilities to facilitate the best response options for the District.
Priority V Financial Stability	Objective A	Maintain a balanced budget and control costs associated with maintaining the assets of the District.



# West Metro Fire Rescue Annual Program Appraisal

## **Unexpected Results (positive or negative):**

This program has met the District's needs for facilities maintenance while providing cost controls for these services. Most of the maintenance is done in-house, creating substantial cost savings and timely service. Outside contractors are used and managed by the facilities maintenance manager for accountability, cost control, and when the task exceeds time restraints or the abilities of the staff.

In 2023, the division received 1018 new work orders. Of those work orders, 985 were completed and 33 work orders carried over into 2024. Most of the work orders are completed within the same month that they are requested. Work orders vary in scope from painting and plugged drains to major remodel projects.

## **Is this Program Effective in Meeting the District's Strategic Priorities?**

Yes.

## **How Does this Program Meet the Needs of the Citizens?**

Providing effective emergency services to the citizens requires upkeep and maintenance of all District facilities.

## **Program Results/Outcomes:**

### **Significant Incidents or Events (if applicable):**

Not Applicable.

### **Program Specific Measures or Metrics:**

The metrics used to measure failure or success is the number of outstanding workorders each month and ensuring the expenses are held as close to the budget as possible. In 2022 the system used to process work orders had a significant software "upgrade" that caused processing issues with workorders and time management software. These issues were recognized, and a new system was implemented in the spring of 2023 to assure accurate management of work and measuring the efficiency and timeliness of tasks completed. The transition to the new software was successful and is similar to the software used by the IT Division.

### **Expected Outcomes/Impacts:**

The expected outcomes of the program are to maintain safe District facilities and properties as well as adequate working and living quarters to support the operational needs of the District. Doing so impacts the District's overall readiness to respond to the needs of the community.

## **Program Self-Assessment:**

Item 6B.2 identified in the fixed facilities section 6B has been addressed in Section 9.



# West Metro Fire Rescue Annual Program Appraisal

## **SWOT Analysis:**

### **Program Strengths:**

The facilities maintenance staff can consistently respond to facilities emergencies as well as handle daily maintenance needs in an organized and professional manner. Additionally, the staff is familiar with available resources, and can plan for improvements by prioritizing the District's needs while maintaining fiscal responsibility.

### **Program Weaknesses:**

The Facilities Maintenance Division currently has adequate staffing; however, this is likely to evolve as the number of service orders continue to increase due to aging assets and increased use.

### **Program Opportunities:**

Evaluating relationships with contractors and vendors is important to combat the escalation of labor costs and supply prices. Collaboration with neighboring agencies should be evaluated to combine purchasing power with vendors and contractors to stabilize escalating labor and service price increases.

In 2023 an opportunity was recognized to reorganize the division by adding the position of facilities specialist as a level of personnel management and scheduling assistance directly under the facilities manager position. This added management position and division of labor provides an excellent opportunity to address succession planning of the management positions within the division. This added position will increase the staffing of the division to five personnel, improving division performance and enabling completion of work orders in a timely manner.

### **Program Threats:**

- Inflated costs of goods and services and supply chain issues continue to have an adverse impact on daily operations, project schedules, and budgets.
- Major critical maintenance and improvement projects dragging out for more than twelve months make it difficult to manage budget and contractors.
- Price increases for services and supplies, which in the future, coupled with the aging of assets, will negatively affect the District's current capacity to support the facility program as currently funded.





# West Metro Fire Rescue Annual Program Appraisal

**Program Name:** Finance  
**Program Manager:** Finance Director, Bruk Mulaw  
**Appraisal Year:** 2023  
**Date:** 1/31/2024  
**Category:** Category 4  
**Criterion (if required):** 4A, 4B, 4C

**Recommendations (if applicable):**

None.

**Progress Made on Recommendations:**

Not Applicable.

**Program Description:**

**Enter a Brief Description of the Program:**

The Finance Division assumes full responsibility for all financial matters as well as the day-to-day accounting operations of the West Metro Fire Protection District (District). Major functions of the Finance Division include financial forecasting, budget preparation, financial reporting and compliance, payroll, accounts payable, billing and revenue collections, as well as treasury, debt and investment management. The Finance Division maintains a comprehensive framework of internal controls and ensures compliance with policies, regulations, and generally accepted standards and practices.

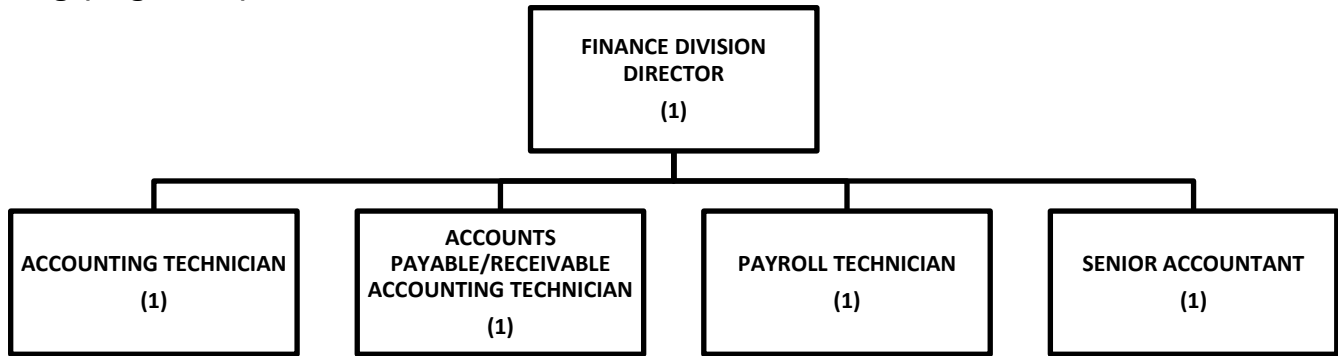
**List Sub-Programs:**

- Annual Budget
- Financial Analysis and Forecasting
- Payroll
- General Ledger Administration
- Financial Reporting and Transparency
- Accounts Payable
- Accounts Receivable
- P-card Administration
- Capital Asset Reporting and Management
- Treasury – Debt and investments
- Grant Administration and reporting
- Financial Policy, standards, and compliance
- Fund Balance Management



# West Metro Fire Rescue Annual Program Appraisal

## Staffing (Org Chart):



## Injuries/Exposures:

Not Applicable.

## Succession Planning:

The District continues to see growth in all areas of services provided. The Finance Division is currently comprised of five full-time employees. Each role is uniquely diversified to take on responsibilities and tasks for division of labor while ensuring segregation of duties, internal control, and structure as it applies to the District as a whole. The division continues to incorporate cross-training among team members, as well as develop and update procedures and guides on major tasks, and techniques. In 2023 the Finance Division reviewed and updated the job description and job titles for the payroll and accounts payable/receivable positions. The new revised organizational chart will be effective at the beginning of 2024.

## Specialized Equipment:

Not Applicable.

## Training and Certifications Completed:

- Finance Director – 59.5 hours of various continued professional education (CPE) courses in government finance, leadership, economic and regulatory updates.
- Finance Director – CPSE 2023 Excellence Conference
- Senior Accountant – 32 CPE, Government Accounting Academy: An Intensive Series I Government Finance Officers Association (GFOA)
- Payroll Technician – master’s degree in business administration (MBA)
- All Team members – Insights® Discovery Training

## Training and Certifications Needed:

- SDA and GFOA Leadership Programs (Finance Director)
- Certified Payroll Professional – CPP (Payroll Tech)
- Fundamental Payroll Certification – FPC (Accounting Tech)
- GFOA and CGFOA webinars and conferences (Team)
- Continue employee cross-training within the Finance Division (Team)
- CPR Certification (Renewals for all team members in 2024)



# West Metro Fire Rescue Annual Program Appraisal

**Facilities (if applicable):**

Not Applicable.

**Program Goals and Objectives:**

**Overall Strategic Focus:**

Ensure fiscal responsibility through transparency and accountability in budgeting and efficient resource utilization. Provide timely and accurate financial reports and insights to support informed decision making and planning. Ensure compliance with regulations, accounting, and audit standards. Assess risk factors specific to the District and maintain adequate fund reserves to ensure long-term financial sustainability.

**Significant Milestones:**

- Implementation of GASB 87 – New reporting standard on leases.
- Transitioning to a new Wells Fargo commercial card and expense manager system.
- Integration of the tuition reimbursement program to flow through the payroll process for tax compliance and reporting purposes.
- Reviewing job descriptions and position titles within the finance division to align with the scope of responsibilities.
- Implementation of the Microix® web companion to enhance remote access to the budget requisition and workflow module.
- Updating the District’s budget basics guide and training material.
- Completion of the GO Bond SRS2013 arbitrage compliance review.
- Payroll technician graduating with master’s degree in business administration.
- Appointment of the finance director to serve as a new member of the CSAFE local government investment pool (LGIP) board of trustee. The District has 70% of its investments in local government investment pools (LGIP), earning a total interest income of \$2.4 million in 2023.
- New funding of \$430,108 from the FEMA public assistance (PA) grant in 2023, with an additional \$548,083 expected in 2024.
- New SAFER grant award with potential payout of \$5 million over 3 years.
- \$7.97million cost reimbursement from the Medicaid supplemental payment program.

**Previous Year’s Goals and Progress:**

Strategic Plan Linkage		Goals and Progress
Priority V Financial Stability	Objective B	Enhance alternative revenue sources from grants and other contractual services to supplement tax revenues (In Progress: additional fundings from Medicaid supplemental program, FEMA PA grant, SAFER grant, CREATE grant, Safety & Disease prevention grant, National Renewable Energy Laboratory (NREL) & Denver Federal Center contracts, and tower leases).
Priority I Invest in Human Capital	Objective C	Enhance training and education opportunities as part of staff development, succession planning, and work-life balance (In progress). Update existing job descriptions to align with scope of responsibilities (Completed in 2023).



# West Metro Fire Rescue Annual Program Appraisal

Priority IV Relationships	Objective B	Engage with outside local and professional agencies. Networking and experience sharing on best practices and available resources (Achieved: Colorado Finance directors meeting in Brighton, experience sharing with South Metro, North Metro Fire, Adams County Fire, Puget Sound Fire in WA, and many other networking opportunities during national and local conferences).
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**Current Year’s Goals:**

Strategic Plan Linkage		Goals
Priority V Financial Stability	Objective C	Improve internal communication through streamlined processes, technology, and shared resources. Update guides and resources on SharePoint. Automate finance forms and documents.
Priority I Invest in Human Capital	Objective C	Continue utilizing training opportunities as part of staff development, succession planning, and work-life balance.
Priority V Financial Stability	Objective B	Continue to explore and expand alternative funding sources and reduce dependency on property tax revenue.

**Unexpected Results (positive or negative):**

New Colorado Senate Bill SB23B-001 impacting the budget process and timeline.

**Is this Program Effective in Meeting the District’s Strategic Priorities?**

The Finance Division is effective in supporting the District’s strategic priorities by ensuring financial sustainability, resource allocations, accountability, and prudent management of financial resources. The division has a vital role in the financial plan and prioritization of resources that align with the District’s goals and strategic priorities.

**How Does this Program Meet the Needs of the Citizens?**

The Finance Division meets the needs of citizens by carefully managing public funds, budgeting, and allocating resources to ensure continued and sustainable service levels. The division has received numerous prestigious awards including the GFOA’s best practice award for fund balance management, excellence in financial reporting, and distinguished budget presentation award. The strong financial foundation and the division’s debt management has increased the District’s Moody's rating to AAA, which has allowed tax saving to the citizens through reduced mill levy on general obligation debt services. The financial stewardship and internal controls have ensured efficiency in resource utilization, productivity, and a strong fund reserve balance for long term needs. The division will continue to reinforce the District’s culture of conservative financial stewardship and accountability, thereby preserving the resources which provide essential services to the citizens within the District.

**Program Results/Outcomes:**

**Significant Incidents or Events (if applicable):**

Not Applicable.



# West Metro Fire Rescue Annual Program Appraisal

## Program Specific Measures or Metrics:

2023	Payroll		Check Register		Pcard Transactions	
Month	# of Employees paid	Gross Payroll	# of Checks	Amount	# of Transactions	Amount
January	919	\$ 6,097,216	308	\$ 1,413,503	723	\$ 211,594
February	929	4,497,691	420	1,610,754	475	125,111
March	934	4,761,359	445	961,772	756	226,558
April	919	4,706,453	359	675,143	564	161,164
May	924	4,579,786	320	958,531	657	199,017
June	923	4,595,847	449	1,009,505	469	150,841
July	925	4,701,744	341	588,009	533	198,517
August	952	4,808,138	363	933,575	702	187,596
September	955	5,099,958	511	839,820	644	186,705
October	932	4,759,367	286	445,969	596	204,635
November	925	4,779,739	355	1,132,600	593	177,834
December	953	5,196,430	490	2,593,296	698	236,271
<b>Totals</b>	<b>11,190</b>	<b>\$ 58,583,728</b>	<b>4,647</b>	<b>\$ 13,162,478</b>	<b>7,410</b>	<b>\$ 2,265,840</b>

## Expected Outcomes/Impacts:

Expected Outcome:	Impact:
Balanced budgeting and strategic resource allocation	Ensures long-term financial stability. Promotes efficient use of resources and cost control.
Transparency and accountability	Builds public trust. Enhances open and clear communication on how resources are used.
Maintaining adequate fund reserve	Enhances financial resilience and reduces vulnerability to future economic fluctuations and other extreme events.
Compliance to regulations and standards	Reduces the risk of financial and reputational damage by adhering to regulatory requirements and industry standards. Builds trust and relationships with external stakeholders.

## Program Self-Assessment:

Review all program performance indicators and update if necessary. Please include a summation of changes here:

- Due to the 2022 re-accreditation process, all performance indicators for Category 4 have been recently revised and updated.



# West Metro Fire Rescue Annual Program Appraisal

## **SWOT Analysis:**

### **Program Strengths:**

- Professionalism and dedication of the finance team.
- Strong and supportive team culture.
- Excellence in Budgeting and Financial Reporting (GFOA awards).
- Fund Balance Management (winner of GFOA award for excellence in government finance).
- Transparency and financial accountability.
- Automated budget and accounting system.
- Internal controls, system restrictions, and multiple layers of review and approval process.

### **Program Weaknesses:**

- Heavy reliance on property taxes revenue.
- Complexity of the payroll system with several pay and benefit packages.
- Staff not fully cross-trained.
- Limited flexibility with work schedule. Challenges with work-life balance.
- Internal stakeholders not fully utilizing financial documents, training resources, and guides available on the District's shared platform.

### **Program Opportunities:**

- Revenue diversification. Expand contractual services and grants opportunities.
- Cross-training between team members as an opportunity for enhanced work knowledge, succession planning, flexibility in scheduling, and work life balance.
- Expand the use of available resources and technology to improve internal communication and collaboration with other departments and programs within the District.

### **Program Threats:**

- Economic uncertainties such as inflation, supply chain issues, and labor market challenges.
- Increase in the demand for and costs of providing emergency services.
- Ageing capital assets and increasing needs for major capital projects.
- Uncertainty around emerging changes in state legislation impacting property tax revenues.
- Increase in natural disasters (i.e., wildfires, floods, or wind events) with the possibility of multiple deployments and delays in reimbursements.
- Growing sophistication in cyber security threats.



# West Metro Fire Rescue Annual Program Appraisal

**Program Name:** Fleet  
**Program Manager:** Fleet Maintenance Manager Glen Meader  
**Appraisal Year:** 2023  
**Date:** 1/31/2024  
**Category:** Category 6  
**Criterion (if required):** 6C, 6D

**Recommendations (if applicable):**

None.

**Progress Made on Recommendations:**

Not applicable.

**Program Description:**

**Enter a Brief Description of the Program:**

Fleet is charged with the maintenance, repair, and design of all apparatus across the District, including staff vehicles, response vehicles, and all ancillary vehicles utilized by the District.

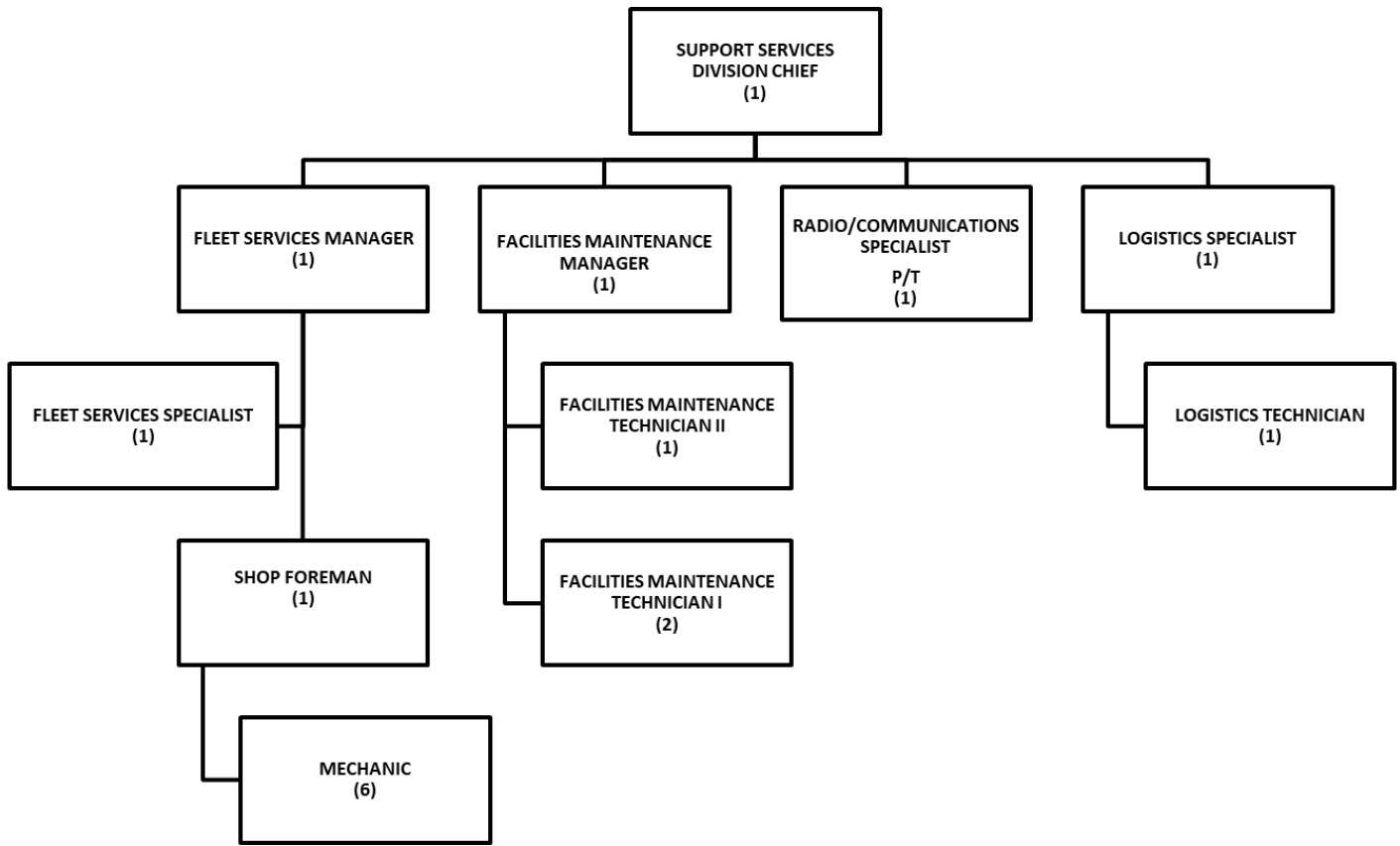
**List Sub-Programs:**

None.



# West Metro Fire Rescue Annual Program Appraisal

## Staffing (Org Chart):



## Injuries/Exposures:

None.

## Succession Planning:

Succession planning is ongoing with internal staff.

## Specialized Equipment:

The shops have all necessary specialized equipment needed to perform all aspects of this division.

## Training and Certifications Completed:

The emergency vehicle technicians (EVT) certifications are current with each mechanic depending on position and job requirements.

## Training and Certifications Needed:

Nothing needed.





# West Metro Fire Rescue Annual Program Appraisal

**Facilities (if applicable):**

Facilities are monitored and updated by staff to assure that they are safe and adequate for work performed.

**Program Goals and Objectives:**

**Overall Strategic Focus:**

To provide the most cost-effective repair and maintenance program for the apparatus of the District while simultaneously making sure District staff have adequate vehicles and reserves to maintain response capability.

**Significant Milestones:**

- An inclusive business plan for the division was completed in 2023 that will assist in the staffing, funding, and long-range planning to meet the goals of the division and needs of the District.
- The division uses PStrax® software to assist in the work-order requesting process from personnel online.
- Real time tracking of reserve vehicles is successfully monitored by fleet manager.
- Implemented a program to shut down apparatus on scene to reduce idle time that led to a reduction of out of service time from engine regeneration requirements, reduced fuel usage, engine wear, and diesel smoke exposure on scene.
- Over 100 work orders are completed each month varying from engine replacements to minor mechanical needs.
- A parts specialist position was developed and filled to assist in the administrative workload and streamline part inventory. An accurate parts inventory system has been a major undertaking for 2023 to assure accurate parts purchasing, ordering, and inventory using fleet software.

**Previous Year’s Goals and Progress:**

Strategic Plan Linkage		Goals and Progress
Priority I Invest in Human Capital	Objective A	Continue to support future manager from the current workforce during their education process and continue a mentorship program for all members that will support succession planning.
Priority V Financial Stability	Objective A	Maintain a balanced budget and control costs associated with maintaining the assets of the District.
Priority III Operational Readiness	Objective A	Overcome supply chain issues to maintain appropriate supplies and PPE.



# West Metro Fire Rescue Annual Program Appraisal

**Current Year’s Goals:**

Strategic Plan Linkage		Goals
Priority I Invest in Human Capital	Objective A	Use the data discovered in the 2023 Fleet Business Plan to adjust staffing to reduce individual workloads of the division and prioritize work-life balance and healthy lifestyles for all personnel.
Priority V Financial Stability	Objective A	Find effective methods to control costs associated with maintaining the assets of the District.
Priority III Operational Readiness	Objective A	Find methods to anticipate and adjust practices to reduce the impact of supply chain and labor issues by assuring an effective inventory of supplies.

**Unexpected Results (positive or negative):**

None.

**Is this Program Effective in Meeting the District’s Strategic Priorities?**

Yes.

**How Does this Program Meet the Needs of the Citizens?**

The Mission of the District includes “protecting the community’s quality of life through... preparedness”. This program is an important link in the District’s ability to be prepared to meet the needs of the citizens by assuring that the apparatus is ready to respond to their emergencies.

**Program Results/Outcomes:**

**Significant Incidents or Events (if applicable):**

Not applicable.

**Program Specific Measures or Metrics:**

Program measurement is accomplished by monitoring the effectiveness and timeliness of the response to needed repairs of equipment and mobile assets of the District. Software is utilized to ensure parts and labor for repairs are assigned, monitored, and documented. The fleet manager is responsible for monitoring the process.

**Expected Outcomes/Impacts:**

The expected outcomes of the program’s strategic mission and specific goals and objectives are to maintain a ready fleet of apparatus, sufficient reserve apparatus in a ready state, and to provide a sustainable effective healthy positive work environment for the staff. The overall impact of this program will enhance the District’s overall readiness to respond to the needs of the community by assuring the operational readiness of the District’s fleet.



# West Metro Fire Rescue Annual Program Appraisal

## **Program Self-Assessment:**

No significant changes to program performance indicators in 2023.

## **SWOT Analysis:**

### **Program Strengths:**

The staff solves all the District's apparatus repair issues by repairing in house or coordinating work with third party shops. The reserve apparatus has been maintained effectively to assure operational readiness for the District despite supply chain issues, decreased part availability, and increased prices. The Apparatus Replacement Schedule has been amended to accommodate significant supply chain delays.

### **Program Weaknesses:**

Increase of costs of apparatus and parts has been difficult to predict.

Supply chain issues resulting in the unavailability of parts has resulted in the utilization of contingent strategies for keeping and maintaining apparatus.

### **Program Opportunities:**

An all-inclusive evaluation of current management, operations, and business plan was completed that confirmed that billing and labor rates are aligned with industry standards, and staffing is adequate to assure financial and operational stability.

### **Program Threats:**

Demand on apparatus from increased call volume, replacement part availability, apparatus replacement lead time, and use of reserve apparatus.

The District has implemented communication strategies to ensure that adequate planning is included in standard of cover deployment.



# West Metro Fire Rescue Annual Program Appraisal

**Program Name:** Hazardous Materials Team

**Program Managers:** Division Chief Fey, Captain Reichenbach, and Captain Binney

**Appraisal Year:** 2023

**Date:** 1/31/2024

**Category:** Category 5

**Criterion (if required):** 5H

**Recommendations (if applicable):**

None.

**Progress Made on Recommendations:**

Not applicable.

**Program Description:**

**Enter a Brief Description of the Program:**

The hazardous materials (HM) program is the responsibility of the division chief of special operations under the direction of the operations chief. The District operates two levels of HM response. Level 1 provides local response by first due fire apparatus and the District's hazardous materials apparatus. Level 2 provides regional response, which can be given or received when needs exceed resources, under the authority of the Adams/Jefferson County Hazmat Response Authority (AJCHRA).

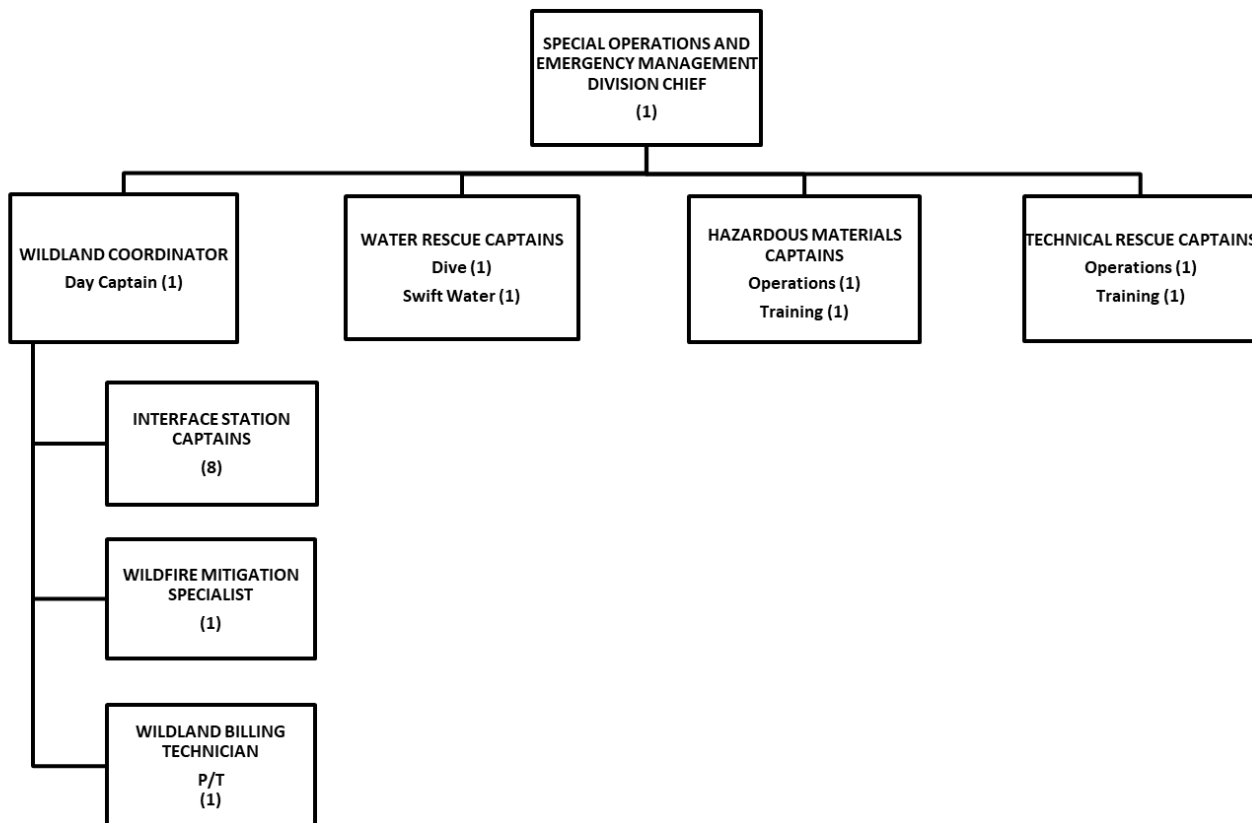
**List Sub-Programs:**

Not applicable.



# West Metro Fire Rescue Annual Program Appraisal

## Staffing (Org Chart):



## Injuries/Exposures:

None.

## Succession Planning:

2023 included the addition of Captain Kevin Reichenbach at Station 2 which provides additional operational and organizational experience to the hazmat response. In addition, the seven lieutenants assigned to Station 2 and Station 5 have gained experience as members of the team. All officers are certified to the hazardous materials technician level.

## Specialized Equipment:

- HazMat1 (HM1) is an HM response vehicle housed and staffed by District hazmat technicians assigned to Station 2. This vehicle is owned by the AJCHRA and contains equipment necessary for entry into an HM hazard zone. The vehicle has radiation monitoring and identifying equipment, atmospheric monitoring equipment, spectrometry equipment for identification of HM, and other specialized HM tools and monitors. Equipment on HM1 is maintained in a ready status by Station 2 crews and has been serviced through the AJCHRA.
- HazMat5 (HM5) is a HM response vehicle housed and staffed by District HM technicians assigned to Station 5. This vehicle is owned by the District and contains equipment necessary for HM decontamination operations. HM5 also contains tools and equipment for HM containment



# West Metro Fire Rescue Annual Program Appraisal

operations. Equipment on HM5 is maintained in a ready status by Station 5 crews and is serviced in house.

## **Training and Certifications Completed:**

- Lithium-ion car fire training.
- Battery storage training at the National Renewable Energy Laboratory (NREL).
- AJCHRA quarterly training.
- Hazmat IC Course.
- Lithium-ion vehicle extrication course.
- Leak stopping “Football” training.
- Hazardous Materials Instructors and Command Conference.

## **Training and Certifications Needed:**

- Continue to provide Colorado Metropolitan Certification Board (CMCB) HM Technician certifications for 2023 projected transfers and promotions.
- Conduct the HM annual appraisal exercise.
- Provide HM training to the District as warranted.
- Tactical Chemistry Q1 with AJCHRA.
- Continue to build training partnerships with contracted facilities (National Renewable Energy Laboratory (NREL), Denver Federal Center (DFC), and Denver Water) to improve relations and response proficiencies.
- Radiation Specialist training.

## **Facilities (if applicable):**

None.

## **Program Goals and Objectives:**

### **Overall Strategic Focus:**

The strategic focus of the HM team is to stop hazardous materials from spreading and prevent further harm. Ensure operational readiness that matches the needs and risks of the District in all-hazards



# West Metro Fire Rescue Annual Program Appraisal

response through a data-driven approach. The District endeavors to balance resources with risks by evaluating critical tasking for special team incidents.

## Significant Milestones:

The hazardous materials team worked closely with staff at NREL to make improvements to the response at the laboratory. As a result, the Department of Energy supported the discontinuation of the lab’s in-house chemical response team (CRT). This ensures that the District is the sole provider for hazardous materials response to NREL, supporting a coordinated and competent response.

Denver Water has improved their preparedness and has partnered with the District to ensure readiness.

## Previous Year’s Goals and Progress:

Strategic Plan Linkage		Goals and Progress
Priority IV Relationships	Objective B	<p>Conduct joint training with NREL including an exercise to validate the elimination of the CRT and maintain operational effectiveness.</p> <p>A great deal of work was completed with NREL to revise their CRT to better reflect the District’s role. A functional exercise was completed on November 15, 2023 to evaluate the changes.</p>
Priority III Operational Readiness	Objective A	<p>Provide team sustainability by adding CMCB HM Technician certifications for 2023 projected transfers and promotions, researching additional opportunities for external collaboration, and providing on-going training.</p> <p>An additional two Hazmat Technicians were added to the department to maintain a minimum of 11 personnel per shift. Work began on a partnership with South Metro Fire to promote better training and cooperation.</p>
Priority III Operational Readiness	Objective A	<p>Determine the future direction of AJHRA and District’s role in metro-area hazmat response. Equip and maintain to sustain the future direction.</p> <p>In late 2023, the District decided to pursue hazmat capabilities independent of AJHRA. It’s likely that 2024 will be the last year of the AJHRA and the District will be taking steps to ensure that no operational compromise will occur.</p>



# West Metro Fire Rescue Annual Program Appraisal

**Current Year’s Goals:**

Strategic Plan Linkage		Goals
Priority III Operational Readiness	Objective A	Equip, support, and maintain an in-house fully capable Type 2 hazmat team. Pursue additional training and equipment to ensure all district needs are met.
Priority IV Relationships	Objective B	Pursue a cooperative agreement with South Metro Fire to improve depth, increase operational capability, enhance training, and maintain Type 1 capabilities.
Priority IV Relationships	Objective B	Continue to promote planning and response capability with target hazmat hazards, specifically NREL, DFC, and Denver Water properties.

**Unexpected Results (positive or negative):**

Substantive changes were made to AJHRA including the elimination of positions and the re-allocation of budget. These changes have led to a likely dissolution of AJHRA.

**Is this Program Effective in Meeting the District’s Strategic Priorities?**

Yes.

**How Does this Program Meet the Needs of the Citizens?**

The hazardous materials program meets the needs of the citizens by following the District’s mission, vision, and values. The program is committed to the community’s quality of life through training and all-hazards response while honoring the District’s values of respect, responsibility, and being resourceful.

**Program Results/Outcomes:**

The program has had positive outcomes as measured by a 100% success rate in mitigating incidents, and an ongoing reliance by other organizations (particularly the other members of Adams/Jeffco Hazmat) on the District’s expertise.

**Significant Incidents or Events (if applicable):**

- Multiple gasoline and diesel spills that required technician-level response. All were contained without incident.
- Significant acid spill at Coors Brewery with District personnel taking on key roles.
- Overturned gasoline tanker truck into a creek in the town of Evergreen with District personnel again taking on lead roles.

**Program Specific Measures or Metrics:**





# West Metro Fire Rescue Annual Program Appraisal

None.

## **Program Self-Assessment:**

None.

## **SWOT Analysis:**

### **Program Strengths:**

- Utilization of Station 2 and Station 5 captains has improved oversight and operational capabilities.
- Meeting staffing needs by having enough HM technicians on duty every shift.
- Developing relationships with external stakeholders.
- Updated standard operating procedures have simplified response.
- The replacement of the HM5 vehicle has improved reliability and capacity.

### **Program Weaknesses:**

- The governance and management model of AJCHRA.
- Most hazmat responses continue to be fuel leaks. This leads to the reliance on training to maintain proficiency in all aspects of hazmat response.
- Related to above, a lack of quantifiable data makes analysis difficult.

### **Program Opportunities:**

- Regional training with many partners.
- Opportunities to regionalize response, particularly with seldom used and expensive pieces of equipment.

### **Program Threats:**

- Promotions and transfers.
- Succession planning.
- Increasing costs for specialized hazmat equipment.



# West Metro Fire Rescue Annual Program Appraisal

**Program Name:** Human Resources  
**Program Manager:** Human Resources Director Erin Cummins  
**Appraisal Year:** 2023  
**Date:** 1/31/2024  
**Category:** Category 7  
**Criterion (if required):** 7A, 7B, 7C, 7D, 7E

**Recommendations (if applicable):**

Not applicable.

**Progress Made on Recommendations:**

Not applicable.

**Program Description:**

**Enter a Brief Description of the Program:**

The mission of the Human Resources Division is to provide professionalism, quality support, and guidance that will enable all employees to better serve the citizens of the District. The strategic goals for the Human Resources Division are as follows: recruiting qualified individuals; retaining valuable members; establishing, administering, consulting, training, and effectively communicating sound policies and procedures; treating members with dignity and equality while maintaining compliance with employment and labor laws, District policies and employee agreements; and recognizing and encouraging diversity in the workplace.

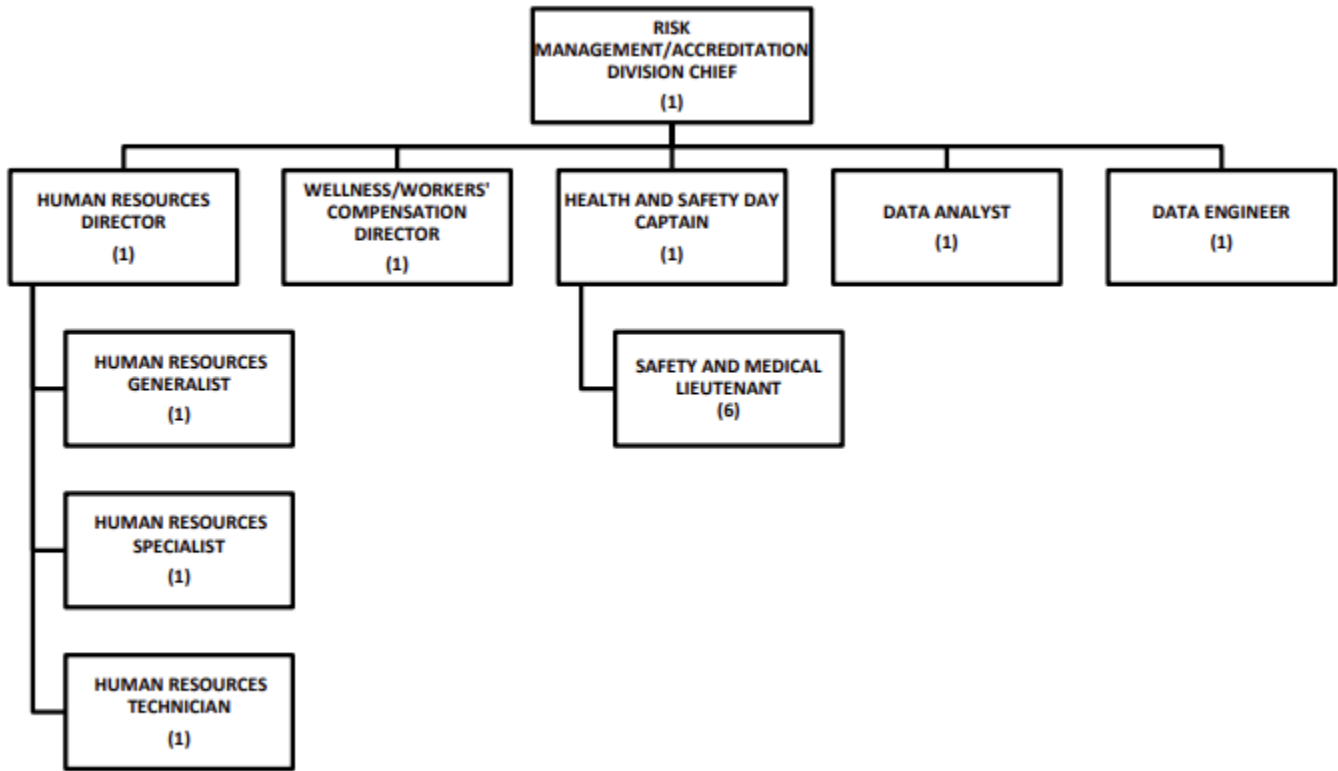
**List Sub-Programs:**

- Benefits Administration: Health, pension, disability, supplemental.
- Recruitment/Hiring: Developing process, eligibility testing, maintaining/updating personnel files.
- Human Resources Oversight: Monthly tasks, reporting, audits, payroll assistance, contracts, compliance reporting.



# West Metro Fire Rescue Annual Program Appraisal

## Staffing (Org Chart):



## Injuries/Exposures:

None.

## Succession Planning:

In 2023, succession planning was accelerated with the HR manager position opening, and two internal promotions. Now looking ahead to potential future open positions and/or additional HR Division needs (compensation, work comp, payroll, etc.).

## Specialized Equipment:

Computer/software programs.

## Training and Certifications Completed:

- SHRM Certification: HR generalist began program
- CEBS Quarterly board meetings & summer retreat
- Secure 2.0 trainings
- NeoGov
- SAMBA training
- AccessGov forms training
- Wills for Heroes offered 2x in 2023
- CEBS Communities training
- FPPA Pre-retirement planning seminar
- FPPA Employer Summit
- Insights training (Jenn & Erin)
- Tenzinga



# West Metro Fire Rescue Annual Program Appraisal

## Training and Certifications Needed:

- SHRM Certification
- Benefits Certification

## Facilities (if applicable):

Not Applicable.

## Program Goals and Objectives:

### Overall Strategic Focus:

Strengthening the HR Division to better support the District:

- Cross-training for organizational resiliency.
- Succession planning.
- Increase efficiency (cloud-based file storage, online enrollments/forms, reduce paper/binders).
- Attract and retain a high-quality and diverse workforce.

### Significant Milestones:

Two internal HR promotions in 2023 creating team growth.

The Recruitment Candidate Selection Committee discussed and decided upon several strategies to improve the recruiting/hiring/testing for firefighter recruits.

Implemented Tenzinga, a new performance management tracking program.

### Previous Year's Goals and Progress:

Strategic Plan Linkage		Goals and Progress
Priority I Invest in Human Capital	Objective A	Dedicated significant amount of time in 2023 developing a new firefighter recruiting/testing/hiring process that would be more accessible, would attract more diversity, and occur more often to provide more opportunities for interested individuals. This included investing in a strategic social media marketing plan.
Priority I Invest in Human Capital	Objective A	Improved several HR procedures to become less paper-based from on-boarding to out-processing, open enrollment, file storage.
Priority I Invest in Human Capital	Objective C	Mastery pay was approved for civilian employees. This will help to attract and retain high quality employees and provide incentivized pathways to improving knowledge and skills which will benefit the District.
Priority I Invest in Human Capital	Objective C	Approved addition of several new civilian positions which will provide more support and balance to some of our divisions improving efficiencies, avoiding burnout, and developing more opportunities for professional growth.



# West Metro Fire Rescue Annual Program Appraisal

**Current Year’s Goals:**

Strategic Plan Linkage		Goals
Priority I Invest in Human Capital	Objective A	Continue to grow and train the HR Division and remove silos of information/knowledge.
Priority I Invest in Human Capital	Objective B	Reassess current mental health/wellness program resources and contracts to improve these services for our WMFR employees. Build cohesive resources that work together to best benefit our employees.

**Unexpected Results (positive or negative):**

- The turnover/position changes in the HR Division in 2023 did have an impact, but the overall effect on the organization was minor which demonstrated HR team resilience.
- The District experienced a 3.5% increase in costs for medical/health benefits for 2024.

**Is this Program Effective in Meeting the District’s Strategic Priorities?**

Yes.

**How Does this Program Meet the Needs of the Citizens?**

The Human Resources Division supports the entire organization and seeks the most effective ways to provide the support, information, and benefits that allow our employees to perform at their highest level for citizens of the District.

**Program Results/Outcomes:**

**Significant Incidents or Events (if applicable):**

Turnover/position changes in 2023: New HR manager, new HR generalist, and new HR technician.

**Program Specific Measures or Metrics:**

Working to implement an HR Appointment Calendar that would track the number of appointments/questions that come in and allow the team to better prepare for the needs of the organization.

**Expected Outcomes/Impacts:**

Ability to better support the District, learn/understand areas that employees need more help/information, and determine trends and create more efficient ways to answer these needs.

**Program Self-Assessment:**

No changes noted.



# West Metro Fire Rescue Annual Program Appraisal

## **SWOT Analysis:**

### **Program Strengths:**

Strong and motivated team.  
Organizational support to create better team efficiencies.

### **Program Weaknesses:**

Small team and limited capacity makes next succession planning and resiliency challenging. Personnel are operating at a high level of efficiency, however there is little room to support additional tasks or new requirements that arise due to organizational needs or workplace requirements.

### **Program Opportunities:**

Continue cross training the HR team to learn other roles so each person is somewhat proficient/knowledgeable in each HR specialty.  
Merge organizational functions to create a better experience for employees: HR, wellness/mental health, wellness/workers' compensation.

### **Program Threats:**

Unforeseen events or impacts to the organization or personnel.



# West Metro Fire Rescue Annual Program Appraisal

**Program Name:** Information Technology  
**Program Manager:** IT Division Director Eric Bates  
**Appraisal Year:** 2023  
**Date:** 1/31/2024  
**Category:** Category 9  
**Criterion (if required):** 9C, 9D

**Recommendations (if applicable):**

None.

**Progress Made on Recommendations:**

Completed first draft of a Technology Plan and a Cyber Security Plan.

**Program Description:**

**Enter a Brief Description of the Program:**

The West Metro Fire Protection District (District) Information Technology (IT) Division’s mission is to provide oversight and technical resources to ensure the confidentiality, integrity, and availability of technology-based services required for day-to-day operations and future needs. The IT Division is committed to the needs of its internal and external customers through the utilization of leading technology that assists in the delivery of best business practices for the delivery of emergency services. Emergency response technology and the use of collaboration tools are rapidly evolving, and a dedicated technology division is required to monitor system security, implement efficiencies, increase collaboration, provide expertise, and address various technological challenges in an environment that demands a quick resolution to technological issues. Technology is implemented while evaluating and considering cyber security threats, cost-effectiveness, the direction of strategic planning teams, and the needs of operational readiness.

The IT Division supports all divisions as they work towards achieving the priorities and objectives defined in the District’s Strategic Plan. The IT Division is looking to create opportunities to improve the organization’s business practices while lowering the total cost of ownership, increasing communication efficiencies, and making daily processes more efficient.

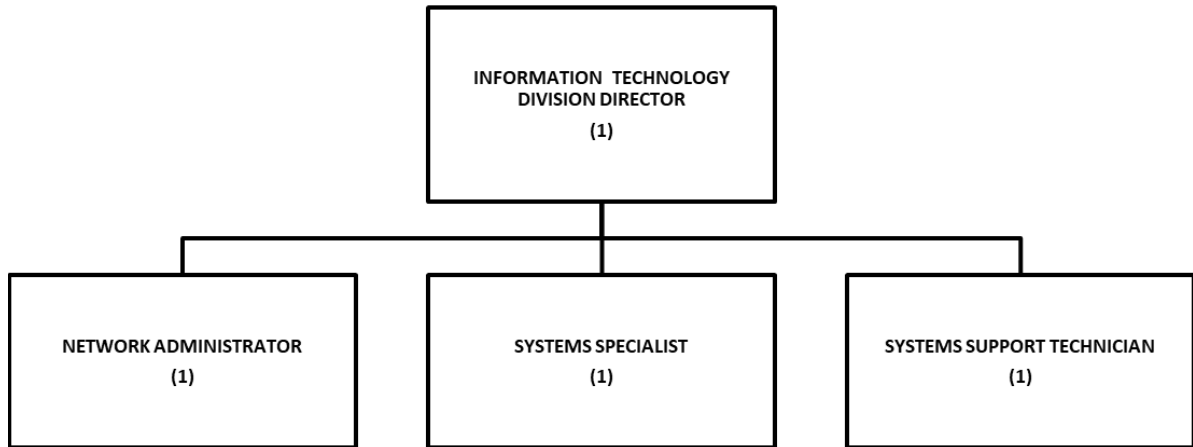
**List Sub-Programs:**

None.



# West Metro Fire Rescue Annual Program Appraisal

## Staffing (Org Chart):



## Injuries/Exposures:

The IT Division is in contact with the interior of District apparatus. No reported exposures.

## Succession Planning:

The IT Division is supportive of succession planning. The Division staff continually cross-trains to ensure each member understands the roles of the other division staff and if an opportunity exists for employee movement, a formal succession plan will be followed.

## Specialized Equipment:

Tools used for testing hardware components as well as security and performance monitoring software-based tools.

## Training and Certifications Completed:

- Pursuit of bachelor's degree by one team member.
- Criminal Justice Information Systems (CJIS) training.
- Adlumin® training.
- Teams® administration training.
- Security awareness training.
- ITIL 4® foundation training, two of four personnel are certified.
- Certified Information Security Manager training.

## Training and Certifications Needed:

- IT Director certifications: Certified Information Systems Manager and Information Technology Infrastructure Library (ITIL).
- Network Administrator certifications: Extreme Switch Operating System, Sophos® Firewall, and VMWare.
- System Specialist certifications: Bachelor's Degree, Azure®, and Public Safety Leadership.
- Systems Support Technician. Information Technology Infrastructure Library (ITIL), Security+, and Public Safety Leadership.





# West Metro Fire Rescue Annual Program Appraisal

## Facilities (if applicable):

The District’s Training Center provides a disaster recovery location for the District. The IT Division provides redundant network infrastructure, which supports the District’s business continuity program.

## Program Goals and Objectives:

### Overall Strategic Focus:

The strategic focus in 2023 was centered around continued efforts to improve modern collaboration tools, centralize data, increase network connectivity, and improve security. The implementation of SharePoint® as our Resource Hub was introduced to centralize files and information. Increased security initiatives including an organization-wide implementation of Microsoft 365® login anomalies and dark web monitoring increased security outside the bounds of our network. A Crown Jewels Assessment® was done, and all divisions were interviewed to help IT map the most important digital assets and their interdependencies with other technology. Increased speed and reduced costs of private fiber increased our ability to replicate data to our redundant backup site. The beginning design of a new website that will increase our outreach to the community including those with disabilities. The modernization of station toning including redundant backup toning, failed audio notifications, and individual room volume controls will increase our ability to respond, even when there may be a technological failure at the time of dispatch.

The District is continuously presented with new security challenges and advanced security threats from hackers. An organizational commitment to cyber security is continually emphasized and a regional cyber-attack exercise was conducted in addition to the continued security awareness training for all employees. A monthly newsletter continued to share training tips, better security practices, and transparency of IT Division projects. A 24/7 Security as a Service (SaaS) program continued to monitor the network and endpoints from threats and the addition of our login/dark web risk assessment software increased awareness of risky login behavior.

### Previous Year’s Goals and Progress:

Strategic Plan Linkage		Goals and Progress
Priority III Operational Readiness	Objective A	Implement automatic radio redundancy to station alerting. New radios were added to stations and Station 4 was implemented as a test of automated backup. Further functionality is needed to continue the implementation.
Priority I Invest in Human Capital	Objective A	Implement organizational intranet to allow for one point of digital communication. The Resource Hub was configured as a repository for information and training was provided to the organization to use this repository as the “point of truth” for documentation and resources.
Priority III Operational Readiness	Objective A	Implement private fiber to reduce costs of internet service providers and increase speed and reliability. Training, Station 10, and USAR now utilize private fiber from the Jefferson County Fiber Optic Network, reducing the cost and dependency of commercialized fiber.
Priority III Operational Readiness	Objective A	Implement cyber security solutions that monitor dark web activity and anomalies in organizational logins.



# West Metro Fire Rescue Annual Program Appraisal

## Current Year's Goals:

Strategic Plan Linkage		Goals
Priority III Operational Readiness	Objective A	Data classification and risk reduction of network file shares.
Priority III Operational Readiness	Objective A	Continued fiber implementation of private fiber to reduce the reliance and costs of commercial fiber.
Priority I Invest in Human Capital	Objective A	The addition of an applications administrator will help decrease the repetitive work processes of other divisions and in turn, reduce the workload of these division's employees.
Priority III Operational Readiness	Objective A	Cyber security readiness with vulnerability and security assessment and a HIPAA assessment of the District's network.

## Unexpected Results (positive or negative):

The IT Division continued to enhance cyber security and organization collaboration. Cybersecurity efforts in 2023 included implementing Microsoft 365 monitoring and dark web scanning, participation in a multi-jurisdictional cyber-attack exercise, a Crown Jewels Assessment, and implementation of a ransomware-proof backup with cloud replication. The implementation of SharePoint as an information repository centralized information sharing. Increased Microsoft 365 adoption with the migration of user data from the network to their OneDrive and the migrations of some division files to teams. AccessGov® forms were implemented which allowed external customers to request information with a backend allowing tracking of information. All had positive outcomes, increasing the ability of the District to work effectively while securing the network internally and externally.

## Is this Program Effective in Meeting the District's Strategic Priorities?

The IT Division continually adjusts technology to meet the needs of the District. The implementation of SharePoint decreased communication breakdowns resulting in the reduction of redundant or outdated data (Priority I, Objective A). The introduction of Microsoft 365 login monitoring and dark web monitoring increased operational readiness by automating the blocking of login anomalies that can interrupt needed technology that supports the District's operations (Priority III, Objective A). Station toning implemented a proof of concept for automated radio backup in addition to volume controllers in every room, allowing for better sleep with the ability to hear tones at each employee's preference (Priority III, Objective A)

## How Does this Program Meet the Needs of the Citizens?

The IT Division is continuously evolving to meet the needs of the citizens. Continuity technology, updated technologies, and cyber security tools are utilized to maintain consistent operational readiness. The use of data analytics has increased stakeholders' ability to model decisions based on accurate information. Modern communications tools ensure confidentiality, integrity, and availability of up-to-date information that is distributed to the organization and its citizens. The use of mobile data terminals and medic laptops ensure the quickest response to an incident while charting medical treatment in real-time.



# West Metro Fire Rescue Annual Program Appraisal

## **Program Results/Outcomes:**

### **Significant Incidents or Events (if applicable):**

None.

### **Program-Specific Measures or Metrics:**

- 2023 dark web/Microsoft 365 (Adlumin): 155,398,393 events. 240 alerts, 127 high alerts, 88 critical alerts.
- 2023 SOPHOS Managed Threat and Response (MTR): Approximately 1,500 cases of malware, threats and malicious activity investigated.
- 2023 Email numbers: Blocked 732,804, quarantined 91,860, allowed 1,327,860, total 2,189,376.
- 2023 Helpdesk tickets: 3,858 tickets.

### **Expected Outcomes/Impacts:**

Additional information is under development.

## **Program Self-Assessment:**

No changes from the 2022 accreditation process.

## **SWOT Analysis:**

### **Program Strengths:**

- Providing agency coverage 24/7.
- The staff in the IT Division achieve high output levels.
- The helpdesk staff accomplish issue resolution reliably, quickly, and professionally.
- In-depth knowledge of multiple systems and software by all IT Division employees.
- Organizational communication increased with IT Division knowledge base articles and monthly newsletters.
- IT staff have a good work ethic, good peer relationships with other agencies, robust remote access programs, and provide security awareness to all employees.
- Good relationships and trust with command staff.
- Increased monitoring of external activity including dark web monitoring, vulnerability scanning, Microsoft 365 login monitoring, and file data classification.
- Increased monitoring and defense tactics regarding cybersecurity.



# West Metro Fire Rescue Annual Program Appraisal

## Program Weaknesses:

- Lack of divisional decision-making.
- Lack of policy.
- Decentralized decision-making concerning business and technical needs creates information silos.
- Lack of technical governance planning team for the organization.
- Lack of service catalog.

## Program Opportunities:

- The storing of data in the cloud allows for the decommissioning of some on-site storage.
- Increase the digitation of forms and documentation.
- Regional cybersecurity team-building opportunities.
- Automating business processes to increase productivity.
- Increased redundancy of station alerting.
- Addition of an applications administrator.
- HIPAA assessment audit.

## Program Threats:

- Internal/external cybersecurity threats.
- HIPAA and Advanced Resource Medic car data storage and information dissemination.
- Shadow IT- technology sourcing decisions are made without input from the IT Division.
- Legacy systems need to be removed as they increase cyber security threats.
- Unmet demand for Microsoft 365 capabilities.
- Legal requirements of ADA and other laws.
- Artificial Intelligence.



# West Metro Fire Rescue Annual Program Appraisal

**Program Name:** Investigations  
**Program Manager:** Lieutenant Brian Eberle  
**Appraisal Year:** 2023  
**Date:** 1/31/2024  
**Category:** Category 5  
**Criterion (if required):** 5C

**Recommendations (if applicable):**

None.

**Progress Made on Recommendations:**

Not applicable.

**Program Description:**

**Enter a Brief Description of the Program:**

The Fire Investigation Unit (FIU) identifies the frequency and severity of fire and explosion incidents, conducts investigations, and produces documentation in a manner that determines the origin and cause of fires while revealing opportunities for advancing life safety practices. Investigation findings assist in identifying community risks from fire and assessing the performance of risk reduction programs. If the fire investigation reveals the fire was intentionally set, the fire investigations team works with local law enforcement officers (LEO) to conduct criminal investigations and files crimes with the District Attorney's Office.

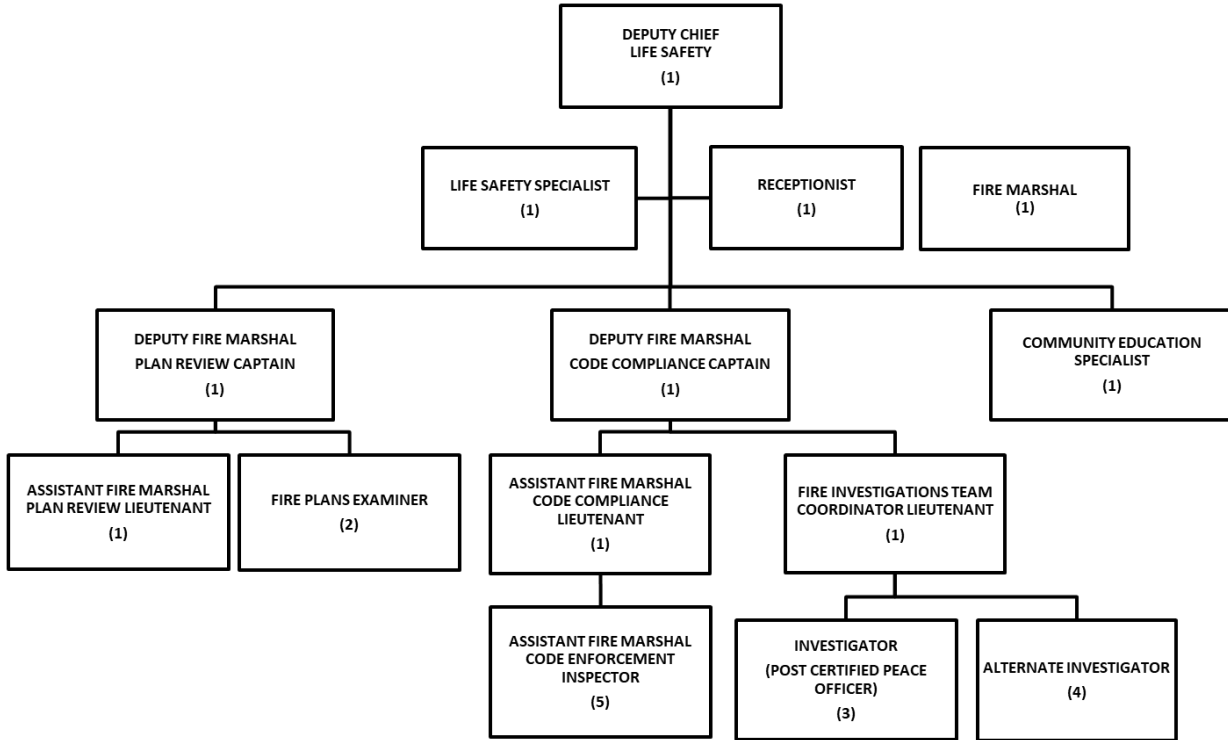
**List Sub-Programs:**

- Quality assurance and control of National Fire Incident Reporting System (NFIRS) fire reports.
- Pre-employment background investigations for new hires.
- Custodian of records for release of records.
- Internal investigations as needed.
- Accelerant Detection K9 program.



# West Metro Fire Rescue Annual Program Appraisal

## Staffing (Org Chart):



## Injuries/Exposures:

Not Applicable.

## Succession Planning:

- Continued training for full-time and alternate investigators.
- Developed alternative staffing model, made proposal to division chief of life safety, approved by the fire chief, implementing on January 1, 2024.
- Held testing process to fill vacancy for retired member. Selected new member who completed Colorado Peace Officer Standards and Training (POST) testing and certification, began Jefferson County Sheriff’s Office (JCSO) field training with Criminal Investigations Division with anticipated completion and return to the District mid-February 2024.

## Specialized Equipment:

Re-certification of accelerant detection for both K9 “ROTC” and handler.

## Training and Certifications Completed:

- POST certified investigators completed quarterly and all other required law enforcement training with the JSCO.
- Multiple FIU members attended advanced fire training seminars throughout the country.
- K9 “ROTC” recertified as an accelerant detection canine.



# West Metro Fire Rescue Annual Program Appraisal

- Two investigators attended the International Association of Arson Investigators (IAAI) Training Conference.
- Three investigators attended public service pre-employment background training.
- All investigators maintained continuing education (CE) through on-line platforms and seminar attendance.

## Training and Certifications Needed:

- Two fire investigators will need to obtain credentialing through National Association of Fire Investigators (NAFI) for their certification in Fire and Explosion Investigation (CFEI)
  - Certification may only be obtained once a candidate has had sufficient real-world experience.
- Annual CE (48 hours) requirements for NAFI and IAAI.
- Annual testing/certification for accelerant detection K9.
  - Identify new certifying agency for K9 due to current program shutting down.
- POST Investigators
  - Yearly proficiency testing in firearms, arrest control, and driving.
  - Required CEs through JCSO (12+ hours)
  - Eight hours of CE required by SB 24-31-315 (every five years).
- Initial training for new/potential investigators

## Facilities (if applicable):

Not Applicable.

## Program Goals and Objectives:

### Overall Strategic Focus:

Maintain operational readiness and ensure team competencies match the recommendations of industry leaders in fire investigations.

### Significant Milestones:

None.

### Previous Year's Goals and Progress:

Strategic Plan Linkage		Goals and Progress
Priority III Operational Readiness	Objective A	Continue to provide formal education/training to improve investigator's knowledge, skills, and abilities necessary to perform job functions and provide accurate industry standard origin and cause fire reports. Accurate identification of fire origin and cause guides public fire prevention messages/education.
Priority I Invest in Human Capital	Objective C	Streamline record management and technical reports to reduce workload on investigators with increasing demand for service. Continue to provide and support investigators gaining additional education and experience in fire investigations through formalized trainings.





# West Metro Fire Rescue Annual Program Appraisal

Priority IV Relationships	Objective B	Improve information and intelligent sharing with surrounding agencies to improve fire investigations and linking potential multi-jurisdictional incidents.
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**Current Year’s Goals:**

Strategic Plan Linkage		Goals
Priority I Invest in Human Capital	Objective C	Implement standardized templates to guide technical reports to reduce workload on investigators with increasing demand for service by May 1, 2024. Continue to provide and support investigators gaining additional education and experience in fire investigations through formalized training.
Priority IV Relationships	Objective B	Improve information and intelligence sharing with surrounding agencies to improve fire investigations and linking potential multi-jurisdictional incidents through formal means by June 2024.
Priority III Operational Readiness	Objective A	Provide quarterly basic fire investigation training to company officers and increase awareness of critical fire incidents. Research new funding/partnerships to replace State Farm Arson Dog program, which will terminate 12/31/2024, by the fourth quarter of 2024. Evaluate and identify better methods to alert fire investigators for after-hour incidents by the second quarter of 2024.
Priority III Operational Readiness	Objective A	Evaluate effectiveness of new staffing model by the fourth quarter of 2024 with metrics including budget, response/incident investigated, arson arrest stats, and work/life balance.

**Unexpected Results (positive or negative):**

The investigations team continued to see staffing challenges throughout 2023. Three alternates were unavailable for coverage assignments due to participating in additional specialty teams. These factors resulted in multiple call-back/OT requests to fill the specialized role of Bureau 7 (B7). Retirement of senior investigator at the end of 2023 resulted in a new investigator being selected and sent to POST Academy.

**Is this Program Effective in Meeting the District’s Strategic Priorities?**

Yes.

**How Does this Program Meet the Needs of the Citizens?**

The fire investigation team works to identify trends in the origin and cause of accidental fires, and in conjunction with the District’s PIO and education specialist, provide education to the community to reduce or avoid accidental fires. The origin and cause of intentional fires are investigated, with local law enforcement and district attorney’s offices, to effect the arrest and prosecution of arson suspects. Providing fire prevention education and reducing the impact of fires on the community.





# West Metro Fire Rescue Annual Program Appraisal

## Program Results/Outcomes:

### Significant Incidents or Events (if applicable):

- 23-WM-11908: Fatal fire

### Program Specific Measures or Metrics:

<b>Investigation Statistics</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Exceptionally Cleared (underage offender)	2	1	1
Closed by Arrest	12	23	13
Investigation Inactive/Suspended	1	18	21
Unfounded (no crime committed)	2	0	2
Investigation Closed	139	124	100
Investigation Open	18	44	25
Total Investigation Cases	173	168	125
Total Fire Incidents	673	625	490
Total Investigation Cases	173	168	125
Incidents Handled by the Investigations Bureau	25.7%	26.8%	25%
<b>Arrest Statistics</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Intentionally Set Fires	48	76	198
Closed by Arrest	12	23	13
Exceptionally Cleared	2	0	1
Arson Offenses Cleared by Arrest or Exceptional Means	29.2%	30.0%	33.33 %
FBI Arson Clearance Rate	18%	24.7%	Data not available

Residential structure fires (NFPA Survey)	111
Non-residential structure fires (NFPA Survey)	112
Fires investigated	125
Three Most Common Heat Sources in Structure Fires in 2023*	
Heat from operating equipment	86
Open flame (match/lighter/any open flame)	59
Electrical	33

\*Undetermined heat source = 229

### Expected Outcomes/Impacts:

The expected outcome/impacts with the identified goals should increase the company officer's working knowledge of fire investigations to better assist in the overall fire investigation. Reduced time spent working on technical reports will allow for an increase in experience and training for the investigators. Information sharing and gathering with surrounding agencies should help tie together



# West Metro Fire Rescue Annual Program Appraisal

fire trends in our service area and lead to a reduction in intentional fires. Identifying a new partnership/sponsorship for the arson dog program will allow for West Metro to continue to utilize this valuable tool for fire investigations. The new staffing model should allow for better continuity between investigators working on cases, reduce time spent on scene, and reduce some of the liabilities and hazards that are a result of a single investigator on scene.

## **Program Self-Assessment:**

No needed changes identified.

## **SWOT Analysis:**

### **Program Strengths:**

- 24/7 investigator coverage.
- Accelerant detection K9.
- Improved personal protective equipment.
- Succession planning.

### **Program Weaknesses:**

- Case continuity of large-scale/criminal investigations.
- Lack of opportunity/real-world experience for shift alternates.
- Lack of POST certificate for shift alternates.
- Inaccurate or incomplete recording of fire data from line personnel.
- Shift alternates participating in other teams (wildland) which limits use of personnel during peak season activity.

### **Program Opportunities:**

- Implement investigation after action reports/reviews so that all Fire Investigations Technicians (FIT) are exposed to significant fire investigations.
- Increased relationships with surrounding department investigation teams through fire intel sharing.
- Streamline documentation for team to reduce time spent on technical reports. Minimize where FIU members need to input data (single source).
- Restructure FIU to better meet the needs of the organization and personnel.

### **Program Threats:**

- Succession planning and single point failure for all positions: significant time/effort put into POST certified fire investigators.
- Increased call volume/workload and requirement for investigators.

# Program Appraisal Report

**Program name:** Jefferson County Communications Center Authority (Jeffcom911)

**Year/period being appraised:** 2023

**Appraisal prepared by:** Jeffcom

**Date appraisal prepared:** January 08, 2024

## PROGRAM SNAPSHOT

2023 Jeffcom Minimums				
Time of Day	Fire	Law	Call Takers	Supervisors
00:00 - 01:00	4	9	5	3
01:00 - 02:00	4	9	5	3
02:00 - 03:00	4	9	5	3
03:00 - 04:00	4	9	5	3
04:00 - 05:00	4	9	5	3
05:00 - 06:00	4	9	5	3
06:00 - 07:00	5	10	6	3
07:00 - 08:00	5	10	6	3
08:00 - 09:00	5	10	9	3
09:00 - 10:00	5	10	9	3
10:00 - 11:00	5	11	10	3
11:00 - 12:00	5	11	10	3
12:00 - 13:00	5	11	11	3
13:00 - 14:00	5	11	11	3
14:00 - 15:00	5	11	11	3
15:00 - 16:00	5	11	11	3
16:00 - 17:00	5	11	11	3
17:00 - 18:00	5	11	11	3
18:00 - 19:00	5	11	11	3
19:00 - 20:00	5	11	11	3
20:00 - 21:00	5	11	9	3
21:00 - 22:00	5	11	9	3
22:00 - 23:00	4	11	8	3
23:00 - 24:00	4	11	8	3

# Program Appraisal Report

## Current Communications Center Certifications/Accreditations (mark all that apply):

CALEA  (CALEA Accreditation achieved in July 2021)

IAED ACE: EMD  EFD  EPD  (IAED ACE EMD accreditation achieved in June 2023. Jeffcom continues to use ACE EFD standards with future goal of accreditation.)

APCO  (APCO P33 Training Certification achieved in December 2020).

## Prior Full Year Total Phone Call Volume:

Emergency – 251,051

Administrative – 343,951

Outgoing – 214,456

## Prior Full Year Total Incidents Dispatched:

62,566 Fire Dispatched Calls

169,544 Law Dispatched Calls

## PERSONNEL NEEDS

Jeffcom maintains that at least 128 Emergency Communications Specialist (ECS) personnel are needed to provide support for daily operations, peak calls times, and support all radio channels. In 2023, Jeffcom made additional updates to ECS pay structure in addition to refining career development to drive the hiring and retention of personnel. Jeffcom created a Lead Emergency Communication Specialist position focused on supporting routine supervisory tasks with the goal to allow supervisors to maintain improved situational awareness and control over the communications floor. Additional changes have been made to the support staff, to include increased staffing in training, quality assurance, and scheduling functions to better support and ultimately improve the performance of operations. These additional positions continue to support the image of a “state of art center” by developing custom applications, performing maintenance, building cloud infrastructure and upgrades to the CAD system. Pending further expansion, Jeffcom feels their current administrative staffing numbers are adequate.

## EQUIPMENT & PHYSICAL NEEDS

Jeffcom has maintained its physical equipment to ensure it remains in excellent operational condition. In 2023, the organization initiated the Jefferson County Fiber Optic Network (JFON) network router replacement project, updating equipment at four out of the seven public safety partner locations. Additionally, Jeffcom enhanced its headquarters by installing redundant JFON fiber, ensuring there are no single points of failure into the communications center. Building on the success of the Remote Call Taking kit, the remote equipment hardware and configurations were streamlined to address latency issues and boost performance. The Incident Dispatch Vehicle also received upgrades,

# Program Appraisal Report

including the installation of a third chair for an extra passenger, a boom mast for a weather station and camera, and other performance-enhancing equipment. As we move into 2024, Jeffcom is focusing on advancing its cloud strategy, transitioning its call processing systems to the Carbyne 9-1-1 call processing equipment, and planning the construction of a new headquarters building. The center's information services staff are diligent in regularly updating all systems, computers, and servers to ensure they are functioning optimally.

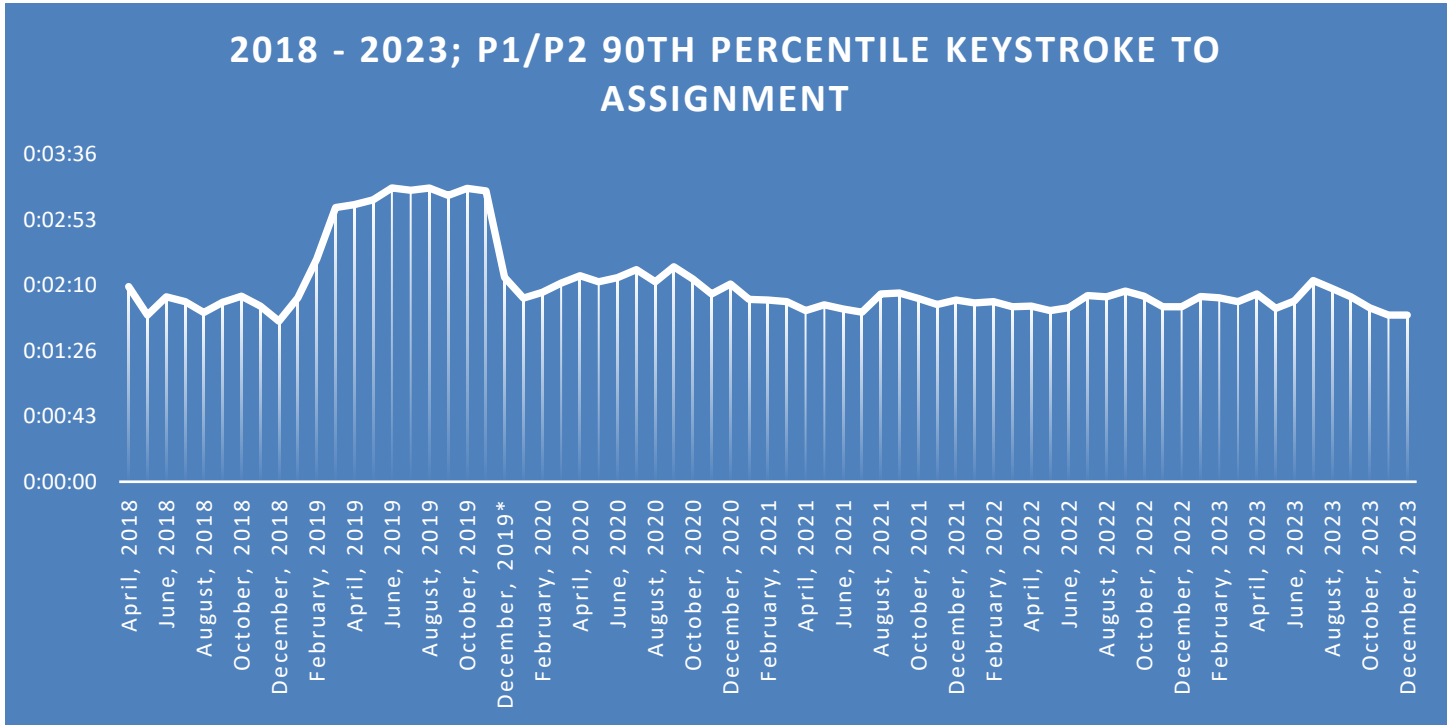
## **COMMUNICATIONS SYSTEMS FUNCTIONALITY & REGULAR TESTING**

Jeffcom complies with CALEA standards for equipment functionality testing. Phone, radio, and CAD systems are monitored for functionality daily and issues are reported to the appropriate resource.

## **PERFORMANCE MEASURES**

The call processing data below contains Priority 1 (P1) and Priority 2 (P2) calls for service spanning from April 2018 – December 2023. Priority 1 calls contains Echo level responses and Priority 2 calls consist of Delta/Charlie level response. This data was queried to be a Fire call, a P1 or P2 call, with a unit assigned to the call and a pre-determined problem nature. Data is three standard deviations from the mean by specific year for Keystroke to Queue, Queue to Assignment and Keystroke to Assignment. The data point "Keystroke"; the Call Taker begins typing into the Emergency Call Taking (ECT) screen. The data point "Queue"; Call Taker selects a problem nature and dropped into a Queue, ready to be dispatched out by a Dispatcher. The data point "Assignment"; Dispatcher assigns an apparatus to the call.

# Program Appraisal Report



<b>2018</b>	<b>Total P1 and P2 Fire Calls for Service</b>	<b>90th Percentile Keystroke to Queue</b>	<b>90th Percentile Queue to Assignment</b>	<b>90th Percentile Keystroke to Assignment</b>
<b>April</b>	<b>4447</b>	<b>0:01:39</b>	<b>0:01:09</b>	<b>0:02:32</b>
<b>May</b>	<b>4616</b>	<b>0:01:28</b>	<b>0:00:51</b>	<b>0:02:08</b>
<b>June</b>	<b>4810</b>	<b>0:01:37</b>	<b>0:00:54</b>	<b>0:02:18</b>
<b>July</b>	<b>5110</b>	<b>0:01:39</b>	<b>0:00:50</b>	<b>0:02:16</b>
<b>August</b>	<b>4925</b>	<b>0:01:35</b>	<b>0:00:48</b>	<b>0:02:09</b>
<b>September</b>	<b>4674</b>	<b>0:01:34</b>	<b>0:00:49</b>	<b>0:02:10</b>
<b>October</b>	<b>4559</b>	<b>0:01:35</b>	<b>0:00:50</b>	<b>0:02:11</b>
<b>November</b>	<b>4385</b>	<b>0:01:29</b>	<b>0:00:50</b>	<b>0:02:07</b>
<b>December</b>	<b>4470</b>	<b>0:01:26</b>	<b>0:00:49</b>	<b>0:02:02</b>
* Three Standard Deviations from the Mean; Keystroke to Queue, Queue to Assign and Keystroke to Assign.				
** 530 Calls For Service Removed				
*** P1 and P2 Law Calls not included				
**** Jeffcom became operational April 1, 2018				

# Program Appraisal Report

<b>2019</b>	<b>Total P1 and P2 Fire Calls for Service</b>	<b>90th Percentile Keystroke to Queue</b>	<b>90th Percentile Queue to Assignment</b>	<b>90th Percentile Keystroke to Assignment</b>
<b>January</b>	4613	0:01:32	0:00:48	0:02:07
<b>February</b>	4011	0:01:44	0:00:52	0:02:21
<b>March</b>	3168	0:02:27	0:00:59	0:03:04
<b>April</b>	3026	0:02:36	0:00:58	0:03:10
<b>May</b>	3083	0:02:43	0:00:58	0:03:14
<b>June</b>	3061	0:02:43	0:00:56	0:03:16
<b>July</b>	3279	0:02:35	0:00:58	0:03:08
<b>August</b>	3193	0:02:40	0:00:54	0:03:12
<b>September</b>	3064	0:02:39	0:00:54	0:03:09
<b>October</b>	3115	0:02:38	0:00:54	0:03:09
<b>November</b>	2958	0:02:42	0:00:54	0:03:12
<b>December</b>	3112	0:01:42	0:00:47	0:02:17
<p>* Three Standard Deviations from the Mean; Keystroke to Queue, Queue to Assign and Keystroke to Assign.  ** 518 Calls For Service Removed  *** P1 and P2 Law Calls not included  **** Pre-Alerting January, February and December</p>				

<b>2020</b>	<b>Total P1 and P2 Fire Calls for Service</b>	<b>90th Percentile Keystroke to Queue</b>	<b>90th Percentile Queue to Assignment</b>	<b>90th Percentile Keystroke to Assignment</b>
<b>January</b>	3168	0:01:29	0:00:48	0:02:04
<b>February</b>	3025	0:01:28	0:00:49	0:02:03
<b>March</b>	3107	0:01:33	0:00:48	0:02:05
<b>April</b>	2579	0:01:37	0:00:52	0:02:11
<b>May</b>	2839	0:01:35	0:00:51	0:02:11
<b>June</b>	3155	0:01:34	0:00:59	0:02:17
<b>July</b>	3203	0:01:36	0:00:53	0:02:16
<b>August</b>	3064	0:01:36	0:00:54	0:02:15
<b>September</b>	3144	0:01:33	0:00:46	0:02:05
<b>October</b>	3245	0:01:34	0:00:53	0:02:10
<b>November</b>	3144	0:01:33	0:00:47	0:02:04
<b>December</b>	3141	0:01:35	0:00:44	0:02:06
<p>* Three Standard Deviations from the Mean; Keystroke to Queue, Queue to Assign and Keystroke to Assign.  ** 512 Calls For Service Removed (2 Alarm Calls removed prior to calculations; Que to Assign 20+ hours due to error in appending)  *** P1 and P2 Law Calls not included</p>				

# Program Appraisal Report

2021	Total P1 and P2 Fire Calls for Service	90th Percentile Keystroke to Queue	90th Percentile Queue to Assignment	90th Percentile Keystroke to Assignment
January	2495	0:01:33	0:00:45	0:02:01
February	2316	0:01:30	0:00:48	0:02:01
March	2474	0:01:25	0:00:45	0:01:54
April	2678	0:01:24	0:00:45	0:01:52
May	2636	0:01:23	0:00:46	0:01:52
June	2896	0:01:21	0:00:48	0:01:51
July	2824	0:01:23	0:00:47	0:01:55
August	2858	0:01:24	0:00:49	0:01:57
September	2899	0:01:20	0:00:50	0:01:53
October	2948	0:01:22	0:00:48	0:01:56
November	2886	0:01:21	0:00:48	0:01:55
December	3745	0:01:27	0:00:53	0:02:03
<p>* Three Standard Deviations from the Mean; Keystroke to Queue, Queue to Assign and Keystroke to Assign.  ** 236 Calls For Service Removed (5 Calls removed prior to calculations; Queue to Assign &gt;10 hours due to error in appending and CAD time error)  *** P1 and P2 Law Calls not included</p>				

2022	Total P1 and P2 Fire Calls for Service	90th Percentile Keystroke to Queue	90th Percentile Queue to Assignment	90th Percentile Keystroke to Assignment
January	3732	0:01:24	0:00:48	0:01:54
February	3252	0:01:22	0:00:48	0:01:54
March	3353	0:01:21	0:00:46	0:01:53
April	3513	0:01:22	0:00:48	0:01:56
May	3868	0:01:21	0:00:47	0:01:53
June	3779	0:01:25	0:00:44	0:01:55
July	3919	0:01:25	0:00:50	0:02:00
August	3718	0:01:24	0:00:50	0:01:57
September	3640	0:01:27	0:00:53	0:02:04
October	3547	0:01:27	0:00:48	0:02:00
November	3638	0:01:27	0:00:45	0:01:55
December	3982	0:01:29	0:00:48	0:01:58
<p>* Three Standard Deviations from the Mean; Keystroke to Queue, Queue to Assign and Keystroke to Assign.  ** 297 Calls For Service Removed (1 call removed prior to calculations; Keystroke to Queue &gt;23 hours)  *** P1 and P2 Law Calls not included</p>				



# Program Appraisal Report

2023	Total P1 and P2 Fire Calls for Service	90th Percentile Keystroke to Queue	90th Percentile Queue to Assignment	90th Percentile Keystroke to Assignment
January	3396	0:01:28	0:00:52	0:02:02
February	3237	0:01:26	0:00:50	0:02:00
March	3427	0:01:32	0:00:52	0:02:06
April	3434	0:01:26	0:00:48	0:01:59
May	3570	0:01:28	0:00:47	0:01:57
June	3567	0:01:30	0:00:48	0:02:02
July	3881	0:01:29	0:00:49	0:02:04
August	3728	0:01:34	0:00:48	0:02:07
September	3693	0:01:30	0:00:47	0:02:00
October	3875	0:01:24	0:00:48	0:01:58
November	3547	0:01:18	0:00:46	0:01:51
December	3516	0:01:15	0:00:47	0:01:50

\* Three Standard Deviations from the Mean; Keystroke to Queue, Queue to Assign and Keystroke to Assign.  
 \*\*23 Calls For Service Removed (1 call removed prior to calculations due to no Keystroke timestamp)  
 \*\*\* P1 and P2 Law Calls not included

Due to 87% of emergency calls being received from a wireless phone, verification of address and phone number causes delays in processing the call. Between March 2019 – December 2019, in agreement with partner agencies, Jeffcom completed PRO-QA prior to alerting the problem nature. Due to the increase in time, it was agreed that Jeffcom would revert to pre-alerting with an update after PRO-QA.

## CONCLUSIONS / IMPROVEMENTS NEEDED

Jeffcom’s focus for enhancement are consistent with the identified pillars of the agency’s strategic roadmap: Agency Partnership, Community Relations, Staff Training, Operational Excellence, State-of-the-Art Technology, and support to employees. Jeffcom continues to leverage existing partnerships with industry organizations and peer emergency communications centers to identify results driven best practices, as well as sharing data and technologies with internal and external customers, solidifying Jeffcom’s status as a “Tier 1” Emergency Communications Center. Jeffcom continues to provide trainings and development opportunities which improve telecommunicator performance, and regularly conducts exercises to prepare for major events or disasters. Jeffcom provides exceptional service to the residents of Jefferson County through innovative, strategic planning.

Jeffcom has overcome significant staffing challenges and has regularly achieved sustained performance meeting service level agreement metrics for answering 90% emergency calls within 15 seconds and answering 99% of emergency calls within 40 seconds. Jeffcom will continue to focus on professional development of staff through improved training program, improved quality assurance review and feedback mechanisms, and enhancements to schedules to afford appropriate passdown

# Program Appraisal Report

of both operational and administrative information and increase positive employee engagement opportunities with supervisors.

Jeffcom is the lifeline between emergency services and the community.



# West Metro Fire Rescue Annual Program Appraisal

**Program Name:** Life Safety: Category 5  
**Program Manager:** Deputy Chief Mike Kirkpatrick  
**Appraisal Year:** 2023  
**Date:** 1/31/2024  
**Category:** Category 5  
**Criterion (if required):** 5A

**Recommendations (if applicable):**

None.

**Progress Made on Recommendations:**

Not applicable.

**Program Description:**

**Enter a Brief Description of the Program:**

The Life Safety Division is led by a deputy chief. Within the division are four core programs including building and site plan review, code compliance, investigations, and risk reduction. Community risk reduction strategy is achieved by focusing on the areas of education, engineering, enforcement, and economic incentives. Fire investigations play a primary role in determining the causes of fires in the District and the ultimate success or challenges of the risk reduction strategies. Operational forces also contribute to risk reduction by conducting annual safety inspections of businesses, delivering community education programs, and by providing the emergency response element of risk mitigation.

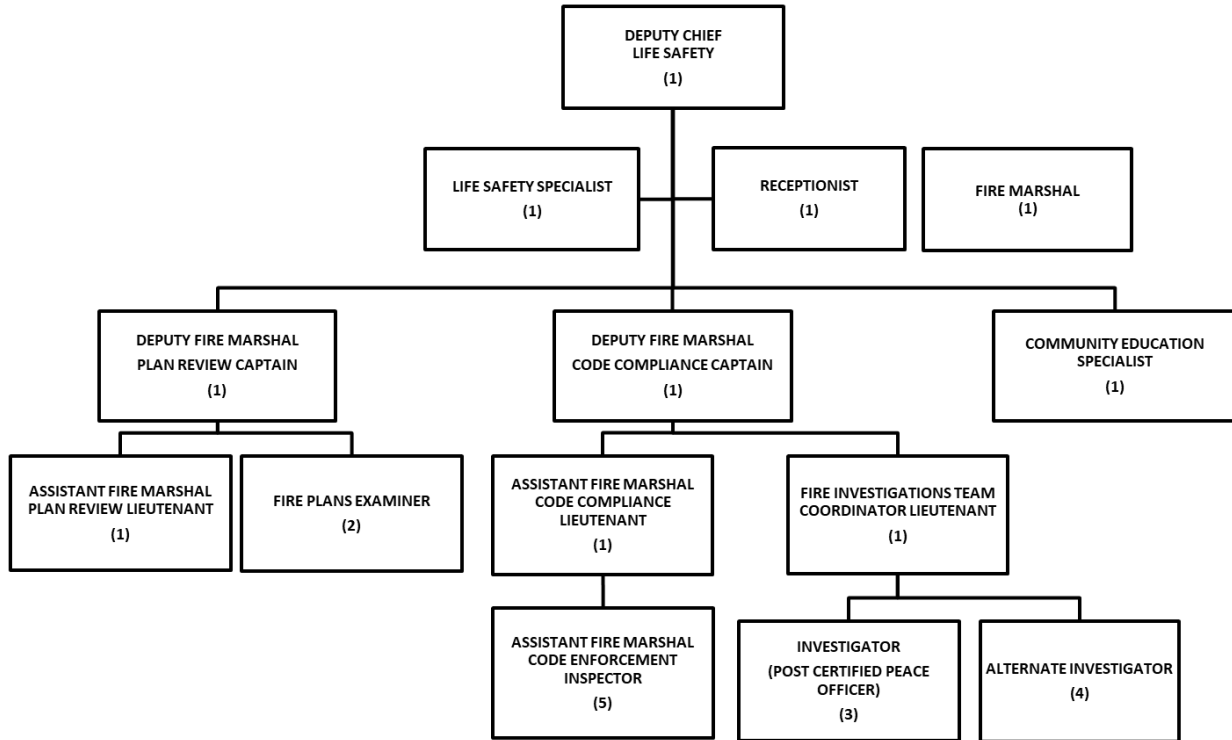
**List Sub-Programs:**

- Plan Review
- Code Compliance
- Community Education
- Fire Investigations



# West Metro Fire Rescue Annual Program Appraisal

## Staffing (Org Chart):



## Injuries/Exposures:

No injuries or exposures were reported in 2023.

## Succession Planning:

Succession planning continues to be a challenge as all elements of the division require a significant amount of training, additional certifications, and on the job experience for competency. The position of Captain – Code Compliance was vacated in January of 2024. A successor was selected in 2023 and began training prior to the vacancy allowing for a transition period. The current staffing model does not provide for efficient succession planning due to the difficulty with promotions within the division.

## Specialized Equipment:

Plan review software.

## Training and Certifications Completed:

All members maintained their required International Code Council and Colorado State Fire Inspector II or plan examiner certifications.

## Training and Certifications Needed:

One new member in the division will need to obtain their Fire Inspector II certification by June of 2024. They are in the process of obtaining this certification with anticipation completion date of February 2024.



# West Metro Fire Rescue Annual Program Appraisal

**Facilities (if applicable):**

Not Applicable.

**Program Goals and Objectives:**

**Overall Strategic Focus:**

The Life Safety Division is committed to the preservation of life and property through the application of codes, standards, and education. From the planning phase through the entire life of the structures in the District, the Division seeks to prevent and reduce the damage and injury caused by fire. The Division educates the community to be aware of, prevent, and reduce the prevailing causes of accidents and injuries in the District. The strategy in the Division is to account for and mitigate fire and life safety dangers through the Division’s four bureaus: Plan Review, Code Enforcement, Public Education, and Investigations.

**Significant Milestones:**

None.

**Previous Year’s Goals and Progress:**

Strategic Plan Linkage		Goals and Progress
Priority III Operational Readiness	Objective A	Goal: Utilize geo-spatial data systems to improve operational readiness by the fourth quarter of 2023. This goal was achieved utilizing ARC-GIS software and modified duty staff. Emergency access gates and hydrant location and condition was prioritized in 2023. A separate GIS software package (team awareness kit) was tested at the 2023 Fire Muster and is field proven for situational awareness at special events and/or large-scale incidents.
Priority IV Relationships	Objective A	Goal: Promote the 2021 editions of the International Fire Code. This goal was achieved in Edgewater and Lakewood with success in Lakewood of passing a residential fire sprinkler requirement.
Priority V Financial Stability	Objective B	Goal: Analyze current permit costs to ensure adequate cost recovery. This goal was completed in October of 2023. The data provided will allow for proper adjustment of permit and fee costs.

**Current Year’s Goals:**

Strategic Plan Linkage		Goals
Priority II Public Relations	Objective B	Perform an updated needs assessment on structural educational programs that impact the community and ensure the Speakers Bureau is adequately supported with trained staff by the end of 2024.



# West Metro Fire Rescue Annual Program Appraisal

Priority III Operational Readiness	Objective A	Develop training materials addressing life safety codes and fire protection systems for the company officer by the fourth quarter of 2024.
Priority IV Relationships	Objective C	Establish a partnership with a fire protection engineering company to perform field training at a new hospital for the District's inspectors. Participate in inspecting and understanding integrated fire protection systems not previously encountered. Complete this goal by the third quarter of 2024.

**Unexpected Results (positive or negative):**

Not applicable.

**Is this Program Effective in Meeting the District's Strategic Priorities?**

Yes.

**How Does this Program Meet the Needs of the Citizens?**

This program utilized core principles of risk mitigation, specifically education, engineering, enforcement, and economic incentives. This program provides community education at all ages, confirms plans are engineered to proper codes, and through the fire investigation team and code compliance section, ensure fire codes are followed and arsonists are charged with violations of the law.

**Program Results/Outcomes:**

**Significant Incidents or Events (if applicable):**

In November of 2023, the life safety record management system suffered a one-month outage. This required the Division to change to a manual tracking and invoicing system during the outage. This had a significant negative impact on the Division's operations and staff. This outage was beyond the control of the Division as this system is operated and managed by an outside contractor; however, countermeasures are in process to reduce the impact of future outages.

**Program Specific Measures or Metrics:**

Data supporting the effectiveness of community risk reduction are maintained via the annual appraisals for plan review, code enforcement, community education, investigations, and the District dashboard. Trends in accidental injury, fire loss values, fire related injuries and deaths, and the number of fire events where fire damage extends beyond the room of origin continue to be monitored through the District's records management system and measured within the community risk assessment. Monthly reports are presented to the West Metro Board of Directors with fire trends, code enforcement action, permitting, and community outreach activity.



# West Metro Fire Rescue Annual Program Appraisal

## **Expected Outcomes/Impacts:**

The Life Safety Division expects that the number of fires, injuries, and dollars lost because of fire will continue to remain steady in the near term due to increasing population, residential building construction, and aging population despite improvements in fire codes, code compliance, and risk reduction measures.

## **Program Self-Assessment:**

No changes.

## **SWOT Analysis:**

### **Program Strengths:**

- Utilization of a standards-based community education and risk reduction process.
- Current cooperation with municipalities that promote current building codes and standards.
- All staff meet current certifications for their job descriptions within the division.

### **Program Weaknesses:**

- Technical competency is difficult to achieve in a timely fashion utilizing the current staffing model. Promotional opportunities for fire inspectors are non-existent in the current system.

### **Program Opportunities:**

- Improved training of company officers and certification of modified duty personnel to Fire Inspector I during rotation in life safety will improve building inspection quality.
- Continued use of modified duty staffing allows for improved single issue fire prevention or life safety goals and is a force multiplier.
- Additional staffing would allow for improved building inspection quality and frequency.
- The utilization of artificial intelligence may allow for better predictive fire analysis and the reduction of time required to produce documentation improving workflow.

### **Program Threats:**

- Increasing calls for service, the number of buildings requiring life safety review, and technical complexity may exceed staff capability.
- Emerging technology and threats may require new methods and strategies for fire prevention and mitigation. This includes new battery systems, advanced printing, and automation.
- The average age of life safety staffing is increasing, and approaching retirements will create a knowledge and skills gap.
- Life safety infrastructure including Knox® systems and pre-emption equipment continues to age. The District will need to plan for replacement.



# West Metro Fire Rescue Annual Program Appraisal

**Program Name:** Life Safety: Category 9  
**Program Manager:** Deputy Chief Mike Kirkpatrick  
**Appraisal Year:** 2023  
**Date:** 1/31/2024  
**Category:** Category 9  
**Criterion (if required):** 9A

**Recommendations (if applicable):**

None.

**Progress Made on Recommendations:**

Not applicable.

**Program Description:**

**Enter a Brief Description of the Program:**

The water supply available for effective firefighting is managed by working closely with our 29 independent water and/or sanitation districts. All new construction projects are required to have a water supply that meets the current fire code requirements. Water mains and fire hydrants are added as needed. Existing fire hydrants are surveyed for accurate location, visibility, and accessibility annually by modified duty personnel. Fire flows and operability are accounted for by each water district in accordance with the National Fire Protection Association, American Water Works Association, and Insurance Services Office (ISO) standards.

**List Sub-Programs:**

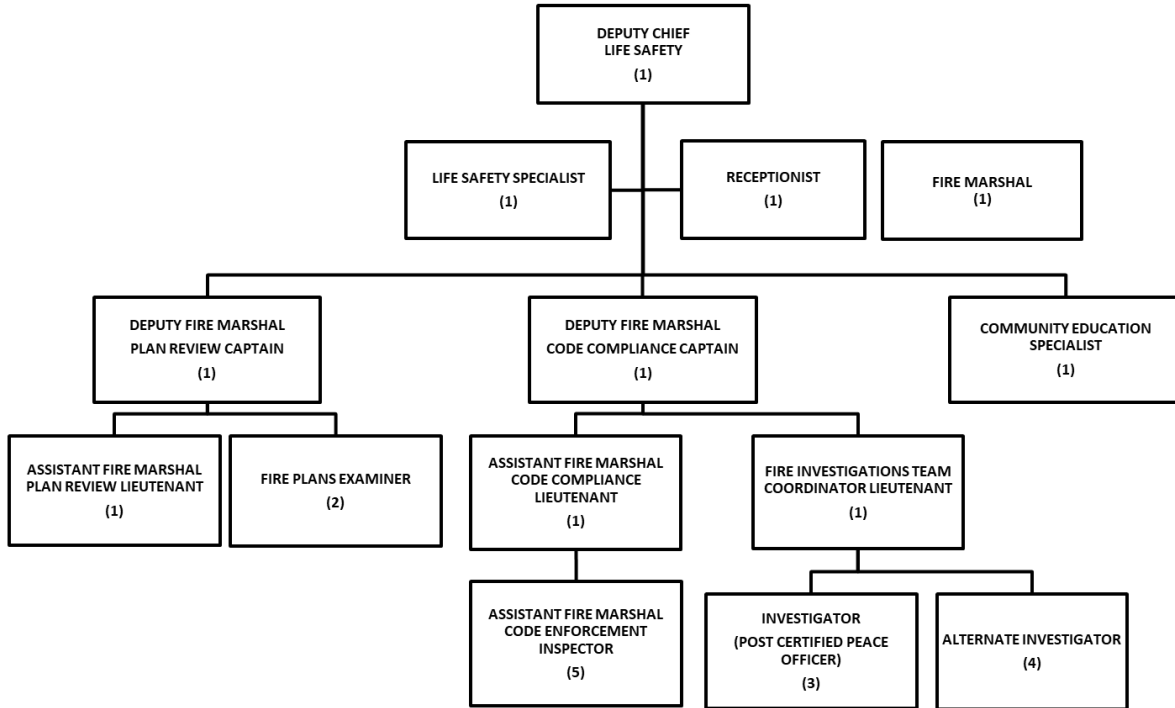
Not applicable.





# West Metro Fire Rescue Annual Program Appraisal

## Staffing (Org Chart):



## Injuries/Exposures:

None.

## Succession Planning:

No succession planning is associated with this program.

## Specialized Equipment:

ARC-GIS software and water flow measuring devices are required.

## Training and Certifications Completed:

Q218 – Testing and evaluation of water supplies for fire protection was completed by the deputy chief of life safety.

## Training and Certifications Needed:

Not required.

## Facilities (if applicable):

Not applicable.



# West Metro Fire Rescue Annual Program Appraisal

## Program Goals and Objectives:

### Overall Strategic Focus:

The District’s strategy is to ensure the water supply resources are reliable and capable of distributing adequate volumes of water and pressure to all areas of the District through partnerships with the water districts, code compliant development, and annual fire hydrant surveys.

### Significant Milestones:

The 2023 fire hydrant inspections were completed with modified duty personnel utilizing a field geospatial information system that is accessible by the Jefferson County Combined Communication Center (Jeffcom) GIS staff.

### Previous Year’s Goals and Progress:

Strategic Plan Linkage		Goals and Progress
Priority III Operational Readiness	Objective A	Goal: Utilize GIS technology to properly identify and locate fire hydrant features and identify gaps within the District that may benefit from additional water supply access by the second quarter of 2023. This goal was only partially achieved by the evaluation of hydrant service along Highway 285 between Kipling Street and Wadsworth.
Priority IV Relationships	Objective B	Goal: Maintain effective relationships with water districts and Jeffcom to share information regarding water supply with partner agencies to include other fire protection districts. Implement District hydrant location information sharing system access with Jeffcom by the second quarter of 2023. This goal was achieved in mid-2023.

### Current Year’s Goals:

Strategic Plan Linkage		Goals
Priority III Operational Readiness	Objective A	Utilize GIS technology to identify gaps within the District that may benefit from additional water supply access by the second quarter of 2024.
Priority III Operational Readiness	Objective A	Maintain an adequate fire hydrant inspection program utilizing modified duty personnel and update the fire hydrant policy by first quarter of 2024.

### Unexpected Results (positive or negative):

We continue to identify a significant number of hydrants that are not identified on our electronic map or hydrants that have been rendered ineffective due to obstructions such as retaining walls, posts, and trees.

### Is this Program Effective in Meeting the District’s Strategic Priorities?

Yes.



# West Metro Fire Rescue Annual Program Appraisal

## How Does this Program Meet the Needs of the Citizens?

Adequate water supplies are required for effective firefighting operations and hydrants are required to maintain fire safety for existing buildings.

## Program Results/Outcomes:

### Significant Incidents or Events (if applicable):

None.

### Program Specific Measures or Metrics:

6,287 hydrants were inspected, 163 identified as new, 81 identified as not being correctly geolocated, and 292 requiring maintenance for clearance or obstruction in 2023.

### Expected Outcomes/Impacts:

We expect that the number of incorrectly geolocated hydrants and hydrants that have inadequate clearance will continue to decrease over time.

## Program Self-Assessment:

No updates were necessary.

## SWOT Analysis:

### Program Strengths:

- Annual surveying of fire hydrants ensures proper location and accessibility.
- Ensuring fire code compliant development provides predictable and adequate water supply.

### Program Weaknesses:

- Water districts vary in maintenance capacity and capability.
- No centralized database of fire flow results or maintenance records exists as they are held by individual water districts.
- There are no dedicated staff assigned to this project.

### Program Opportunities:

- Utilizing GIS data will allow for analysis of gaps within water supply systems and improve accuracy in hydrant water supply distances assessments to existing buildings.

### Program Threats:

- Water districts may choose to defer maintenance or may not provide adequate records. Visual identification only does not allow for detection of improper maintenance.



# District Fire Rescue Annual Program Appraisal

**Program Name:** Media Relations and Public Information  
**Program Manager:** Public Information Officer Ronda Scholting  
**Appraisal Year:** 2023  
**Date:** 1/31/2024  
**Category:** Category 5  
**Criterion (if required):** 5B

**Recommendations (if applicable):**

It is recommended that the agency develops and implements a formal crisis communication plan (5D.8).

**Progress Made on Recommendations:**

Crisis Communications Plan was developed and implemented in August 2023.

**Program Description:**

**Enter a Brief Description of the Program:**

The Fire Protection District's (District) media relations and public information program supports the District's commitment to keeping its community informed, whether directly through social media channels, or through traditional media outlets. The program communicates breaking news of on-going incidents that may trigger evacuations (such as wildland fire or hazardous materials spill), programs that benefit the community, proactive educational information to reduce the risk of injury or property damage, and stories of success and perseverance from citizens and District crews.

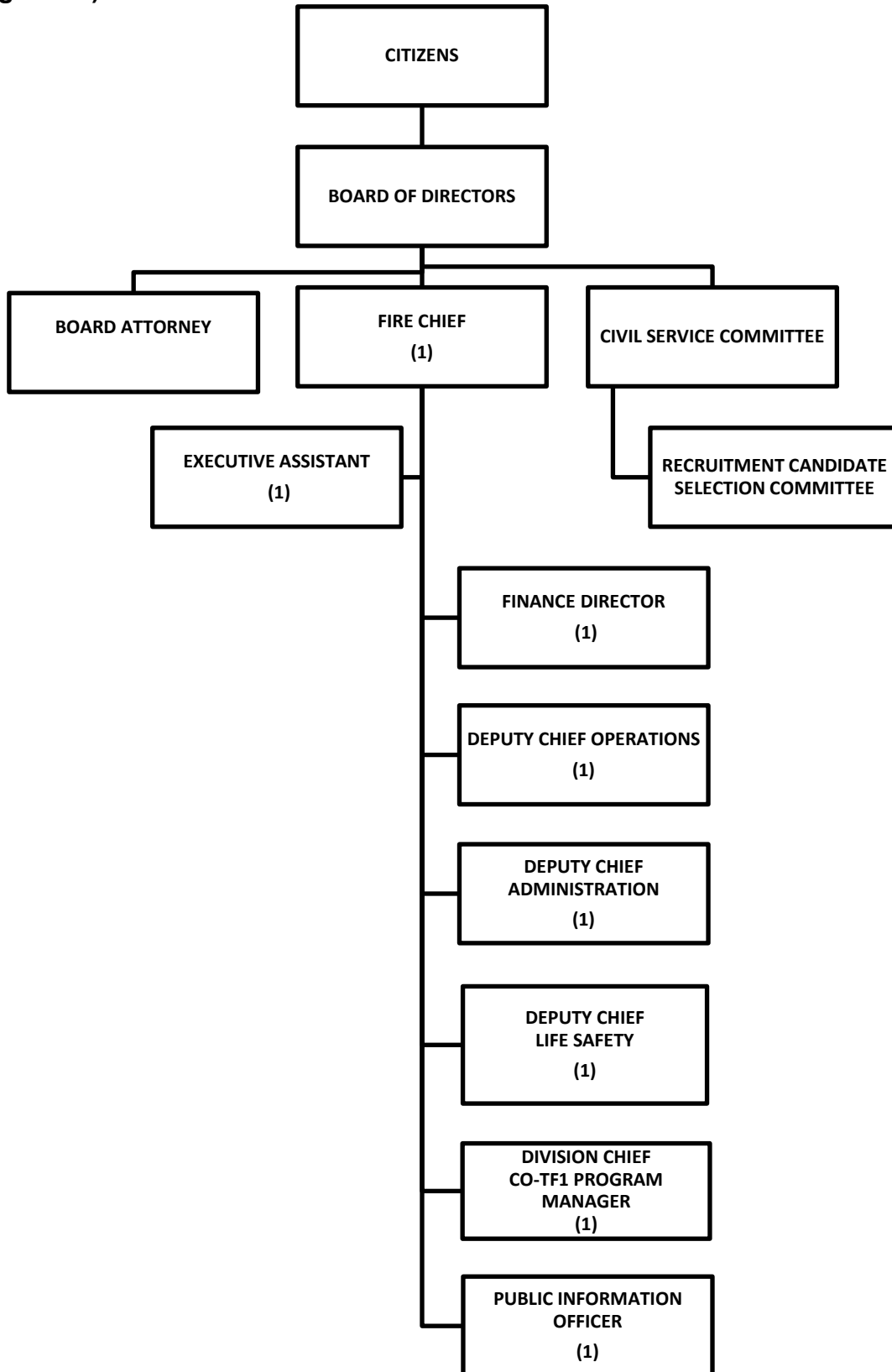
**List Sub-Programs:**

Citizen Award Recognition.



# District Fire Rescue Annual Program Appraisal

## Staffing (Org Chart):





# District Fire Rescue Annual Program Appraisal

## **Injuries/Exposures:**

No injuries or exposures related to media relations and public information in 2023.

## **Succession Planning:**

Not applicable at this time.

## **Specialized Equipment:**

Professional level video camera, audio equipment, desktop and laptop computers, video editing software and live video streaming equipment.

## **Training and Certifications Completed:**

Certified as NWCG Public Information Officer 2 (PIO2)

Certified as NWCG Fire Prevention Education Team Member (PETM)

### Training:

NWCG: 130/190, RT-130, S-203, L-180, S-420, E/L-952, P-310, P-410, IS-42, IS-29, PER-343

ISC: 100, 200, 300, 400, 700, 800

FEMA G-290

CPR

## **Training and Certifications Needed:**

On-going social media, video production training. Opened task book for Fire Prevention Team Leader.

## **Facilities (if applicable):**

None.

## **Program Goals and Objectives:**

### **Overall Strategic Focus:**

To keep the community informed and protected through timely communication during breaking incidents and share information about beneficial District programs and initiatives that can help avoid injury or property damage and create a better quality of life.

### **Significant Milestones:**

Media and social media exposure for the District continues to be strong. Total traditional media exposure for 2023 had an audience of 7,314,834,376 with an ad value of \$82,172,564.35. Ad value is what it would have cost to purchase advertising on the tv broadcasts, websites, newspapers, or radio stations where stories about the District appeared.

Some examples of coverage:



# District Fire Rescue Annual Program Appraisal

- 1) Horse Ice Rescue - video and pictures posted on social media by PIO were picked up by all local tv stations and newspapers. The story was also picked up by yahoo.com®, CBS® news, and AccuWeather®.
- 2) Several times during the year, social media posts about fire danger were picked up by local media and stories appeared in news broadcasts and online, featuring District subject matter experts.
- 3) Bear Creek Prescribed Fire: covered by two local media outlets with information about the burn carried by all local media.
- 4) Red Rocks Hailstorm: this was a world-wide story, with District pictures and information appearing in national and international broadcasts as well as online.
- 5) We added Threads® and Tik Tok® to our social media platforms.

Social media followers on all platforms grew by an average of 15%, with a huge jump in subscribers to the YouTube® channel, after the video: “48 Hours with Company 8” was posted. Total subscribers gained on YouTube: 1,015.

## Previous Year’s Goals and Progress:

Strategic Plan Linkage		Goals and Progress
Priority II Public Relations	Objective A	We put a heavier emphasis on safety messages on social media. During wildfire prevention month, we had a daily post that highlighted either District wildfire resources or simple mitigation tips for the property owner. We also partnered with the state to send out approximately 8,800 postcards with mitigation messaging to designated neighborhoods in the wildland/urban interface. The PIO served on the committee formed as part of Senate Bill 22-007, “Increase wildfire risk mitigation efforts.” Overall, growth on social media for District averaged 15%. The Facebook® page has the largest following of any Colorado fire agency and the followers are mostly from within District boundaries. Overall, followers and fans engage regularly with posts on all social media platforms and local and national media follow District’s accounts and react and share posts or develop the post into stories for broadcasts, websites, or their own social media. TikTok was specifically added in 2023 to target a potential group of users during the firefighter hiring process.
Priority II Public Relations	Objective A	Social media videos and graphic or photo posts were produced to promote safety messages, such as home wildfire mitigation, the importance of safety during winter holidays, smoke alarms, learning CPR, home safety, and pet fire safety. Media picked up stories on wildfire safety, fire danger, water (and ice) safety. Wildfire safety messages were used all year, however, had special emphasis in May for “Wildfire Awareness” month. The month of February (“Heart Month”) featured videos and messages about CPR, AEDs, and Pulsepoint®. For the firefighter hiring process, the PIO produced 83 videos, featuring behind the scenes footage, ride alongs, and interviews with District firefighters.



# District Fire Rescue Annual Program Appraisal

Priority II Public Relations	Objective A	Produce ride along videos, including profiles of individual firefighters and ride alongs with crews. Videos are published on District’s social media sites and longer-form videos also broadcast on Lakewood and Wheat Ridge city tv channels, giving viewers a look at what happens after you call 911.
Priority II Public Relations	Objective C	PIO regularly engages with media and pitches pro-active safety and event stories. In 2023, District’s media exposure reached 7,314,834,376 people around the world, equating to more than \$82 million in ad value. PIO also acts as a subject matter expert for media on background and on camera explaining fire service terminology, strategy, and procedures.

**Current Year’s Goals:**

Strategic Plan Linkage		Goals
Priority II Public Relations	Objective A	Continue to grow social media following on all platforms. Research and evaluate new platforms, gauging popularity and potential reach of target audience with PIO bandwidth. Experiment with new video formats and features, showcasing district initiatives and subject matter experts. Added in 2023: “Firefighter Friday”- a video profile of either individual firefighters or a company.
Priority II Public Relations	Objective A	Continue to grow library of home safety videos, potentially using firefighters to demonstrate kitchen safety while making firehouse recipes.
Priority II Public Relations	Objective A	Work with District divisions to showcase District initiatives on social media and traditional media.
Priority II Public Relations	Objective C	Meet with local media one-on-one at least twice during the year. Continue to provide media with video, photos, and information resources.

**Unexpected Results (positive or negative):**

Media reach this year saw a 15% increase over the year before. We had fewer overall media “hits” but each story had much greater interest and was picked up by multiple outlets, often nationally.

**Is this Program Effective in Meeting the District’s Strategic Priorities?**

Yes.

**How Does this Program Meet the Needs of the Citizens?**

District’s social media platforms allow the District to speak directly to our citizens and encourages them to engage and ask questions. The platforms provide safety messaging that is appealing, prompting sharing of content and the message to an even wider audience.

The District’s relationship with the media allows the District to effectively pitch stories and garner coverage of safety issues and District events, carrying the information to a local, and even worldwide, audience.





# District Fire Rescue Annual Program Appraisal

## **Program Results/Outcomes:**

### **Significant Incidents or Events (if applicable):**

February: Horse Ice Rescue, March: Hogback Fire, April: Coors Hazmat Response, May: House Struck by Lightning, June: Hail Storm at Red Rocks, August: Waterton Canyon Fire, Ken Caryl Valley Structure Fire, September: Bear Creek Prescribed Burn, 13<sup>th</sup> & Chase Two-Alarm Fire, October: Kayaker Recovery from Bowles Reservoir.

### **Program Specific Measures or Metrics:**

Overall media exposure, including “earned media”, coverage generated through press releases or social media posts: audience of more than 7.3 billion with ad value of more than \$82 million. Social media followers on all platforms grew by an average of 15%.

## **Program Self-Assessment:**

No updates needed.

## **SWOT Analysis:**

### **Program Strengths:**

Strong social media platforms and traditional media relationships. Video production and editing.

### **Program Weaknesses:**

One PIO covering large fire district. On call 24/7/365.

### **Program Opportunities:**

Hiring another PIO to assist in creating content for eight social media platforms. Additional PIO or firefighters with PIO certifications could shoulder some of the responsibility for incident response.

### **Program Threats:**

Fast breaking incidents and the addition of new social media platforms that require a constant flow of content is difficult to manage.



# West Metro Fire Rescue Annual Program Appraisal

**Program Name:** Mobile Integrated Health Program

**Program Manager:** Captain Mike Binney

**Appraisal Year:** 2023

**Date:** 1/31/2024

**Category:** Category 5

**Criterion (if required):** 5F

**Recommendations (if applicable):**

Not applicable.

**Progress Made on Recommendations:**

Not applicable.

**Program Description:**

**Enter a Brief Description of the Program:**

The Mobile Integrated Health program (MIH) is a part of the EMS Division and works directly under the deputy chief of operations. The mission of the program is to create new and innovative community-based healthcare solutions through a collaborative approach that connects patients to services they need, delivers in-place treatment, and promotes community wellness through prevention and education. The Advanced Resource Medic (ARM) is staffed with one advanced practice provider (APP) 10 hours every day and one advanced care paramedic (ACP) 24 hours every day. When the APP completes their shift, another firefighter/paramedic (FF/P) is staffed on the ARM car and telehealth is utilized for providing advanced care for the remainder of the shift. The Emergency Triage, Treatment, and Transport (ET3) pilot program allows for the ARM car to treat patients in place and collect reimbursement.

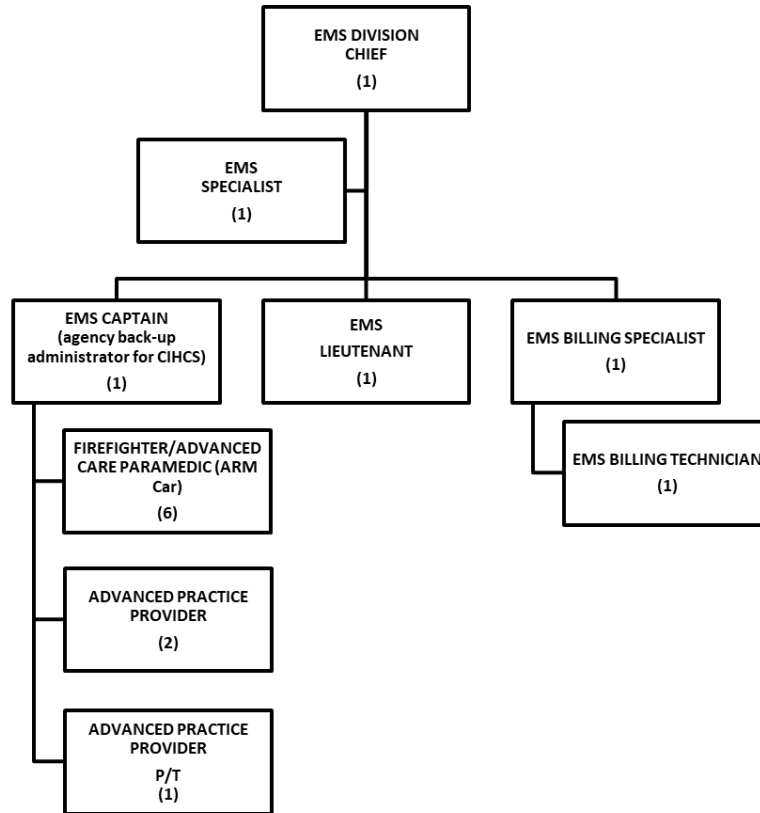
**List Sub-Programs:**

None.



# West Metro Fire Rescue Annual Program Appraisal

## Staffing (Org Chart):



## Injuries/Exposures:

None.

## Succession Planning:

In 2023, a streamlined protocol was developed to create a pipeline of MIH medics for planned promotions or reassignments. Unfortunately, due to the nature of contracting civilian nurse practitioners and physician associates, succession in this domain will remain difficult should turnover occur.

## Specialized Equipment:

The ARM car is equipped with a wide variety of expendable and non-expendable medical equipment. Some of the items carried on the ARM car include a cardiac monitor, airway management equipment, medical kits, medications, bandaging supplies, diagnostic tools, and oxygen. The ARM car is also outfitted with specialized equipment to include the Piccolo Xpress, Butterfly Ultrasound device, wound closure tools, and additional medications that fit within the expanded scope of care offered by APPs and ACPs.



# West Metro Fire Rescue Annual Program Appraisal

## **Training and Certifications Completed:**

Of the three APPs hired, two are certified and licensed Nurse Practitioners (NP) in the state of Colorado. The third APP is a Colorado state certified and licensed physician assistant (PA). Three advanced care paramedics (ACP) became certified community paramedics through the International Board of Specialty Certification (ISBC) credentialing process.

## **Training and Certifications Needed:**

The remainder of the primary and relief ACPs are going to be taking the community medic endorsement in the first and second quarter of 2024. Additionally, an agreement has been reached to send our prospective ACPs to a primary education program in partnership with the Commission on Accreditation for Pre-Hospital Continuing Education-approved (CAPCE) South Metro Training Academy. This will streamline the credentialing process and address pressing succession planning needs. An internal design thinking workshop is also in-progress with the intent of aligning programmatic goals with the mission of the MIH program.

## **Facilities (if applicable):**

While the MIH program is broader than the ARM car, the ARM car is housed at West Metro Fire Station 7.

## **Program Goals and Objectives:**

### **Overall Strategic Focus:**

The MIH program strategy is to deliver the right care to the right person at the right time by treating patients in their own homes, reducing high utilizers, educating District employees, following up on high-risk refusals, and ultimately helping citizens navigate the complicated world of healthcare.

### **Significant Milestones:**

- Began credentialing process with StatMedical, LLC.
- Began point-of-care patient management services with Athena Health, LLC.
- Continued expansion community partnerships with neighboring response agencies as well as larger entities like Jeffco Public Health.



# West Metro Fire Rescue Annual Program Appraisal

## Previous Year's Goals and Progress:

Strategic Plan Linkage		Goals and Progress
Priority II Public Relations	Objective A	To promote services provided by MIH by creating a link on the District's webpage and utilizing social media platforms. <u>Progress:</u> Will not be implemented until the new District website is developed.
Priority IV Relationships	Objective A	Look at opportunities to regionalize the MIH program with other agencies to help improve efficiency and reduce duplication of efforts and cost. <u>Progress:</u> Created task force to research county-wide crisis response and began research framework with Swedish Medical Center to reduce hospital readmissions.
Priority V Financial Stability	Objective B	To look at local, state, and federal grant opportunities to help fund and expand the MIH program. <u>Progress:</u> Received grant-funded Narcan kits from the Colorado Department of Public Health and Environment (CDPHE) and in the process of pursuing funding for harm reduction efforts.
Priority III Operational Readiness	Objective A	Measure effectiveness of MIH program by collecting data for: <ul style="list-style-type: none"> <li>- Reduction of 911 calls for high utilizers</li> <li>- Reduction of hospital visits three days post-treatment of ARM staff</li> <li>- Citizens supplied resources for their social needs</li> </ul> <u>Progress:</u> Initial data framework established for future analysis.

## Current Year's Goals:

Strategic Plan Linkage		Goals
Priority II Public Relations	Objective A	To promote MIH services by creating a link on the District webpage and utilizing social media platforms. This will include a robust and interactive platform, functional by the third quarter of 2024.
Priority IV Relationships	Objective A	Evaluate opportunities to regionalize the MIH program with at least five other agencies, including public health, police, the judicial system, hospitals, and other MIH-adjacent programs.



# West Metro Fire Rescue Annual Program Appraisal

Priority V Financial Stability	Objective B	Apply for at least two grants at local, state, and federal level to help fund research and MIH program expansion/integration.
Priority V Financial Stability	Objective B	Improve the number of insurers with which our providers are credentialed to 90% of accounts receivable rendered.
Priority III Operational Readiness	Objective A	Measure effectiveness of MIH program by collecting data in three key domains: <ul style="list-style-type: none"> <li>- Reduction of 911 calls for high utilizers (Six calls per year = super user)</li> <li>- Citizens supplied/partner agency resources for their social/mission needs (partner needs assessment)</li> <li>- Internal user survey to better meet needs of the District</li> </ul>

**Unexpected Results (positive or negative):**

- The ARM team has been incredibly proactive in seeking relationships with other agencies and organizations with mission overlap. This has fostered a truly collaborative environment that will yield improved service delivery in the future.
- The credentialing and billing progress continues to be difficult. Many of the concepts and processes are new to the program and have required extensive work to develop.

**Is this Program Effective in Meeting the District’s Strategic Priorities?**

Yes.

**How Does this Program Meet the Needs of the Citizens?**

The MIH program addresses unmet healthcare needs outside traditional community resources, which is a strategic plan objective identified by internal and external stakeholders. Many of these unmet healthcare needs occur due to healthcare inequity in lower socioeconomic areas of the community where the ARM car is most utilized.

**Program Results/Outcomes:**

**Significant Incidents or Events (if applicable):**

- ARM1 has been incorporated into the second alarm fire response and has responded to provide rehab services on several fires.
- The ARM team was involved in the development and delivery of community risk reduction programs (e.g., fall reduction and end-of-life planning) in collaboration with the Life Safety Division.



# West Metro Fire Rescue Annual Program Appraisal

## Program Specific Measures or Metrics:

2023 Total number of Encounters	2023 Total number of Unique Patients	Type
556	462	Direct Contact (in-person visits)
412	253	Indirect Contact (phone visits)

## Expected Outcomes/Impacts:

1. **Improved Patient Outcomes:** Tracking metrics such as reduced hospital readmissions, decreased emergency department visits for non-emergent issues, and better management of chronic conditions can indicate improved health outcomes for patients.
2. **Enhanced Access to Care:** Measure the program's success in providing timely access to healthcare services, especially for underserved populations or those with limited mobility.
3. **Cost Savings:** Assess the program's impact on reducing healthcare costs by preventing unnecessary ambulance transports, emergency room visits, and hospital admissions.
4. **Community Engagement and Satisfaction:** Evaluate the level of community satisfaction with the program's services and its effectiveness in engaging with residents to address their healthcare needs.
5. **Provider Satisfaction:** Measure the satisfaction of both patients and healthcare providers involved in the program to ensure it meets their needs and expectations.
6. **Reduced Emergency Department Overcrowding:** Assess whether the program helps alleviate strain on emergency departments by diverting non-emergent cases to more appropriate care settings.
7. **Community Health Data Analysis:** Analyze data collected by the program to identify prevalent health issues within the community and develop targeted interventions to address them effectively.
8. **Collaboration with Healthcare Partners:** Measure the program's success in collaborating with hospitals, primary care providers, social services agencies, and other community organizations to coordinate care and improve health outcomes.
9. **Quality Improvement Initiatives:** Continuously monitor and assess the program's performance through quality improvement initiatives, feedback from stakeholders, and adherence to evidence-based practices.

## Program Self-Assessment:

See EMS Division annual report for a summation of changes.



# West Metro Fire Rescue Annual Program Appraisal

## **SWOT Analysis:**

### **Program Strengths:**

- The MIH program's strengths are in the APP's and ACP's professional, empathetic, and passionate service to the community. The program also leverages professional relationships with other regional resources to improve efficiency of delivery.
- Program members have created a robust network of partnerships with regional resources to improve the multidisciplinary response to evolving community needs.

### **Program Weaknesses:**

- The internal stakeholder's willingness to be patient and continue to include the ARM car as part of their resource options.
- Billing and credentialing of providers continue to be a significant encumbrance to financial solvency of the program.

### **Program Opportunities:**

- The MIH staff to help educate our members on the benefit of community medicine as a solution for 911 and hospital saturation while providing the best care for our citizens.
- Continued evolution of partnerships with agencies such as JCPH, Lakewood Police Department, Jefferson County Sheriff's Office, Wheat Ridge Police Department, Arvada Fire Department, South Metro Fire Rescue and Jeffco District Attorney's office.
- Comprehensive data reform to better assess program performance.
- The skillset of current program members seems well positioned to create regional MIH policy through advocacy and research.

### **Program Threats:**

- Funding - Credentialing and billing will remain a constant difficulty in this space.
- Shift in District priorities - a change in mission at the administrative level could shift the mission of the MIH program.
- Succession - a current lack of interested ACPs could provide staffing issues if/when current ACPs promote or switch roles in the organization. Additionally, APP staffing is limited to two main providers and a single relief provider, suggesting staffing vulnerabilities should we experience turnover in this role.





# West Metro Fire Rescue Annual Program Appraisal

**Program Name:** Operations  
**Program Manager:** Deputy Chief Dan Pfannenstiel  
**Appraisal Year:** 2023  
**Date:** 1/31/2024  
**Category:** Category 5  
**Criterion (if required):** 5E

**Recommendations (if applicable):**

There were no recommendations from the Peer Assessment Team for Operations.

**Progress Made on Recommendations:**

Not applicable.

**Program Description:**

**Enter a Brief Description of the Program:**

The Operations Division is responsible for the management, coordination, and delivery of the West Metro Fire Protection District (District) emergency services. The District covers 108 square miles and serves a population of about 300,000. The District employs 401 uniformed personnel with 364 (91%) assigned to the Operations Division, working a three platoon 48/96 shift schedule out of 17 stations. The District responded to 39,852 incidents in 2023. This is a 3.35% decrease from the 41,234 incidents in 2022. Fires accounted for 429 (1.08%), medical calls accounted for 25,585 (64.2%), while the remaining 13,838 (34.72%) were alarms, public assists, and special operations.

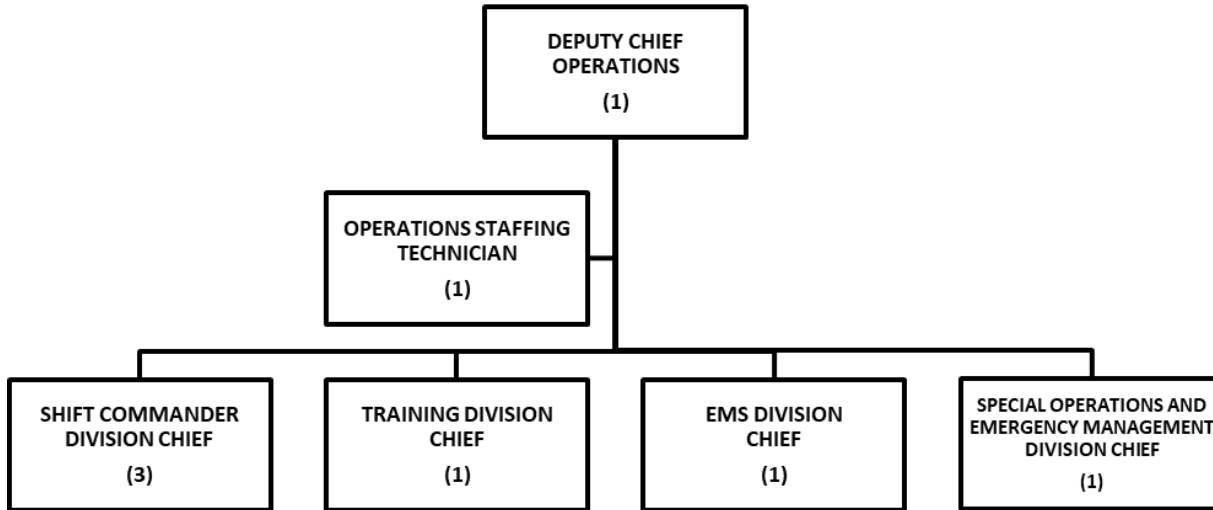
**List Sub-Programs:**

Training, Emergency Medical Services (EMS), Emergency Management, and Special Operations.



# West Metro Fire Rescue Annual Program Appraisal

## Staffing (Org Chart):



## Injuries/Exposures:

Operations had 75 injuries in 2023 which was a 56% increase from 2022; however, injuries are still below the 94 occurrences in 2021. These injuries occurred on scene, returning to or from the scene, or in the fire station. Specifics are contained in the Wellness Program Appraisal.

## Succession Planning:

The District continued to operationalize a succession plan for operational leadership at the ranks of captain and chief officers in support of division assignments and special teams. The District would benefit from working with human resources to understand the historical attrition rate (normal retirement, other employment, unforeseen resignation, etc.). This would lead to better planning and an understanding of organizational strengths and threats. Chief Lombardi continues to challenge the upper ranks to seek professional growth opportunities in the spirit of succession.

Operations continues to support professional growth at all ranks through education, training, credentialing, task books, mentoring, and assignments to programs, committees, functional positions, or strategic planning teams.

## Specialized Equipment:

The District maintains 17 stations, 15 engines, 14 medic units, 1 advanced resource medic unit (evaluated in EMS), 2 towers, 1 ladder truck, 1 heavy rescue/engine, 2 safety and medical units, 8 brush trucks, 1 tactical tender, 1 air truck, 1 collapse truck, 1 dive/swift water unit, and 1 hazardous materials and decontamination unit. The fourteenth medic was placed into service at Station 8 on January 1, 2023 as a result of the a recommendation from the Standard of Cover Strategic Planning Team to decrease unit hour utilization in the east-central part of the District and to enhance the work-life balance of line staff. A tactical tender was placed into service at Station 6 on August 1, 2023. This was a strategic need that was realized for wildland fires and areas in the District that do not have adequate hydrant coverage.



# West Metro Fire Rescue Annual Program Appraisal

## **Training and Certifications Completed:**

Operational training and certifications are addressed through the EMS Division, the Training Division, and Special Operations. Officer leadership training is managed in collaboration with the fire chief, deputy chief of operations, and the training chief.

The District provided emotional intelligence leadership training to all promoted officers in 2023. All chief officers participated in two all-day leadership training courses led by the fire chief and other subject matter experts regarding mission, vision, values; leadership principles; diversity and inclusivity; professional career paths; and purpose.

## **Training and Certifications Needed:**

Continue with the Training Division's annual training plan and chief officer leadership training. The District supports higher education, fire services credentialing, the National Fire Academy Fire Officer programs, the International Association of Fire Chiefs Fire Service Executive Development Institute (FSDEI) training programs, the Air Force Academy Character and Leadership Symposium, Leadership Jefferson County, and the University of Denver Public Safety Leadership Development program.

The District has planned for leadership training for all officers in 2024 which will cover the new employee evaluation tool in concert with the release of revised administrative procedures.

## **Facilities (if applicable):**

Several fire stations received small to extensive remodels; specifics are covered in the Facilities Program Appraisal.

## **Program Goals and Objectives:**

### **Overall Strategic Focus:**

As an organization, the District strives to provide exceptional cost-effective services while meeting legal requirements and acknowledging public need. Evaluation of the District's services on an annual basis helps the organization recognize what is being done well and what demands improvement.

**Mission:** The West Metro Fire Rescue family is committed to protecting the community's quality of life through prevention, preparedness, and all-hazards emergency response.

**Vision:** We endeavor to be a high quality, responsive, adaptive, learning organization that anticipates and responds to evolving community needs.

### **Values:**

- **Respectful:** We value life, property, and the needs of our community; we honor and support the people in our organization; and we desire a culture of community.
- **Responsible:** We believe in sustaining a highly trained, well-equipped community response force, focused on sustainable fiscal management. Desiring a culture of stewardship.
- **Resourceful:** Drawing on the talents of our stakeholders. Seeking innovative ideas. Desiring a culture of empowerment.



# West Metro Fire Rescue Annual Program Appraisal

A narrowed operational specific focus includes:

- Strategic Priority I, (B) and (C): employee health, stress management, work-life balance, and growth.
- Strategic Priority III, (A), (B), and (C): operational readiness, wildfire mitigation, and unmet healthcare needs.
- Strategic Priority IV, (A): partnerships to improve response and planning.

## Significant Milestones:

The District was awarded a Staffing for Adequate Fire and Emergency Response (SAFER) grant in the amount of \$5,027,472 which will equate to 16 additional firefighters. This allowed the District to open Medic 8 at the first of the year and support the current staffing model for effective and efficient response in balance with employee wellness.

A District directive which addresses the active management of fires used by those experiencing homelessness was operationalized to care for said community members while remaining safe.

The District continues to work with JeffCom 911 and other external fire partners to provide guidance and a more efficient delivery system. Conversations have begun in the areas of shared radio channels, shared community resources, different resource and delivery models, and simplified/consolidated operating procedures.

The District participated in a service consolidation study for the city of Golden; however, Golden opted to remain a standalone city fire department. As such, the District will hold true to the mutual aid agreements in place to not supplant the service responsibilities of other agencies, but rather support them when their effective response force is overwhelmed. This will provide a more predictable and reliable workforce within the District.

The District put the tactical tender into service strengthening the response force as it relates to wildland fires and fires in areas that lack a patent water supply.

The District ended the year with an operational staffing level of 364 employees after the graduation of 10 West Metro recruits in December of 2023, for 303 minimum daily staffing positions or an average of 120.1% for planned and unplanned absences. The District is authorized to carry 125% of the minimum daily staffing.

All other operational activities and accomplishments are noted under division and team specific areas.

## Previous Year's Goals and Progress:

Strategic Plan Linkage		Goals and Progress
Priority I Invest in Human Capital	Objective C	M8 and M17 were evaluated and produced a positive result as it relates to volume and unit hour utilization in the defined areas.
Priority III Operational Readiness	Objective A	Operations, EMS, and the SOC SPT have investigated alternative EMS response models to be proactive, instead of reactive. The Nurse Navigation® concept and tiered responses are areas of interest.



# West Metro Fire Rescue Annual Program Appraisal

Priority IV Relationships	Objective A	Operations has led discussions with external stakeholders and will continue to for the enhancement of operational effectiveness with neighboring fire agencies and JeffCom 911. Examples include radio channel sharing and packaging similar response models.
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**Current Year’s Goals:**

Strategic Plan Linkage		Goals
Priority III Operational Readiness	Objective A	Investigate and operationalize efficiencies in special operations in the short and long term.
Priority IV Relationships	Objective A	Continue to seek collaboration and partnerships to enhance response, planning, and training with external stakeholders; most notable are fire agencies and JeffCom 911.
Priority IV Relationships	Objective B	Investigate, gather data, and analyze the response force for community risks through training opportunities and live data.

**Unexpected Results (positive or negative):**

The call volume for the District was down 3.35%, which was not expected, this lead to a decrease in fire activity as well. While the decrease in volume is appreciated, that does not represent a large decrease in work volume, nor do we know if this is a trend or an outlier.

This is the second year in a row where an active role in managing forced overtime has led to organizational ease. In 2022, there were 20 forced overtimes, and 17 in 2023. The District experienced nearly 100 forced overtimes in 2021.

A District directive which speaks to the need of actively managing fires used by those experiencing homelessness was operationalized; this did not have any adverse safety impacts to the District.

The additional medic unit provided a leveling of the unit hour utilization in the east-central part of the District.

**Is this Program Effective in Meeting the District’s Strategic Priorities?**

Yes

**How Does this Program Meet the Needs of the Citizens?**

The type and function, distribution and concentration, training, and response of the resources addresses the emergency and non-emergency needs of the District’s citizens.

**Program Results/Outcomes:**

**Significant Incidents or Events (if applicable):**

March 31, 2023: At 1412 hours the District experienced multi-alarm, multi-jurisdictional, multi-operational event when a wind driven grass fire consumed 44 acres on the backside of the hogback just south of Interstate 70. This fire threatened one subdivision, county infrastructure, a non-profit



# West Metro Fire Rescue Annual Program Appraisal

historical site, and Morrison Township. Seventy-five apparatus from 23 police and fire agencies assisted over five operational periods.

June 22, 2023: At 1331 the District experienced a two-alarm fire in a single story garden level apartment building at 9400 West 14<sup>th</sup> Avenue. During this event, the District and neighboring agencies modified their responses because of a significant rain, hail, and wind event. Also, during this fire, a District member called a mayday when the crew was challenged with finding their way out of the basement. A rapid intervention team was deployed, and all members were safely removed from the structure.

The District responded to several abandoned structure fires on the 13<sup>th</sup> Avenue corridor in the second half of the year. Most of these needed extra personnel and apparatus to control and fully extinguish the fire. Several extended into two operational periods.

The District assisted several outside agencies with significant fires. Most notable were the Arvada Fire District on a multi-alarm residential fire, South Metro Fire Rescue on a house under construction in the Sterling Ranch sub-division, and the Pike National Forest on a wildland fire to the south of Waterton Canyon on the border of Jefferson and Douglas Counties.

## **Program Specific Measures or Metrics:**

Measurements and/or metrics that the Operations Division gathers, tracks, and analyzes are as follows:

- Call processing time.
- Unit hour utilization per functional unit in each planning zone.
- Call volume per functional unit in each planning zone.
- Average time for 'water on the fire' for both structure and wildland fires.
- Average time for 'fire under control' for both structure and wildland fires.
- Average time for 'all clear' (occupants removed from the structure fire).
- Percentage of structure fires controlled or confined to the 'room of origin.'
- Percentage of fires held to the 'structure/building of origin.'
- Percentage of wildland fires held to 'less than one acre' in size.

The District continues its work using the above information to evaluate the response to community risks in the most efficient and effective manner. The District continues to consider science, industry standards, innovation, and human capital when discussing and implementing changes for enhanced community and member outcomes and impacts.

## **Expected Outcomes/Impacts:**

It is expected that with an operational ready workforce, an effective response, and with rapid deployment of putting water on the fire, that the thermal and smoke insult to community members will decrease. This will lead to less burn times, less damaged, increased chance of survival, enhanced quality of life, and retain the economic structure of the community.

## **Program Self-Assessment:**

All program indicators were reviewed, and no changes were made.



# West Metro Fire Rescue Annual Program Appraisal

## **SWOT Analysis:**

### **Program Strengths:**

- Quality of apparatus, equipment, and personal protective equipment.
- Quality of the membership at all levels.
- Quality of training for the membership.
- Data collection from risk management and data engineer.

### **Program Weaknesses:**

- Continuation of training model in support of experiential learning with current resource model.

### **Program Opportunities:**

- Operational and response efficiency with neighboring agencies.
- Strengthening and reinforcing relationships with partners and collaborating agencies.

### **Program Threats:**

- Less tenure at entry level positions and officer ranks; loss of experience.
- Societal and legal challenges with care in uneasy encounters.
- Lack of redundant support for the staffing platform.
- Increased workload through ancillary duties.



# West Metro Fire Rescue Annual Program Appraisal

**Program Name:** Plan Review  
**Program Manager:** Captain John Brennan  
**Appraisal Year:** 2023  
**Date:** 1/31/2024  
**Category:** Category 5  
**Criterion (if required):** 5A.3, 5A.4

**Recommendations (if applicable):**

None.

**Progress Made on Recommendations:**

Not applicable.

**Program Description:**

**Enter a Brief Description of the Program:**

The plan reviewers within the Life Safety Division of the West Metro Fire Protection District (District) ensure that construction plans and projects within our jurisdiction meet the applicable fire and life safety requirements of the International Fire Code, District amendments, and the NFPA. Safe buildings and the reduction of injuries or death due to fire is our mission.

**List Sub-Programs:**

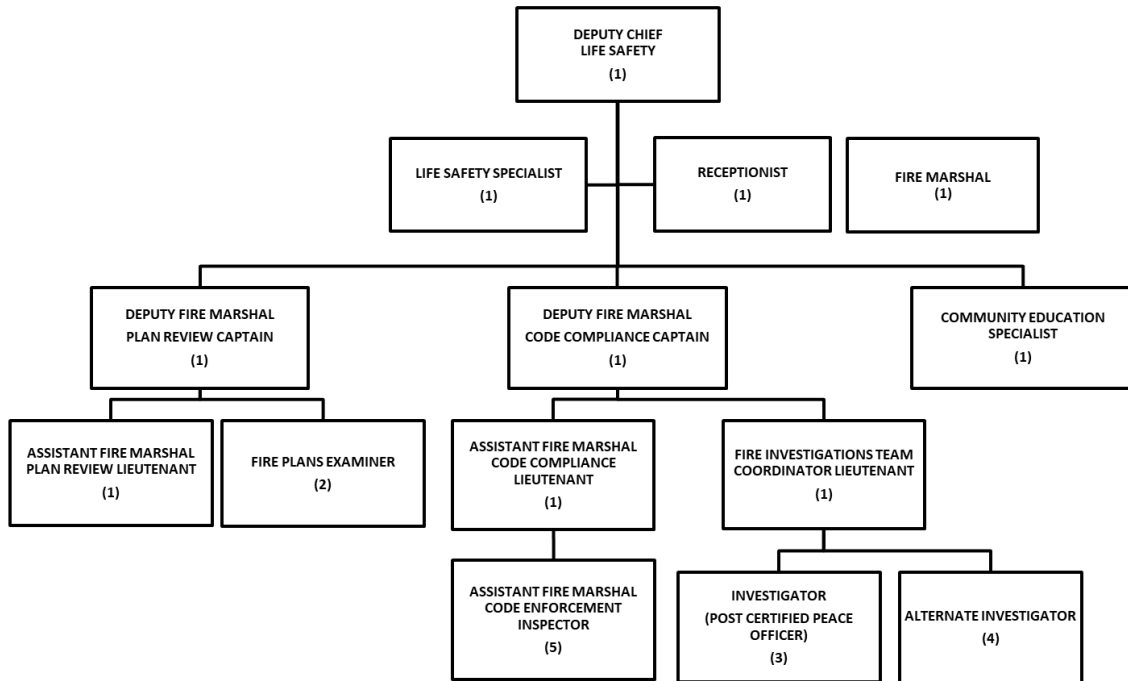
Not applicable.





# West Metro Fire Rescue Annual Program Appraisal

## Staffing (Org Chart):



## Injuries/Exposures:

None.

## Succession Planning:

For 2024 the goal is to formalize processes and procedures by creating the documents necessary to provide consistency within the division. This will also provide guidance for succession within the plan review team.

## Specialized Equipment:

Bluebeam® and Tyler Technologies® software are used to conduct plan reviews and issue permits to contractors.

## Training and Certifications Completed:

Life Safety plan reviewers have stayed up to date on the latest code adoptions through training at conferences and courses provided by ICC, NFA, FMAC, AFSA, DFPC and AFAA.

## Training and Certifications Needed:

Continuous training is required to stay up to date with the latest changes in the industry. Fire Plans Examiner III is a goal for the deputy chief of the Life Safety Division. The plans examiners will continue to pursue certifications in the areas of fire alarm and fire sprinkler review.



# West Metro Fire Rescue Annual Program Appraisal

**Facilities (if applicable):**

None.

**Program Goals and Objectives:**

**Overall Strategic Focus:**

The focus of plan review is to ensure that commercial projects within our jurisdiction are compliant with applicable fire and life safety codes and standards.

**Significant Milestones:**

In 2023 the plan review team was fully staffed. Onboarding of an experienced plan reviewer continues to enhance the team through the sharing of knowledge and experience. There were several certifications that were obtained by the plan review team; Fire Inspector II was obtained by the deputy chief of life safety and Fire Plans Examiner III was obtained by the deputy fire marshal.

**Previous Year’s Goals and Progress:**

Strategic Plan Linkage		Goals and Progress
Priority I Invest in Human Capital	Objective C	The goal of adding an experienced plan reviewer was realized. A plan reviewer with 19 years of experience and 32 certifications in plan and building inspections was hired in June 2023. This provides the team with another experienced member to aid in advancing the entire team.
Priority I Invest in Human Capital	Objective C	The plan reviewers attended several conferences and either virtual or in person training throughout the year to stay current with industry standards. Fire Plans Examiner was obtained by the deputy fire marshal. We continue to work on methods to track the work that is done outside of plan review.
Priority I Invest in Human Capital	Objective C	Work on advancement and succession planning within the division is ongoing.

**Current Year’s Goals:**

Strategic Plan Linkage		Goals
Priority IV Relationships	Objective B	The District’s fire marshal served as the Fire Marshal’s Association of Colorado (FMAC) treasurer in previous years. In 2024, becoming the president will further enhance the District in other arenas. Other members within the team are being encouraged to also seek positions within professional organizations.
Priority I Invest in Human Capital	Objective C	Continue to enhance the knowledge of team members by supporting attendance at training conferences and courses offered through ICC, FMAC, AFSA, DFPC, AFAA, and NFA. Team members have the goal to attain certifications as ICC Fire Plans Examiner III, ICC Fire Alarm and ICC Fire Sprinkler by the end of 2024.



# West Metro Fire Rescue Annual Program Appraisal

Priority III Operational Readiness	Objective A	<p>In 2023, the software platform the District uses for plan review and permitting experienced an outage. This year's goal is to have a secondary means of storing the District's information to avoid relying on a single source to do so with a solution to be implemented by the fourth quarter of 2024.</p> <p>The storage of Knox keys alongside controlled narcotics presents a problem for both security and accountability. The District plans to investigate and budget for a separate storage solution by the third quarter of 2024.</p>
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**Unexpected Results (positive or negative):**

None.

**Is this Program Effective in Meeting the District's Strategic Priorities?**

Yes.

**How Does this Program Meet the Needs of the Citizens?**

Through plan review commercial building projects within our jurisdiction are reviewed by the District to make sure they meet the minimum requirements of currently adopted codes and standards. Commercial buildings within our jurisdiction meet the minimum fire and life safety requirements to provide our community safe and protected buildings.

**Program Results/Outcomes:**

**Significant Incidents or Events (if applicable):**

None.

**Program Specific Measures or Metrics:**

Associated Year	2019	2020	2021	2022	2023
Site Plans Reviewed (Non-Permit)	304	291	291	352	286
Building Related Plan Reviews (14-day average turn around)	1,447	1,308	1,382	1,486	1,263
Permits Issued (Initial, Revised, and Special)	1,825	1,368	1,145	1,149	941
Construction Inspections Conducted	3,139	4,752	2,496	2,642	2,854

While building related plan reviews have decreased, the size and complexity of the buildings has increased. Some of the recent plan review challenges have involved the introduction of car stackers for vehicle parking, robotic retrieval systems in warehouse/mercantile, and large podium constructed mixed-use mid-rise structures.



# West Metro Fire Rescue Annual Program Appraisal

## **Expected Outcomes/Impacts:**

With technological changes we will continue to see items that are unique or a first for our jurisdiction. By continuing to pursue education and certifications for our personnel we will be able to minimize the impact these issues have on the team and the review timeline. By solidifying our processes and procedures in writing we will be able to provide for succession and allow current personnel to see how plans were handled in the past. Each of these items will have a positive impact on the current team members while improving the current members and providing consistency within the division.

## **Program Self-Assessment:**

### **Please include a summation of changes here:**

An experienced plan reviewer with 19 years of experience and 32 certifications was hired in June 2023.

## **SWOT Analysis:**

### **Program Strengths:**

Over the last couple of years plan review has been bolstered in the hiring of experienced plan reviewers. The entire team continues to gain knowledge and experience. All plan reviews are now completed by District personnel which gives our members oversight from plan review to inspection and project sign off/completion.

### **Program Weaknesses:**

The recent Tyler Technologies software crash affected the entire division and necessitated the quick development of a work around. While the personnel within the division were able to handle a temporary solution to keep projects moving there was a real possibility that files and work that had been completed would have been lost. There is a need to have a secondary means to back up and store information on plans and permits in the future.

Knox® key storage alongside controlled narcotic storage poses problems for accountability and security. This could be alleviated by going back to a separate storage system for each.

### **Program Opportunities:**

There are personnel within the division that have invested a significant amount of time and have knowledge in building inspection that would be beneficial in the plan review. A stepped advancement process within the division would invest in the District's human capital and afford the opportunity to advance which would lead to a successful succession plan.

### **Program Threats:**

There is potential for vacancies due to personnel completing their day-assigned roles or retiring.



# West Metro Fire Rescue Annual Program Appraisal

**Program Name:** Recruitment and Hiring Process  
**Program Manager:** Human Resources Generalist Morgan Hinton-Moreno  
**Appraisal Year:** 2023  
**Date:** 1/31/2024  
**Category:** Category 7  
**Criterion (if required):** 7B

## Recommendations (if applicable):

It is recommended that the agency continue to work toward its efforts to diversify the workforce to be reflective of the community in which it serves (7B.4).

## Progress Made on Recommendations:

- Changes were made to the Recruit Candidate Selection (RCS) charter document to improve the West Metro Fire Protection District's (District) firefighter hiring process.
- Implemented new hiring cycles for each academy.
- Applications are now offered at no cost.
- Changed written test to a proctored online exam.
  - Applicants will be paying for the proctor fee.
- Physical agility tests are offered at no cost for candidates to take up to three times per hiring process, with the highest score counting in the hiring process.
- Emergency Medical Technician (EMT) certification is no longer required prior to hire date.
  - The District will now put applicants that do not hold an EMT certification through EMT school.
- Hired a marketing firm to promote the District and the firefighter application.
- Updated job posting web page to better inform applicants of the hiring process.
- Changed oral board company to CPS HR®.

## Program Description:

### Enter a Brief Description of the Program:

The District firefighter recruiting process involves finding and attracting potential new hire employees who are selected through a competitive hiring and testing process. Developing firefighter candidates must pass a written test, a physical agility test, and oral boards and are then placed on a ranked hiring list. From here, applicants enter a rigorous background process before being selected to enter the next fire academy. Civilian hiring is managed on an as-needed basis to account for attrition or new positions. Interviews allow candidates the opportunity to present work experience, educational background, and personality traits. Acquiring a dedicated team of uniformed and civilian employees helps the District provide the community with individuals dedicated to continuous improvement and a high level of service.

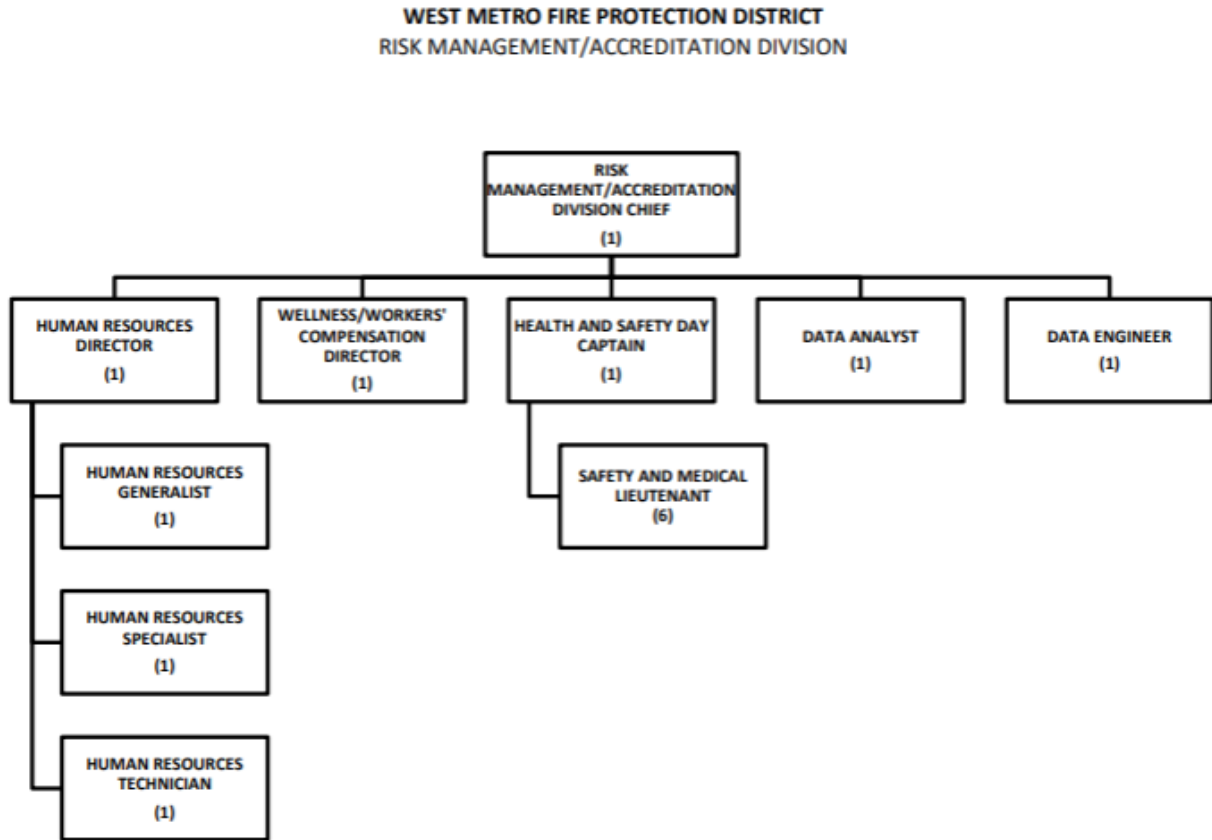


# West Metro Fire Rescue Annual Program Appraisal

## List Sub-Programs:

None.

## Staffing (Org Chart):



## Injuries/Exposures:

None.

## Succession Planning:

Not applicable.

## Specialized Equipment:

- NeoGov® software
- Colorado.gov (WMFR Job Posting page)
- Sign-Up Genius
- ADP®
- ESO®
- Samba®
- Tenzinga®
- ImageSilo®
- SharePoint® (WMFR Resource Hub)



# West Metro Fire Rescue Annual Program Appraisal

**Training and Certifications Completed:**

None.

**Training and Certifications Needed:**

SHRM certification.

**Facilities (if applicable):**

- Administrative building.
- Training Center for testing.

**Program Goals and Objectives:**

**Overall Strategic Focus:**

The strategic focus of the firefighter recruitment and hiring process is to recruit, test, and hire an eligible and diverse group of recruits reflecting both the demographics of the community and the values of the organization.

**Significant Milestones:**

Changes to the RCS Charter Document were approved by the West Metro Fire Protection District Civil Service Committee, improving the hiring process to better align with the District’s recruiting goals. Hired marketing firm to promote the District and the firefighter application.

**Previous Year’s Goals and Progress:**

Strategic Plan Linkage		Goals and Progress
Priority 1 Invest in Human Capital	Objective A	Manage hiring process for 14 new firefighters in February 2023 and 14 in August 2023 (2022 hiring list). <ul style="list-style-type: none"> <li>• February 2023 recruit academy started with 14 recruits (12 graduated); August 2023 recruit academy started with 14 recruits (10 graduated).</li> </ul>
Priority 1 Invest in Human Capital	Objective A	Schedule/Coordinate recruitment process <ul style="list-style-type: none"> <li>• Changed the hiring process to align with RCS document:               <ul style="list-style-type: none"> <li>○ Update/improve the hiring/testing process to ensure higher inclusivity and remove barriers to access.</li> <li>○ Online proctored written test scheduled for February 19<sup>th</sup> - March 1, 2024.</li> <li>○ Open physical agility tests on-going through March 5, 2024.</li> </ul> </li> <li>• Oral boards (Week of March 18, 2024).</li> <li>• Background process (April – June 2024).</li> </ul>



# West Metro Fire Rescue Annual Program Appraisal

Priority 1 Invest in Human Capital	Objective B	Hired a marketing firm to promote the District and the firefighter application.
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**Current Year's Goals:**

Strategic Plan Linkage		Goals
Priority 1 Invest in Human Capital	Objective A	Apply lessons learned from the spring of 2024 academy hiring cycle in order to support continual improvement of the hiring process.
Priority 1 Invest in Human Capital	Objective A	Through the RCS, continue to update/improve the hiring/testing process to ensure higher inclusivity, ability to access, and opportunity to succeed in the process.
Priority 1 Invest in Human Capital	Objective A	Continue thinking about and improving the needs/interests of the future workforce and how expectations, background process, and onboarding/growth opportunities promote success for all.

**Unexpected Results (positive or negative):**

Unable to fill August 2023 Academy with enough recruits to fulfill SAFER grant. The polygrapher was unavailable for civilian testing, causing a delay in hiring processes.

**Is this Program Effective in Meeting the District's Strategic Priorities?**

This program has the potential of meeting the District's strategic priorities and is successful in many areas but there are many areas for opportunity by continuing to improve the recruiting/testing/background process while simultaneously creating more opportunities for growth in current positions.

**How Does this Program Meet the Needs of the Citizens?**

This program meets the needs of the citizens by conducting an extensive hiring, testing, and background process to ensure the District has the best possible employees for responding to the District's needs and emergencies.

**Program Results/Outcomes:**

**Significant Incidents or Events (if applicable):**

None.





# West Metro Fire Rescue Annual Program Appraisal

## Program Specific Measures or Metrics:

Eligible Hiring List: Everyone after oral board through starting academy	Current Applicant List	Failed background	Withdrew from Process	Withdrew from Academy	% of total applicants	WMFR Employee Demographics	District Census
Total - 239	170	49	17	3		464	296,933
Male - 215	157	41	16	1		422	
Female - 24	13	8	1	2		42	
Hispanic/Latino	22	5	2	0	12.13%	6.03%	19.24%
NOT Hispanic/Latino	145	43	15	3	86.19%	93.97%	80.76%
No answer/Prefer not to answer	3	1	0	0	1.67%	0.00%	0.00%
White/Caucasian	152	42	15	3	88.70%	90.73%	82.08%
Black/African American	2	2	0	0	1.67%	0.65%	1.65%
American Indian/Alaska Native	1	0	0	0	0.42%	0.00%	1.11%
Asian	3	0	0	0	1.26%	1.29%	3.19%
Pacific Islander	1	0	0	0	0.00%	0.00%	0.11%
Multiple Races	5	3	1	0	3.77%	4.53%	3.58%
Other	3	1	0	0	2.00%	2.80%	6.20%
No answer/Prefer not to answer	3	1	1	0	2.09%	0.00%	0.00%
<b>Total Minority</b>	<b>18</b>	<b>7</b>	<b>2</b>	<b>0</b>	<b>11.20%</b>	<b>9.27%</b>	<b>15.84%</b>
	239 = original master hiring list						

Same stats from 2022 appraisal due to not having an additional firefighting testing process in 2023. As displayed above, there is a need to increase inclusivity and diversity in the District’s recruiting and hiring practices to better align with the demographics of the community. Through the RCS, the District has been updating and changing the hiring process to address this need. The 2024 appraisal will reflect progress in this area.

### Expected Outcomes/Impacts:

Based off of the 2022 hiring list demographic data, the RCS Committee has made significant changes to help improve the hiring/testing process to ensure higher inclusivity, ability to access, and opportunity to succeed in the process by initiating the following:

- Removing the EMT hiring prerequisite.
- Changing the written test process to proctored online, instead of one-day, in-person testing.
- Changing the PATs to a free, ongoing, open to the public PAT, that can be taken up to three times with the highest score used for the hiring process.
- Changing the hiring cycle to one per academy instead of one every 2-3 years.
- Made the application free.



# West Metro Fire Rescue Annual Program Appraisal

## **Program Self-Assessment:**

No changes.

## **SWOT Analysis:**

### **Program Strengths:**

- RCS Committee.
- Ability to make small improvements along the way: streamlining background and working closer with background investigator to keep things moving.
- Utilized new applicant tracking software for new hiring processes.
- Updated the hiring process to help us meet recruiting goals.
- Strategic marketing to reach a broader audience.

### **Program Weaknesses:**

- Civil Service Committee changes were accepted late in 2023, creating a short timeline to implement all changes.

### **Program Opportunities:**

- Improve social media presence to expand recruiting efforts.
- Targeted recruiting efforts to increase opportunities for under-represented (female and minority applicants).

### **Program Threats:**

- New hiring/testing process will be on-going which will create overlap with background process and competing priorities.
- Due to hiring three academies from the 2022 list, many of the applicants had either moved on, were no longer interested, or did not respond. The 23-02 academy original rank numbers went from 113 to 165.



# West Metro Fire Rescue Annual Program Appraisal

**Program Name:** Risk Management and Accreditation  
**Program Manager:** Division Chief Steve Aseltine  
**Appraisal Year:** 2023  
**Date:** 1/31/2024  
**Category:** Category 7  
**Criterion (if required):** 7A.1 through 7E.2 and 11A.1 through 11B.6

## Recommendations (if applicable):

Because the Risk Management and Accreditation (RMA) Division is responsible for tracking all recommendations contained within the West Metro Fire Protection District (District) Accreditation Report, the nine recommendations are listed below. The program responsible for each recommendation is listed after each:

1. It is recommended the agency develop and implement a methodology to engage the situation found rather than disposition of the patient transport status. (2C.2) - RMA
2. It is recommended the agency pursue the development and implementation of a strategic plan dashboard for internal and external stakeholders. (3D.3) - RMA
3. It is recommended the agency continues to work towards conducting a revised vulnerability assessment related to critical infrastructure within the district. (5D.5) – Special Operations
4. It is recommended the agency considers the feasibility of command staff, at a minimum, maintaining protective critical infrastructure information (PCII) clearance. (5D.6) – Special Operations
5. It is recommended the agency develops and implements a formal crisis communication plan. (5D.8) – Media Relations and Public Information
6. It is recommended that the agency work with the hospital to establish 12-lead EKG reception capabilities. (CC 5F.4) – Emergency Medical Services (EMS)
7. It is recommended the agency develop a policy for the inspection and upkeep of all live fire training facilities in accordance with industry standards. (6B.2) – Training Center
8. It is recommended the agency continue to work towards its efforts to diversify the workforce to be reflective of the community in which it serves. (7B.4) – Recruitment and Hiring Process
9. It is recommended the agency develop a formal tracking mechanism to assure all agency agreements are reviewed at least every three years. (CC 10B.1) - Administration



# West Metro Fire Rescue Annual Program Appraisal

## Progress Made on Recommendations:

Recommendation 1 - **Complete**: EMS Incident typing has been implemented into the District's Standard of Cover (SOC) and Risk Assessment (RA). Specific risk categories (low, moderate, and high) as determined by computer aided dispatch EMS incident types are listed in Appendix C of the SOC.

Recommendation 2 – **Complete**: A strategic plan dashboard is available at [wmfrincidents.azurewebsites.net](http://wmfrincidents.azurewebsites.net)

Recommendations 3 through 9 – See specific annual program appraisal (listed above) for the applicable area of responsibility.

## Program Description:

The RMA Division is responsible for managing agency risk and maintaining the accreditation process for the District. The RMA Division consists of human resources (HR), safety, wellness, and data management. Oversight of the accreditation process is managed directly by the RMA division chief.

The RMA Division seeks to minimize risk to the agency and its staff by identifying, assessing, and controlling potential risks and threats. By documenting the frequency and severity of risks, the RMA Division helps to ensure the District maintains a continuous ability to respond. The District's most valuable asset is human capital and the RMA Division is instrumental in making sure every employee is safe, healthy, and able to perform job functions consistent with job descriptions, District treaties, and community expectations.

The District's Vision Statement reads, "West Metro Fire Rescue endeavors to be a high quality, responsive, adaptive, learning organization, anticipating and responding to evolving community needs." The Division manages the collection, scrubbing, and analysis of data in order to help achieve this vision. Key performance metrics are continuously monitored while information is gathered in order to unveil potential threats to the agency. The accreditation process through the Center for Public Safety Excellence® (CPSE) is a critical portion of this effort. The accreditation process is founded in the ideology of continual improvement and is based on a robust self-assessment, community risk assessment, standard of cover, and strategic plan. The Division synthesizes the District's vision and accreditation process into usable tools for both internal and external stakeholders.

## List Sub-Programs:

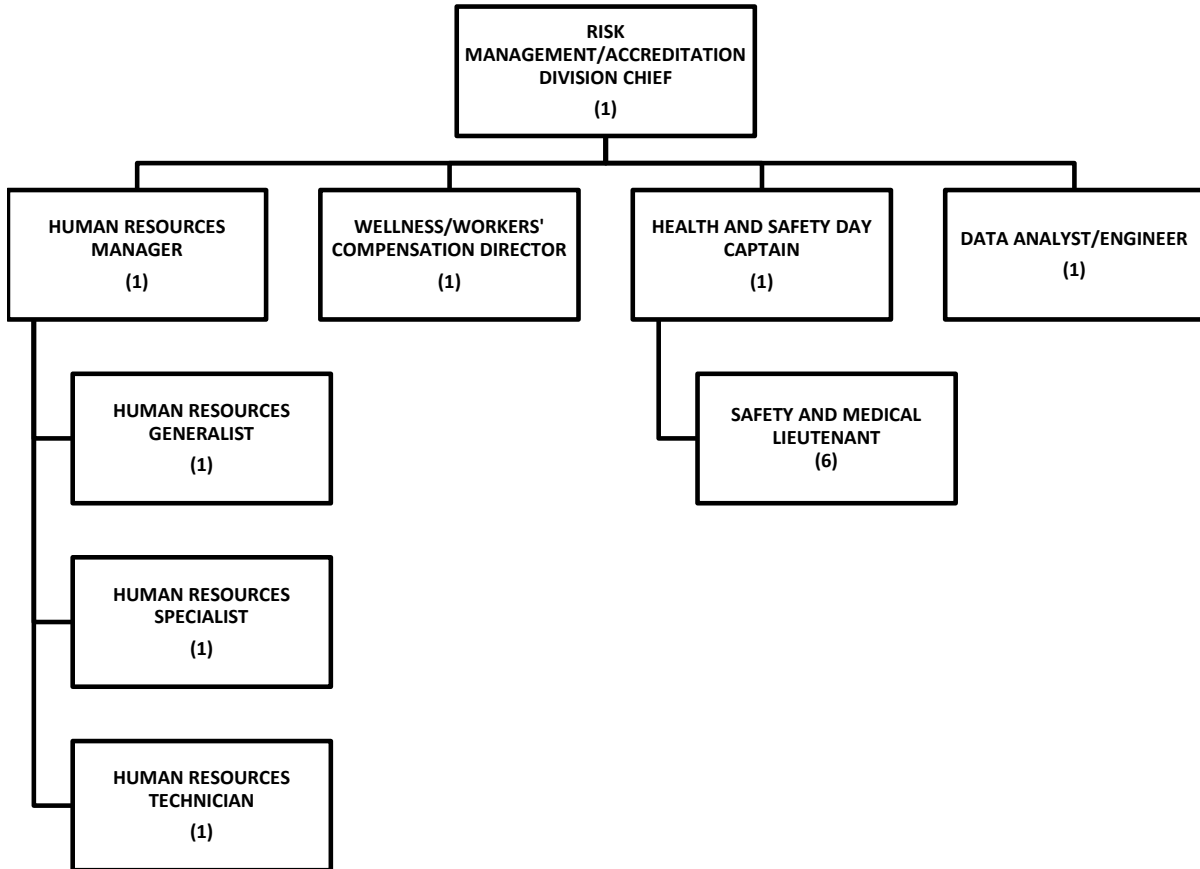
- Human Resources
- Safety
- Wellness
- Data Management
- Firefighter Recruitment and Hiring Process
- Accreditation



# West Metro Fire Rescue Annual Program Appraisal

## Staffing (Org Chart):

WEST METRO FIRE PROTECTION DISTRICT  
RISK MANAGEMENT/ACCREDITATION DIVISION



## Injuries/Exposures:

There were no RMA Division staff injuries in 2023. Complete District injury and exposure metrics can be found in the 2023 WMFR Annual Program Appraisal - Wellness.

## Succession Planning:

- The RMA Division provides succession planning by involving key personnel in decisions, programs, and acting opportunities. The Division does not have specific succession plans for each position; however, tasks and responsibilities are documented and well defined in order to assist with succession when applicable.
- HR is currently utilizing acting opportunities and personnel development to assist with the potential for succession within the division. There is an anticipated need in the next three years for a benefits specialist.
- Program resiliency in data engineering will be enhanced with the addition of a data analyst in 2024.
- The Wellness Division is currently a single resource, however continuity in this area has been enhanced by the addition of the health and safety captain and the utilization of a third-party vendor for occupational medical physicals.



# West Metro Fire Rescue Annual Program Appraisal

**Specialized Equipment:**

None.

**Training and Certifications Completed:**

Health and Safety Officer Certification achieved by the health and safety captain.

**Training and Certifications Needed:**

Additional SHRM certifications in HR are in process.  
Data engineer is seeking deployable status as a Colorado Task Force 1 communications specialist.

**Facilities (if applicable):**

None.

**Program Goals and Objectives:**

**Overall Strategic Focus:**

The strategic focus of the RMA Division is to lower the frequency and consequence of all internal and external risks while ensuring the District continues to improve service delivery to all stakeholders.

**Significant Milestones:**

- Submitted Annual Compliance Report for Accreditation.
- Updated the Risk Assessment and Standard of Cover.
- Maintained a District Dashboard available both externally and internally.
- Justified and budgeted for a data/GIS analyst for hire in 2024.
- Civilian pay for performance process updated to include mastery pay incentive.
- Continued application of Accident Workgroup process.
- Continual improvement of the firefighter recruitment and hiring process.

**Previous Year’s Goals and Progress:**

Strategic Plan Linkage		Goals and Progress
Priority I Invest in Human Capital	Objective A	Submitted the Annual Compliance Report to CPSE.
Priority I Invest in Human Capital	Objective C	Updated the civilian pay for performance process to a two-year cycle including mastery pay incentive.
Priority III Operational Readiness	Objective A	Developed data/GIS analyst position for hire in 2024.
Priority I Invest in Human Capital	Objective A	Updated job descriptions for all uniformed positions.



# West Metro Fire Rescue Annual Program Appraisal

**Current Year’s Goals:**

Strategic Plan Linkage		Goals
Priority I Invest in Human Capital	Objective A	Update and submit Annual Compliance Report to CPSE.
Priority III Operational Readiness	Objective A	Onboard data/GIS analyst.
Priority I Invest in Human Capital	Objective A	Finalize implementation of Tenzinga® Platform.
Priority III Operational Readiness	Objective C	Participate in the launch and development of the NERIS platform.
Priority I Invest in Human Capital	Objective C	Complete all nine recommendations from the CPSE District Accreditation Report.
Priority I Invest in Human Capital	Objective B	Assist with the deployment of a sleep research study.
Priority II Public Relations	Objective A	Implement strategies to enhance recruitment and hiring practices.

**Unexpected Results (positive or negative):**

None.

**Is this Program Effective in Meeting the District’s Strategic Priorities?**

Yes, the program has been effective in meeting strategic priorities.

**How Does this Program Meet the Needs of the Citizens?**

The RMA Division meets the needs of the citizens by enabling District employees to maintain a constant ability to respond. This goal is achieved by ensuring every employee is safe, healthy, and able to perform job functions. The RMA Division also utilizes data management tools in order to provide visualization of District metrics that guide key service delivery decisions. Support of HR, safety, wellness, data management, and accreditation align community expectations with agency actions.

The District is one of the 123 accredited agencies in the world with an Insurance Service Office (ISO) Class 1 rating.

**Program Results/Outcomes:**

**Significant Incidents or Events (if applicable):**

None.



# West Metro Fire Rescue Annual Program Appraisal

## **Program Specific Measures or Metrics:**

Program specific measures and metrics are available in the RA and SOC. The Annual Program Appraisals for Safety, Wellness, and the Firefighter Recruitment and Hiring Process contain metrics for each program.

## **Expected Outcomes/Impacts:**

- Efficient resource deployment planning in order to maximize the organization's public value.
- Provide insight into potential organizational risks.
- Enhanced organizational resiliency for operational continuity.
- Prevention of injuries in order to maintain healthy staff and an ability to respond.

## **Program Self-Assessment:**

All performance indicators were updated in 2022 for the re-accreditation process. There are no additional updates required.

## **SWOT Analysis:**

### **Program Strengths:**

- Multiple sub-programs offering a diverse portfolio of employee support.
- Ability to synthesize complex data into usable information.
- CPSE accreditation model provides continual improvement structure.
- Centralized safety program has become a cornerstone of District operations and oversight.

### **Program Weaknesses:**

- The Wellness Division rests within a single individual's skillset. This is offset by both interns and a much improved occupational medical physical process.

### **Program Opportunities:**

- Continue to invest in real-time information delivery platforms.
- Automate processes in order to increase accuracy and streamline processes.
- Continue to work towards obtaining a workforce that is more reflective of the community.

### **Program Threats:**

- Data engineering remains a key component of administration and the District currently lacks redundancy in this area. This threat should be better managed in 2024 with the hire of a data/GIS analyst.





# West Metro Fire Rescue Annual Program Appraisal

**Program Name:** Safety  
**Program Manager:** Captain Horn  
**Appraisal Year:** 2023  
**Date:** 1/31/2024  
**Category:** Category 11  
**Criterion (if required):** 11A

**Recommendations (if applicable):**

None.

**Progress Made on Recommendations:**

Not applicable.

**Program Description:**

**Enter a Brief Description of the Program:**

The West Metro Fire Protection District (District) operates a centralized safety program that shares responsibility between line and administrative functions. Strategic priorities are guided by a Safety Strategic Planning Team (SPT). Specific tasks and functions are then administered by the Risk Management and Accreditation (RMA) Division through the health and safety captain and then to safety and medical (SaM) officers on the line. The SPT is co-chaired by the RMA chief and a union representative. Participation in the SPT is open to any employee of the District. The safety program is managed by a captain that indirectly supervises six other SaM lieutenants across all three shifts. Day-to-day operations are accomplished by two on duty SaM officers located at Station 1 and Station 10. All assigned and acting SaM officers are certified incident safety officers. The District established a health and safety captain in 2022. This position is responsible for the safety and wellness initiatives of the District with the goal of expanding program offerings that keep all employees safe and healthy.

**List Sub-Programs:**

There are two distinct SaM positions: SaM 1 responds out of Station 1 and has the primary function of emergency medical service (EMS) response to offset the call volume of Engine 1. SaM 2 does not have initial EMS call responsibilities; however, accomplishes the bulk of the administrative duties associated with the SaM position (e.g., EMS quality assurance, accident investigation, injury investigation, and safety program management).

In 2022, the accident work group was stood up as a measure to formalize the process for accident review. The purpose of the work group is to incorporate loss mitigation strategies that ultimately lead to an increased culture of safety within the District. The work group evaluates vehicle accidents and property loss/damage for causal factors and makes recommendations to reduce future occurrence.

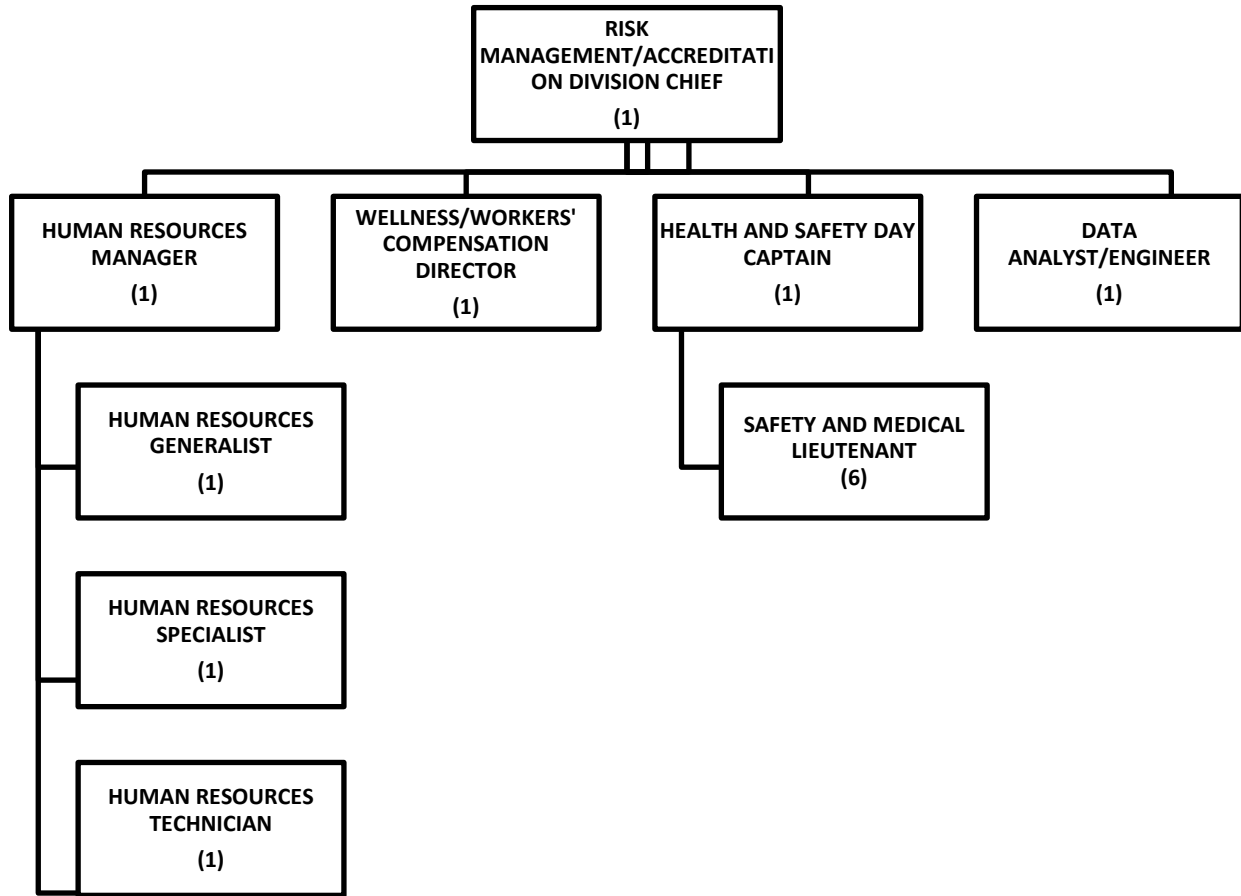


# West Metro Fire Rescue Annual Program Appraisal

This work group is a seven-member panel chaired by the RMA chief and composed of stakeholders from Human Resources, Fleet Maintenance, International Association of Firefighters Local 1309, Training, Health and Safety, and a senior paramedic technician from the line.

**Staffing (Org Chart):**

**WEST METRO FIRE PROTECTION DISTRICT  
RISK MANAGEMENT/ACCREDITATION DIVISION**



**Injuries/Exposures:**

There were no injuries or exposures within this program for 2023.

**Succession Planning:**

The District is building a pool of potential SaM officers through the task book program. The current probationary lieutenant task book now requires an officer to either become SaM certified or accomplish a degree. The health and safety captain has assumed the management of the task book and certification testing process. The District will work to identify likely candidates to support periods of transition currently scheduled every three years. Identifying candidates early in the process will shorten transition time, help to decrease the need for on-the-job learning, and maintain institutional knowledge.



# West Metro Fire Rescue Annual Program Appraisal

## **Specialized Equipment:**

The e-bike remains at Station 10 with SaM2 and is successfully utilized on a regular basis. Early access to patients in backcountry environments aids with location, efficient resource deployment, and faster treatment/transport times. SaM units carry carboxyhemoglobin detectors to evaluate patients with potential CO exposures and Cyanokits to treat patients exposed to cyanide which is commonly found in structure fires.

## **Training and Certifications Completed:**

The health and safety captain achieved Health and Safety Proboard® certification through the Fire Department Safety Officer Association (FDSOA). Twenty-five District employees obtained their Incident Safety Officer (ISO) certifications in 2023. West Metro transitioned from utilizing FDSOA for ISO certification and moved to CMCB Proboard certification. 11 members completed already open FDSOA based ISO task books and received the FDSOA certification. Six were lieutenants, five were firefighters. 14 District employees obtained their ISO certification by completing the CMCB coursework. Five were lieutenants and nine were firefighters. ISO certification will be tracked and managed by the Training Division in 2024. Eight members completed the necessary training and task book requirements to become acting SaM officers. Four were at the rank of lieutenant and four were at the rank of firefighter paramedic. In 2023, all employees received a monthly training on early detection of cancer and communication strategies for being their own advocate with a physician utilizing the DetecTogether® program.

## **Training and Certifications Needed:**

Four members are currently in the process of completing their Acting SaM task books. Continued SaM certification will be continued to support succession planning in the SaM position.

## **Facilities (if applicable):**

Facility safety inspections for all fire stations have been built into PSTrax®. All non-fire station facilities have had facility safety inspection templates created and are managed through an Excel document. It is desirable to move the non-fire station facilities to PSTrax in 2024 for use in 2025.

## **Program Goals and Objectives:**

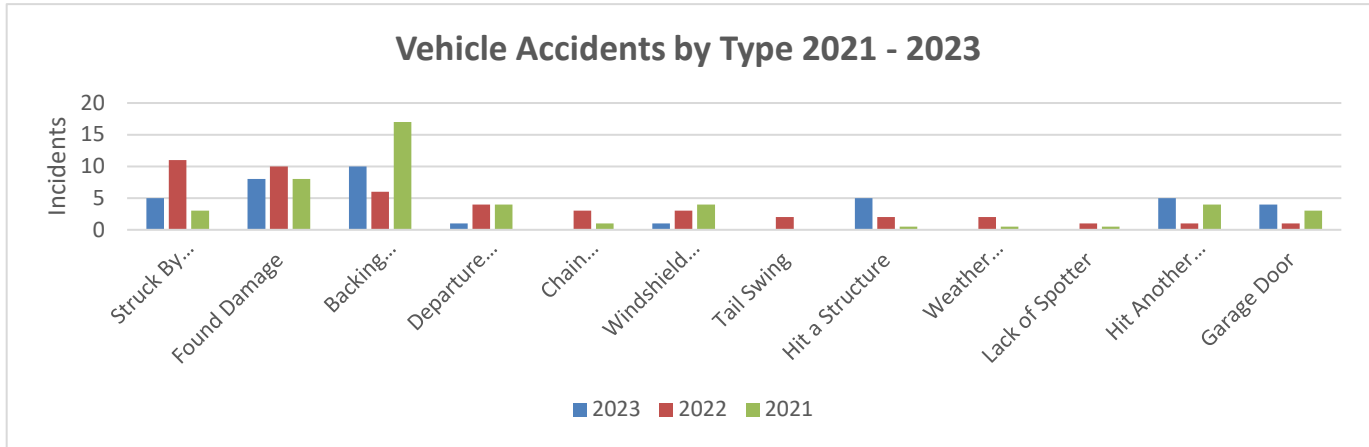
### **Overall Strategic Focus:**

The primary focus of the program is to ensure the safety of responders and civilians during daily activities and on all working incidents. This is accomplished through the deployment of resources, deployment of risk mitigation strategies based on investigation of causal factors of accidents, as well as safety related training to all members within the organization. The safety program is also working toward reducing vehicle accident frequency by implementing training and engineering controls born from findings discovered in the accident work group process. Data collection has become more accurate, providing additional information and insight, however the program needs to continue to improve. Safety also accomplishes several risk-based objectives that include but are not limited to facility inspections, injury/exposure investigations, decontamination compliance on scenes, and loss damage investigations. EMS responsibilities include monitoring field instructor candidates, paramedic technicians, and quality assurance.



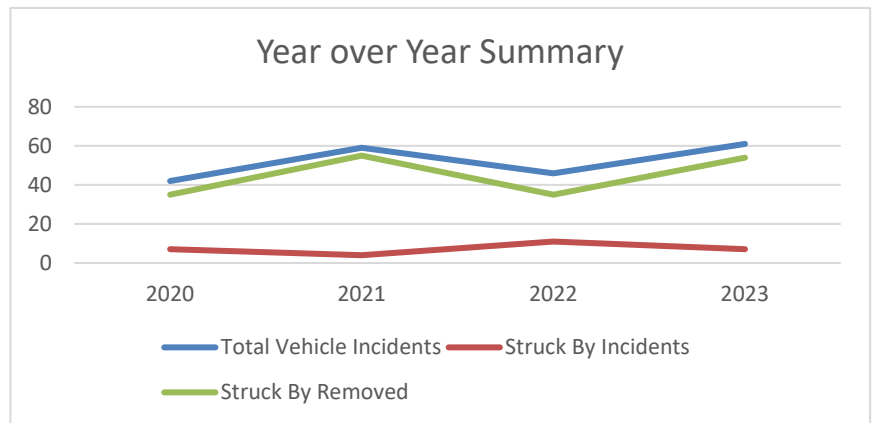
# West Metro Fire Rescue Annual Program Appraisal

## Significant Milestones:



Unit Type	Frequency 2023	Frequency 2022	Frequency 2021
Engines	25	16	13
Medics	19	16	23
Aerial	1	5	6
Rescues	2	0	3
Chief/SaM	2	0	6
Staff Vehicles	11	5	5
USAR	0	0	0
Other	3	4	3
<b>Total</b>	<b>63</b>	<b>46</b>	<b>59</b>

In 2023, the District was able to document a second year of vehicle and property damage data in the Vector EHS® system. The focus on gathering this information has made our organization more accountable. Incidents that may have gone undocumented in the past are now being captured and accounted for. In tandem with documenting more thoroughly, the District created a baseline picture documentation of all fire and medical apparatus using PSTrax. This allows crews to document or compare damage to previously taken pictures to increase accountability and awareness. Some accident data may show increases over past years but with confidence, some can be attributed to better accountability and documentation.



In 2023, the ladder inspection program as well as the hazmat monitor testing program was moved to PSTrax to support the goal of providing better record keeping and documentation. Station checklists were also established in PSTrax to account for recurring checkoff items that crews are responsible for maintaining.



# West Metro Fire Rescue Annual Program Appraisal

## Previous Year's Goals and Progress:

Strategic Plan Linkage		Goals and Progress
Priority I Invest in Human Capital	Objective C	Support the continuing education of the officers assigned to SAM positions. Members attended multiple seminars and conferences such as the Mile High RETAC Conference, the Redmond Health and Safety Symposium, and the FDSOA Health and Safety Conference.
Priority I Invest in Human Capital	Objective B	Finish research and evaluation of third-party physical providers and implement new provider platform or add improved services to current physical process. In 2023, West Metro partnered with Frontline Mobile Health to provide physicals in-house for all uniformed employees and mechanics in 2024.
Priority I Invest in Human Capital	Objective B	Resolve NFORS exposure tracker issues and market NFORS app to membership. Issues with NFORS being able to interface with CAD software were unable to be overcome. The automatic call logging feature, which is the biggest advantage of NFORS, would not consistently track members call history to call diaries.
Priority I Invest in Human Capital	Objective B	Evaluate the organization's safety culture through administering FOCUS survey and utilize data to identify gaps and opportunities. West Metro participated in the FOCUS survey in summer of 2023. Drexel University has had hurdles with being able to return data and results. The results will be utilized when they are made available.
Priority I Invest in Human Capital	Objective B	Develop Vector EHS to capture wellness program outcomes. This goal was not achieved. Limitations with the Vector EHS software and available bandwidth to pursue are factors.
Priority I Invest in Human Capital	Objective B	Continue support of initiatives put forward from the Safety SPT. Progress has been made toward random drug testing and advanced cancer detection for members.

## Current Year's Goals:

Strategic Plan Linkage		Goals
Priority I Invest in Human Capital	Objective C	Support the continuing education of the officers assigned to SAM positions.
Priority I Invest in Human Capital	Objective B	Continue support of initiatives put forward from the Safety SPT.
Priority V Financial Stability	Objective C	Continue buildout and development of PSTrax to increase efficiency, accountability, and safety.
Priority I Invest in Human Capital	Objective C	Explore the possibility of an NFPA 1500 audit for West Metro over 2024-2025.
Priority I Invest in Human Capital	Objective C	Work toward better injury/exposure tracking and trend analysis.



# West Metro Fire Rescue Annual Program Appraisal

## Unexpected Results (positive or negative):

None.

## Is this Program Effective in Meeting the District's Strategic Priorities?

Yes.

## How Does this Program Meet the Needs of the Citizens?

By keeping emergency responders safe, safety officers ensure emergency service to citizens of the District and reduce the financial impact of injuries. The role of safety within District operations is essential to maintaining an ability to consistently respond. The quality assurance program contributes to the continual improvement of EMS response services throughout the District and the management of the field instructor program ensures adequate staffing of paramedics necessitated by attrition. Accident work group activities lead to strategies to reduce loss and injury thus reducing potential cost or exposure to the citizens of the District.

## Program Results/Outcomes:

### Significant Incidents or Events (if applicable):

The District was able to establish a partnership with Frontline Mobile Health and create a clinic space for Frontline Mobile to conduct all employee physicals in-house, paving the way for expanded services in the future.

The District was able to evaluate and will offer the Galleri cancer test to 140 employees in 2024 with an ongoing plan in place to continue testing within targeted age or risk groups in coming years.

### Program Specific Measures or Metrics:

In the first half of 2023, the District had several backing incidents where no backer was used. West Metro continued messaging and educating members and in the last half of 2023, encountered no backing incidents without a backer.

The West Metro ground ladder inspection program was moved to PSTrax. Station periodic checks were moved from a paper system to PSTrax as well as wildland deployment apparatus checks.

### Expected Outcomes/Impacts:

The primary expected outcome of this program is to actively seek out and target methods to improve the overall health and safety of our workforce. A second expected outcome is that the organization will collect more accurate and in-depth data to drive decision making in support of the primary expected outcome resulting in increased accountability.

## Program Self-Assessment:

No changes.



# West Metro Fire Rescue Annual Program Appraisal

## **SWOT Analysis:**

### **Program Strengths:**

The Safety SPT allows for direct input from the line to address safety topics that may or may not have been previously identified.

### **Program Weaknesses:**

Contractual obligated turnover results in continuous rotation of SAM officers.

### **Program Opportunities:**

Research the latest cancer assessment technologies.  
Identify areas that West Metro can improve safety within the organization.

### **Program Threats:**

None.



# West Metro Fire Rescue Annual Program Appraisal

**Program Name:** Special Operations / Emergency Management

**Program Manager:** Division Chief Clint Fey

**Appraisal Year:** 2023

**Date:** 1/31/2024

**Category:** Category 5

**Criterion (if required):** 5D, 5G, 5H, 5K

**Recommendations (if applicable):**

None.

**Progress Made on Recommendations:**

Not applicable.

## **Program Description:**

**Enter a Brief Description of the Program:**

The Special Operations Division is responsible for multiple programs. In addition to the sub-programs listed below (each with their own individual appraisals), special operations also encompass emergency management/domestic preparedness and the small unmanned aerial systems (sUAS) or drone program.

**List Sub-Programs:**

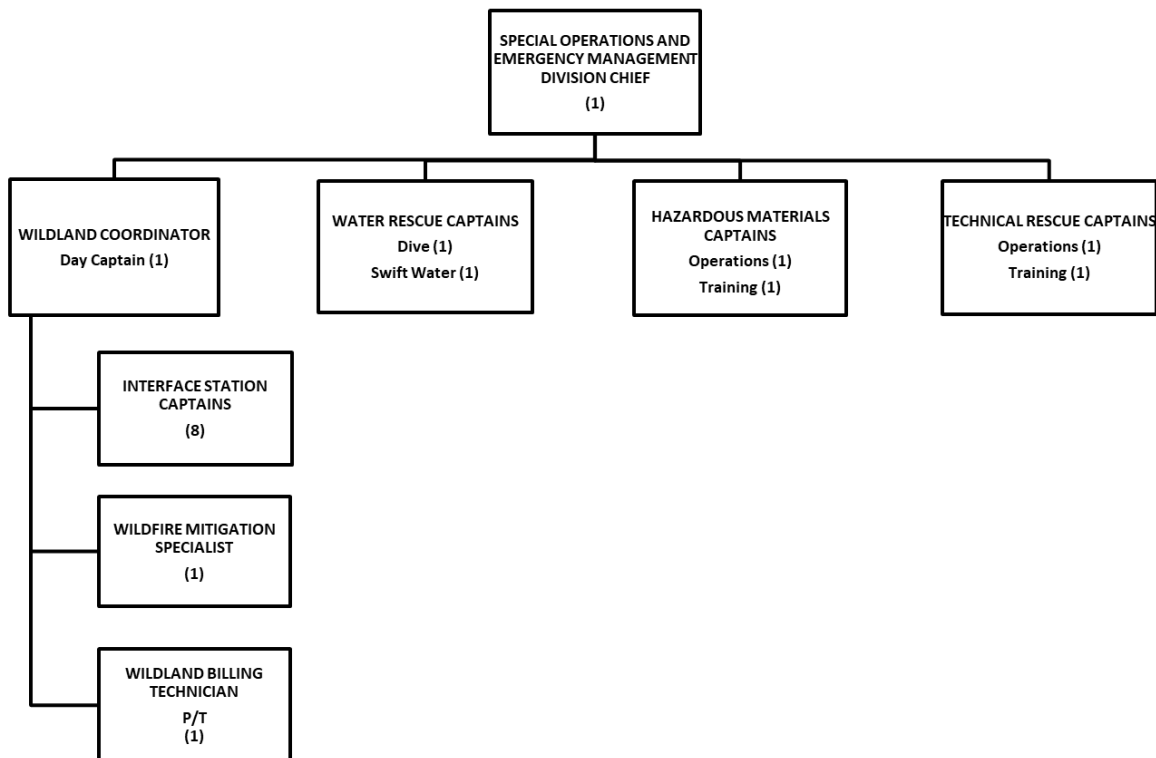
Wildland Fire (including Wildfire Mitigation), Technical Rescue, Dive/Swift-Water Rescue, and Hazardous Materials.





# West Metro Fire Rescue Annual Program Appraisal

## Staffing (Org Chart):



## Injuries/Exposures:

Injuries and exposures are addressed in the individual program appraisals. No injuries or exposures were associated with the sUAS or emergency management activities.

## Succession Planning:

The wildland captain has had multiple opportunities to act as division chief and has adapted well into the role. He remains informed and updated on all major changes and challenges.

## Specialized Equipment:

Specialized equipment includes a total of six sUAS platforms:

- DJI Matrice 300 with H20T sensor (high-definition video and infrared all-weather capable).
- DJI Mavic 2 Dual Advanced with HD video, infrared camera, spotlight, and speaker.
- DJI Mavic 2 Enterprise with HD video, 6X zoom, spotlight and speaker.
- (2) DJI Mavic Mini 2 with HD video and 4X zoom.

## Training and Certifications Completed:

As of December 31, 2023, three individuals hold FAA part 107 licensure and have completed all continuing education. Each of the individuals has maintained proficiency throughout the year with both training and scene flight time.



# West Metro Fire Rescue Annual Program Appraisal

The division chief maintains continuing education in emergency management and participates in the annual Colorado Emergency Management Association conference and the National Homeland Security Conference.

### Training and Certifications Needed:

Ongoing practice and refresher education for all sUAS operators is planned for 2024. Additionally, a contingency plan must be developed to bring more FAA 107 operators into the system.

### Facilities (if applicable):

Not applicable.

### Program Goals and Objectives:

#### Overall Strategic Focus:

Ensure operational readiness matches needs and risks in all-hazards response through a data-driven approach.

#### Significant Milestones:

- Successful wildfire mitigation grant for hiring of full-time mitigation specialist.
- Significant time invested into hazmat response which has led to a new delivery model, improvements to Adams Jeffco Hazmat Response Authority (AJHRA), and better service to our key stakeholders.
- Continued participation in the Jefferson County Hazard Mitigation Committee.
- Continue to serve as the vice-chair of the North Central All-Hazards Region (NCR) and as a board member of the AJHRA (until October).

#### Previous Year's Goals and Progress:

Strategic Plan Linkage		Goals and Progress
Priority III Operational Readiness	Objective A	Continue to utilize technology and data to improve operational efficiency. Made changes to SOP #106 to adjust response to special operations incidents. Made significant changes to Adams/Jeffco Hazmat to improve operations while reducing overhead expenses and inefficiencies.
Priority I Invest in Human Capital	Objective C	Continue to evaluate workload balance and opportunities for delegation to ensure a healthy workload balance for special operations members. The addition of the wildfire mitigation specialist has improved work/life balance. The usage of line captains as special team coordinators is challenging due to increased workloads in the stations.



# West Metro Fire Rescue Annual Program Appraisal

Priority III Operational Readiness	Objective B	Continue implementation of the comprehensive wildfire mitigation program for the District with a focus on education and partnerships. Significant progress has been made with a grant award for a full-time wildfire mitigation specialist. This person has already established multiple relationships that are paying dividends which will continue in the future.
Priority IV Relationships	Objective A	Evaluate special team response and seek opportunities to improve collaboration with outside agencies. Arvada Fire was approached about collaboration on hazmat but declined. South Metro Fire Rescue has been very receptive to collaborating with plans for 2024 implementation in multiple disciplines.

**Current Year's Goals:**

Strategic Plan Linkage		Goals
Priority III Operational Readiness	Objective A	Continue to utilize technology and data to improve operational efficiency and ensure adequate planning for hazards.
Priority I Invest in Human Capital	Objective C	Evaluate and monitor workload balance to ensure a healthy workload balance for special operations members.
Priority III Operational Readiness	Objective B	Support and monitor the implementation of the comprehensive wildfire mitigation program for the District with a focus on education and partnerships.
Priority IV Relationships	Objective A	Continue to pursue collaboration and seek opportunities to improve collaboration with outside agencies.

**Unexpected Results (positive or negative):**

Jeffco Office of Emergency Management (OEM) was without a dedicated emergency manager or fire manager for the majority of 2023. This has had a negative impact on the relationship between the Jefferson County Sheriff's Office JCSO and the District. New hires at the end of 2023 may provide opportunities for new collaboration.

**Is this Program Effective in Meeting the District's Strategic Priorities?**

Yes.

**How Does this Program Meet the Needs of the Citizens?**

The program meets citizens' needs in several ways. First, by actively participating in emergency management activities, the District ensures they have influence on city and county-level planning. This helps deconflict plans and leads to better coordination before, during, and after large-scale events. The sUAS program fits the District's desire to seek innovative ways to improve service to the public. The sUAS improves operational efficiency, responder safety, and serves as a low-cost alternative to other aviation support.



# West Metro Fire Rescue Annual Program Appraisal

## **Program Results/Outcomes:**

### **Significant Incidents or Events (if applicable):**

- A two-alarm structure fire in a commercial building helped highlight the capability of the sUAS program with the use of thermal imaging.
- The agency was awarded a grant to support a full-time wildfire mitigation specialist. This addition has improved efforts towards wildfire mitigation and has helped improve work-life balance.

### **Program Specific Measures or Metrics:**

Not applicable.

### **Expected Outcomes/Impacts:**

Improved Operational Coordination – By coordinating planning and promoting understanding the agency can better respond to significant events.

Improved Efficiency – Through collaboration we can enhance operational capabilities without significant investment in additional personnel and equipment.

## **Program Self-Assessment:**

All performance indicators were reviewed/updated for reaccreditation. No recommendations were made for any special operations.

## **SWOT Analysis:**

### **Program Strengths:**

- Support for innovation.
- Willingness to try new things and adjust as necessary.
- Operational experience and relationships in emergency management.
- Up to date sUAS equipment and training.
- The addition of a full-time wildland mitigation specialist has been highly successful.
- Excellent coordination with Douglas County OEM and the city of Lakewood OEM.

### **Program Weaknesses:**

- Succession planning beyond the wildland captain.
- Lack of on-duty 24/7 sUAS capability (utilize off duty, on-call personnel).
- Bandwidth – Workload continues to grow as the organization's influence grows.
- While plans are well coordinated with Jefferson County, operational integration has been suboptimal.



# West Metro Fire Rescue Annual Program Appraisal

## Program Opportunities:

- Expansion of the sUAS program to improve coverage and capability.
- Incorporation of newly promoted captains to engage in special operations management for succession/experience.
- Leveraging partnerships and collaboration with neighboring agencies to improve operational efficiency and capability.

## Program Threats:

- None



# West Metro Fire Rescue Annual Program Appraisal

**Program Name:** Support Services  
**Program Manager:** Division Chief Jay Jackson  
**Appraisal Year:** 2023  
**Date:** 1/31/2024  
**Category:** Category 6  
**Criterion (if required):** 6E, 6F

**Recommendations (if applicable):**

None.

**Progress Made on Recommendations:**

Not applicable.

**Program Description:**

**Enter a Brief Description of the Program:**

Support Services supplies all necessary equipment for the West Metro Fire Protection District (District). This is accomplished through annual budgeting, repairing or replacing damaged equipment as necessary, and planning for future needs. All new apparatus is supplied with new equipment at time of purchase.

Self-contained breathing apparatus (SCBA) and personal protective equipment (PPE) are inspected, tested, and repaired by a third-party internal service provider contracted by the District. All tools, safety equipment, PPE, SCBA, and uniforms are supplied through the quartermaster with internal stock or by just-in-time ordering with well-established vendors.

Hose is internally inspected internally and replaced from an internal cache if damaged.

All daily/weekly supplies are sufficient to meet the District's needs.

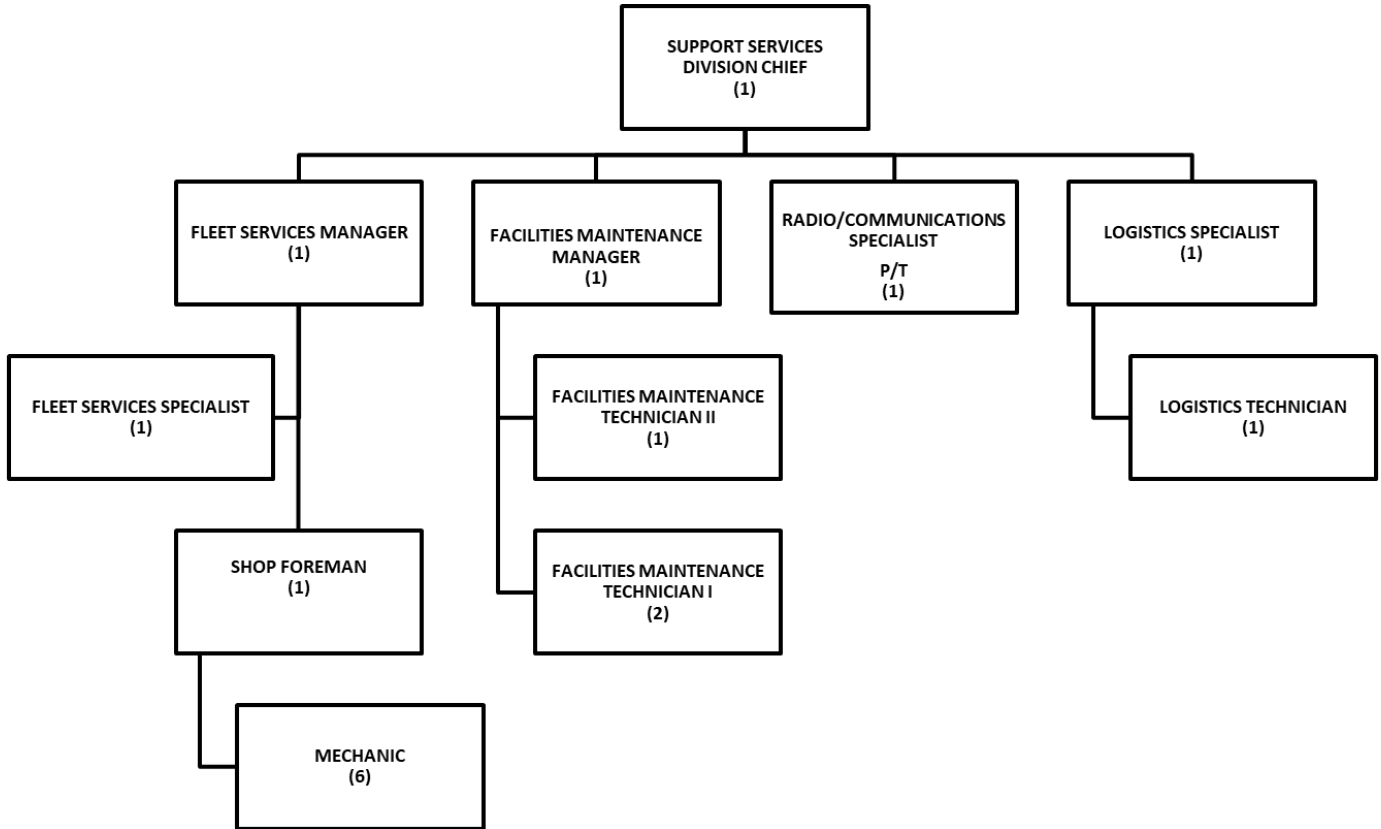
**List Sub-Programs:**

None.



# West Metro Fire Rescue Annual Program Appraisal

## Staffing (Org Chart):



## Injuries/Exposures:

None.

## Succession Planning:

Succession planning is ongoing.

## Specialized Equipment:

None.

## Training and Certifications Completed:

None.

## Training and Certifications Needed:

None.

## Facilities (if applicable):

Facilities are adequate.



# West Metro Fire Rescue Annual Program Appraisal

## Program Goals and Objectives:

### Overall Strategic Focus:

Support Services supplies all necessary equipment for the District to maintain continual and safe operational readiness. Long-term goals are outlined and included into the budgeting process and immediate needs are addressed with internal supplies or just-in-time ordering with well-established vendors.

### Significant Milestones:

The District continues to meet demands of the District with no interruption in service and no gaps in supplies and availability to online staff.

### Previous Year's Goals and Progress:

Strategic Plan Linkage		Goals and Progress
Priority III Operational Readiness	Objective A	Overcome supply chain issues to maintain appropriate supplies and PPE. Unchanged issues- processes have been changed to improve extended times from vendors.
Priority V Financial Stability	Objective A	Maintain a balanced budget and control costs associated with maintaining adequate supplies needed by the District.

### Current Year's Goals:

Strategic Plan Linkage		Goals
Priority III Operational Readiness	Objective A	Develop a method of collecting data to evaluate the use and project inventory needs of supplies, equipment, and PPE.
Priority III Operational Readiness	Objective A	Forecast and address supply and inventory issues associated with the supply chain, product availability, extended delivery times and the supplier's diminished work force.
Priority III Operational Readiness	Objective A	Build interagency relationships that will help address identified issues of increased costs of equipment, unavailable supplies, and extended delivery times.
Priority V Financial Stability	Objective A	Maintain a balanced budget and prioritize and control escalating costs associated with maintaining adequate supplies needed by the District.

### Unexpected Results (positive or negative):

Supply chain issues have impacted many of the vendors and suppliers that this program depends on. Rising costs and extended delivery times are an unexpected issue that is not predicted to change.





# West Metro Fire Rescue Annual Program Appraisal

## Is this Program Effective in Meeting the District's Strategic Priorities?

Yes.

## How Does this Program Meet the Needs of the Citizens?

The citizens are served by an efficient and cost-conscious logistics division that keeps an accurate inventory and delivers supplies when necessary.

## Program Results/Outcomes:

### Significant Incidents or Events (if applicable):

Not applicable.

### Program Specific Measures or Metrics:

The metrics are used to measure failure or success in meeting current supply orders and to evaluate the success or failure complying with equipment and PPE standards and ensure that expenses are controlled to meet budget guidelines.

### Expected Outcomes/Impacts:

The expected outcomes of the program's strategic mission and specific goals and objectives are to maintain the uniforms, PPE, and equipment to meet the needs of the District to provide a safe and appropriate environment that will support the operational needs of the District. The impact will enhance the District's overall readiness to respond to the needs of the community by assuring the operational readiness of the West Metro personnel.

## Program Self-Assessment:

### Please include a summation of changes here:

No significant changes to program performance indicators in 2023.

## SWOT Analysis:

### Program Strengths:

The program is efficient and effective at forecasting the needs of the District, and addressing those needs in a favorable, proactive, and positive manner.

### Program Weaknesses:

There is little depth within the staff; this results in a single point of failure if staff become ill or injured. The District has recognized this and continues to work on a solution.



# West Metro Fire Rescue Annual Program Appraisal

## **Program Opportunities:**

The central warehouse was cleaned and organized in 2023. Much of the obsolete COVID PPE was donated to charity. Even with that sizable improvement, there is still a lot of old and obsolete PPE and equipment in the warehouse. A reduction of unneeded/surplus PPE, and obsolete fire equipment will help address the capacity issues of the warehouse.

## **Program Threats:**

Inflated prices of all equipment and supplies have made it hard to budget for and purchase stock. Low inventory of supplies and supply chain issues have adversely impacted the ability to forecast need and purchase inventory to meet the needs of District. There is no relief anticipated soon for supply chain issues or escalating prices. The District will need to continue to evaluate the impact of these threats and attempt to deal with the dynamic trends that drive the threats to the program.



# West Metro Fire Rescue Annual Program Appraisal

**Program Name:** Technical Rescue  
**Program Manager:** Captain Shawn Duncan, Captain Brett Burke  
**Appraisal Year:** 2023  
**Date:** 1/31/2024  
**Category:** Category 5  
**Criterion (if required):** 5G

**Recommendations (if applicable):**

None.

**Progress Made on Recommendations:**

Not applicable.

**Program Description:**

**Enter a Brief Description of the Program:**

The West Metro Fire Protection District (District) Technical Rescue Team (TRT) response is supported by the on-duty crews of Company 10 and Company 14. The mission is to provide a skilled and experienced technical rescue response to the citizens and visitors of the District. The District accomplishes this by providing education, training, apparatus, equipment, and logistical support to the District TRT members. Technical rescue responses include building collapse/shoring, confined space entry, wilderness/urban rope rescue, trench rescue, and light and heavy vehicle/machinery extrication.

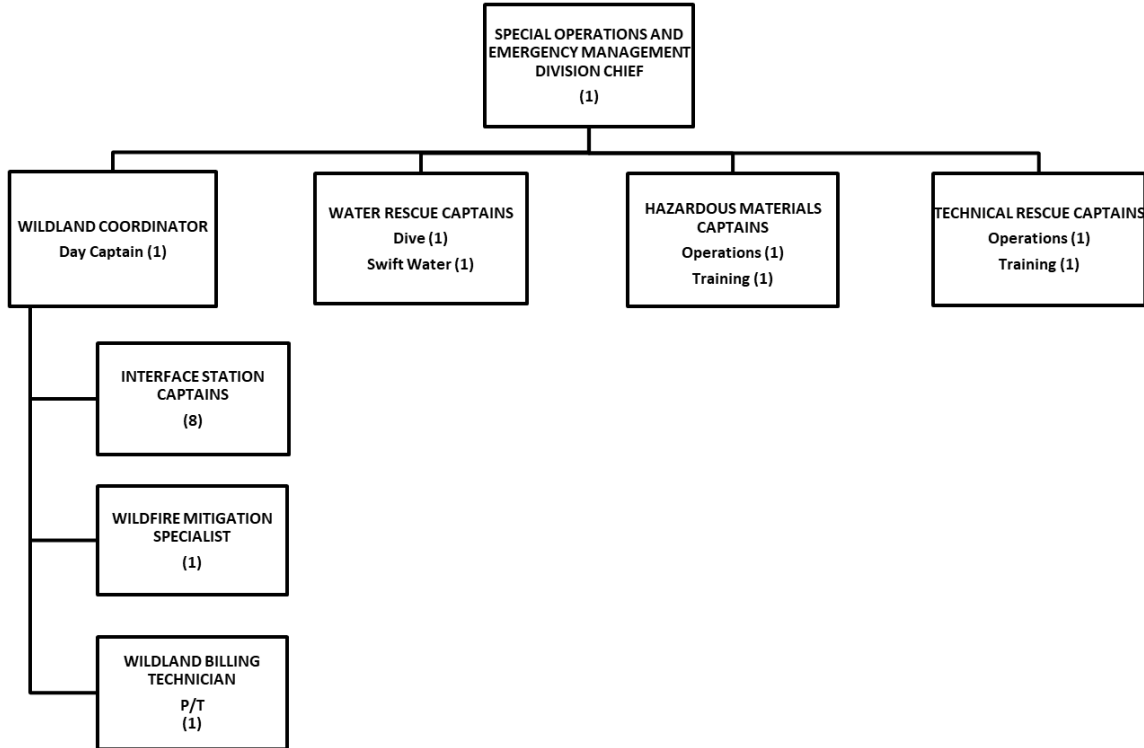
**List Sub-Programs:**

Not applicable.



# West Metro Fire Rescue Annual Program Appraisal

## Staffing (Org Chart):



## Injuries/Exposures:

No injuries related to technical rescue were noted in 2023.

## Succession Planning:

The team continues to support the professional development of members at all levels of the organization.

## Specialized Equipment:

The team has a significant list of specialized equipment to complete the potential tasks assigned. This equipment is carried on several vehicles, primarily housed at Station 10 and Station 14.

## Training and Certifications Completed:

- Rigging For Rescue
- Arvada Auto-X
- 11-day basic training
- UTV driver training

## Training and Certifications Needed:

- Musar Trench
- Man versus Machine
- Heavy extrication
- E-bike (mountain bike) rider course

## Facilities (if applicable):

None.



# West Metro Fire Rescue Annual Program Appraisal

## Program Goals and Objectives:

### Overall Strategic Focus:

The overall goal of the TRT is to rescue and remove victims from harm in a safe, efficient, and effective manner. The District’s TRT focus is to provide education, training, apparatus, equipment, and logistical support to the District TRT members. Technical rescue responses include building collapse/shoring, confined space entry, wilderness/urban rope rescue, trench rescue, and light and heavy vehicle/machinery extrication.

### Significant Milestones:

Not applicable.

### Previous Year’s Goals and Progress:

Strategic Plan Linkage		Goals and Progress
Priority I Invest in Human Capital	Objective A	<p>Ensure ample training opportunities to maintain team abilities and provide for succession planning. Consider more frequent delivery to increase succession opportunities.</p> <p>The team was successful in completing several training opportunities. It remains a challenge to get members to engage in off-duty opportunities due to work/life balance.</p>
Priority III Operational Readiness	Objective A	<p>Expand current training philosophy to include lesser used skills (elevator rescue, window washer, tower rescue as ideas).</p> <p>This remains a consideration, however the focus has been on core/most-used skills. Moving forward, the team will continue to evaluate risk versus capability.</p>
Priority IV Relationships	Objective A	<p>Train and exercise with neighboring organizations to improve interagency coordination while reducing duplication of service.</p> <p>Progress was made on the concept, particularly in the fourth quarter. The changing political landscape hampered more joint training in 2023.</p>

### Current Year’s Goals:

Strategic Plan Linkage		Goals
Priority I Invest in Human Capital	Objective A	Continue to support both new member training and ongoing training for team members.
Priority III Operational Readiness	Objective A	Support the development of skills and capabilities to match the risks found throughout the District.
Priority IV Relationships	Objective A	Explore opportunities for collaboration with neighboring jurisdictions in technical rescue training and response – particularly for low frequency, high risk incidents.



# West Metro Fire Rescue Annual Program Appraisal

## Unexpected Results (positive or negative):

None.

## Is this Program Effective in Meeting the District's Strategic Priorities?

Yes.

## How Does this Program Meet the Needs of the Citizens?

Technical rescues are generally low frequency/high consequence events where highly trained and competent team members utilize skills and abilities in life saving situations. The District not only responds to technical rescue calls for service within district boundaries, but also responds to mutual aid requests.

## Program Results/Outcomes:

### Significant Incidents or Events (if applicable):

- 23-34594 Collapse rescue with innovative use of a forklift in conjunction with CO-TF1.
- 8 additional incidents requiring structural shoring support.
- 25 backcountry rescue incidents.

### Program Specific Measures or Metrics:

None.

### Expected Outcomes/Impacts:

The impact of the technical rescue program can be measured by patient outcomes and community expectations. The team continues to be a regional asset and successfully removed all patients from harm without any reliance on outside agencies.

## Program Self-Assessment:

None.

## SWOT Analysis:

### Program Strengths:

- The District has built a strong reputation by having well-trained and well-equipped technical rescue expertise.
- Well-maintained equipment provides for a multitude of specialized uses.
- Addition of Rescue 14 and an UTV has enhanced operational capability while keeping other companies in service.
- Strong commitment of team members in maintaining proficiency.



# West Metro Fire Rescue Annual Program Appraisal

## Program Weaknesses:

- Low frequency of events requires operational readiness accomplished by training and drills.
- The team has lost several well-trained and experienced members due to retirements and reassignments. There is a need to replenish the lost experience.
- The utilization of Rescue Engine 10 is leading to high mileage accumulation due to the high call volume in Station 10's response area.
- Lack of swift water training for technical rescue personnel creates a gap for US&R crossover.

## Program Opportunities:

- Opportunities exist for the District to train and exercise with neighboring agencies to improve operational cooperation and to rely on one another for specialized rescue.
- Opportunity to utilize reputation and skill sets to provide additional training to the region.

## Program Threats:

- Increasing call volume and workload on Rescue 10 and Medic 10 has reduced availability for technical rescue response and training.
- Increasing costs of specialized equipment continue to put stress on the budget.



# West Metro Fire Rescue Annual Program Appraisal

**Program Name:** Training Center  
**Program Manager:** Division Chief Doug Hutchinson  
**Appraisal Year:** 2023  
**Date:** 1/31/2024  
**Category:** Category 8  
**Criterion (if required):** 8A, 8B, 8C

It is recommended that the agency develop a policy for the inspection and upkeep of all live fire training facilities in accordance with industry standards (6B.2).

## **Progress Made on Recommendations:**

A Professional Engineer (PE) conducted an NFPA 1403 inspection of the District's burn facilities and issued an accompanying report on September 8 and 9, 2022. Additionally, language was written into Administrative Procedure #2404 to ensure future compliance. 2023 UPDATE: This inspection program continues, and inspections will be conducted, and records maintained at the prescribed 1403 intervals.

## **Program Description:**

### **Enter a Brief Description of the Program:**

The vision of the Training Center is to provide readily available, pertinent, and well-maintained training props, facilities, and programs in support of the Training Division. The Training Center operates as an internal service fund (ISF) allowing for the active use and management of the facility as a business activity. The benefit of this structure is two-fold: it allows the Training Center to leverage its strengths and create opportunities and it allows the Training Center to retain financial inputs for long-term growth and sustainability. Actively managing the business plan and adjusting for economic and market demands is an important component to the success of the Training Center's fiscal health. Equally important to the sustainability of the Training Center is the ability to actively manage the depreciation of the facility and associated props.

### **List Sub-Programs:**

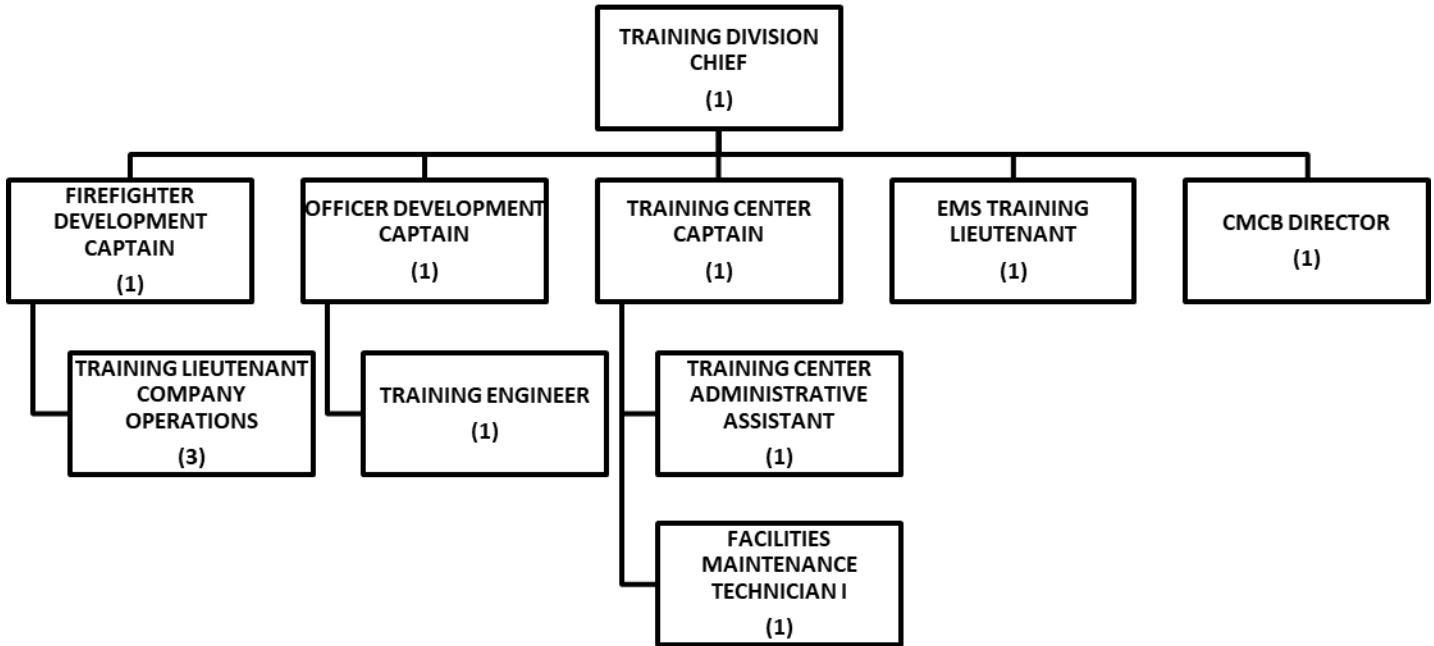
1. Technical Rescue (11-day program)
2. Non-Fire related clients, room, and facility rental
3. Fire related clients, room, prop, facility rentals, and education/training
4. Jefferson County 911 Communication Back-Up Center through a Memorandum of Understanding
5. Urban Search & Rescue Colorado Task Force-1 through an Intergovernmental Agreement





# West Metro Fire Rescue Annual Program Appraisal

## Staffing (Org Chart):



## Injuries/Exposures:

There were twenty injuries to District personnel at the Training Center in 2023, all of which were minor to moderate in nature. The inherent risk of firefighting leads to training injuries both during organized and scheduled training, as well as crews utilizing the training center for company officer led training.

## Succession Planning:

A similar concept is applied to the Training Center as it is for the Training Division, with the added component of two civilian positions. Utilizing the divisional assignment administrative procedure, the days list, promotional registers, Training Division subject matter expert (SME) opportunities, and forecasting, the District’s Training Division has had success with members desiring to be part of the Training Division. Part of this success has come from training opportunities such as being an SME or adjunct instructor, Blue Card®, and emergency medical services (EMS) training opportunities.

## Specialized Equipment:

The Training Center maintains all equipment, tools, and hose for firefighter I/II academies as well as the associated programs. This includes a fleet of staff and heavy equipment vehicles, two engines, and one medic unit. The Training Center maintains all AV equipment, classroom needs, office needs, computers, the Class A burn structure, both Class B burn structures, and all associated props (ventilation, forcible entry, vehicle fire, etc.).

## Training and Certifications Completed:

Not applicable.



# West Metro Fire Rescue Annual Program Appraisal

## Training and Certifications Needed:

Not applicable.

## Facilities (if applicable):

- Entire Audio/Visual system was upgraded.
- All projectors were upgraded.
- New vehicle fire prop added.
- New water heater was installed in the main building.
- New LED sign added out front of TC.
- New roof prop installed on high roof ventilation prop.

## Program Goals and Objectives:

### Overall Strategic Focus:

- Operationalize depreciation and replacement schedules.
- Enhancements to existing props and drill ground areas to provide relevant training opportunities; key areas of focus include Class A, Class B Commercial, and driver operator areas.
- Continue relationship building to enhance key outside funding sources while being able to meet internal District training requirements and the needs of our collaborative stakeholders.
- Seek collaborative fire training opportunities with partner fire agencies.

### Significant Milestones:

The District was able to conduct two professional recruit academies as well as conducting the 2023 Assistant Chief and Engineer promotional exams. Also provided the prerequisite programs for all promotional requirements, and provided EMS, company drills, and multi-agency/multi-company Class A and Class B fire scenarios.

### Previous Year's Goals and Progress:

Strategic Plan Linkage		Goals and Progress
Priority IV Relationships	Objective A	Host a multi-agency wildfire strategy and tactics class with external SMEs/instructors teaching. PROGRESS: This class was hosted in March 2023 with multiple agencies represented. Expert instructors from Greater Eagle Fire District facilitated a highly engaging class.
Priority IV Relationships	Objective A	Engage partner fire agencies in training sessions and class attendance at the Training Center. PROGRESS: WMFR TC designed, delivered, and hosted Golden Fire's Operations Chief and Battalion Chief assessment centers in 2023. Several other outside fire agencies rented the facilities throughout the year. The TC also hosted the Mile High Firefighter Conference with attendees from around the state participating.



# West Metro Fire Rescue Annual Program Appraisal

Priority V Financial Stability	Objective A	Continue to build year-over-year on revenue generated from outside sources. PROGRESS: 2023 saw \$30K in increased revenue over 2022. 8K more users of the TC were also recorded during 2023 over 2022. Classroom use increased as well as drill ground usage days.
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**Current Year’s Goals:**

Strategic Plan Linkage		Goals
Priority V Financial Stability	Objective B	Solidify revenue streams to anticipate future financial needs and sustainability
Priority IV Relationships	Objective A	Balancing the needs of District staff with outside agencies and external stakeholders.
Priority V Financial Stability	Objective A	Projecting and forecasting capital expenditures well into the future to ensure readiness and relevance of training center facilities and props.

**Unexpected Results (positive or negative):**

There were no unexpected results, negative or positive during 2023.

**Is this Program Effective in Meeting the District’s Strategic Priorities?**

The Training Center and the associated programs are effective and support the District’s Strategic Priorities, efficient budgetary opportunities and management, industry standards, safe practices, and mandates.

**How Does this Program Meet the Needs of the Citizens?**

The WMFR Training Center is the primary platform for the workforce to become and stay operationally ready. This is accomplished through the Training Center providing continued support so that the Training Division can deliver relevant and realistic training. Examples of this include the current, relevant, and functional training props, AV support, simulation labs, and operational space.

Likewise, the WMFR Training Center desires to actively manage our customers so sustainable relationships are built to help offset the cost of depreciation. The WMFR Training Center understands the value of community partnerships; as such, we will continue to work with our community partners.

**Program Results/Outcomes:**

**Significant Incidents or Events (if applicable):**

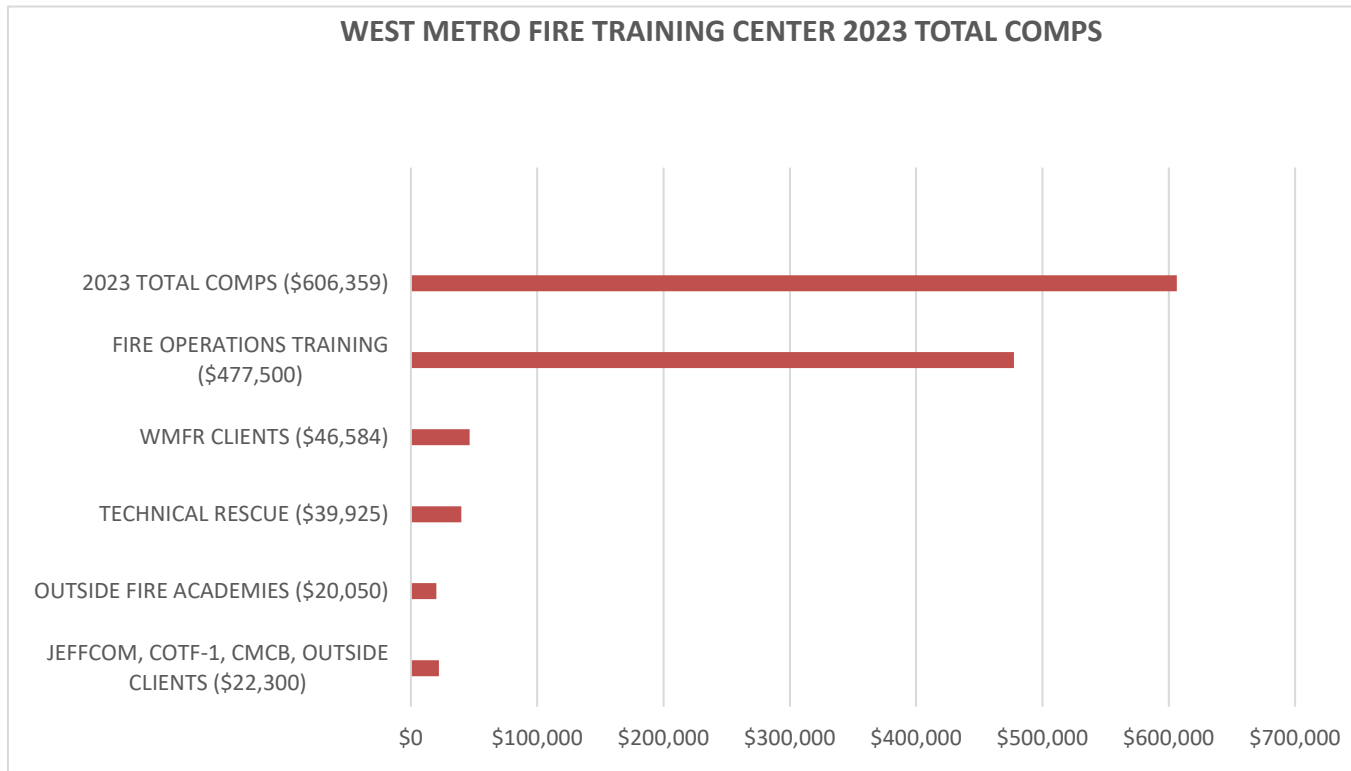
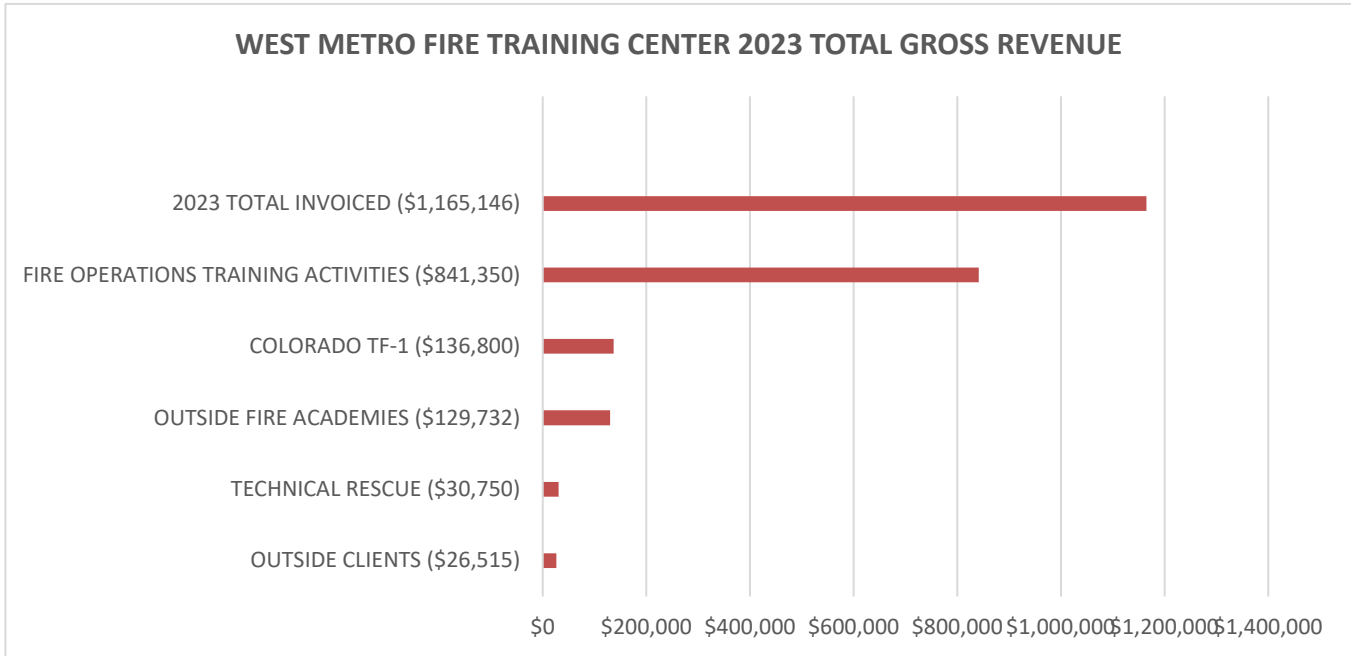
There were no significant events or incidents in 2023.



# West Metro Fire Rescue Annual Program Appraisal

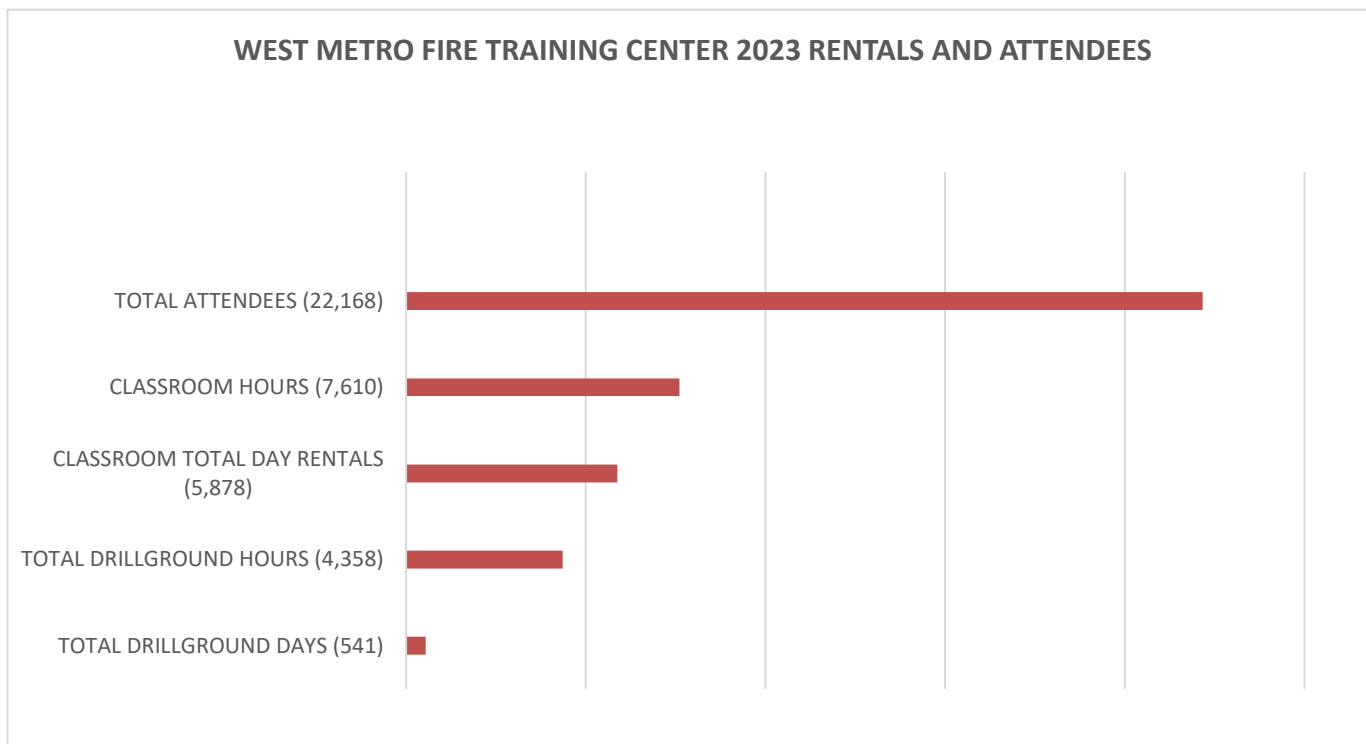
## Program Specific Measures or Metrics:

The Training Center can measure some success through the number of users as well as the amount of gross income brought in. The three charts below depict gross revenue, the amount of rental space we provided free of charge in support of collaboration and/or relationships, and the usage of the Training Center based on days, hours, and attendees, respectively.





# West Metro Fire Rescue Annual Program Appraisal



## **Program Self-Assessment:**

**Please include a summation of changes here:**

There were no significant program performance indicator updates or changes.

## **SWOT Analysis:**

### **Program Strengths:**

- Management of the Training Center.
- Infrastructure of the Training Center.
- Collaboration with neighboring agencies.

### **Program Weaknesses:**

- Space available at the TC is at times problematic. Prioritization is a must.
- Must space out capital improvements to reduce budget impacts for any single year.

### **Program Opportunities:**

- Continued collaboration and rental with key stakeholders.
- Continued and enhanced training opportunities for District line crews (in the absence of a Spring 2024 academy).
- Continued and expanded training opportunities with partner fire agencies.



# West Metro Fire Rescue Annual Program Appraisal

## Program Threats:

- Depreciation of the facility; key areas of concern: asphalt, water system, replacement strategies for Class B and Class A props.
- Space available as the organization grows and/or more outside entities request time at the Training Center.
- Maintenance and sustainability of the internal water delivery system that supports all training aspects.



# West Metro Fire Rescue Annual Program Appraisal

**Program Name:** Training Division  
**Program Manager:** Division Chief Doug Hutchinson  
**Appraisal Year:** 2023  
**Date:** 1/31/2024  
**Category:** Category 8  
**Criterion (if required):** 8A, 8B, 8C

**Recommendations (if applicable):**

None.

**Progress Made on Recommendations:**

Not applicable.

**Program Description:**

The vision of the Training Division is to provide professional training to employees so they are safe, consistent, competent, and confident emergency service providers. This is accomplished through aligning training curriculum, methodology, instruction, and delivery with District's operational goals, the District's Strategic Plan (Revised Edition 2021), and the performance indicators of accreditation.

Aligning initial firefighter and on-going training with professional standards, career development, formal evaluations, emerging needs, and innovation are important components to the success of the organization. The District is a founding member of the Colorado Metropolitan Certification Board (CMCB), which formulates and administers certifications in support of functional positions; the Training Division is an active participant of CMCB. Career development speaks to the District's vision and values of being a learning organization, adaptive, respectful, responsible, and resourceful, paying particular attention to the needs of the community, being highly trained, seeking innovation and empowerment.

Formal evaluations provide the organization with the ability to improve operational effectiveness, fill operational gaps, and engage in the continual quality improvement (CQI) concept. Emerging needs, along with reviewing current practices, allow the organization to be mindful of the professional landscape. The platform the Training Division uses to accomplish this vision is the Training Center.

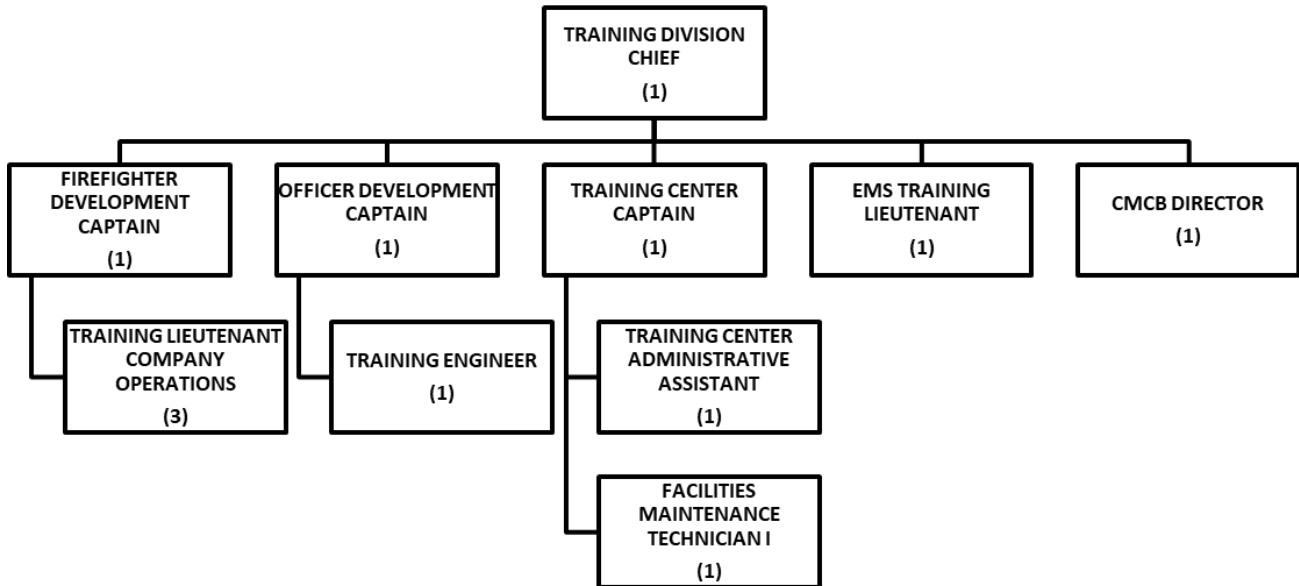
**List Sub-Programs:**

- Recruit Fire Academy
- Fire Officer I and II
- Fire Instructor I
- Blue Card Incident Command System
- Support for all special teams (wildland, technical rescue, dive, and hazardous materials)
- Driver Operator Pumper and Aerial
- Driver Operator UTV
- Colorado Metropolitan Certification Board (CMCB) a ProBoard accredited organization
- Promotional Exams/West Metro Fire Rescue Civil Service Committee (CSC)



# West Metro Fire Rescue Annual Program Appraisal

## Staffing (Org Chart):



## Injuries/Exposures:

There were 20 injuries to District personnel at the Training Center in 2023, all of which were minor to moderate in nature. The inherent risk of firefighting leads to training injuries both during organized and scheduled training, as well as crews utilizing the Training Center for company officer led training.

## Succession Planning:

Utilizing the divisional assignment administrative procedure, the days list, promotional registers, Training Division subject matter expert (SME) opportunities, and through forecasting, the District’s Training Division has had success with members wanting to be part of the Training Division. Part of this success has come from being an SME or adjunct instructor, or from Blue Card and emergency medical services (EMS) training opportunities. CMCB is now accredited for NFPA 1403 Live Fire Instructor certification, giving even more opportunities for WMFR personnel to become certified locally, increasing our pool of qualified instructors and personnel seeking assignment to the Training Division.

## Specialized Equipment:

Most of the specialized equipment such as simulators and firefighting equipment is purchased and maintained by the Training Center. Exceptions to this would be consumable items that are specific to the recruit academy and EMS, or specific to the driver operator programs and promotional exam process (such as the fire simulator).

## Training and Certifications Completed:

Live Fire (NFPA 1403 compliant), Blue Card Trainer, Fire Officer I & II, Fire Instructor I, International Academy of Professional Drivers Trainer, Driver Operator Pumper, and Driver Operator Aerial. Recruits receive CMCB Firefighter I and II; CMCB Hazardous Materials Awareness and Operations; CMCB Driver Operator Rescue/Utility and Ambulance.





# West Metro Fire Rescue Annual Program Appraisal

**Training and Certifications Needed:**

None.

**Facilities (if applicable):**

See the Training Center Annual Program Appraisal.

**Program Goals and Objectives:**

**Overall Strategic Focus:**

- Develop training programs in support of recognized training gaps and competencies.
  - Enhance coordination with special team training needs and the Special Operations Division.
- Develop and enhance promotional examinations utilizing gaps identified from incident lessons learned and organizational needs.
- Continued strengthening of external relationships through training opportunities.
- Deliver certification classes to facilitate career advancement and succession planning.

**Significant Milestones:**

The Training Division developed and delivered the 2023 Assistant Chief and Engineer promotional exams; delivered two Firefighter 3<sup>rd</sup> Grade exams; delivered Fire Officer I and II classes; delivered an Incident Safety Officer class, delivered a Driver Operator Pumper class; conducted two full recruit academies; hosted a three-day wildland ICS class; developed and assisted Golden Fire with two promotional exams (Operations Chief and Battalion Chief), hosted in part the 11-day technical rescue class, delivered two Blue Card ICS classes; delivered live fire multi-company drills (MCD) to all companies; delivered Tactical Tender training; hosted Greenwood Village Police Department for active threat training; delivered acquired structure for a large portion of the companies (in Golden); delivered EMS training multiple times to all companies; and participated in the IAFC safety stand down program.

**Previous Year’s Goals and Progress:**

Strategic Plan Linkage		Goals and Progress
Priority I Invest in Human Capital	Objective A	Conduct ‘Insights’ communication training for all officers and chiefs. PROGRESS: Insights was successfully delivered to the chiefs and officers with positive feedback.
Priority III Operational Readiness	Objective A	Conduct assistant chief and engineer exams utilizing data, gap analyses and organizational needs as the content drivers. PROGRESS: Both exams were conducted successfully utilizing District strategic goals, tactical needs, and organizational needs as the key drivers for developing the exam content.
Priority IV Relationships	Objective A	Develop and conduct fire and EMS training with partner and neighboring fire and law enforcement agencies to ensure operational readiness and relationship building. PROGRESS: The



# West Metro Fire Rescue Annual Program Appraisal

		<p>Training Division hosted numerous CMCB certification classes with all eight member departments attending; hosted a three-day wildland ICS class with numerous outside agencies represented; developed and assisted Golden Fire with two promotional exams (Ops Chief and Battalion Chief); hosted in part the 11-day technical rescue class with multiple partner agencies attending; hosted Lakewood Police Department's SWAT team for training; and hosted Greenwood Village Police Department for active threat training.</p>
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**Current Year's Goals:**

Strategic Plan Linkage		Goals
Priority I Invest in Human Capital	Objective C	Acknowledge and address the importance of employee work-life balance and the opportunity for growth. The Training Division works long hours and during all weather conditions when conducting training programs, particularly the recruit academy. We want to put an emphasis on creative scheduling and duty-sharing to allow for increased work-life balance. We also want to make available to all staff opportunities for professional development and career advancement.
Priority III Operational Readiness	Objective A	Through ongoing gap analysis and data analysis, along with results from employee surveys and feedback, the Training Division wants to deliver quality training in a manner that minimizes out-of-service time and captures key knowledge, skills, and abilities (KSA) in an efficient manner.
Priority IV Relationships	Objective B	Through our partnership with CMCB, the Training Division seeks to explore and incorporate best practices and new and/or different training methods and programs to enhance our training deliveries.

**Unexpected Results (positive or negative):**

Not applicable.

**Is this Program Effective in Meeting the District's Strategic Priorities?**

The Training Division and associated programs are effective and support the District's strategic priorities in addition to best practices, industry standards, and mandates.

**How Does this Program Meet the Needs of the Citizens?**

Professional fire and EMS standards indicate that a ready and well-trained workforce can effectively deliver emergency service needs. Being mindful of these standards and creating integrated training opportunities so that District firefighters are consistently competent, confident, and safe, enhances the chances that a ready and well-trained workforce exists. The Training Division will continue to utilize data in the form of internal and external stakeholder input, evaluations, and research/science to drive the training needs of the organization in support of positive community impacts. Likewise, the Training Division will support accreditation needs through data collection on the drill ground that can help drive standard of coverage and the effective firefighter force.



# West Metro Fire Rescue Annual Program Appraisal

## Program Results/Outcomes:

### Significant Incidents or Events (if applicable):

There were no significant incidents or events.

### Program Specific Measures or Metrics:

Graduated 46 recruits in 2023. See below for District training hours by selected categories and total hours.



## Program Self-Assessment:

There were no significant program performance indicator updates or changes.

## SWOT Analysis:

### Program Strengths:

- Staff – The staff and cadre are exceptional and motivated.
- Succession interest – Many line members have expressed interest in a future spot in the Training Division.
- Relationships with training partner agencies are strong.

### Program Weaknesses:

- Turnover after divisional assignments are fulfilled.
- Having two academies per year limits the number of multi-company drills that can be conducted. 2024 will allow us to increase training deliveries with the absence of a spring academy.



# West Metro Fire Rescue Annual Program Appraisal

## Program Opportunities:

- Increased active threat training opportunities with partner law enforcement agencies within the District.
- As stated above, by not having a Spring 2024 academy we will be able to do major repairs on the burn building and other equipment, as well as increase the amount of training delivered to the companies.

## Program Threats:

- Demands for physical space at the Training Center continue to be significant. Prioritization is a must.
- Space for partner agency recruits attending academies has been limited – District needs take priority.
- Overtime to support academies has regularly exceeded the budget – An increase in academy tuition and funneling those monies towards the overtime budget should be considered.



# West Metro Fire Rescue Annual Program Appraisal

**Program Name:** Wellness  
**Program Manager:** Bob Stratman  
**Appraisal Year:** 2023  
**Date:** 1/24/2023  
**Category:** Category 11  
**Criterion (if required):** 11B

**Recommendations (if applicable):**

None.

**Progress Made on Recommendations:**

Not applicable.

**Program Description:**

**Enter a Brief Description of the Program:**

The Wellness Division is committed to improving the job performance, health, well-being, and quality of life of all West Metro Fire Protection District (District) employees. This is achieved by empowering employees, retirees, and families to promote and model positive attitudes and behaviors through a lifelong commitment to wellness. The Wellness Division educates the workforce and community to be aware, prevent, and reduce the prevailing causes of stress, accidents, injuries, and disease.

**List Sub-Programs:**

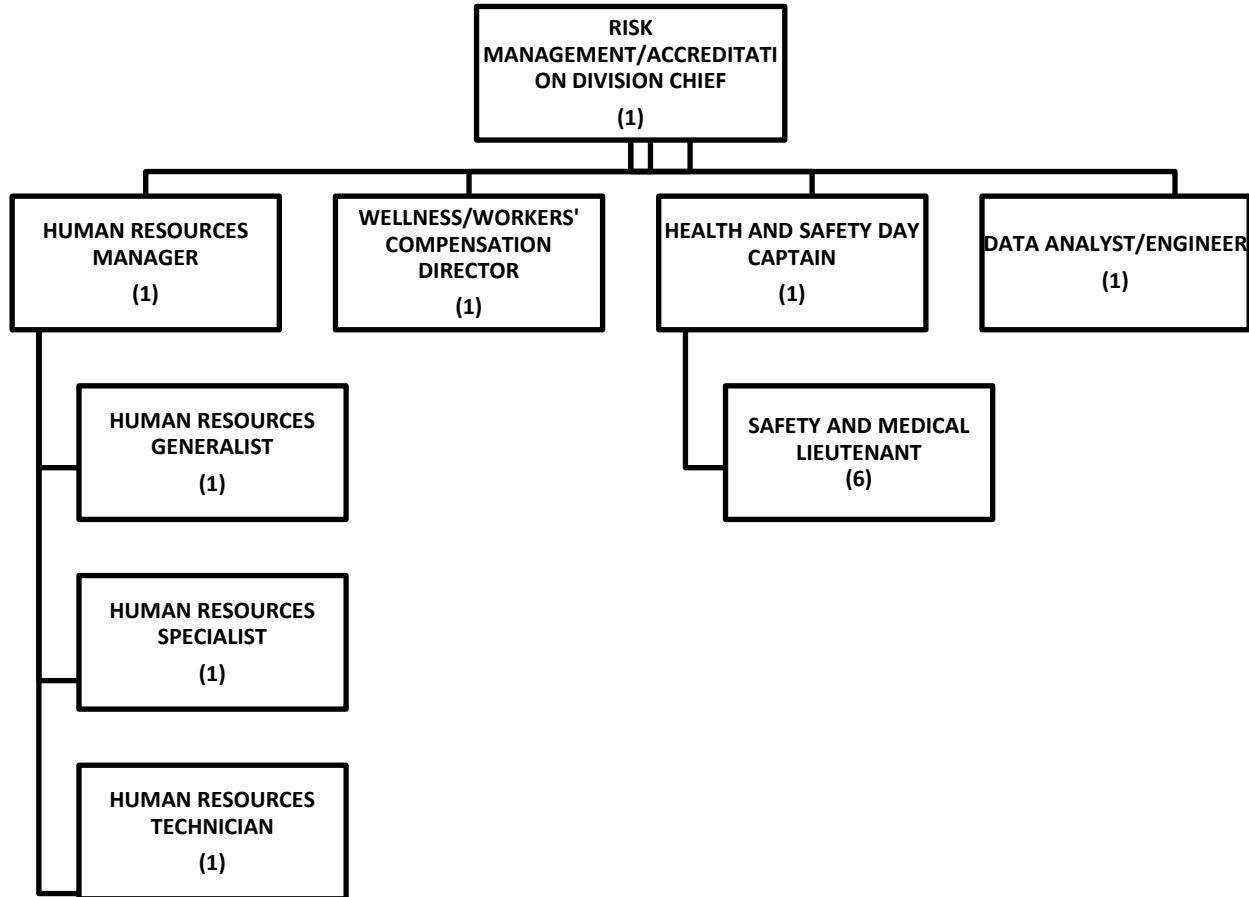
- Workers' compensation.
- Injury prevention/rehabilitation.
- Standardized exercise testing - metabolic equivalent of task (MET) and physical agility test (PAT).
- Stress management.
- Cardiac disease prevention/identification.
- Nutritional counseling.
- Exercise programming.
- Structural rehab with massage focus.



# West Metro Fire Rescue Annual Program Appraisal

## Staffing (Org Chart):

### WEST METRO FIRE PROTECTION DISTRICT RISK MANAGEMENT/ACCREDITATION DIVISION





# West Metro Fire Rescue Annual Program Appraisal

## Injuries/Exposures:

The District utilizes a prescreening process for minor injuries to lower the number of claims that would otherwise be submitted through the workers' compensation process. Individuals are evaluated and then either rehabilitated in house or referred to a higher level of care. This process has resulted in a current MOD rate of .61 for the district. This is down from .85 in 2022 and is at a record low for fire districts.

The following tables outline District Injury and exposure breakdowns, injury categories, and the most frequent causes of injuries to District personnel:

District Injury/Exposures 2023	
<b>W/C INJURY</b>	<b>108</b>
DAY 1	47
DAY 2	44
<b>OTHER (DAYS)</b>	<b>16</b>
<b>W/C EXPOSURE</b>	<b>15</b>
DAY 1	6
DAY 2	9
<b>OTHER (DAYS)</b>	<b>0</b>
<b>INJURY (NON-COMPENSABLE)</b>	<b>219</b>

Injury Classification	Total
Operations	26
Emergency Medical Services	34
Training	24
Maintenance	8
Exposures	15
Maintenance	8
<b>TOTAL</b>	<b>107</b>

Injury by Shift	Total
A	31
B	26
C	34
Days	16
Academy	4
<b>TOTAL</b>	<b>107</b>

Frequent Injury Causes	
SLIP & FALL ON ICE	2
NEEDLE STICK TO SELF	3
LIFTING INJURIES	5
ROLLED ANKLE	9
STEPPING OFF APPARATUS	9
TRIPPING OVER OBJECTS	10
<b>TOTAL</b>	<b>38</b>

## Succession Planning:

None.

## Specialized Equipment:

Specialized equipment is utilized in exercise testing, evaluation, injury prevention, rehabilitation programs, and when performing cardiac evaluations.



# West Metro Fire Rescue Annual Program Appraisal

## Training and Certifications Completed:

Professional in Human Resources Certification (HRCI) hours for the wellness director.

## Training and Certifications Needed:

Ongoing practice and refresher education are planned for 2023. Denver University leadership conference was completed in 2023 for the wellness director.

## Facilities (if applicable):

- PAT course/equipment upgrades were completed in 2023.
- Station 6, Station 11, and Station 2 had some minor gym/facility modifications to workout rooms in 2023.
- Wellness center expanded in 2023 by adding a testing room in the NE corner of the administration building basement space. Construction to be complete in 2024.

## Program Goals and Objectives:

### Overall Strategic Focus:

Ensure that a comprehensive approach to wellness is administered to all employees. Use a data driven approach where applicable.

### Significant Milestones:

- 99.7 percent of members passed the District standardized time for the MET standard.
- Successful completion of the 2023 applicant hiring cycle with respect to the PAT and the PAT preparation process.
- Rehabilitated 147 injuries/issues internally in 2023 utilizing COVID-19 precautions.
- The workers' compensation MOD rate for 2023 was the lowest in the last 5 years at .61. For comparison, 2022 was .85, 2021 was .865, 2020 was .875, and 2019 was .88. Each tenth of a point represents significant savings for the District.
- Finalized civilian job description update and salary analysis review and implemented changes.
- Add structural rehab program which was supported by 2022 CEBT wellness grant funds.

### Previous Year's Goals and Progress:

Strategic Plan Linkage		Goals and Progress
Priority V Financial Stability	Objective A	Directed and managed workers' compensation in 2023. Despite major contributing factors that increase premiums such as: aging population, an increase in payroll, and cancer/heart claims still being reflected in 2023 numbers, the 2023 premium decreased. Savings were realized because of the in-house rehabilitation program, deferred medical billing, and low claim ratio. The District workers' compensation MOD rate is at .61, which is an industry low for like-size fire districts.





# West Metro Fire Rescue Annual Program Appraisal

<p>Priority I Invest in Human Capital</p>	<p>Objective B</p>	<p>Directed fitness assessments for “wellness evaluations” in 2023. 99.7% of District personnel achieved the District standard. Provided on-site physical therapy, personal training, and coordinated rehabilitation. Each year the wellness team partners with dozens of medical providers throughout the District for specialized therapy and intervention.</p>
<p>Priority I Invest in Human Capital</p>	<p>Objective B</p>	<p>Coordinated/implemented a comprehensive evaluation of statewide cardiovascular programs related to preventing and managing heart disease. This vision had two equally important goals. The first goal was to find a cardiology network that offered state-of-the-art prevention and education that established diagnosis and treatment plans for one of the leading killers of firefighters - heart disease. The second goal was to determine the best way to invest in the Colorado Firefighter Heart and Cancer Trust (CFHCT) Heart Grant. The process analyzed programs, costs, and ultimately the net benefit to the employee. The outcome was the formation of a partnership with South Denver Cardiology Associates. The partnership opened a direct referral link to all District personnel bypassing the typical medical referral process. This partnership allows for immediate diagnosis, prevention, care, and most importantly potentially lifesaving outcomes. The District realized an excellent return on investment for the CFHCT dollars. Lifesaving and early detection lead to prevention of premature death. Preventing job-related heart attacks due to undetected occluded arteries while firefighters perform operational functions will avoid potentially catastrophic events from ever unfolding. This program was expanded in 2022/2023 to include treadmill-based cardiac stress testing being made available to any employee aged 40 or above. Wellness additionally added a contract for direct imaging through Health Images.</p>

### Current Year’s Goals:

Strategic Plan Linkage		Goals
<p>Priority V Financial Stability</p>	<p>Objective A</p>	<p>Direct and manage workers’ compensation process and utilize data to improve injury prevention programs. Applied and secured wellness grant that reimbursed District about \$55,625.</p>
<p>Priority I Invest in Human Capital</p>	<p>Objective B</p>	<p>Continue the cardiac disease management program for the District by offering cardiac stress testing and cardiac scans for employees through health images with discounted body scans and MRI’s.</p>
<p>Priority I Invest in Human Capital</p>	<p>Objective B</p>	<p>Integrate new rehabilitative technologies and education into the District workforce for work and home utilization.</p>



# West Metro Fire Rescue Annual Program Appraisal

## **Unexpected Results (positive or negative):**

The wellness director participated in the new medical physical model process for 2024. This took more time than was expected in the planning for 2023. Ultimately, the efforts were necessary and successful in helping the organization navigate through the new improved medical physicals program.

## **Is this Program Effective in Meeting the District's Strategic Priorities?**

Yes.

## **How Does this Program Meet the Needs of the Citizens?**

The program meets citizens' needs in several ways. First, by actively managing employee health and injuries, there is a positive effect to short-term and long-term costs, reduction of injuries, and potential for premature death. This results in an increase in the ability for firefighters to sustain higher levels of output, expend energy on EMS calls and fires, which, directly affects citizens' lives, property conservation, and residents' confidence.

## **Program Results/Outcomes:**

### **Significant Incidents or Events (if applicable):**

- Workers' Compensation program hit an industry-low MOD rate of .61, saving the district well over a million dollars when compared to like fire districts.
- In 2023, suspended the medical physical program in order to bring on a third-party company providing an in-house medical physical program.
- The structural rehabilitation program produced outstanding feedback and outcomes for members throughout 2023.
- The wellness program offered over 15 physical agility test/practice sessions for the public in 2023. These efforts fostered relationships with the community and enhanced outcomes for future applicants of all backgrounds.

### **Program Specific Measures or Metrics:**

Frequent repetitive injuries from the following categories decreased in 2023; trip and fall on ice, low back lifting injuries, and needlestick to self.

### **Expected Outcomes/Impacts:**

Support cost-effective programs supporting an active and healthy workforce. The impact will be less lost work time and healthy employees from date of hire until retirement.

## **Program Self-Assessment:**

There were no significant changes to the wellness program performance indicators in 2023.



# West Metro Fire Rescue Annual Program Appraisal

## **SWOT Analysis:**

### **Program Strengths:**

- Cost efficient.
- Utilization of new technology to support innovation.
- National influence on firefighter wellness and programing.
- Regional influence on workers' compensation process and management.
- Increased employee morale, trust, and confidence.

### **Program Weaknesses:**

- There are additional opportunities to increase employee wellness that are limited by funding and personnel to implement the programming.

### **Program Opportunities:**

- Identify more high-risk employees with respect to cardiac health and implement life altering strategies. Introduce more advanced-technology scan options to employees to detect high-risk medical possibilities.

### **Program Threats:**

- Cancer is an on-going threat to firefighters' health and longevity.



# West Metro Fire Rescue Annual Program Appraisal

**Program Name:** Wildland  
**Program Manager:** Division Chief Clint Fey, Captain Brendan Finnegan  
**Appraisal Year:** 2023  
**Date:** 1/31/2024  
**Category:** Category 5  
**Criterion (if required):** 5K

**Recommendations (if applicable):**

None.

**Progress Made on Recommendations:**

Not applicable.

**Program Description:**

**Enter a Brief Description of the Program:**

The District Wildland Team was formed to provide the highly trained and skilled workforce necessary to mitigate wildland fire incidents safely and effectively within the boundaries of the District. All activities of the Wildland Team and its members are undertaken with the intent of providing the greatest benefit to the District and its citizens. Providing a valuable service to the community, fiscal responsibility, and contributing to the overall mission of the District define what the Wildland Team does and how it does it. Team members receive valuable training and experience with the goal of providing a skilled and competent response force in the event of a wildland fire or other all hazard incident, in addition to sharing their knowledge, skills, and abilities with other members of the District to increase our collective effectiveness. This training and experience may be gained during District activities, in conjunction with neighboring agencies, or during state or federal incidents. In 2023, a full-time wildland mitigation specialist was added to enhance the District's efforts in wildfire mitigation.

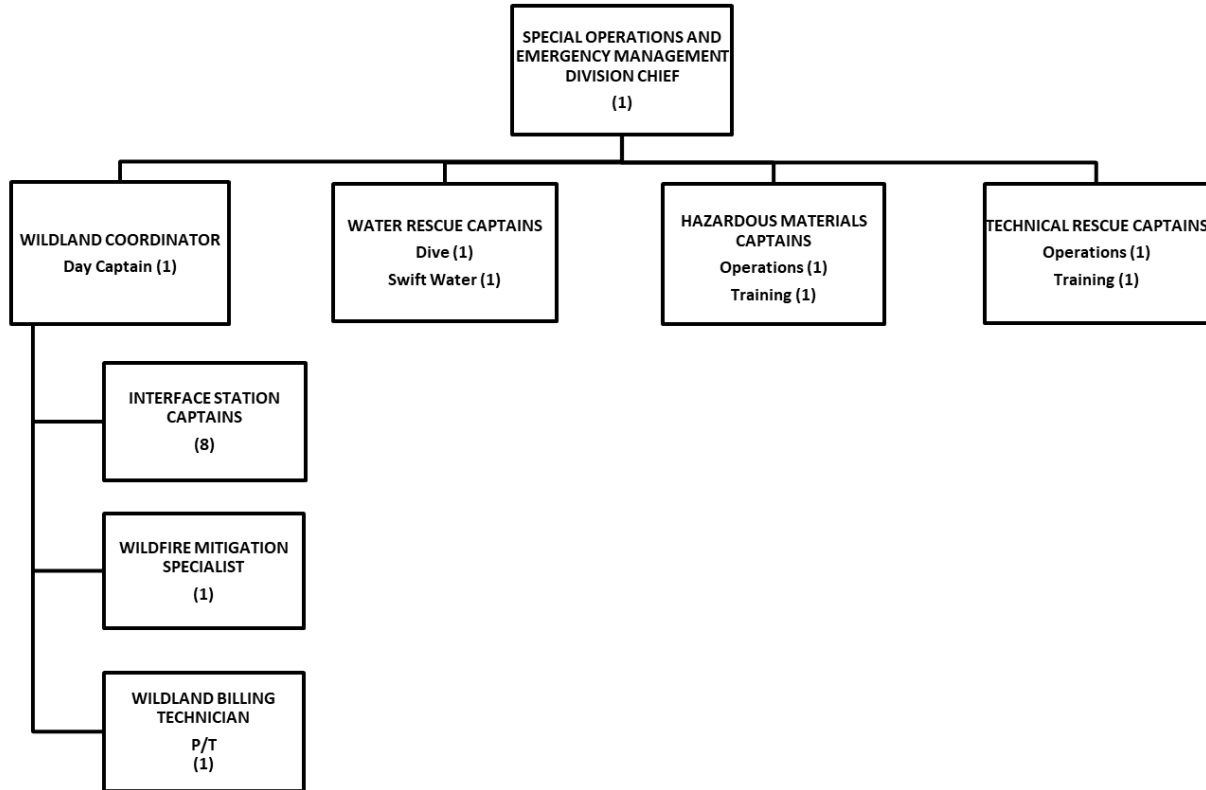
**List Sub-Programs:**

- Wildland support for District operations
- Wildland Team management
- Community mitigation
- Supplemental Resource Program



# West Metro Fire Rescue Annual Program Appraisal

## Staffing (Org Chart):



## Injuries/Exposures:

No significant injuries were reported that were related to wildland team activities.

## Succession Planning:

A full-time wildland coordinator position was implemented in 2021. This captain acts in the division chief’s absence and is involved in succession planning for special operations. In addition, several assistant chiefs, captains, and lieutenants have extensive wildland experience making them well-qualified to fulfil roles within the program.

## Specialized Equipment:

The District has six Type 6 engines (brush trucks) strategically placed throughout wildland urban interface (WUI) areas of the District (Stations 4, 5, 9, 13, 15, 17). Two new Type 6 engines and a tactical tender were added to the fleet in 2023. Stations 9 and 11 are cross-staffed with Type 3 engines, Station 6 is cross staffed with a tactical tender, and Station 15 operates a Type 1 engine with off-road and pump-and-roll capability, allowing them to operate like a Type 3 engine when needed for mobile attack on vegetation fires. Station 9 also houses and maintains the following wildland apparatus:

- 1 – UTV (UTV-1) This unit is primarily assigned to Rapid Extraction Module Support Team (REMS) and has patient extraction capability with an enclosed trailer
- 1 – Cache trailer – This trailer has hose, tools, equipment, porta-tanks, generator, maps, logistic supplies, whiteboard, and can function as a Type IV Incident Management Team (IMT) support trailer



# West Metro Fire Rescue Annual Program Appraisal

- 2 – ¾-ton pickup trucks (C112, C156)
- 2 – 1-ton pickup work body trucks (C101, P68)
- 3 – SUVs (C92, 109, 110)

## **Training and Certifications Completed:**

The wildland program logged 8,939 hours of training in 2024 (5,310 core wildland/WUI, 1,708 RT130, 994 tactical tender, and 927 wildfire mitigation). The bulk of these hours were for in-District trainings of core competency in wildland firefighting to include RT130/annual fire line safety refresher, chainsaw safety refresher, AOT6/engine operator, and wildland urban interface training focusing on scenario-based incident command, fire attack, and area pre-plans in known response areas that need mitigation work. Additionally, 114 members attended 24 outside class offerings focusing on skills for advanced firefighter, engine boss, incident command, strike team/task force leader, or advanced leadership courses. As wildfire mitigation efforts increased, an additional 28 members attended seven external course offerings to include community wildfire mitigation best practices, assessing structural ignition potential, and fire adapted community's neighborhood ambassador trainings. A total of 24 position task books were completed to include all areas of training mentioned above and wildland fire investigator, incident communications center manager, and REMS operations and tech leader. The District provided training to 42 individual external stakeholders/partners with City of Lakewood Parks, Jefferson County Open Space, Denver Mountain Parks, and the United States Forest Service (USFS).

## **Training and Certifications Needed:**

Having all District members red card certified continues to be a strength. The model of annual District-wide RT-130 safety refresher and red card certification should continue. Work continues on District-wide officer training built upon engine boss responsibilities. All wildland team members are required to obtain Firefighter Type 1 (FFT1) certification within three years of appointment to add depth to the wildland subject matter expert (SME)s for the District. The required core classes of advanced firefighter, saws, pumps, and firing operations need to continue with at least one offering per year. Training opportunities in the engine boss, task force leader (TFLD), and division supervisor ranks for team members should continue in order to add depth to the upper management pool of wildland SMEs.

## **Facilities (if applicable):**

There are no wildland-specific facilities.

## **Program Goals and Objectives:**

### **Overall Strategic Focus:**

The overall strategic focus of the Wildland Team is:

- Protect lives and property through the safe and aggressive use of wildland firefighting tactics.
- Be an asset and resource to the incident commander for in-District response.
- Provide District wildland training.
- Participate in National wildland fire assignments for personal growth and experience.
- Provide public education to District residents to prepare for wildland fires and wildfire mitigation of public and private property.



# West Metro Fire Rescue Annual Program Appraisal

## Significant Milestones:

The wildland team had another active year despite an overall decrease in fires in 2023. Wildland mitigation had its most successful year ever with project work being completed in nearly every one of the District’s response areas. The addition of a full-time wildfire mitigation specialist has greatly enhanced the District’s efforts.

## Previous Year’s Goals and Progress:

Strategic Plan Linkage		Goals and Progress
Priority III Operational Readiness	Objective B	<p>Continue work on wildfire mitigation with a focus on public education and mitigation projects involving high-risk areas on publicly owned land.</p> <p>Extensive progress was made in wildland mitigation with project work completed in nearly every planning zone. Demand for community outreach remained high throughout the year. The addition of the full-time position has relieved some of the demand on the coordinator position and allowed the District to be more proactive with its approach.</p>
Priority I Invest in Human Capital	Objective C	<p>Research funding opportunities and options to add a full-time wildland mitigation/WUI specialist to the District.</p> <p>The full-time position was added in the fourth quarter of 2023. The District was successful in obtaining a grant to offset 50% of the position expenses over the next three years.</p>
Priority III Operational Readiness	Objective A	<p>Continue to address critical tasking needs on wildfire/special teams’ incidents by increasing the pool of qualified engine bosses, strike team &amp; task force leaders and Type 4 incident commanders through ongoing training and experience gained through national large incident experience.</p> <p>Additional training was completed for team members and non-members as well. The District is researching the use of the National Wildfire Coordinating Group (NWCG) Recognition of Prior Learning process to bolster local qualifications and add expertise.</p>
Priority IV Relationships	Objective A	<p>Improve coordination and cooperation with other wildland stakeholders.</p> <p>Coordination and cooperation remained very strong with wildland members participating in efforts at the local, county, state, and national level.</p>

## Current Year’s Goals:

Strategic Plan Linkage		Goals
Priority III Operational Readiness	Objective B	Continue work on wildfire mitigation with a focus on public education and mitigation projects involving high-risk areas on publicly owned land.





# West Metro Fire Rescue Annual Program Appraisal

Priority I Invest in Human Capital	Objective C	Continue to monitor workload to ensure a proper work/life balance for all members, especially those with administrative responsibilities.
Priority III Operational Readiness	Objective A	Continue to address critical tasking needs on wildfire/special teams' incidents by increasing the pool of qualified engine bosses, strike team & task force leaders and Type 4 incident commanders through ongoing training and experience gained through national large incident experience.
Priority IV Relationships	Objective A	Improve coordination and cooperation with other wildland stakeholders.

**Unexpected Results (positive or negative):**

A “quiet” fire season did little to slow the demand for mitigation activities. We continue to hold the public’s attention and can continue to make strides towards community mitigation activities.

**Is this Program Effective in Meeting the District’s Strategic Priorities?**

Yes.

**How Does this Program Meet the Needs of the Citizens?**

The District’s citizens expect a rapid, competent, and effective response to all hazards, including wildfire. The District has worked hard to develop a level of expertise that has made us a relied upon agency both locally and nationally. We have been successful in responding to citizen requests and hope to evolve into a more proactive/outreach-based model as resources allow.

**Significant Incidents or Events (if applicable):**

- Hogback Fire – Rapidly expanding 44-acre wildfire that required numerous county and metro wide resources to contain, unified command, and coordination of neighborhood and town evacuations and closures over multiple operational periods.
- Waterton Canyon Fire – 2.3-acre fire threatening infrastructure, watershed, recreation, and structures that required aviation resources and ground crews to contain over multiple operational periods.
- Bear Creek Park prescribed fire – Completed a multi-day prescribed fire, held as a metro wide Type 4 IMT training.

**Program Specific Measures or Metrics:**

- 55 incidents assigned.
- 95 assignments billed.
- 68 personnel assignments.
- 21 apparatus assignments
- \$2,305,321.25 in total expenses billed.

**Program Self-Assessment:**

None.





# West Metro Fire Rescue Annual Program Appraisal

## **Expected Outcomes/Impacts:**

The cumulative effects of increased training and wildfire deployment experience has increased the District's SME pool and in turn increased the knowledge, skills, and abilities of members. This has equated to streamlined incident management and significant fires being contained on initial attack. Partnerships have been maintained with our external stakeholders of neighboring fire departments, cities, county, state Division of Fire Prevention and Control (DFPC), the Colorado State Forest Service (CSFS), and the USFS.

## **SWOT Analysis:**

### **Program Strengths:**

- Training and experience of our wildland team members.
- Quality and quantity of equipment.
- Culture – willingness to work hard and desire to be leaders in the field.
- Recognized as a model program at the local, state, and regional level that many organizations reach out to for protocol as they develop their own (Dedicated coordinator, REMS, supplemental resources, engine/single resource/IMT deployments, incident business management, and wildfire mitigation).

### **Program Weaknesses:**

- Age of some equipment; specifically brush trucks.
- Lack of full VHF radios (mobile & portables) on all apparatus.

### **Program Opportunities:**

- Continue engaging the public considering the Marshall Fire and other high-profile incidents.
- Engaging partners to better prepare and mitigate within the District.
- Building depth and training of all company officers in NWCG RPL.
- Funding opportunities from the state and federal levels.

### **Program Threats:**

- Difficulties in communicating on VHF and 800mhz on the same scene.
- Changes at the federal or state-level that could affect funding or operational effectiveness.
- Lack of political will at the county and State level to consider broader use of prescribed fire.
- Risk of not staying up on the ever-changing current events, policy, protocol at the State, regional and National levels.