

West Metro Fire Rescue
Annual Program Appraisals



West Metro
Fire Rescue

2022

WEST METRO FIRE PROTECTION DISTRICT

Annual Program Appraisals

2022

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West Metro Fire Rescue Annual Program Appraisal

Program Name: Administration
Program Manager: Deputy Chief Jeremy Metz
Appraisal Year: 2022
Date: 1/31/2023
Category: Category 6
Category 9
Category 10

Criterion (if required):

Recommendations (if applicable):

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

Progress Made on Recommendations:

During the 2022 re-accreditation, the District was provided with a recommendation from the assessors for category 10B.1, to specify that external agency agreements are reviewed every three years and revised as necessary to meet objectives. In the first quarter of 2022, the District conducted an analysis on the current administrative procedure (AP), tracking mechanism, review process, and inventory of contracts, agreements, memorandum of understandings (MOU), and inter-governmental agreements. The District refers to these collectively as “contracts and agreements”.

The first step in meeting this recommendation was to develop an AP to define and direct the review of all contracts and agreements. On October 10, 2022, the District revised AP #1601, and expanded the scope of this AP which previously only defined the standard operating procedure (SOP) and AP review process. The updated AP now includes the review of contracts and agreements, accreditation documents, and governance documents.

After the analysis of the scope of the inventory of District contracts and agreements, it was determined that over 700 contracts and agreements existed in the inventory, there was no a formal tracking or inventory system in place, other than an electronic library and physical storage of paper contracts, and no formal process existed to onboard new contracts and agreements.

The District then researched purpose-designed software for contract management. These products were determined to be cost-prohibitive and did not fit the District’s unique needs. In the fourth quarter of 2022, the District engaged with a third-party contractor and developed a scope of work (SOW) to inventory and review status of all 700+ contracts and agreements.

In early January 2023, the SOW was completed that resulted in the development of a Microsoft™ TEAMS site specific for contracts and agreements. A spreadsheet was created that tracks all pertinent elements of a contract/agreement and will also track the program manager responsible for the document for the review process. As a result of this work, it was identified that, as of January 30,

2023, the District maintains 332 active contracts and agreements, and is now able to archive 368 inactive contracts/agreements. A contract numbering and naming convention was created for future contracts. Additionally, a formal onboarding process was created for new agreements or contract.

Future work to be conducted is to review all physical files of contracts and agreements to ensure that they are included in the electronic inventory. As a result of the accreditation recommendation, the District has revised procedures and developed a robust tracking mechanism. Another positive result was to transition to electronic signatures on contracts and agreements when possible. This is a shift from the reliance on paper copies of contracts and agreements.

Program Description:

Enter a Brief Description of the Program:

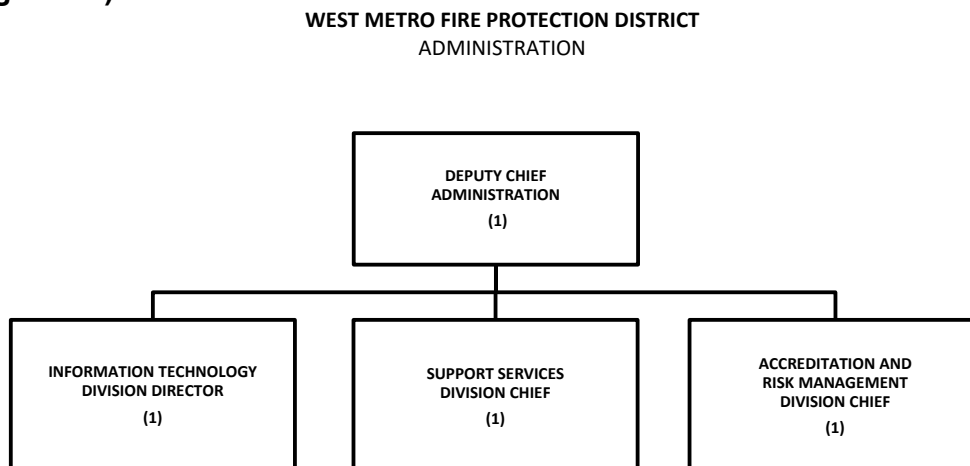
The Administration Division is responsible for many of the activities on the business side of the District. The Division provides leadership, supervision, planning, direction, and oversight for Risk Management (Human Resources, Accreditation, Wellness, and Safety), Support Services (Communications, Fleet 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 analysis 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
- Support Services
- Information Technology
- Capital Acquisitions

Staffing (Org Chart):



Injuries/Exposures:

The wellness manager, under the supervision of the division chief of risk management, tracks employee injuries and exposures. No exposures or injuries were experienced in the Administrative Division in 2022. This does not include the sub-divisions of administration.

Succession Planning:

In 2022, 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 Finance Division, a vacancy was created when the finance level-one administrative assistant civilian employee separated from the District. Understanding that the workplace was rapidly changing in regard to compensation, it was determined that the job description for this position needed to be evaluated and rewritten. Based on like-organization market analysis, the vacant position job description was changed from a level-one administrative assistant to a finance technician level. This change aligns with the duties and responsibilities of this position and allows the District to be more competitive and attract better qualified candidates.

In the Human Resources (HR) Division, it has been recognized that the current HR manager intends to retire within the next two to three years. This has spurred the discussion of succession planning in the HR Division. The District maintains a philosophy of developing and promoting current employees if they meet the requirements of the position. This discussion resulted in an analysis similar to the level-one administrative assistant job description revisions in the Finance Division. Previously, the District utilized a level one and level two administrative assistant structure, which, resulted in poor direct comparisons of job duties, functions, and compensation with similar organizations.

In order to enhance employee retention and provide pay equity, civilian divisions were reorganized from entry-level to more specialized positions. This resulted in a structure of technician, specialist, and generalist positions. This provides a roadmap for a civilian employee career progression and provides the District a more accurate methodology for compensation comparisons.

Because of the expected retirement of the HR manager, focused efforts have been made to better cross-train HR staff. This has allowed HR staff to take on more responsibilities while increasing resiliency for District operations.

In the Support Services Division, the previous division chief of support services was replaced by an assistant chief that was previously assigned as a shift commander in operations. This transition should provide long-term stability in this division.

Specialized Equipment:

In the fourth quarter of 2022, the District engaged with a vendor to conduct “dark web” monitoring of compromised passwords and potential District information that can be used in a cybersecurity attack environment.

Training and Certifications Completed:

Various formal education, training, and certifications were completed by Division employees in 2022. IT Division employees received several Microsoft™ suite training certificates.

Training and Certifications Needed:

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

Facilities (if applicable):

The District's administrative building, fleet maintenance, and facilities maintenance buildings are adequate for the needs of the organization. In 2022, several projects were completed to maintain the interior and exterior of these buildings. At the administrative building, the singular elevator that services the three-story building failed in the second quarter of 2022, requiring the unplanned elevator modernization. A plan is in place in 2023 for further capital project work to expand the office and wellness spaces at the administrative building.

Because of expanded services and increased deployment of response equipment, the District has experienced a reduction of adequate apparatus storage. The District has a need to maintain a fleet of readily available reserve apparatus in order to meet service level demands and will need to address apparatus storage in the near future.

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 2022, the District funded \$2,907,767 in capital projects. Most significantly, over \$1 million for the final phase of remodeling Fire Station 16 to modernize living space and provide unisex bathrooms. Another large project funded was \$80,000 to the IT Division to fund a third-party developer to design and build out Microsoft™ SharePoint to be completed in the second quarter of 2023. Notably, there was \$307,424 in carryover capital projects from 2021 to 2022 due to supply-chain issues and delays in manufacturing. This includes \$267,424 for a new addition to the District of a tactical tender apparatus - ordered in 2020.

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

In the first quarter of 2022, the District entered discussions with State of Colorado and National Renewable Energy Laboratory (NREL) to include a property known as a Camp George West; a 6.6 acre, 100 plus year old property owned by the State of Colorado that was in process of a land swap agreement between the State and NREL. In the fourth quarter of 2022, with the land swap finalized, the District modified the contract for service to include this addition to NREL.

As previously described in the succession planning section, a reorganization of civilian administrative assistant positions was completed in the third quarter of 2022. This process allowed the District to provide a structure and a roadmap for career progression in these positions as well as maintain competitiveness in the marketplace to recruit and retain employees.

The District civilian compensation analysis was historically conducted on a three-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 has maintained an acceptable competitive compensation package, the transition conveyed to the civilian workforce that the District is committed to remaining competitive in the marketplace. The initiative will also enhance recruitment and retention of employees.

Previous Year’s Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority I Invest in Human Capital	Objective A	Transition from Microsoft® Public Folders to the Microsoft 365 suite of products to enhance communication, collaboration, security, and file management. Completed in the first quarter of 2022.
Priority I Invest in Human Capital	Objective A	Modernize workflows related to accident investigations, record of performance corrections, and employee personnel files. Progress: accident investigations – final phases of testing with vendor; record of performance corrections - tabled; employee personnel files - completed.
Priority V Financial Stability	Objective B	Seek grant funding opportunities from federal, state, and local sources. Progress: received a \$20,000 State of Colorado Disease and Safety Prevention grant to replace ageing wildfire helmets and line packs. Received a federal COVID-19 loss of revenue reimbursement from the Department of Health and Human Services (HHS). Received a State of Colorado Medicaid supplemental reimbursement for Medicaid patient transports and treatments. Submitted a COVID grant for reimbursement of equipment rental, supplies, and personnel compensation from FEMA.
Priority I Invest in Human Capital	Objective B	Increase the frequency and quality of uniformed occupational medical annual exams. In 2022, frequency was increased from every five years for uniformed employees under age 50 to every two years. Work is ongoing to review the current consistency and quality of the annual physicals.

Current Year’s Goals:

Strategic Plan Linkage		Enter goals here
Priority I Invest in Human Capital	Objective A	Develop and deliver an updated employee appraisal program.
Priority V Financial Stability	Objective B	Seek grant funding opportunities from federal, state, and local sources.
Priority I Invest in Human Capital	Objective B	Increase the frequency and quality of uniformed occupational medical annual exams.

Unexpected Results (positive or negative):

The District's is still in the process of financial recovery from the response to COVID-19. Several reimbursement and grant opportunities have been sought to maintain the financial health of the District. Regarding the development of the Microsoft™ SharePoint, delays have occurred in selecting an appropriate vendor to meet the District's needs. In the fourth quarter of 2022 a vendor was selected in collaboration with the Communications Strategic Planning Team and work is well underway to build out the SharePoint communications site that will be used as an employee intranet site. This site will move all policies and procedures, forms, employee benefits, and other materials from the District's learning management platform to ensure version control of documents.

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

Administrative positions and functions 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 2022 and beyond is to preserve these investments through comprehensive maintenance and replacement programs.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

Unplanned elevator failure at the administrative building resulting in more than \$140,000 of unplanned expenses.

Program Specific Measures or Metrics:

None

Program Self-Assessment:

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

There were no significant changes to the administrative performance indicators in 2022.

SWOT Analysis:

Program Strengths:

- The District's administrative staff is dedicated, community focused, and is 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.
- There is potential for version control issues for how documents are stored and made available to the organization.

Program Opportunities:

- The District receives much of its revenue through property taxes. Property reevaluation will be completed in 2023 for revenue in 2024. Preliminary estimates suggest an increase in property taxes, which should correspond to an increase in revenues to the District.
- Modernize report workflow and recordkeeping processes to include electronic forms to reduce the reliance on paper forms or reports.
- Evaluate and develop an updated employee appraisal program.
- Evaluate all fixed facilities, including fire stations, to develop long-term plans to include replacement, enhancements, and relocations to meet current and future service levels.

Program Threats:

- Legislative changes that impede District funding mechanisms.
- Ongoing supply-chain issues and inflation have hindered apparatus and equipment replacement schedules and costs.
- Capital improvements to District facilities have suffered cost increases and delays due to ongoing supply chain shortages.
- Sustaining adequate funding for District operations.



West Metro Fire Rescue Annual Program Appraisal

Program Name: Code Compliance
Program Manager: Captain Kent Grosse
Appraisal Year: 2022
Date: 1/31/2023
Category: Category 5
Criterion (if required): 5A.2, 5A.6, 5A.8

Recommendations (if applicable):

N/A

Progress Made on Recommendations:

N/A

Program Description:

Enter a Brief Description of the Program:

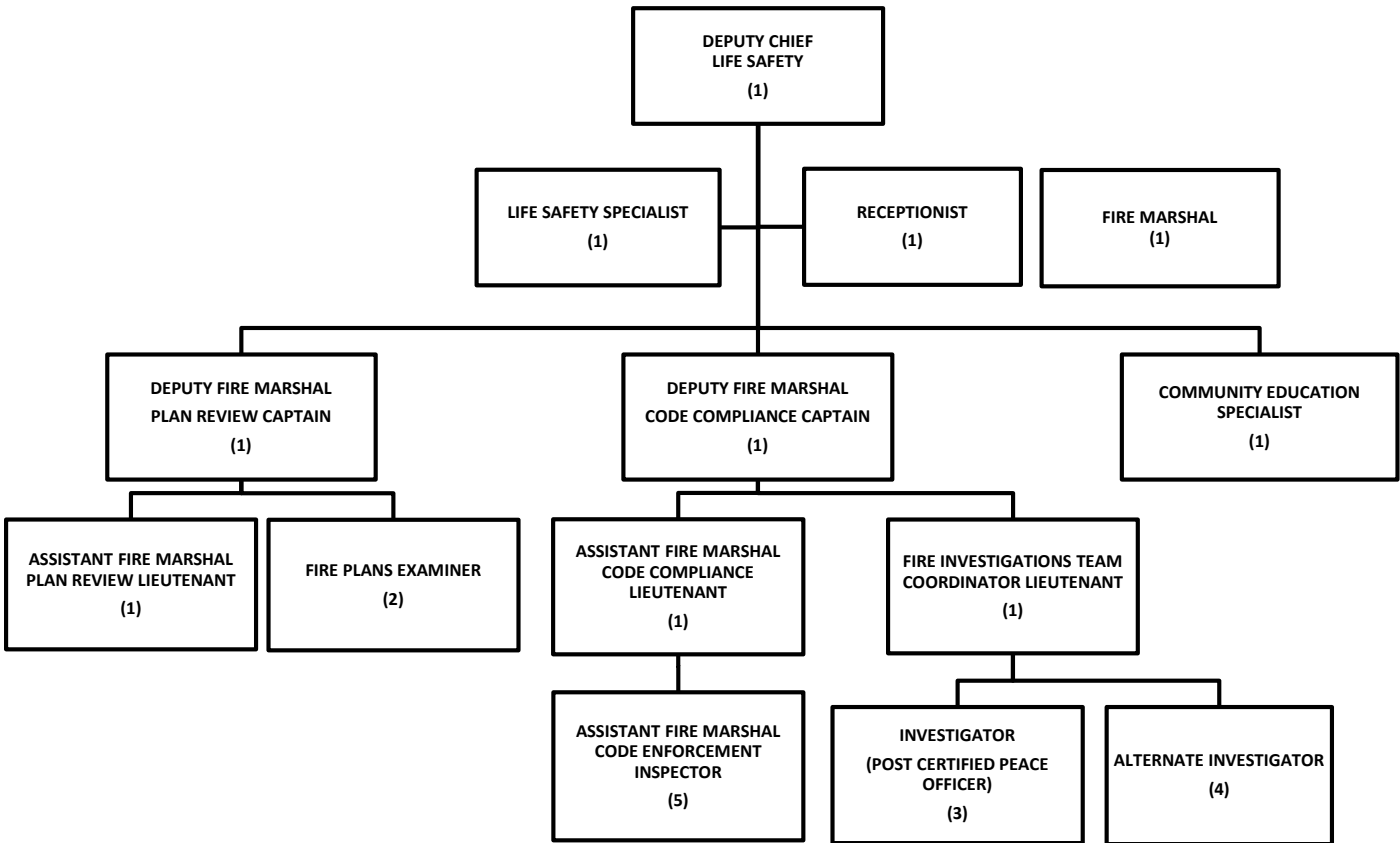
All commercial occupancies located within the West Metro Fire Protection District (District) are inspected at least one time every three years. Each has a hazard score that is assigned using risk factors as listed in the records management system. Frequency of inspections is based on this numerical score.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

List Sub-Programs:

- Building Inspection Program
- Operational Permits
- State Safety Inspections

Staffing (Org Chart):

WEST METRO FIRE PROTECTION DISTRICT LIFE SAFETY



Injuries/Exposures:

Knee injury caused by fall due to uneven terrain during building inspection at construction site.

Succession Planning:

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

Specialized Equipment:

Code cycle changes require the purchase of additional books.

Training and Certifications Completed:

Fire Inspector and Fire Plans Examiners are certified through the International Code Council (ICC) and the state of Colorado. Training courses through ICC, EduCode, American Fire Alarm Association (AFAA) and other similar organizations are utilized to support job functions.

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 certifications.

Facilities (if applicable):

None

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 through construction inspections, and identifying the need for operational permitting.

Significant Milestones:

Through the year, an average of 339 company-level building inspections were recorded per month. The Life Safety Division averaged 266 inspections per month.

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority I Invest in Human Capital	Objective C	Promote overall effectiveness within the Division by cross training. Allow for code enforcement personnel to become plan reviewers and obtain the Plans Examiner certification. The Division has moved to a civilian model for plans examination and, while cross certification is available, a transition path is not currently available.
Priority IV Relationships	Objective A	Work with neighboring departments to eliminate the need for multiple mobile food preparation inspections. A standardized mobile food truck inspection process has been implemented and accepted.
Priority III Operational Readiness	Objective A	Explore options to add additional Life Safety Division inspectors and enhance and streamline crew pre-plan information. The preplan information project is still under development and is a goal of the Life Safety Division.

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority I Invest in Human Capital	Objective C	Certifications – Provide enough educational opportunities throughout 2023 to maintain all current inspector certifications through the ICC and Division of Fire Prevention and Control. Provide ongoing educational opportunities to expand specific expertise in individual topics through other training organizations.

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.
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.

Unexpected Results (positive or negative):

Moving the Fire Investigation Team under Code Enforcement in 2022 allowed for a new look and evaluation of the program. This process identified areas of improvement and proposals to address current staffing models, loss of experience, and increased demands for service.

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):

Ongoing COVID-19 pandemic.

Program Specific Measures or Metrics:

Annual Code Compliance Inspections	3,698
Violations Found - 836	Most common violations: #1-Maintenance of systems #2-Extinguishers #3-Knox box keys
Operational Permits	249
Operational Permit Fees	\$105,377.00
Code Enforcement Fees	\$118,000.00
False Alarms	4,112
Unintentional/Accidental	2,335
System Malfunctions	1,471
Malicious/Mischievous	291
Other (Bomb Scares)	15 (3)
Total Violations - 954	Corrected prior to year-end - 936

Program Self-Assessment:

There were no significant changes to the code compliance performance indicators in 2022.

SWOT Analysis:

Program Strengths:

- Employees - Through continued staff member trainings and learning, the division is positioned 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 and improve the documentation and 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.
- Evaluate the Fire Investigations Team program and explore alternative staffing model(s) to address loss of experienced investigators and increased demands for service.

Program Threats:

- 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: 2022
Date: 1/31/2023
Category: Category 9
Criterion (if required): 9B

Recommendations (if applicable):

None

Progress Made on Recommendations:

None

Program Description:

Enter a Brief Description of the Program:

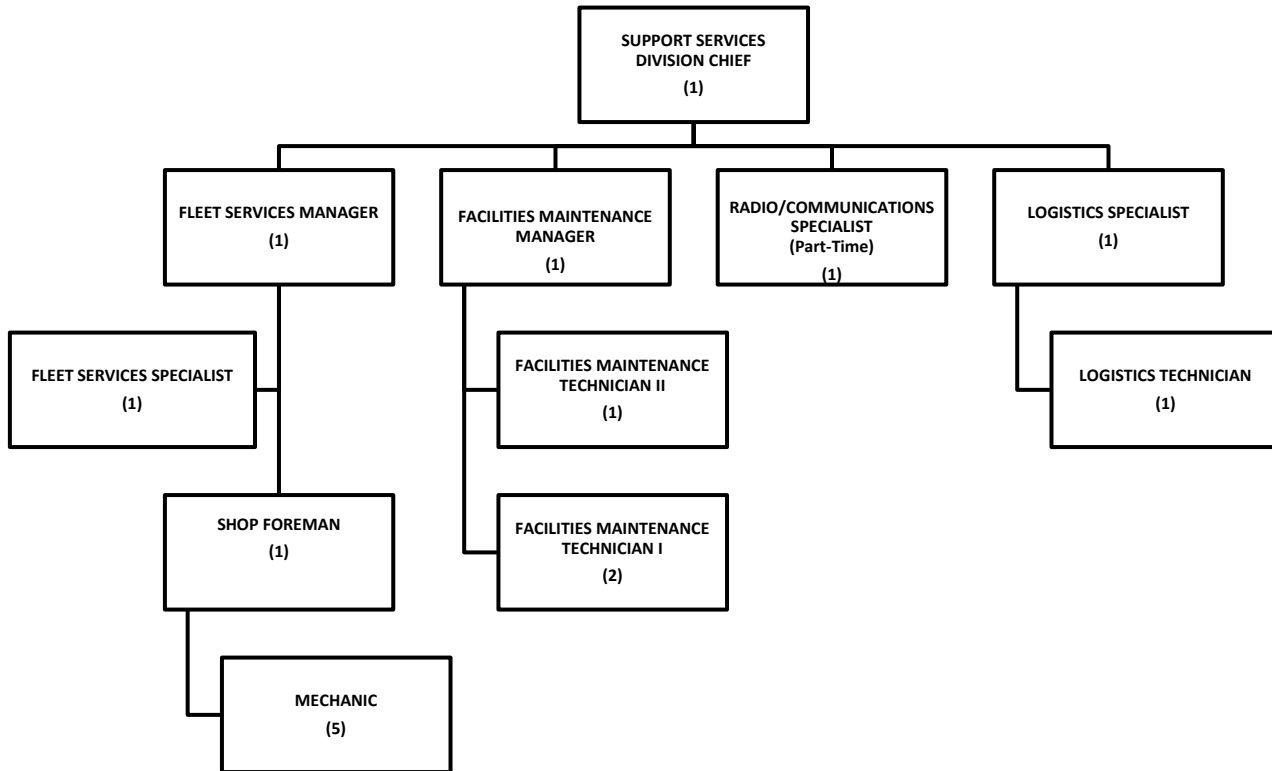
The Communications Division of the West Metro Fire Protection District (District) is responsible for two separate missions: provide for liaison services between the District and the Jefferson County Emergency Communication Center (Jeffcom), and to provide all the necessary communication hardware throughout 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

Staffing (Org Chart):

**WEST METRO FIRE PROTECTION DISTRICT
SUPPORT SERVICES DIVISION**



Injuries/Exposures:

None

Succession Planning:

The part time radio/communication specialist provides vital services to the District. The District is exploring the use of outside contract labor to maintain critical functions workflow should the radio specialist retire. While this succession plan would be acceptable, with little impact on operations, it would be an increased cost to the District and entail some detailed training to provide smooth transition.

Specialized Equipment:

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

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		Enter goals and progress here
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		Enter goals here
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.
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.

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 and meet the needs of the citizens, assuring the ability to communicate effectively while responding to emergencies.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

None

Program Specific Measures or Metrics:

Complete the IGA with the city of Lakewood by the first quarter of 2023.

Begin the Denver Grant Study by a third-party consultant by year end of 2023.

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.

Program Self-Assessment:

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

Jeffcom is a consolidated dispatch center that replaced eight individual public safety answering points across Jefferson County. The program self-assessment for communications has been primarily addressed in the Jeffcom Annual Program Appraisal. There were no significant changes to the performance indicators in 2022.

SWOT Analysis:

Program Strengths:

- The principal strength of the District Communications Division is the relationship with Jeffcom consolidated dispatch center.
- The second strength of the District Communications Division is its proactive approach to maintaining and replacing critical equipment before it becomes expensive to maintain or is inoperable. Interagency agreements and collaboration with neighboring agencies have kept the radio and data communications in the District efficient and cost effective.

Program Weaknesses:

- 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 communication system 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.
- Now, even 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 Education
Program Manager: Community Education Specialist Erin Bravo
Appraisal Year: 2022
Date: 1/31/2023
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:

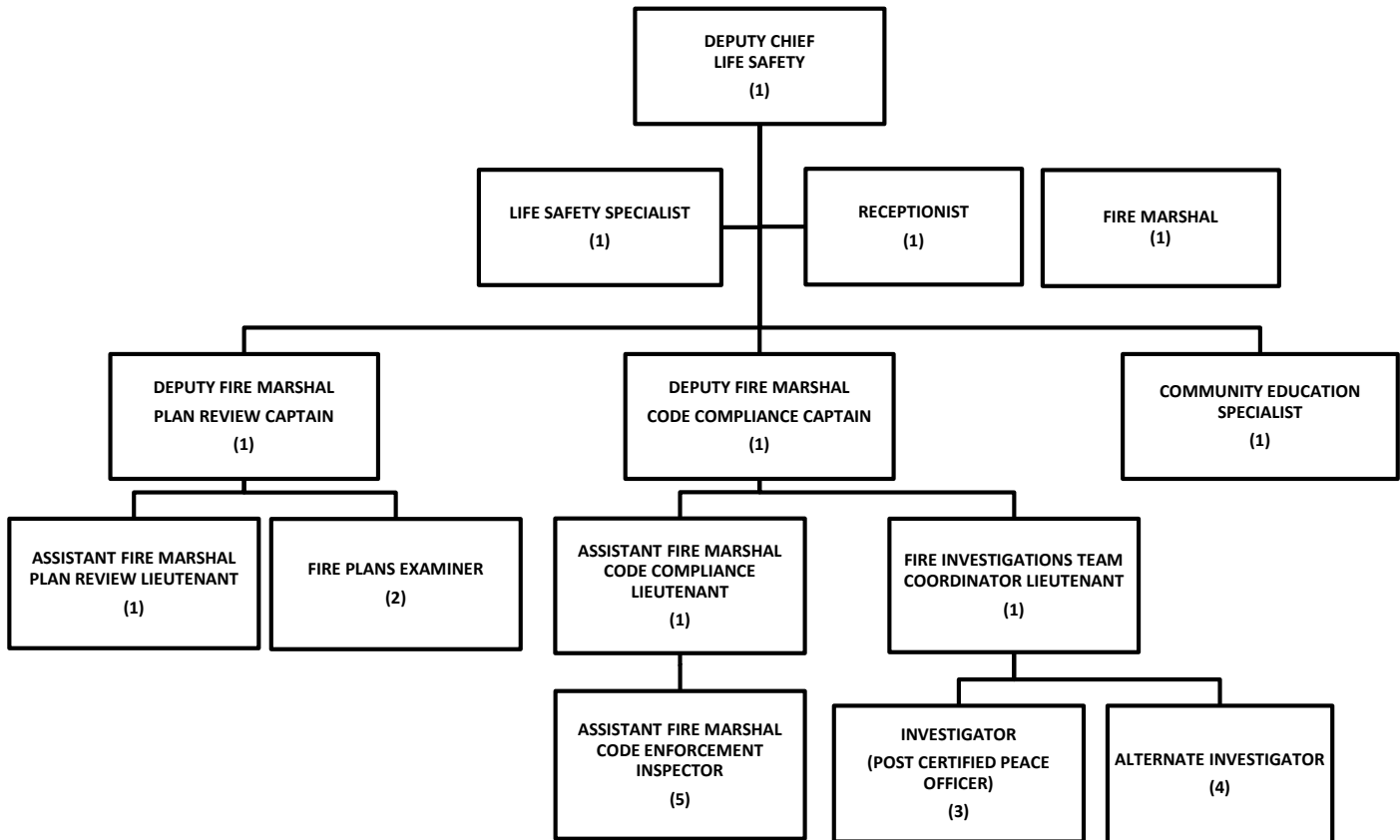
The West Metro Fire Protection District's (District) community education programs support the District's commitment to protecting the community's quality of life through prevention, preparedness, and all hazards emergency response. The community education programs are strategically designed to reduce 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 the education efforts on injury prevention and preparedness. Community education is dedicated to increasing the overall knowledge and application of positive life safety behaviors and code compliant practices, which can lead to fewer emergency responses and reduce preventable injuries or damages within the community.

List Sub-Programs:

- Child Passenger Safety (CPS)
- Youth Fire Setter Intervention

Staffing (Org Chart):

**WEST METRO FIRE PROTECTION DISTRICT
LIFE SAFETY**



Injuries/Exposures:

There were no injuries or exposures related to community education in 2022.

Succession Planning:

Not applicable at this time.

Specialized Equipment:

A new digital FIAR fire extinguisher has been purchased and will be utilized in 2023 for fire extinguisher trainings.

Training and Certifications Completed:

Child Passenger Safety (CPS) Instructor.

Training and Certifications Needed:

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

Facilities (if applicable):

Administrative office, administrative storage room, and 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 first responders. Community education employs strategically designed and measurable programs to mitigate those risks.

Significant Milestones:

The annual in-person Family Fire Muster returned in 2022 after two years of revising or cancelling the event due to COVID-19.

Previous Year’s Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
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 with more organization and updates underway.
Priority II Public Relations	Objective B	Goal: Offer CPS and Speaker’s Bureau training for District employees who want to participate and get involved in community education programs and events. Progress: 52 CPS techs were certified through two West Metro CPS courses using West Metro’s certified instructors. Of the 52 techs certified, 37 are with West Metro. The remaining 15 are from surrounding Districts who go through the District’s Academy. Five District certified CPS techs recertified in 2022. West Metro currently has 109 certified CPS technicians and five instructors. Five new members were added to the Speakers Bureau in November 2022 and eight additional members joined in January of 2023.
Priority II Public Relations	Objective B	Goal: Solicit feedback from the community via program analysis and 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 Fire Muster, school programs, the child passenger safety program, and the youth fire setter program are completed during or after the program or event.
Priority II Public Relations	Objective C	Goal: Maintain and expand community partnerships with muster sponsors as well as local hospitals and other stakeholders to extend the reach of the existing community education programs

		and potentially create new programs based on community needs. Progress: Initiated program discussions with Centura – Saint Anthony to participate in the Choose S.A.F.E program focused on safe driving, and with Nymb1 to help seniors access a free resource for better mobility and fall prevention.
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Current Year’s Goals:

Strategic Plan Linkage		Enter goals here
Priority II Public Relations	Objective B	Goal: Update the design of the community education section of the website by the fourth quarter of 2023 to better showcase the District’s prevention programs and services.
Priority II Public Relations	Objective B	Goal: Provide Child Passenger Safety certification and Speaker’s Bureau trainings within 2023 for all District employees who want to participate in community risk reduction efforts.
Priority II Public Relations	Objective C	Goal: Evaluate and update programs and services by the fourth quarter of 2023 to ensure relevancy and accuracy for service to the community. Maintain and grow community partnerships throughout the year.

Unexpected Results (positive or negative):

No unexpected results to report for 2022.

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

Yes

How Does this Program Meet the Needs of the Citizens?

The community education programs identify risks to residents and stakeholders within the District’s service area and deploys 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 education programs are focused on risk reduction and involve partnerships with local businesses and agencies to promote workplace safety, home safety, injury prevention, and general fire prevention within the community. The District 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 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).

Community Education – Approximate Contacts	
Family Fire Muster promotion	133,000
Family Fire Muster attendees	2,500
Community events - 8	2,683
Files of Life, Smart911	1,650
Educational material and information distribution	1,339
Jr Firefighter Badges	11,000
Preschool, elementary, middle, & high school students	3,650
Safety presentations for residents	766
Workplace safety presentations	200
Car seat checks	118
Low-cost bike helmets – at the Muster	220
Low-cost smoke and CO alarms	41
Number of scheduled apparatus visits	141
Number of station tours	55
Youth fire setter interventions	5
Family kids club monthly newsletter members	2,328
29 Firework signs distributed to two Neighborhoods	7,265
Administrative building sign message exposure by car/year*	2.6 million
Overdose Prevention Videos – online views	204

*estimate based on City of Lakewood traffic study completed July 7th-13th 2022

Program Self-Assessment:

Performance indicators reviewed and no updates are needed.

SWOT Analysis:

Program Strengths:

- Adaptable.
- Established and long running.

Program Weaknesses:

- Accessibility of digital material.
- Limited awareness of District programs and services in lower socioeconomic areas and non-English speaking communities.

Program Opportunities:

- New website with enhanced content presentation and organization capabilities.
- In-person and digital engagement.
- Targeted programs and services based on consistent data pulls and analysis.

Program Threats:

- Continuation or resurgence of the pandemic.



West Metro Fire Rescue Annual Program Appraisal

Program Name: Colorado Task Force 1

Program Manager: Division Chief Bob Olme

Appraisal Year: 2022

Date: 1/31/2023

Category: Category 5

Criterion (if required): N/A

Recommendations (if applicable):

None

Progress Made on Recommendations:

Not applicable

Program Description:

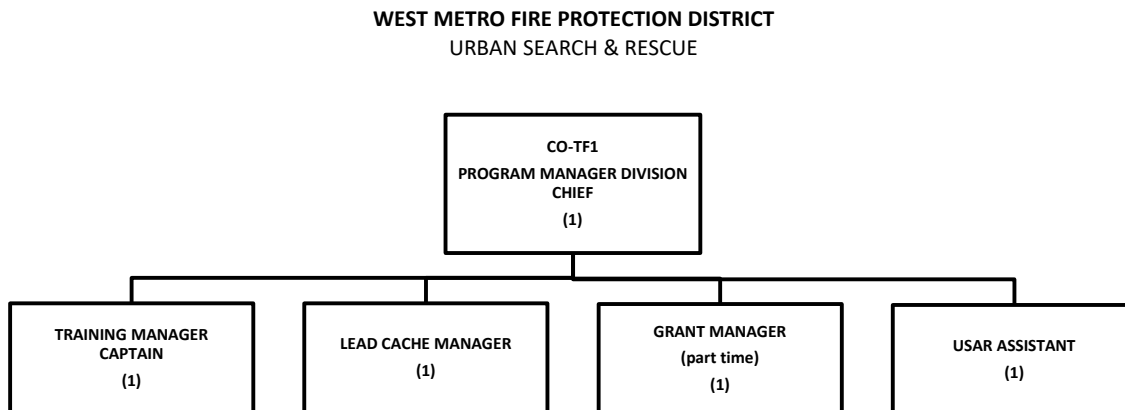
Enter a Brief Description of the Program:

Colorado Task Force 1 is a disaster response task force supported by West Metro Fire Rescue (District) as the sponsoring agency and the Federal Emergency Management Agency (FEMA) through a memorandum of understanding. The task force maintains two hundred thirty members to support all the functions of the task force including rescue, search, plans, medical, logistics, management, communications, safety, and hazmat in response to disasters locally, statewide, and nationally when called to respond. All members meet annual training and readiness exercise requirements. A staff of four and one-half full-time equivalents make up the support personnel for these functions.

List Sub-Programs:

None

Staffing (Org Chart):



Injuries/Exposures:

There was one back injury in the past three years in which the task force member reached maximum medical improvement without deficit.

Succession Planning:

In 2022, the program manager instituted policy whereby all staff will learn each other's duties. Also, the training manager is being trained to be a program manager. Between the training manager cross training and the deputy program manager (logistics cache manager), there is confidence that any staff transitions will be seamless.

Specialized Equipment:

The task force maintains all specialized equipment utilized for deployment operations. 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. The task force is capable of self-sustained advanced life support operations in austere environments for a period of 72 hours.

Training and Certifications Completed:

All members meet the general requirements for training and the position specific training for their position. All members also participate in the annual readiness exercise for the task force.

Training and Certifications Needed:

The task force is in process of pursuing an eighth canine search dog and has identified search positions (personnel) that will need to be filled due to attrition in 2023.

Facilities (if applicable):

The facilities meet the needs of the task force.

Program Goals and Objectives:

Overall Strategic Focus:

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

Significant Milestones:

None

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority III Operational Readiness	Objective A	Continue to obtain 100% personnel readiness and upgrade equipment. Deployable members increased by 40% in 2022 and necessary equipment purchases were made to maintain readiness.
Priority IV Relationships	Objective A	Strengthen relationships with partner participating agencies. Consistent work is in progress to improve these relationships through open communication.

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
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 meet current and future needs.

Unexpected Results (positive or negative):

By placing emphasis on streamlining processes, the task force has seen an increase in participation. Informal polling indicates that the new systems make it easier to participate.

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.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

The task force experienced a significant amount of personnel turnover in 2022. 51 members were recruited to the task force in 2022 with all but three of these becoming fully trained, equipped, and certified to meet the requirements to be fully deployable assets.

Program Specific Measures or Metrics:

This influx of personnel served to infuse new excitement into the task force and also helps to alleviate some concerns about succession planning.

Program Self-Assessment:

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

The task force received 98 out of 100 possible points on the 2022 annual readiness evaluation as required by FEMA.

SWOT Analysis:

Program Strengths:

- Personnel attached to the task force are the best of the best from each participating agency. As long as there is opportunity for them to excel, the members outperform most response units.

Program Weaknesses:

- Federal funding has not changed much in the last seven years with no changes to account for cost of living and increases in equipment procurement and repair costs. Without additional funding, the task force risks becoming economically unsustainable.

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 task force is at the political will of the United States Congress and theoretically could be dissolved should the political or economic pressures become too great or the federal government's priorities change.



West Metro Fire Rescue Annual Program Appraisal

Program Name: Emergency Medical Services

Program Manager: Division Chief Todd Heintl

Appraisal Year: 2022

Date: 1/31/2023

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's medical director took the lead in the evaluation of multiple 12-lead ECG transmission platforms beginning in mid-2022. This process involved key stakeholders that included regional EMS leadership, hospitals, and medical directors. Evaluation criteria included cost, ease of use, ability to transmit from any monitor manufacturer, and ePCR integration capability. A final software platform was identified and will be piloted by the District beginning in late first quarter of 2023. 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:

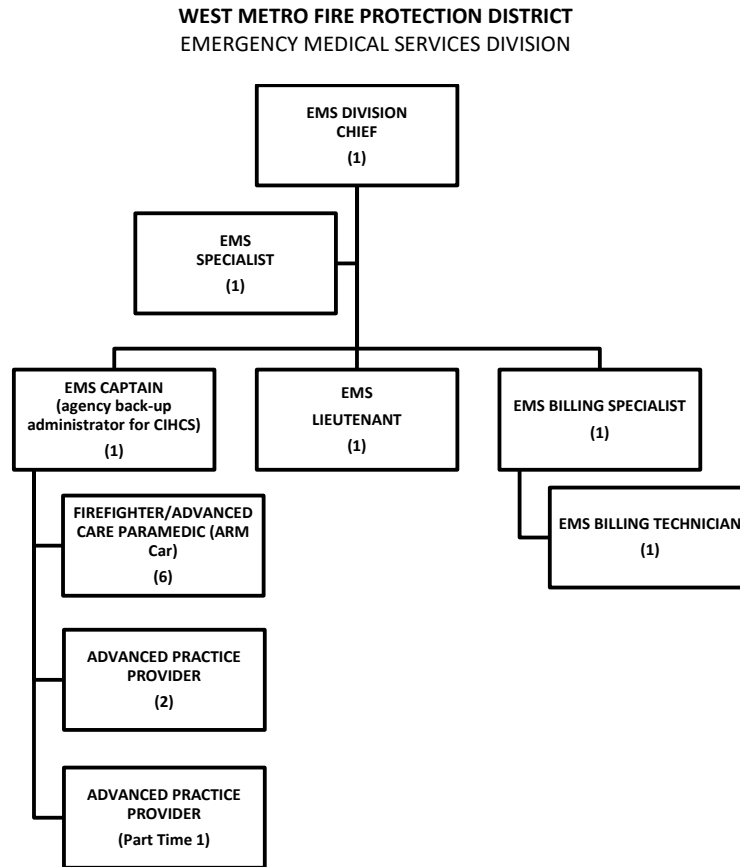
Enter a Brief Description of the Program:

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 (CE) in order to meet EMS certification requirements.

List Sub-Programs:

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

Staffing (Org Chart):



Injuries/Exposures:

There were 19 injuries and four exposures related to EMS operational duties in 2022. Injuries were primarily related to lifting, which resulted in strains/sprains. Three of the exposures were due to fluid (blood or saliva) in the eyes, which was addressed by providing anti-fog safety glasses to encourage more consistent usage based on feedback from crews. Please see the 2022 Wellness Program Appraisal for more details.

Succession Planning:

- To support EMS operations, a new position was added to the EMS Division in 2022 (EMS lieutenant). This addition allowed the existing EMS captain to shift responsibilities from general EMS operations to more focused MIH management. Addressing unmet healthcare needs in the community is an identified priority within the District's strategic plan and meets the mission of MIH, thus warranting more involved management (see 2022 MIH Annual Program Appraisal for details). The co-chair of the MIH strategic planning team is intimately involved in program development, which adds resiliency to program management.

- A change in the EMS specialist position occurred after the previous employee left to pursue other career opportunities. The EMS lieutenant cross-trained in this role during the transition to provide needed support. The person that was hired as the new EMS specialist will dive further into data analysis to measure and track outcomes and will cross-train in the EMS billing specialist role to provide support as needed.

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; CE 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), Electrocardiogram (ECG), and intravenous (IV) courses delivered, with resulting certificates issued, in 2022:

ACLS, PALS, EKG, IV, CPR:

Total EMS Certification Classes	25
Total Certificates Issued to Providers	578

The following table highlights the total amount of internal EMS CE offerings and educational hours available to providers in 2022. This does not include external CE offerings:

CE HOURS:

Total EMS Classes	51
Total Hours CE Credit Available	130

The following table captures paramedic school preparation, enrollment, and graduation activities in 2022:

PARAMEDIC SCHOOL:

Students Completed Anatomy & Physiology	14
Students Completed ECG	9
Students Accepted	9
Students Graduated	9

Training and Certifications Needed:

In 2023, there will be 24 employees attending paramedic school. In preparation for paramedic school (for 2023 and 2024), 28 employees will attend anatomy and physiology and 30 will complete an ECG course. Annually, the EMS Division also delivers ACLS and PALS courses for those needing recertification.

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 tailors education/training based on developing or anticipated 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:

- Effectively delivered updated protocol training and verbal de-escalation training related to the agitated/combatative patient while also communicating changes to law enforcement partners.
- Delivered blended CPR recertification training to all employees.
- Remodeled the paramedic field training program to provide more objective evaluation criteria and improved recording/tracking through the District's learning management system (Vector Solutions).
- Improved paramedic technician (PT) involvement by holding quarterly informational meetings, creating work groups designed to improve processes, and implementing monthly shift meetings with the safety and medical (SAM2) officers to encourage information sharing.

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority III Operational Readiness	Objective A	Enhance the tracking of patient outcome data to improve quality management and support decision-making. <u>Progress:</u> Expanded tracking of STEMI, stroke, and sepsis alert outcomes. This allowed for the identification of performance gaps and subsequent development/delivery of targeted training.
Priority III Operational Readiness	Objective A	Evaluate EMS deployment models in conjunction with the Standard of Cover Strategic Planning Team (SOC SPT) to reduce the commitment time of the busiest medic units.

		<u>Progress:</u> Worked with the SOC SPT to evaluate alternative EMS response options that would add capacity based on increasing service demand. This resulted in the addition of a medic unit at Station 17 in 2022 and the approval of another medic unit at Station 8 in 2023.
Priority IV Relationships	Objective A	Uptrain law enforcement partners on new medical protocols that impact their tactical decisions and collaborate on the delivery of active threat training. <u>Progress:</u> Provided a presentation to law enforcement partners on protocol changes related to the agitated/combatative patient and how EMS will approach these scenes. Also worked collaboratively with law enforcement to deliver active threat training.
Priority I Invest in Human Capital	Objective C	Add additional human capital to the EMS Division to support the District’s EMS objectives while maintaining work-life balance and succession planning. <u>Progress:</u> Transitioned the EMS captain to program management of MIH and added an EMS lieutenant to coordinate EMS operational needs.

Current Year’s Goals:

Strategic Plan Linkage		Enter goals here
Priority III Operational Readiness	Objective A	Evaluate EMS response models in coordination with Operations/SOC SPT to help manage call volume needs.
Priority III Operational Readiness	Objective A	Define more specific and measurable EMS outcome metrics by December 2023.
Priority III Operational Readiness	Objective A	Update active threat and mass-casualty incident (MCI) standard operating procedures in coordination with regional partners.
Priority V Financial Stability	Objective A	Evaluate and select an EMS billing vendor and coordinate transition as needed.
Priority III Operational Readiness	Objective A	Pilot an ECG transmission platform for prehospital physician consultation and make recommendations.
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.
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.

Unexpected Results (positive or negative):

- In 2022, the District transported 18,823 patients to area hospitals, which represented a 7.2% increase in transport volume over 2021. Although the increase was not as significant as the prior year, which was a staggering 10.5%, this seems to be more representative of what to expect without the influence of COVID-19. This trend in service demand will require the thoughtful deployment of resources to ensure sustainability.

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.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

- Hospital saturation remained a concern due to COVID-19 and staffing shortages during the first half of 2022, resulting in hospitals being on critical or divert status most of the time. This required frequent coordination between transporting crews and Jeffcom to implement a load-leveling process within hospital zones. Hospital availability improved through the end of 2022 and the need for load leveling diminished.
- The sepsis notifications increased substantially after refining alert criteria, delivering training, and providing a reference guide. This occurred through the quality management process where it was determined that although the patients were receiving appropriate treatment, the threshold for alerting the hospital was not being met.
- Stroke alerts also increased, which may be attributed to additional training, but there is no clear evidence to confirm that.

Program Specific Measures or Metrics:

EMS Incidents 2018 - 2022	2018	2019	2020	2021	2022
Total EMS Incidents	23,557	25,126	22,831	25,210	26,451
Patient Transports	16,357	16,448	15,894	17,558	18,823
% Transports	69.44%	65.46%	69.62%	69.65%	71.16%
Emergent Transports	1,196	1,244	1,436	1,707	2,403
% Transports Emergent	7.31%	7.56%	9.03%	9.72%	12.77%
EMS Pre-Hospital Alerts	2018	2019	2020	2021	2022
Sepsis Notification	53	59	70	141	319
STEMI (ST Elevation Myocardial Infarction) Alert	67	58	79	105	101
Stroke Alert	103	114	234	251	343
Trauma Alert	44	51	69	80	102
Total Alerts	267	282	452	577	865

Cardiac Arrest Return of Spontaneous Circulation	2018	2019	2020	2021	2022
No Return of Spontaneous Circulation	146	162	193	193	180
Yes, Prior to ED Arrival Only	62	48	60	88	84
Yes, At Arrival at the ED	9	32	7	8	10
Yes, Sustained for 20 Consecutive Minutes	19	8	11	13	9
Total Arrests (7/29/2017 forward due to NEMSIS 3.0)	236	250	271	302	283

Program Self-Assessment:

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

Criterion 5F and associated performance indicators were updated based on relevant changes made in 2022 related to EMS capacity, MIH, QM, and HIPAA compliance. Specific changes were made to performance indicators 5F.1 and 5F.3 – 5F.8.

SWOT Analysis:

Program Strengths:

- The primary strength lies in the people who support and deliver prehospital care. With strong educational, training, quality management, and logistical support, providers have the tools necessary to meet patient care needs.
- Compassionate care and patient advocacy is demonstrated by timely/appropriate intervention, which has improved outcomes. This is evidenced qualitatively by positive community feedback.
- The quality assurance process has resulted in service delivery improvements.

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(s).

Program Opportunities:

- Complete a comparative analysis of competing billing vendors through an RFP process to improve billing cycle management.
- Become more involved in industry associations and external organizations to remain informed about current events and pending changes, and to learn best practices.
- Participate in studies relevant to the District that have the potential for innovative change/progress aimed at improved patient outcomes.

Program Threats:

- Industry changes due to legislative and other external factors that place pressures on revenue cycle management will continue to impact the District's EMS program.
- Growing demand for EMS service will require considerations 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: 2022
Date: 1/31/2023
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:

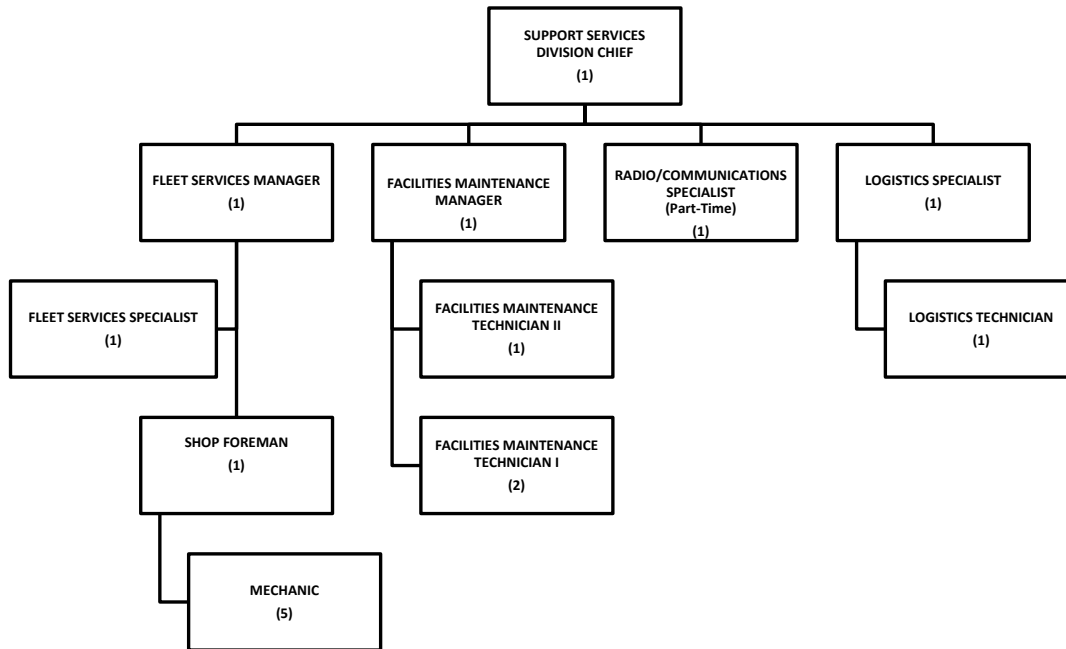
The West Metro Fire Protection District (District) Facilities Maintenance Division is responsible for the maintenance and repair, as well as planning for and implementation of any capital improvements for the District's 23 facilities (grounds and buildings). Utilizing four full-time employees, the day-to-day 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

Staffing (Org Chart):

WEST METRO FIRE PROTECTION DISTRICT SUPPORT SERVICES DIVISION



Injuries/Exposures:

None

Succession Planning:

Succession planning is being addressed within the Facilities Maintenance Division by cross training, goal setting, and personnel 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.

Training and Certifications Needed:

None

Facilities (if applicable):

The 3301 South Field Street offices provide adequate facilities from which to operate. The facility is aging and needs some improvements that are addressed in capital projects for 2023.

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 and uninterrupted ability to respond.

Significant Milestones:

Major accomplishments and milestones in 2022:

- Administration building elevator modernization.
- Replace HVAC units at the Administration building.
- Station 15 kitchen and day room remodel.
- Replace Station 15 generator.
- Station 12 generator replaced after the original one was hit by a car.
- Station 12 bathrooms remodel.
- Begin Station 16 phase 4 remodel.
- Old Station 8 remodeled for a firefighter wellness center.
- Snow removal equipment upgraded by installing new snowplows on two trucks and purchasing 3 used ATVs with snowplows.
- Training Center – Class A burn building rebuild (ongoing support for West Metro Fire Rescue Training Center).

Previous Year’s Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority III Operational Readiness	Objective A	To provide adequately maintained facilities to facilitate the best response options for the District.

Current Year’s Goals:

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

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.
- The average work orders completed per month range between 80-100. These 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):

N/A

Program Specific Measures or Metrics:

The metrics used to measure failure or success is the number of outstanding work orders each month while 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 crashes and processing issues with work orders and time management software. These issues were recognized, and a new system was evaluated to be used in 2023 to assure accurate management of work and measuring the efficiency and timeliness of tasks completed.

Program Self-Assessment:

Review all program performance indicators and update if necessary. All updates must be submitted to the executive assistant in a tracked changes format. Sponsors will assign specific performance indicators to support writers. Please include a summation of changes here:

None

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.

- 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:

- Continually evaluating the relationships with contractors and vendors is important to combat the escalation of labor costs and supply prices. Collaboration and developing relationships with neighboring agencies also need to be evaluated to combine purchasing power with vendors and contractors to stabilize escalating labor and service price increases. Ongoing training and District facility familiarization for full-time technicians increases efficiency and effectiveness of the facility staff.

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 makes it difficult to manage budget and contractors.
- Monthly price increases for services and supplies, coupled with aging of assets will negatively affect the District's current capacity to support the facilities program as currently funded and managed.



West Metro Fire Rescue Annual Program Appraisal

Program Name: Finance
Program Manager: Finance Director, Bruk Mulaw
Appraisal Year: 2022
Date: 1/24/2023
Category: Category 4
Criterion (if required): 4A, 4B, 4C

Specific Recommendations (if applicable):

None

Strategic Recommendations (if applicable):

None

Progress Made on Recommendations:

N/A

Program Description:

Enter a Brief Description of the Program:

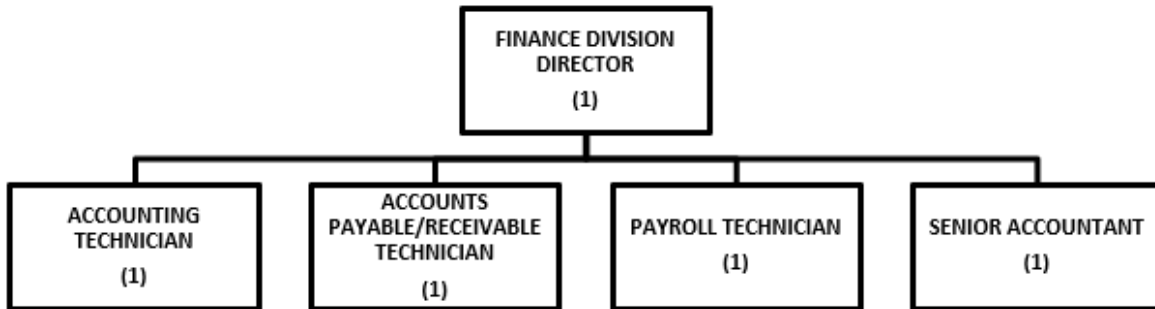
The Finance Division assumes full responsibility for all financial matters as well as the day-to-day accounting operations of the West Metro Fire Protection District (District). Major functions of the Finance Division include financial forecasting, budget preparation, financial reporting and compliance, 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

Staffing (Org Chart):

**WEST METRO FIRE PROTECTION DISTRICT
FINANCE DIVISION**



Injuries/Exposures:

N/A

Succession Planning:

The Finance Division is 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 controls, 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 reference guides on major tasks, techniques, and procedures. In 2022, the Finance Division reviewed and updated a job description for an accounting technician position. A new accounting technician was hired in 2022 (with additional scope of responsibility) replacing the previous finance administrative assistant.

Specialized Equipment:

N/A

Training and Certifications Completed:

- Finance director – 52.9 hours of various continued professional education (CPE) courses in government finance, leadership, economic, and regulatory updates.
- Senior accountant – 22 CPE. Attended the annual Government Finance Officers Association (GFOA) Conference.
- Accounts payable/receivable technician – 1099-NEC (Nonemployee compensation) compliance update 2022 and accounts payable best practices training.
- Payroll Technician - W-4 for 2022.
- CPR certification renewals for all team members.

Training and Certifications Needed:

Special District Association (SDA) and GFOA leadership programs
Annual GFOA and Colorado GFOA conferences
Payroll certification
Internal Finance Division cross training

Facilities (if applicable):

N/A

Program Goals and Objectives:**Overall Strategic Focus:**

The Finance Division's goal will continue to focus on staff development, training, and succession planning to allow job growth, work-life balance, and collaboration with both internal and external stakeholders. The division will work closely with other internal stakeholders to enhance communication and awareness of available resources, guides, and provide training and support on finance-related matters. The division also recognizes the strategic priority of maintaining long-term financial stability and resiliency by maintaining adequate fund reserve balance based on risk factors that are specific to the District's economic and financial situation.

Significant Milestones:

- The Finance Division participated in the District's reaccreditation process. The Finance Division was assigned to address 23 performance indicators under *Category IV: Financial Resources*.
- Streamlined the 2023 Budget process and enhanced collaboration by creating a budget owners' group in Microsoft Teams to share resources, tools, and updates.
- Hired a new accounting technician. Updated the job description for the accounting technician position to reflect current scope of work and responsibilities.
- The senior accountant attended the GFOA annual conference for the first time. This is part of the Finance Division's staff development and succession planning.
- The Finance Division appointed the accounts payable/receivable technician as a new member to the Strategic Plan - Strategic Planning Team (SPT). Through the participation of this team member, the Finance Division played an important role in reviewing and identifying progress made on the District's strategic priorities.
- Implemented Positive Pay system and successfully enrolled the District's operating account with FirstBank to an automated fraud detection system. This is in response to rising incidents of check frauds in the banking industry.
- Added online wire transfer capabilities to the existing Commerce Bank account, which reduced bank fees for outgoing wires and improved the convenience and control to initiate and approve wires via the online bank portal.
- The Finance Division took a leading role in the Federal Emergency Management Agency (FEMA) public assistance grant application (currently under review by FEMA). The Finance Division also assisted other divisions in applying for federal and state grants in 2022 including, the Health Resources and Services Administration (HRSA) provider relief fund (\$1.7million awarded); the Staffing for Adequate Fire and Emergency Response (SAFER) grant (pending); and the Colorado Resource for Emergency and Trauma Education (CREATE) grant (\$40K awarded).
- In 2022 the District received \$8.34 million cost reimbursement from the Medicaid supplemental payment program for its 2020/2021 reporting period. The Finance Division assumed a primary role in submitting reports and facilitating the desk review for this program.

Previous Year’s Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority I Invest in Human Capital	Objective C	Utilize training and higher education opportunities for professional development and succession planning. (In progress: hired new accounting technician in May 2022; payroll technician is pursuing an MBA)
Priority V Financial Stability	Objective C	Enhance internal communication and collaboration with other divisions/stations. Tapping on available technologies and shared resources, and reducing duplication of work (In progress: Microsoft Teams, Vector Solutions, Microix workflow)
Priority V Financial Stability	Objective A	Maintain a healthy fund reserve, with unassigned fund balance level kept at or above 25% of the District’s projected annual expense (Achieved operating reserve at 36% of annual expense)

Current Year’s Goals:

Strategic Plan Linkage		Enter goals and progress here
Priority V Financial Stability	Objective A	Enhance alternative revenue sources from grants and other contractual services to supplement tax revenues
Priority I Invest in Human Capital	Objective C	Enhance training and education opportunities as part of staff development, succession planning, and work-life balance. Update existing job descriptions to align with scope of responsibilities
Priority IV Relationships	Objective B	Engage with outside local and professional agencies. Networking and experience sharing on best practices and available resources

Unexpected Results (positive or negative):

Resignation of the finance administrative assistant.

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 worked diligently to exercise prudence in managing the District’s funds. Through careful planning and conservative budgeting, the division ensured continued funding for the District’s services and programs. The District has received numerous prestigious awards including the GFOA’s best practice award for fund balance management. Having a strong financial foundation along with strategic debt management has increased the District’s Moody’s rating to AAA, which has allowed tax saving to the citizens through a 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):

New accounting technician position; replacing the previous finance administrative assistant position.

Program Specific Measures or Metrics:

2022	Payroll		Check Register		Pcard Transactions	
Month	# of Employees paid	Gross Payroll	# of Checks	Amount	# of Transactions	Amount
January	887	\$ 6,126,687	284	\$ 1,601,356	439	\$ 150,616
February	1,263	5,571,185	321	549,531	510	211,592
March	879	4,419,927	407	5,436,546	569	172,764
April	874	4,106,638	366	1,072,033	555	175,962
May	870	4,370,796	339	567,889	611	197,988
June	887	4,412,905	365	696,830	580	197,640
July	871	4,437,944	478	1,243,301	535	228,132
August	930	4,428,595	404	1,062,954	685	211,665
September	925	4,755,225	445	700,041	644	201,516
October	922	4,485,831	339	878,588	622	209,558
November	919	4,548,365	251	428,301	580	201,866
December	948	4,730,921	521	2,810,764	590	232,651
Totals	11,175	\$ 56,395,019	4,520	\$ 17,048,135	6,920	\$ 2,391,951

In February employees received 2nd paycheck for COVID premium/hazard pay.

Program Self-Assessment:

Review all program performance indicators and update if necessary. All updates must be submitted to the executive assistant in a tracked changes format. Sponsors will assign specific performance indicators to support writers. Please include a summation of changes here:

- Due to the 2022 re-accreditation process, all performance indicators for Category IV were extensively revised and updated.

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:

- Complexity of the payroll system with several pay and benefit packages
- Staff not fully cross-trained

- Challenges with work-life balance. Limited options and resources for covering team members who go on leave
- Internal stakeholders not fully utilizing financial documents, training resources, and guides available on the District's shared platform

Program Opportunities:

- As the District continues to grow, the Finance Division has assumed increased scope, complexity, and volume of work through time. To address the growing needs and expectations, the Finance Division aims to expand and align job responsibilities through continuous training and job growth with each team member having an opportunity to enhance the capacity and skills needed to perform assigned duties
- The Finance Division also sees cross training between team members as an opportunity for enhanced work knowledge, succession planning, flexibility in scheduling, and work-life balance
- Expand use of available resources and technology to improve internal communication and staff engagement through continuous training and support to enhance awareness on financial procedures, internal controls, budget, and financial reports

Program Threats:

- Economic uncertainties such as inflation, supply chain disruptions, and labor market challenges
- Increase in demand and cost of providing emergency services
- Retirements and leaves impacting staffing and overtime costs
- Ageing capital assets and increasing needs for major capital project works
- Legislation affecting future assessment rates of taxable properties resulting in lower tax revenues
- Delay in reimbursements from deployments due to an increase in natural disasters
- Internal staff transitions could add complications to payroll, the budget, and accounting workflow systems
- 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: 2022
Date: 1/31/2023
Category: Category 6
Criterion (if required): 6C, 6D

Recommendations (if applicable):

None

Progress Made on Recommendations:

N/A

Program Description:

Enter a Brief Description of the Program:

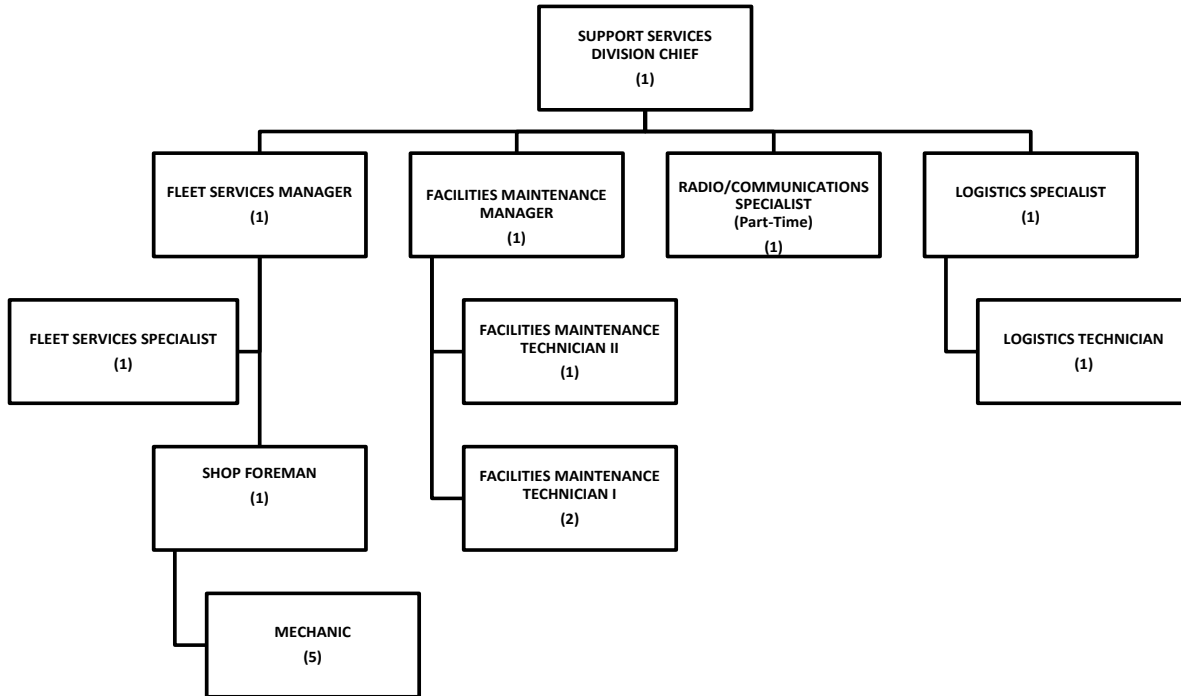
Fleet is charged with the maintenance, repair, and design of all apparatus across the District, including staff vehicles, response vehicles, and all ancillary vehicles utilized by the District.

List Sub-Programs:

None

Staffing (Org Chart):

**WEST METRO FIRE PROTECTION DISTRICT
SUPPORT SERVICES DIVISION**



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) have an average of nine certifications each.

Training and Certifications Needed:

Nothing needed.

Facilities (if applicable):

Facilities are 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:

- The division uses PSTrax software to assist in the work-order requesting process from personnel online. Real-time tracking of reserve vehicles was successfully implemented.
- Over 100 work orders are completed each month varying from engine replacements to minor mechanical needs.
- A parts specialist position was developed, and the position filled to assist in the administrative workload and streamline part inventory.

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority I Invest in Human Capital	Objective A	Support future manager from the workforce during the education process and continue a mentorship program for all members that will support succession planning.

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority I Invest in Human Capital	Objective A	Continue to support future manager from the current workforce during the 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.

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 to meet the needs of the citizens by assuring that the apparatus is ready to respond to emergencies.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

None

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 assure repairs are assigned, monitored and document parts and labor used for each repair. The fleet manager is responsible for monitoring and managing the process.

Program Self-Assessment:

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

No significant changes to program performance indicators in 2022.

SWOT Analysis:

Program Strengths:

- The talented 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. Apparatus replacement schedule has been amended to accommodate significant supply chain delays.

Program Weaknesses:

- Supply chain issues, unavailability of parts, and long order times of new apparatus has changed the historical view of how long to keep reserve apparatus before selling them for surplus. This change in perspective, to keep apparatus longer, has increased repairs, workloads, and created a shortage of parking space for reserve apparatus and apparatus during repairs. This has become a significant issue that affects labor, parts, and the already strained budget of the program.
- Due to supply chain issues and product availability, a backup electrical power generator has not been installed to support a long-duration systemic electrical power outage. Not being able to repair response vehicles could impact the District's ability to respond during a major event.

Program Opportunities:

- An all-inclusive evaluation of current management, operations, and business plan should be completed to confirm that billing and labor rates are aligned with industry standards, and staffing is adequate to assure financial and operational stability. This opportunity would help plan and assure that this program will be fiscally sound and continue to meet the needs of the District into the future.

Program Threats:

- The cost of parts has risen exponentially and is a substantial threat to the sustained success of this program. Supply chain issues have affected availability of parts and extended the delivery time of both parts and apparatus.



West Metro Fire Rescue Annual Program Appraisal

Program Name: Hazardous Materials Team

Program Managers: Division Chief Clint Fey, Captain Rick Ihnken, and Captain Mike Binney

Appraisal Year: 2022

Date: 1/31/2023

Category: Category 5

Criterion (if required): 5H

Recommendations (if applicable):

None

Progress Made on Recommendations:

N/A

Program Description:

Enter a Brief Description of the Program:

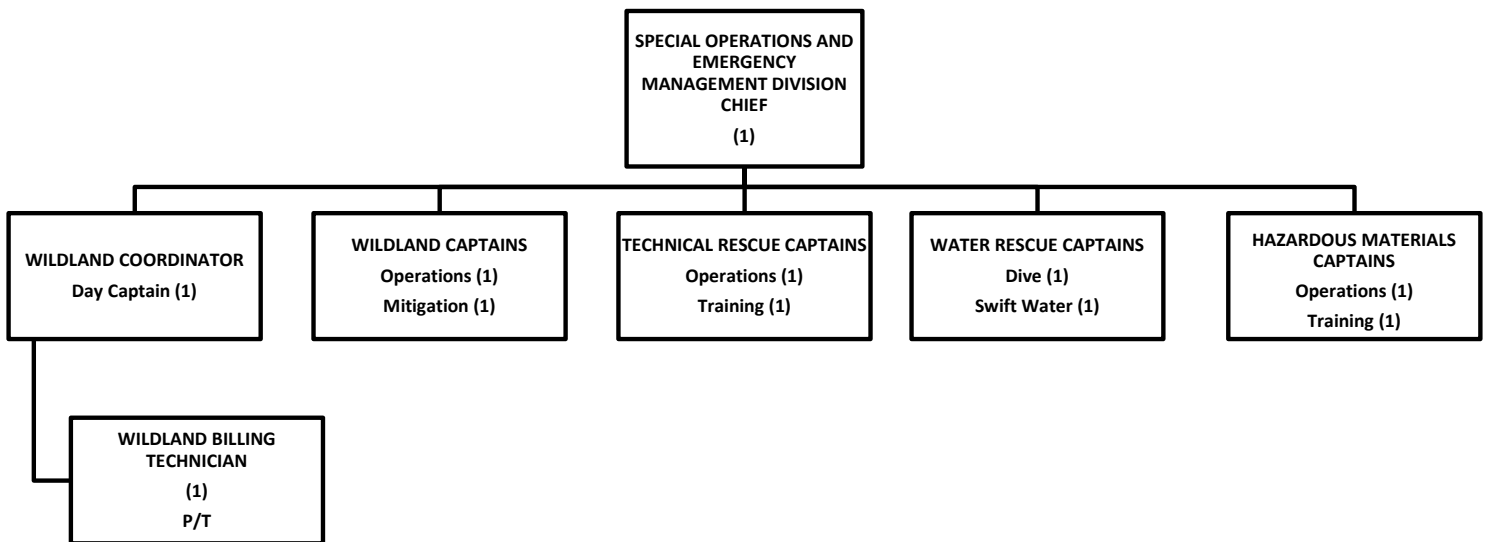
The hazardous materials (HM) program is the responsibility of the division chief of special operations under the direction of the operations chief. The District operates two levels of HM response. Level 1 provides local response by first due fire apparatus and the District's hazardous materials apparatus. 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:

None

Staffing (Org Chart):

WEST METRO FIRE PROTECTION DISTRICT SPECIAL OPERATIONS



Injuries/Exposures:

None

Succession Planning:

2022 included the addition of a new captain at Station 5, 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, with two of the newest lieutenants having served as firefighters in the hazmat system for many years. All officers are certified to the technician level.

Specialized Equipment:

- The District replaced all carbon monoxide detectors on front line apparatus as the old ones had reached the end of their service lives. These carbon monoxide, as well as the atmospheric 4 and 6-gas monitors, are serviced in-house by hazmat team members and are replaced as needed at the end of their service life.
- The team took delivery of a Rigaku ResQ CQL Raman spectroscope as well as a MX908 multi-mission handheld mass spectrometer. These tools enhance substance and threat hazard identification capabilities for the team.
- HazMat1 is a 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 a 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 HazMat1 is maintained in a ready status by Station 2 crews and has been serviced through the AJCHRA.

- HazMat5 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. HM 5 also contains tools and equipment for HM containment operations. Equipment on HazMat5 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 trainings.
- Hazmat IC Course.
- Lithium-ion vehicle extrication course (Station 2).

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 in 2023.
- Provide HM training to the District in 2023 and beyond.
- Tactical Chemistry in the first quarter of 2023 with AJCHRA.
- Continue to build training partnerships with contracted facilities (NREL, DFC, Denver Water) to improve relations and response proficiencies.

Facilities (if applicable):

None

Program Goals and Objectives:

Overall Strategic Focus:

The strategic focus of the hazmat 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 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 in laboratories. As a result, the Department of Energy supported the discontinuation of the lab's in-house chemical response team (CRT). This ensures that West Metro is the sole provider for hazardous materials response and supports a coordinated, competent response.

Previous Year’s Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority III Operational Readiness	Objective A	Continue District-wide first response training with an emphasis on the basics to reinforce 2021 lessons. Lithium-ion District-wide training sent out via the District learning management system.
Priority III Operational Readiness	Objective A	Continue to pursue joint training with Civil Support Team, Colorado State Patrol, and NREL to improve our regional response to incidents. More joint training in planning with NREL. Continue to meet and coordinate with Colorado State Patrol and Civil Support Team. Continue to participate in AJCHRA and Denver metro special operations chief’s meetings.
Priority III Operational Readiness	Objective A	Continue to work on pre-planning of known target hazards. Comprehensive emergency management plan in progress with fire marshal of NREL, the District’s Life Safety Division, and the District’s operational assets.
Priority III Operational Readiness	Objective A	Discuss the future direction of AJCHRA and determine if the current system is operationally effective, cost efficient, and optimal for the District. Recommendations have been forwarded to the fire chief for further consideration.

Current Year’s Goals: (Please share your ideas – then we can collectively discuss)

Strategic Plan Linkage		Enter goals here
Priority IV Relationships	Objective B	Conduct joint training with NREL including an exercise to validate the elimination of the CRT while maintaining operational effectiveness.
Priority III Operational Readiness	Objective A	Provide for 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.
Priority III Operational Readiness	Objective A	Determine the future direction of AJCHRA and the District’s role in metro-area hazmat response. Provide and maintain equipment necessary to support the future role of the AJCHRA.

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 HM 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:

Significant Incidents or Events (if applicable):

Multiple gasoline and diesel spills with seven that required technician-level response. All were contained without incident. One Hazmat 1 response to Broomfield to assist North Metro Fire.

Program Specific Measures or Metrics:

None

Program Self-Assessment:

Review all program performance indicators and update if necessary. All updates must be submitted to the executive assistant in a tracked changes format. Sponsors will assign specific performance indicators to support writers. Please include a summation of changes here:

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.
- New standard operating procedures have simplified response.
- The replacement of the Hazmat 5 vehicle has improved reliability and capacity.

Program Weaknesses:

- The governance and management model of AJCHRA.
- The majority of 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 Specialist Shannon Rush
Appraisal Year: 2022
Date: 2/3/2022
Category: Category 7
Criterion (if required): 7A, 7B, 7C, 7D, 7E

Specific Recommendations (if applicable):

None

Strategic Recommendations (if applicable):

None

Progress Made on Recommendations:

Not applicable

Program Description:

Enter a Brief Description of the Program:

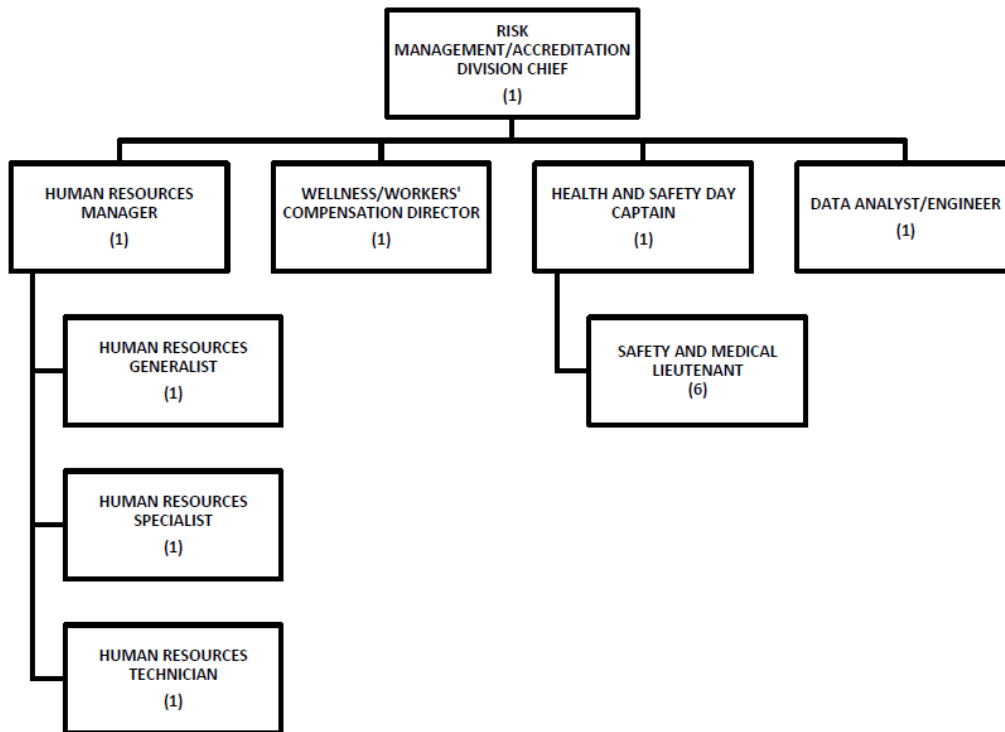
The mission of the Human Resources (HR) Division is to provide professionalism, quality support, and guidance that will enable all members to better serve the citizens of the West Metro Fire Protection District (District). The strategic goals for the HR Division are as follows: recruiting qualified individuals;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

List Sub-Programs:

- Benefits (health, pension, disability, supplemental)
- Recruitment, hiring, selection, eligibility testing, personnel files (EEO-4 reporting)
- HR oversight (monthly tasks, reporting, audits, payroll assistance, contracts)
- HR general (workers' compensation medical claims files, badging, health clinic monitoring (flu/shingles clinic and COVID-19 vaccine tracking), family support/peer support administration)

Staffing (Org Chart):

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



Injuries/Exposures:

None

Succession Planning:

- Because HR functions are very specialized, the District has provided additional cross training within the division. There is also a strong focus on professional development by supporting both formal education and job description driven professional certifications.
- There were also several opportunities for the HR generalist to act in the HR manger position in 2022.

Specialized Equipment:

None

Training and Certifications Completed:

Annual training:

- MSEC Employment Law Update
- Colorado Employer Benefit Trust (CEBT) quarterly and annual conference – January, April, July (Summer Conference), and October
- MSEC Conference Employer Summit
- Fire & Police Pension Association of Colorado (FPPA) Annual Employer Summit
- ADP Training – As needed

Training and Certifications Needed:

Society for Human Resource Management certification.

Facilities (if applicable):

Administrative offices

Program Goals and Objectives:

Overall Strategic Focus:

The health and well-being of all human capital. The HR Division endeavors to help the District reach the objectives outlined in the Strategic Plan. The very first priority in the Strategic Plan is the continual investment in our human capital, which should be achieved by protecting and fostering an ever-improving work environment.

Significant Milestones:

The District received a subsidy for medical savings once again in 2022. These savings will be distributed to all employees in 2023.

Previous Year’s Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Strategic Plan Priority I Invest in Human Capital	Objective A	<ul style="list-style-type: none"> • Managed hiring process for 11 new firefighters in January 2022 and 31 in August 2022. • Provided Resiliency Training to newly hired employees. • Managed all firefighter application fees and reconciled payments/refunds – December 2021/January 2022. • Managed all HR functions of the Firefighter Testing Process – Written (Jan 2022), Physical Agility Tests (PAT) (March 2022), and Oral Boards (March 7-11 2022). • Coordinated with First Idea for in-person oral boards and paramedic oral board (test). • Continued Second Choice option individuals ½% employee contributions – January 2022 (12%) and after-tax contributions (4%). • Implement new employer contribution increase ½ % - January 2022 (9%). • Communicated new FPPA legislation for the Hybrid Plan members only – increase from 1.5% to 1.9% per service credit/year. • Implemented new recruiting software. • Implemented new document storage/conversion software. • Completed HR performance indicators for re-accreditation and finalized HR policies. • Coordinated new benefits as directed by Benefits SPT.

		<ul style="list-style-type: none"> Coordinated with CEBT to increase accessibility for District employees to the CEBT Marathon Wellness Clinics in 2022. Assisted Wellness SPT with peer support and overall wellness. Completed 2022 non-discrimination testing through Mercer on all benefits. Continued research on moving Wheat Ridge volunteer program to FPPA.
		<ul style="list-style-type: none"> Completed the analysis of all incumbent demographics for the District.

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Strategic Plan Priority I Invest in Human Capital	Objective A	<ul style="list-style-type: none"> Manage the next hiring process in order to support District needs and timelines. Assist in the after-action review of the firefighter recruitment and testing process in order to continually improve the program and modernize procedures. Review all internal HR policies in order to validate current practices. Coordinate with Benefits and Wellness SPTs to enhance benefits for all employees. This includes the oversight of the Building Warriors contract. Work with CEBT to increase accessibility for District employees. This includes access to an onsite/local clinic for District employees to utilize. Align new hire demographic data with internal demographics utilizing updated software. Continue to promote the transfer of the Wheat Ridge volunteer pension program to FPPA. Assess new legislation, regulations, and human resource related industry best practices in order to ensure District compliance while enhancing employee programs and services. Establish searchable electronic human resource databases for medical files. Continue to monitor FPPA changes to ensure consistency and compliance.

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?

Assisting all human capital needs allows employees to perform at their highest level for all the citizens of the District.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

None

Program Specific Measures or Metrics:

The Human Resources Division strives to achieve a low turnover/attrition rate (outside of retirements) for all employees. The District again experienced a higher than normal turnover rate in 2022, however the District still enjoys a low turnover rate when compared against other similar industries.

Program Self-Assessment:

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

All performance indicators were updated in 2022.

SWOT Analysis:

Program Strengths:

- Human capital driven.
- The strong desire of staff to provide the highest level of service to every employee.

Program Weaknesses:

- Manual processes.
- While a great deal of progress was made in order to align benefit and compensation methodology for the three separate employee agreements at the District, there are still some inconsistencies between documents. The District should continue to align practices in order to reduce the potential for errors.

Program Opportunities:

- Automate more processes.
- Establish more efficient and searchable data bases.
- The opportunity to train and develop internal human resource staff continues within the division.

Program Threats:

Staffing gaps due to unforeseen events have the potential to impact program delivery.



West Metro Fire Rescue Annual Program Appraisal

Program Name: Information Technology
Program Manager: IT Division Director Eric Bates
Appraisal Year: 2022
Date: 1/31/2023
Category: Category 9
Criterion (if required): 9C, 9D

Recommendations (if applicable):

None

Progress Made on Recommendations:

None

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 customers through the utilization of leading technology that assists in the administration of best business practices for the delivery of emergency services. Emergency response technology is rapidly evolving, and a dedicated technology division is required to monitor system security, implement efficiencies, increase collaboration, provide expertise, and address various technological challenges. Technology is implemented while evaluating and considering cyber security threats, cost-effectiveness, the direction of strategic planning teams, and the needs of operational readiness.

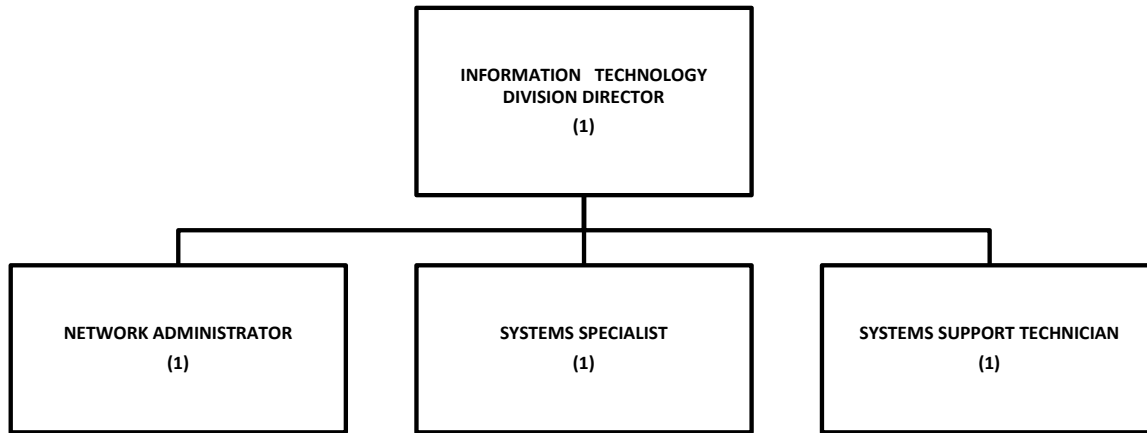
The IT Division supports all divisions as they work towards achieving the priorities and objectives defined in the District’s Strategic Plan. The IT Division is looking to create opportunities to improve the organization’s business practices while lowering the total cost of ownership, increasing communication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

List Sub-Programs:

None

Staffing (Org Chart):

WEST METRO FIRE PROTECTION DISTRICT INFORMATION TECHNOLOGY DIVISION



Injuries/Exposures:

None

Succession Planning:

The IT Division actively promotes succession planning. With zero turnovers of staff in 2022, there were no opportunities for succession within the Division. The IT Division continually cross-trains to ensure each member understands each role and if an opportunity exists for employee movement, a formal succession plan will be followed.

Specialized Equipment:

- Servers
- Workstations/Laptops
- Mobile Data Terminals
- Routers
- Firewalls
- Switches
- Access Points
- Phones

Training and Certifications Completed:

Pursuit of bachelor's degree by one IT staff member
Criminal Justice Information Systems (CJIS) training
Netwrix training
Adlumin training
Powershell training
Security Awareness Training
IT Infrastructure Library (ITIL) 4 Foundation training
SharePoint Admin Training
Microsoft Forms and Flow

Training and Certifications Needed:

IT Director certifications: Project Management Professional, Business Process Management, and ITIL.

Network Administrator certifications: Extreme Switch Operating System, Sophos® Firewall, ITIL, and Public Safety Leadership.

System Specialist certifications: ITIL, Azure, and Public Safety Leadership.

Systems Support Technician: Microsoft 365 Admin, ITIL, Security+, and Public Safety Leadership.

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 2022 is centered around continued efforts to improve modern collaboration tools, centralize data, increase redundancies and improve security. Microsoft 365 modern groups, shared calendars and the decommission of Public Folders assisted in eliminating one of the many forms of redundant communications. Increased security initiatives including an organization-wide implementation of multifactor authentication for email, remote users, and Virtual Private Network (VPN) applications. Removing legacy login protocols increased cyber security. Migrating from legacy communication methods that created confusion and some information was not accessible away from the core network by moving communication and file sharing to Teams and Microsoft 365 groups in addition to the initial design of an organizational intranet allowed for better communication and centralizing documents and forms. BitLocker encryption was added to all laptops, and requiring a startup PIN for laptops that is used for patient care reporting is now a requirement. Upgrades to this District's redundant infrastructure ensures the high availability of data for the continuity of operations.

The District is continuously presented with new security challenges and advanced security threats from cyber criminals. An organizational commitment to cyber security is continually emphasized. The month of October was devoted to security awareness training for all employees with in-person training devoted to increasing overall cyber security awareness. A monthly newsletter was implemented to share training tips, improved 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 an IT risk assessment software was implemented to increase awareness of risky login behavior. The IT Division participated in a regional cyber-attack tabletop exercise to test incident response.

Significant Milestones:

- Managed Threat Response (MTR) continuous threat monitoring.
- Backup Center network refresh
- Improved Email Security
- Risk Assessment Software

- Cyber Tabletop Exercise
- Multifactor Authentication Implementation
- Weekly Vulnerability Assessments
- Bitlocker on laptops
- Monthly Newsletter
- Station 17 Smart Station implementation

Previous Year’s Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority I Invest in Human Capital	Objective A	Microsoft 365 continued buildout and deployment
Priority III Operational Readiness	Objective A	Data Loss Prevention
Priority III Operational Readiness	Objective A	Improved authentication to Cloud Applications
Priority III Operational Readiness	Objective A	Update physical and cyber security response and readiness

Current Year’s Goals:

Strategic Plan Linkage		Enter goals here
Priority III Operational Readiness	Objective A	Implement automatic radio redundancy to station alerting
Priority I Invest in Human Capital	Objective A	Implement organizational intranet to allow for one point of digital communication
Priority III Operational Readiness	Objective A	Implement private fiber to reduce costs of internet service providers and increase speed and reliability
Priority III Operational Readiness	Objective A	Implement cyber security solutions that monitor dark web activity and anomalies to organizational login

Unexpected Results (positive or negative):

The IT Division continued to enhance cyber security and organization collaboration. Cybersecurity efforts in 2022 included implementing a new firewall, multi-factor authentication implementation and a tabletop exercise for a cyber security incident. Additionally, the Microsoft 365 collaboration was expanded. Information sharing and storage were centralized to Microsoft 365 applications. Public Folders and public calendars were moved to Microsoft Teams, Groups or a resource calendar. This had a positive result allowing for better access to information from outside the District's network. This access also increased risk requiring further cyber security controls to minimize data loss.

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 expansion of Microsoft 365 capabilities decreased communication breakdowns (Priority I, Objective A). The increased use of Microsoft 365 continued to allow for flexibility in work schedules to better balance work and life and increased communications (Priority I, Objective A and C). Increased cyber security training, newly implemented encryption and other tools have reduced the likelihood of network downtime, reduced District liability and increased operational readiness by incorporating the use of technology (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. Using modern risk management, incorporating business continuity technology, using updated technologies and addressing cyber security to assist in operational readiness and increase response time. 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 is distributed to the organization and its citizens.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

None

Program-Specific Measures or Metrics:

None

Program Self-Assessment:

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

A draft technology plan is in progress outlining district hardware and software as recommended in 9D.3

SWOT Analysis:

Program Strengths:

- Good customer service providing agency coverage 24/7.
- The talented and dedicated staff in the IT Division achieve high output levels.
- The helpdesk staff accomplishes issue resolution reliably, quickly and professionally.
- In-depth knowledge of multiple systems and software by all IT Division employees.
- Organization communication increased with IT Division knowledge base articles and monthly newsletter.
- 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.
- Strengthened login protocols (multifactor authentication)
- Increased cyber security tools and training.

Program Weaknesses:

- Lack of division decision-making.
- Decentralized decision-making concerning business and technical needs creates information silos.
- Lack of technical governance planning team for the organization.
- Lack of service catalog.
- Lack of trust in IT Division capabilities.
- Understaffing for future Microsoft 365 capabilities.

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.
- Employee training.
- Increased redundancy of station alerting.
- Addition of a Microsoft 365 Administrator.
- HIPAA Assessment Audit.

Program Threats:

- Internal/external cybersecurity threats.
- HIPAA and ARM car data storage and information dissemination.
- Shadow IT- technology sourcing decisions are made without input from the IT Division.
- Remote working security threats from the use of home devices that may be unsecured.
- Legacy systems need to be removed as they increase cyber security threats.
- Unmet demand for Microsoft 365 capabilities.



West Metro Fire Rescue Annual Program Appraisal

Program Name: Investigations
Program Manager: Lieutenant Brian Eberle
Appraisal Year: 2022
Date: 1/31/2023
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:

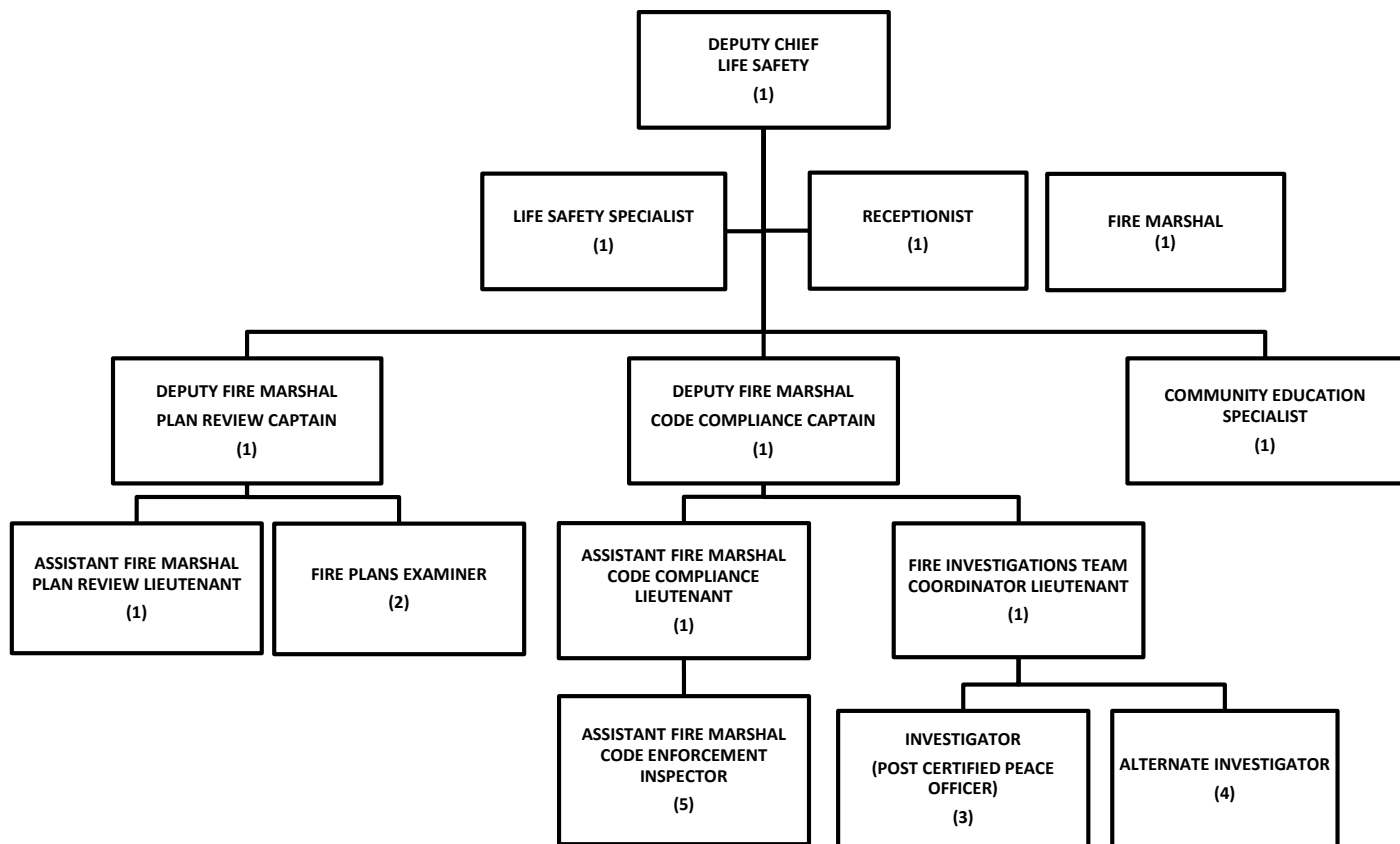
The fire investigation unit (FIU) identifies the frequency and severity of fire and explosion incidents, conducts investigations, and produces documentation in a manner that determines the origin and cause of fires while revealing opportunities for advancing life safety practices. Investigation findings 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 FIU 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 fire reports.
- Internal investigations as needed.
- Accelerant Detection K9 program.

Staffing (Org Chart):

WEST METRO FIRE PROTECTION DISTRICT LIFE SAFETY



Injuries/Exposures:

B7A - Slip on fire scene resulting in projected medical retirement.

B8 - Ankle injury on wildland fire scene investigation; no loss of time or restrictions.

Succession Planning:

- Continued training for full-time and alternate investigators.
- Developed alternative staffing model and made proposal to division chief of life safety.

Specialized Equipment:

None

Training and Certifications Completed:

- Peace Officer Standards Training (POST) certified investigators completed quarterly and all the yearly law enforcement training with the Jefferson County Sheriff's Office (JSCO).
- Multiple FIU members attended advanced fire training seminars throughout the country.
- K9 "ROTC" recertified as an accelerant detection canine.
- Four investigators and two alternates (in training) attended Colorado Chapter of International Association of Arson Investigators (IAAI) Annual Training Conference.
- 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 the 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.
- One full time fire investigator will need to obtain Fire Investigator I (FI-I) certification.
- Annual CE (48 hours) requirements for NAFI and IAAI.
- Annual testing/certification for accelerant detection K9.
- POST investigators:
 - Yearly proficiency testing in firearms, arrest control, and driving.
 - Required CE through JCSO (12+ hours).
 - 8 hours of CE required by Senate Bill 24-31-315 (every 5 years).
- Initial training for new/potential investigators.

Facilities (if applicable):

None

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		Enter goals and progress here
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.
Priority IV Relationships	Objective B	Improve information and intelligence sharing with surrounding agencies to improve fire investigations and linking potential multi-jurisdictional incidents.

Current Year’s Goals:

Strategic Plan Linkage		Enter goals here
Priority I Invest in Human Capital	Objective C	Streamline record management and technical reports to balance 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.
Priority IV Relationships	Objective B	Improve information and intelligence sharing with surrounding agencies to improve fire investigations and linking potential multi-jurisdictional incidents.
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 III Operational Readiness	Objective A	Develop alternative staffing model and make proposal to division chief of life safety to address loss of experienced investigators and increase in demands for service.

Unexpected Results (positive or negative):

The FIU continued to see staffing challenges throughout 2022. Three alternates were unavailable for coverage assignments due to participating in additional specialty teams. These factors resulted in multiple call-back requests to fill the specialized role of Bureau 7 (B7). Two senior FIU members are expected to retire in 2023.

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

Yes

How Does this Program Meet the Needs of the Citizens?

The FIU works to identify trends in the origin and cause of accidental fires, and in conjunction with the District’s public information officer (PIO) and education specialist, provide education to the community to reduce or avoid accidental fires. 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 to reduce the impact of fires on the community.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

- 22-WM-08244: Fatal fire
- 22-WM-34597: Double fatal/homicide fire

Program Specific Measures or Metrics:

Investigation Statistics	2020	2021	2022
Exceptionally cleared (underage offender)	3	2	1
Closed by Arrest	8	12	23
Investigation Inactive/Suspended	8	1	18
Unfounded (no crime committed)	0	2	0
Investigation Closed	41	139	124
Investigation Open	13	18	44
Total Investigation Cases	73	173	168
Total fire Incidents	633	673	625
Total Investigation Cases	73	173	168
Incidents Handled by the FIU	11.53%	25.7%	26.8%

Arrest Statistics	2020	2021	2022
Intentionally Set Fires	21	48	*76
Closed by Arrest	8	12	23
Exceptionally Cleared	3	2	0
Arson offenses cleared by arrest or exceptional means.	52.38%	29.2%	30.0%
FBI arson clearance rate	21.1%	18%	Data not available

*Investigated by FIU

Residential structure fires (NFPA Survey)	140
Non-residential structure fires (NFPA Survey)	49
Fires investigated	168
Three Most Common Heat Sources in Structure Fires in 2022	
Open flame (match/lighter/any open flame)	89
Heat from operating equipment	88
Hot/smoldering object	39

Program Self-Assessment:

No needed changes identified.

SWOT Analysis:

Program Strengths:

- 24/7 investigator coverage.
- Continually updated District guide for new investigators.
- Accelerant detection K9.
- Improved personal protective equipment.

Program Weaknesses:

- Case continuity of large scale/criminal investigations.
- Lack of experience and POST certification for shift alternates.
- Incomplete recording of fire data from line personnel.
- Limited use of alternative investigators due to special teams conflicts.

Program Opportunities:

- Implement investigation after action reports/reviews so that all FIU members are exposed to significant fire investigations.
- Improved relationships with surrounding department investigation teams with implementation of K9.
- Streamline documentation to reduce time spent on technical reports. Minimize where FIU members need to input data (single source).
- Restructure deployment model to better meet the needs of the organization and personnel.

Program Threats:

- Succession planning as significant time and cost invested into POST certified fire investigators along with requirements for job experience.
- Increasing call volume and training requirements for investigators.
- Current staffing model is a barrier to program efficiency and effectiveness.

Program Appraisal Report

Program name: Jefferson County Communications Center Authority (Jeffcom911)

Year/period being appraised: 2022

Appraisal prepared by: Jeffcom

Date appraisal prepared: January 10, 2022

PROGRAM SNAPSHOT

Number of Personnel

2022 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 (Jeffcom continues to use ACE standards with future goals of EMD and EFD accreditation.)

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

Prior Full Year Total Phone Call Volume:

Emergency – 241,887

Administrative – 439,391

Outgoing – 194,547

Prior Full Year Total Incidents Dispatched:

63,937 Fire Dispatched Calls

197,368 Law Dispatched Calls

PERSONNEL NEEDS

Jeffcom maintains that at least 128 Emergency Communications Specialist (ECS) personnel are needed to support daily operations, peak calls times, and radio channels. The emergency communications industry continued to face many challenges in 2022, including the recruitment and retention of staff. In 2022, Jeffcom researched, acquired funding for, and updated the ECS pay structure in addition to refining career development to drive the hiring and retention of personnel. Jeffcom created a Communication Specialist position focused on administrative calls with the goal of reducing administrative call volume handled by ECS, leaving them free instead to focus on 9-1-1 calls. In addition to operations personnel, Jeffcom is supported by a staff of Administrative, Human Resources, and Information Services personnel. The staff's workload is monitored to determine if any additional personnel are needed to support efficient operations. The Information Services Department expanded in the last year, adding new positions of Technology Program Manager, Technical Support Specialist and GIS Specialist. These additional positions continue to support the image of a "state of the art center" by developing custom applications, performing system and network maintenance, building cloud infrastructure, and upgrading the CAD system. Pending further expansion, Jeffcom feels their current administrative staffing numbers are adequate.

EQUIPMENT & PHYSICAL NEEDS

Most physical equipment is still in peak operational condition. In 2022, Jeffcom built Remote Call Taking kits which are deployed to trained personnel, finalized the build-out of an Incident Dispatch Team Vehicle, and continued the transition of network traffic onto the Jefferson County Fiber Optic Network (JFON). Jeffcom upgraded server infrastructure (Nutanix clusters) as they had reached end of life. Jeffcom continues to perform updates to the CAD, Mobile, and Browser system through

Program Appraisal Report

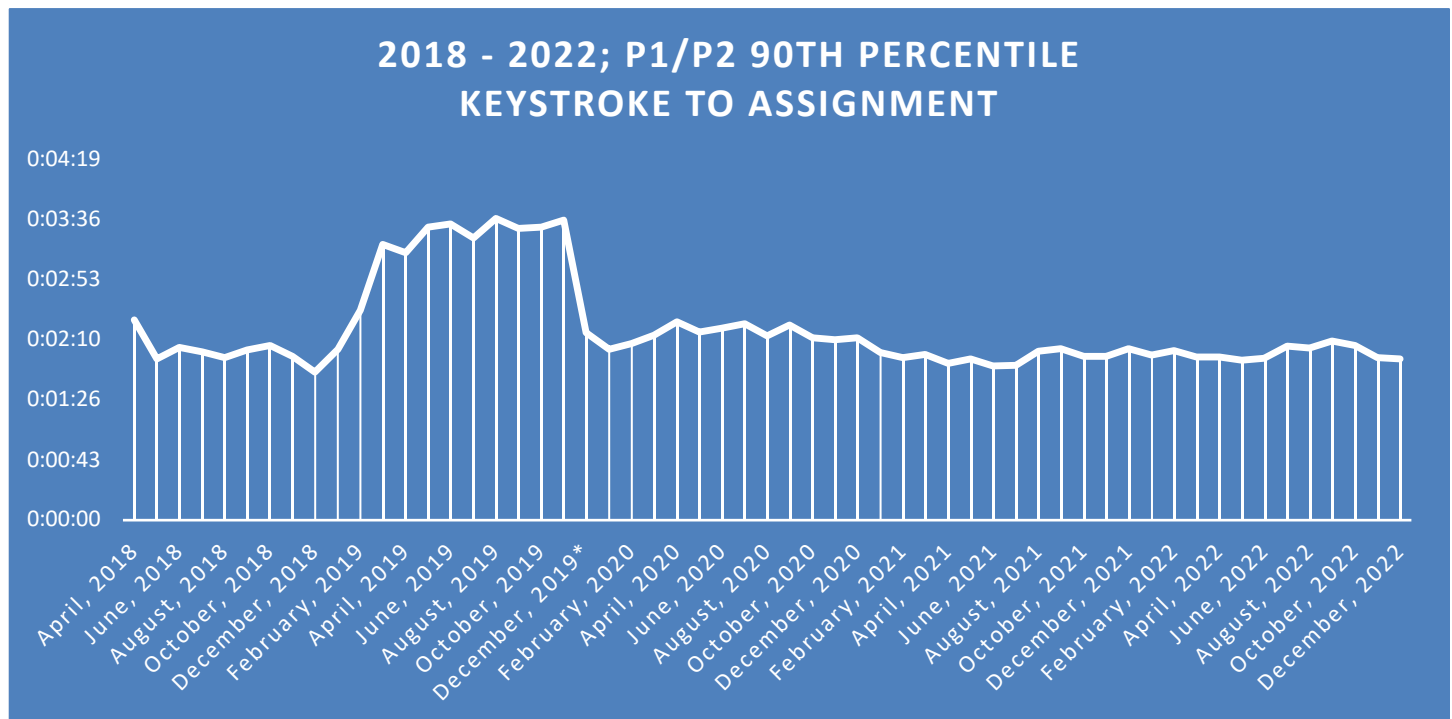
CentralSquare Technologies. Working through key stakeholders, the Harris radio system equipment was upgraded. Moving into 2023, Jeffcom will look to further develop cloud-based infrastructure, replace Vesta hardware, and upgrade JFON equipment. The center's Information Services staff regularly perform updates to ensure proper working condition.

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 2022. 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

2018	Total P1 and P2 Fire Calls for Service	90th Percentile Keystroke to Queue	90th Percentile Queue to Assignment	90th Percentile Keystroke to Assignment
April	4447	0:01:39	0:01:09	0:02:32
May	4616	0:01:28	0:00:51	0:02:08
June	4810	0:01:37	0:00:54	0:02:18
July	5110	0:01:39	0:00:50	0:02:16
August	4925	0:01:35	0:00:48	0:02:09
September	4674	0:01:34	0:00:49	0:02:10
October	4559	0:01:35	0:00:50	0:02:11
November	4385	0:01:29	0:00:50	0:02:07
December	4470	0:01:26	0:00:49	0:02:02
* 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				

2019	Total P1 and P2 Fire Calls for Service	90th Percentile Keystroke to Queue	90th Percentile Queue to Assignment	90th Percentile Keystroke to Assignment
January	4613	0:01:32	0:00:48	0:02:07
February	4011	0:01:44	0:00:52	0:02:21
March	3168	0:02:27	0:00:59	0:03:04
April	3026	0:02:36	0:00:58	0:03:10
May	3083	0:02:43	0:00:58	0:03:14
June	3061	0:02:43	0:00:56	0:03:16
July	3279	0:02:35	0:00:58	0:03:08
August	3193	0:02:40	0:00:54	0:03:12
September	3064	0:02:39	0:00:54	0:03:09
October	3115	0:02:38	0:00:54	0:03:09
November	2958	0:02:42	0:00:54	0:03:12
December	3112	0:01:42	0:00:47	0:02:17
* 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				

Program Appraisal Report

2020	Total P1 and P2 Fire Calls for Service	90th Percentile Keystroke to Queue	90th Percentile Queue to Assignment	90th Percentile Keystroke to Assignment
January	3168	0:01:29	0:00:48	0:02:04
February	3025	0:01:28	0:00:49	0:02:03
March	3107	0:01:33	0:00:48	0:02:05
April	2579	0:01:37	0:00:52	0:02:11
May	2839	0:01:35	0:00:51	0:02:11
June	3155	0:01:34	0:00:59	0:02:17
July	3203	0:01:36	0:00:53	0:02:16
August	3064	0:01:36	0:00:54	0:02:15
September	3144	0:01:33	0:00:46	0:02:05
October	3245	0:01:34	0:00:53	0:02:10
November	3144	0:01:33	0:00:47	0:02:04
December	3141	0:01:35	0:00:44	0:02:06

* 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

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

* 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 >10 hours due to error in appending and CAD time error)
 *** P1 and P2 Law Calls not included

Program Appraisal Report

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

* 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 >23 hours)
 *** P1 and P2 Law Calls not included

With 86% of emergency calls being received from a wireless phone, double-verification of the incident location and caller phone number has the potential to cause delays while 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 the PRO-QA is completed.

CONCLUSIONS / IMPROVEMENTS NEEDED

Jeffcom’s current initiatives and are consistent with the pillars of the agency’s strategic roadmap: Agency Partnership, Community Relations, Staff Training, Operational Excellence, State-of-the-Art Technology, and Employee Support. Jeffcom continues to leverage existing partnerships with fellow industry leaders and comparable emergency communications centers to identify best practices, and to share data and technologies with internal and external customers, proving 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, progressive thinking. Jeffcom continues to experience significant challenges in recruitment and retention which are consistent with national trends, as well as the negative impact on of failing to achieve service level agreement metrics for answering 90% emergency calls within 15 seconds, often missed by 2% or less. The same also applies to the goal of answering 99% of emergency calls within 40 seconds. Jeffcom has pursued and exhausted all traditional methods of attracting and retaining talent, such as adjusting pay scales, offering signing

Program Appraisal Report

bonuses, and incorporating an employee agreement which recoups certain training costs should an employee leave prior to a minimum period of service. In addition to these measures, Jeffcom has initiated several progressive methods of improving staffing levels and offsetting workload with technology, such as creating a new position to focus on non-emergency phone calls (up to 75% of daily call volume) also providing the ability to work remotely. Once all technology requirements were acquired, tested, and implemented, the new position was posted for hire in Q4. For this position Jeffcom received double the number of applicants, compared to ECS, and was able to reduce the required training time in half: from 16 weeks to 9 weeks. Additionally, Jeffcom has invested heavily in developing cloud technologies on the Amazon AWS platform. This led to Jeffcom becoming the first ECC in the nation to develop a way for citizens to create a call for service in CAD via an on-line report, which is also able to be accomplished via a mobile phone application. Jeffcom strives to identify and implement innovative solutions which improve telecommunicator performance and customer experience.

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: 2022
Date: 1/31/2023
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:

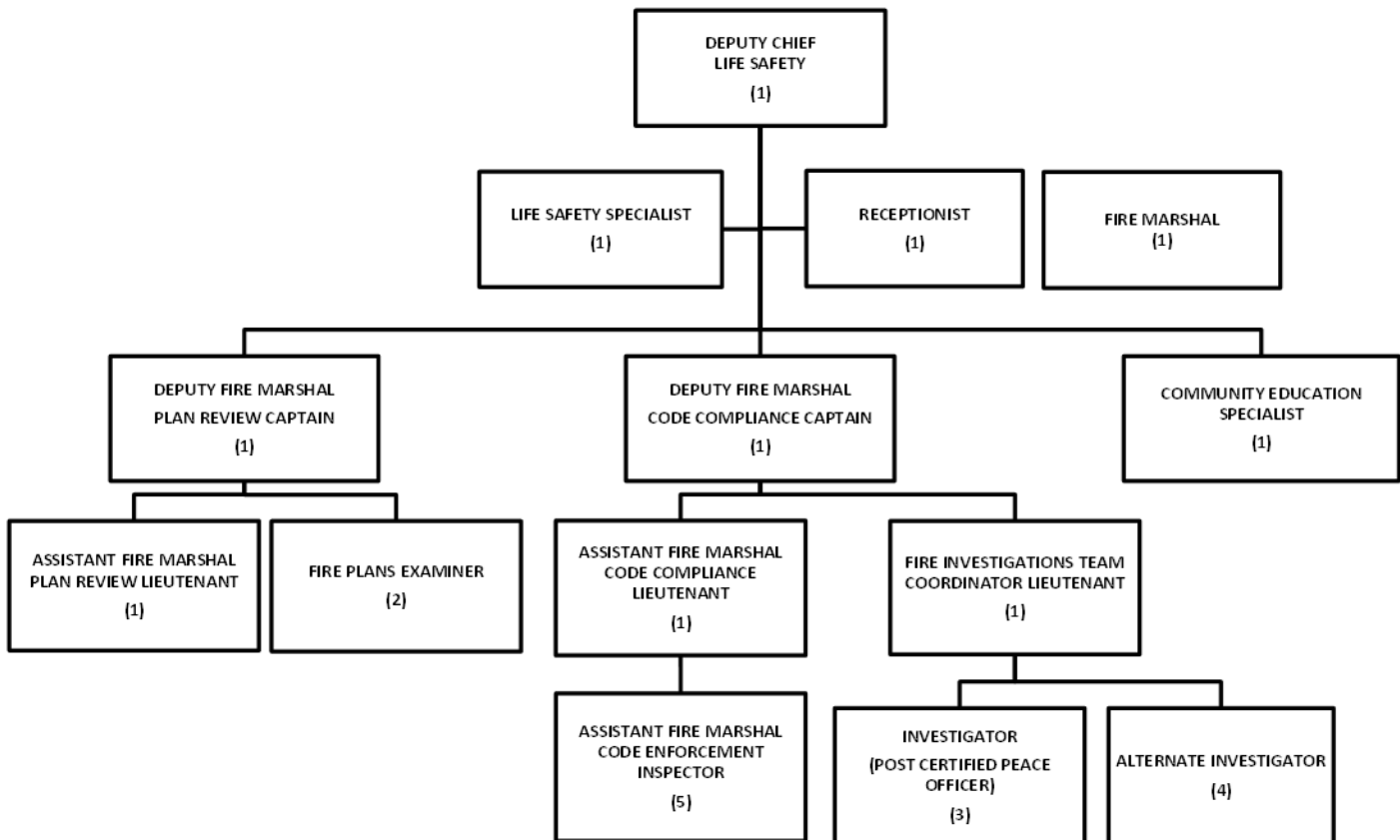
Community Risk Reduction (CRR) is managed primarily through the District's Life Safety Division. The Division is led by a deputy chief. Within the Division, there are four core programs including building and site plan review, code compliance, investigations, and community education. Risk reduction is achieved by focusing on the areas of education, engineering, enforcement, and economic incentives. Investigations plays a primary role in determining the causes of fire risks 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 several community education programs, and by providing the emergency response element of risk mitigation.

List Sub-Programs:

- Plan Review
- Code Compliance
- Community Education
- Investigations

Staffing (Org Chart):

WEST METRO FIRE PROTECTION DISTRICT LIFE SAFETY



Injuries/Exposures:

No injuries or exposures were reported in 2022.

Succession Planning:

In 2022, two uniform plans examiner positions were changed to civilian positions allowing for greater flexibility of hiring staff with required certifications and previous experience. The Division continues to plan for succession by providing certification and training opportunities for employees outside of the Division who have expressed interest in Life Safety Division programs.

Specialized Equipment:

Plan review software.

Training and Certifications Completed:

In 2022, three members obtained their required International Code Council (ICC) and state of Colorado Fire Inspector I and II certifications with one member obtaining the Plans Examiner certification. All other individuals have maintained their certifications respective to their job requirements.

Training and Certifications Needed:

One member will need to obtain the plans examiner certification in 2023 and one member will need to obtain the Fire Inspector II certification.

Facilities (if applicable):

None

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 also 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 teams: Plan Review, Code Enforcement, Public Education, and Investigations.

Significant Milestones:

The Life Safety Division has partially recovered from a sudden loss of staffing and experience occurring during the COVID-19 pandemic. The implementation of a contract for service plans examination capability has provided the ability to withstand staffing fluctuations and workload variances without a significant loss in plan review processing time. The Division created two civilian plans examiner positions and was able to hire one person in 2022. The Division acquired the responsibility of fire hydrant inspections from line crews and deployed a new procedure that has proven to be more accurate in tracking of fire hydrant locations. The Division successfully restored the community Fire Muster after two years of cancellations due to COVID-19. The West Metro Board of Directors passed a resolution adopting the 2021 Fire Code which has also been provided to the city of Lakewood for projected adoption in 2023.

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority I Invest in Human Capital	Objective C	Implement the life safety plans examiner staffing proposal and complete certification and educational requirements for new members of the Division. The plans examiner proposal was approved and most certification requirements have been met by new members of the Division.
Priority II Public Relations	Objective B	Restore community educational programs that were impacted by COVID-19 restrictions. Update materials to the latest standards and practices. Community education programs have been restored including school-based programs and the fire muster. Materials are continuously being reviewed to remain current.

Priority II Public Relations	Objective C	Continue to participate in community events and research other partnerships where the district safety programs align. West Metro has continued to participate in community events including national night out and has established a pilot internship program with Warren Tech for high school students regarding fire service careers.
Priority III Operational Readiness	Objective A	Evaluate the validity of existing pre-plan data and software platform for effectiveness. Implement additional NFIRS optional modules to include fire investigation. The NFIRS fire investigation module has been implemented and pre-plan data is being improved utilizing the existing fire prevention mobile software. A pilot program utilizing Arc-GIS is underway with the Jeffcom 911 center to investigate a new method for pre-plan data collection. The community education specialist is piloting a new GIS system for tracking targeted activity.

Current Year’s Goals:

Strategic Plan Linkage		Enter goals here
Priority III Operational Readiness	Objective A	Utilize geo-spatial data systems to improve operational readiness and improve the quality of pre-plan information by the fourth quarter of 2023.
Priority IV Relationships	Objective A	Promote the 2021 editions of the International Fire Code throughout local jurisdictions within our response area including the city of Lakewood by the first quarter of 2023.
Priority V Financial Stability	Objective B	Analyze current permit costs to ensure adequate cost recovery by the fourth quarter of 2023.

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 many and varied community education programs, the Life Safety Division provides information and training to the District’s citizens to maximize their chances for avoiding and escaping the effects of fire. The Life Safety Division is also educating the District’s building owners on the care and maintenance of their fire protection systems. Information gained by the investigation of fire causes helps the District develop and deliver targeted community risk reduction programs and continually refine emergency response. These programs result in a safer community through code compliant construction, safer buildings, and educated citizens.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

There have been multiple fatal fire events in 2022 including a double fatality involving juvenile arson suspects. The Division continued to experience additional loss of staff in the first quarter of 2022 due to unexpected retirements.

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 closely monitored through our 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.

Fire Prevention Bureau											
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Plan Reviews						1572	1322	1751	1333		
Site Plan Reviews							2	304	291	291	352
Building Permits:											
Fire Alarm	337	333	330	432	407	283	299	412	350	294	349
Tenant Improvements	228	257	237	321	359	310	322	498	358	333	360
Demolition	2	4	3	1	3	1	1	5	3	0	0
Sprinkler System	159	201	278	260	257	157	206	234	205	332	334
New Construction	23	30	72	55	52	45	46	44	63	62	81
Other/Maintenance	2	5	20	23	22	4	8	4	58	37	27
Solar Photovoltaic						4	7	2	6	5	1
Access Control	27	30	27	42	51	31	58	66	95	69	79
Medical Gas System	6	3	6	11	4	4	6	3	6	7	19
Radio Amplification system	1	3	6	9	12	20	34	25	23	30	31
Clean Agent System							0	0	0	1	1
Carbon Dioxide Beverage									6	10	20
FACP (Fire Alarm Control Panel)							14	20	40	44	58
Fire Pump							2	0	1	0	0
No Permit Required Permits							43	58	59	72	14
Miscellaneous Reviews							0	0	0	0	0
Fire Line Underground	15	22	56	21	70	24	58	24	68	64	77
Hood System	26	34	19	32	44	28	34	46	27	22	35
Total Building Permits Issued	826	922	1054	1,154	1281	961	1156	1477	1368	1382	1486
Construction Inspections	1,446	1,703	1,874	2,566	2,489	2,374	2,472	3,139	4,752	2,496	2,642
Operational Permits:											
Carnival							2	0	0	1	0
Flag Retirement							2	4	3	3	4
Fire Extinguisher							3	4	1	2	3
Training Center Burn							1	1	1	1	3
After Prom Special Event Permit							4	4	0	0	3
Assisted Living Facility Permits							0	51	56	43	39
Door Side Trash Collection							0	3	0	0	0
Tents and Canopies	68	77	88	93	75	73	112	78	32	67	43
Storage Tanks Install/Removal						1	2	1	6	3	1
Blasting		1	1	2		0	1	0	1	0	0
Spray Booth	1	3	0	0	2	1	1	0	0	0	0
Christmas Tree Lot Permits						20	13	9	12	19	16
UST Installs Permits	2	2	1	3	5	1	2	1	3	2	6
UST Removals Permits	1	0	3	5	4	0	2	0	3	3	5
Hazardous Materials	185	276	330	299	262	102	142	104	194	31	54
Propane Permits	10	11	14	19	23	19	22	4	3	11	12
Temporary Propane									12	5	4
Authorization to Silence Alarm						16	17	10	6	5	5
Bonfire Permit						4	6	6	1	7	7
Combustible Storage	11	17	19	21	21	0	142	15	0	0	0
Open Burns	19	16	15	19	19	16	6	5	3	5	1
Special Events	15	15	15	21	19	12	21	11	5	8	15
Fireworks Display & Stands	5	4	5	14	7	9	20	18	7	16	15
Severe Shelter							1	1	0	0	0
Chili Roaster							5	5	4	4	5
Ditch Burning							3	2	3	1	0
Homeless Shelter							3	7	4	1	5
Haunted House							1	2	0	1	1
Pyrotechnics Permit							1	1	0	1	2
Mobile Food Vendor Permit										1	0
Theatrical Fire Permit							1	1	0	0	0
Other Suppression System	2	4	0	1	0	3	8	0	0	0	0
Total Operation Permits Issued	319	426	491	497	437	277	544	348	357	241	249
Total Life Safety Permits Issued	1,145	1,348	1,545	1,651	1,718	1,238	1,700	1,825	1,825	1,623	1,735
Annual Business Inspections:											
Company Level Building Inspections	3640	3547	3526	3366	4216	2374	3810	3464	2515	3512	2642
Company Level Building Reinspections	238	179	183	138	284	782	1199	785	414	1031	971
Annual Business Inspections	3640	3547	3526	3366	4216	3156	5009	4249	2929	4543	3613
Code Enforcement Inspections:											
Inspections by Life Safety	110	134	141	99	145	339	854	930	577	482	549
Citizen Complaint Inspections							0	0	3	10	3
State Licensing Inspections	66	32	38	45	61	52	53	44	27	29	22
Notice of Violations Inspections	238	179	183	138	284		55	64	47	97	105
Summons for Fire Codes											
In House/ Requested Inspections	2519	2623	2358				0	0	7	10	5
In House Follow-ups / B9&B10				1363	1449		0	0	0	0	0
Total Code Enforcement Inspections						3547	5971	5287	3590	5171	4297

Source: West Metro Fire Protection District Fire Prevention Division

Associated Year	2018	2019	2020	2021	2022
Site Plans Reviewed (Non Permitted)	N/A	304	291	291	352
Building Related Plan Reviews (10 day Turn-around Average)	1,332	1,447	1,308	1,382	1,486
Permits issued (Initial, Revised and Special)	1,209	1,825	1,368	1,145	1,149
Construction Inspections	2,472	3,139	4,752	2,496	2,642
Permit Fees	\$512,693.89	\$667,767.49	\$656,899.03	\$492,151.85	\$754,614.62

Program Self-Assessment:

No changes

SWOT Analysis:

Program Strengths:

- Standards based approach to CRR.
- Use of operational personnel to deliver community education.
- Use of contractors is effective to manage surges in plan review requests and mitigate unanticipated staffing challenges.

Program Weaknesses:

- Deficiencies in the National Fire Incident Reporting (NFIRS) system limit program analysis.
- Operational crews have limited knowledge of the fire code which constrains prevention efforts obtained through building inspections.

Program Opportunities:

- Additional staffing would allow for improved inspection quality and frequency.
- Utilization of modified duty staffing would allow for improved consistency among single issue fire prevention goals.
- Improved training and/or certification of company officers would improve building inspection quality.

Program Threats:

- Increasing calls for service and number of premises requiring fire inspection and plan review may exceed staff capability.
- Emerging technology such as battery systems, advanced printing, and automation may require new methods and strategies for fire prevention and mitigation.



West Metro Fire Rescue Annual Program Appraisal

Program Name: Life Safety: Category 9
Program Manager: Deputy Chief Mike Kirkpatrick
Appraisal Year: 2022
Date: 1/31/2023
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:

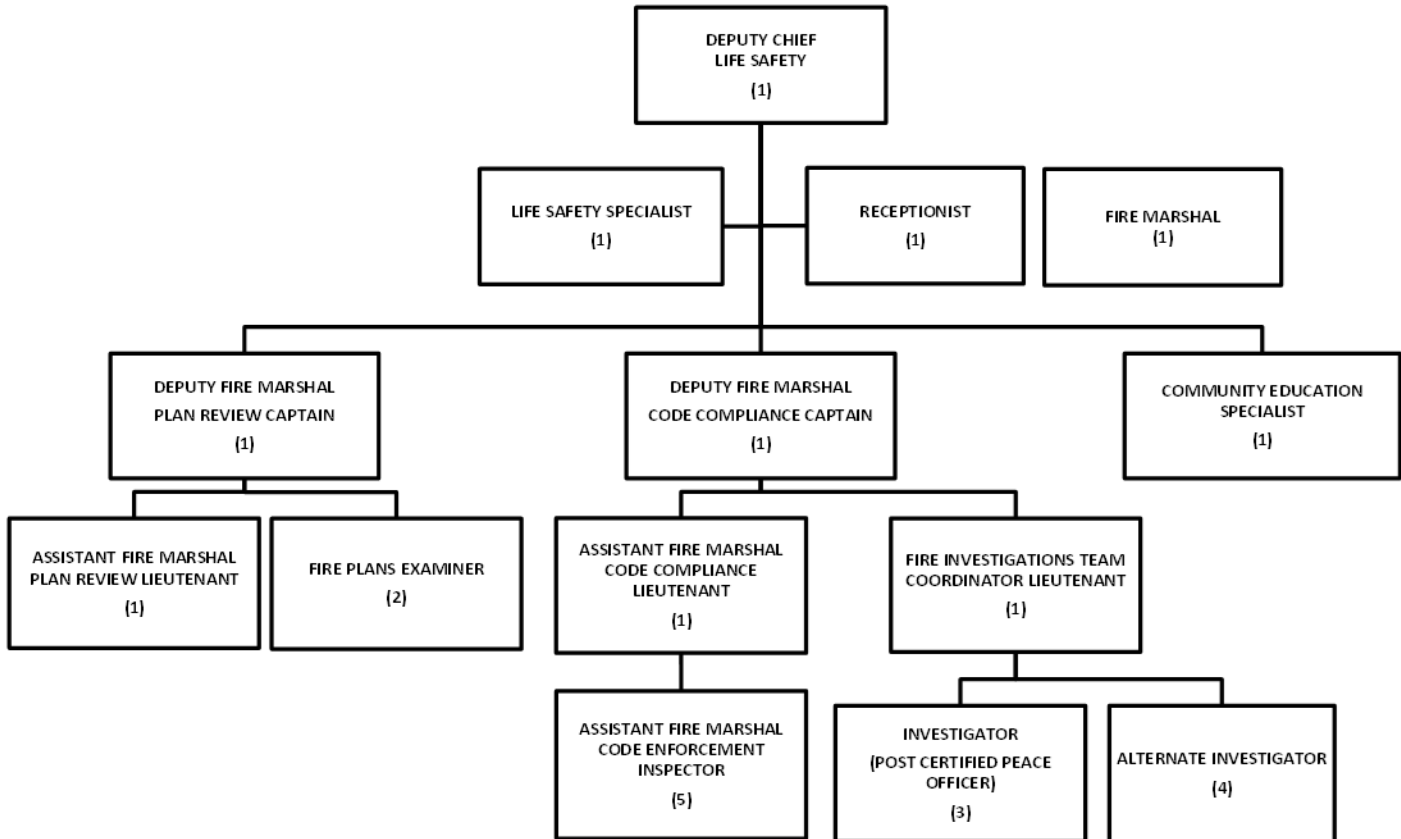
Water supply available for effective firefighting is managed by working closely with West Metro Fire Protection District's (District) twenty-eight independent water and/or sanitation districts. All new construction projects are required to have a water supply that meets current fire code requirements. 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:

None

Staffing (Org Chart)

WEST METRO FIRE PROTECTION DISTRICT LIFE SAFETY



Injuries/Exposures:

No injuries or exposures were reported in 2022.

Succession Planning:

No succession planning is associated with this program.

Specialized Equipment:

No specialized equipment is associated with this program.

Training and Certifications Completed:

None

Training and Certifications Needed:

No specialized training or certification is associated with this program.

Facilities (if applicable):

None

Program Goals and Objectives:

Overall Strategic Focus:

The strategy of the District is to ensure that 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 2022 fire hydrant inspections were completed with modified duty personnel utilizing a field geospatial information system. This provided for verification of fire hydrant locations ensuring they were accurately geo-referenced.

Previous Year’s Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority III Operational Readiness	Objective C	Evaluate the use of existing GIS software to improve the process of visual inspection and referral of hydrants requiring service. This was completed and implemented in 2022.
Priority IV Relationships	Objective A	Maintain effective relationships with the District’s water districts. The District continues to have good communication with the area water districts to include repairs and obtaining maintenance records.

Current Year’s Goals:

Strategic Plan Linkage		Enter goals here
Priority III Operational Readiness	Objective A	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.
Priority IV Relationships	Objective B	Maintain effective relationships with water districts and Jeffcom to share information regarding water supply with partner agencies. Implement District hydrant location information sharing system access with Jeffcom by the second quarter of 2023.

Unexpected Results (positive or negative):

The new software and inspection techniques utilized in 2022 identified a significant number of inaccurate hydrant locations on the District’s hydrant maps. Mitigating this issue prevented water supply problems that could have occurred during fire response. In addition, this new process saved wear and tear on fire department apparatus, reduced fuel costs, and was simpler to manage.

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

Yes

How Does this Program Meet the Needs of the Citizens?

Adequate water supply allows for effective firefighting operations.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

None

Program Specific Measures or Metrics:

Over 10,000 hydrants were inspected. 68 new hydrants were added; 128 had location, obstruction, or maintenance issues.

Program Self-Assessment:

None

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 exist as they are held by individual water districts.

Program Opportunities:

- Utilizing existing GIS data obtained in 2022 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.



West Metro Fire Rescue Annual Program Appraisal

Program Name: Media Relations and Public Information
Program Manager: Public Information Officer Ronda Scholting
Appraisal Year: 2022
Date: 1/25/2023
Category: Category 5
Criterion (if required): 5B

Recommendations (if applicable):

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

Progress Made on Recommendations:

Developed and implemented a West Metro Fire Rescue Crisis Communications Plan

Program Description:

Enter a Brief Description of the Program:

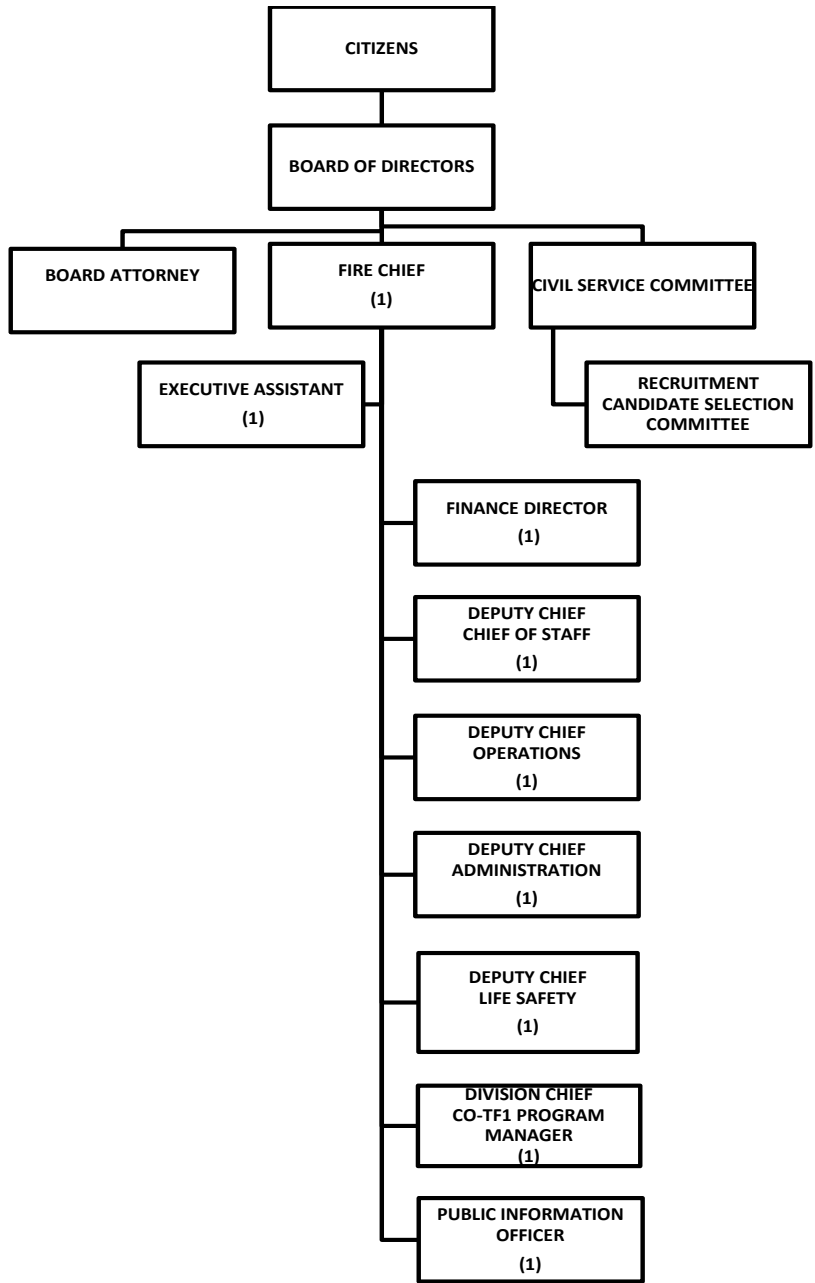
The West Metro Fire Protection District's (District) media relations and public information program supports the District's commitment to keeping its community informed; whether, directly through social media channels, or through traditional media outlets. The program communicates breaking news of incidents that may trigger evacuations (i.e., wildland fire or hazardous materials spill), District 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

Staffing (Org Chart):

WEST METRO FIRE PROTECTION DISTRICT
Organizational Chart



Injuries/Exposures:

No injuries or exposures related to media relations and public information in 2022.

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:

NWCG 130/190 renewal

Training and Certifications Needed:

On-going social media, video production training. Opened task book for Fire Prevention Team Leader. Scheduled to take NWCG P410 in February 2023 and a one-day social media class.

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 sharing 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 West Metro continues to be strong. Total traditional media exposure for 2022 had an audience of 5,844,387,540 with an ad value of \$70,639,003.47. Ad value is what it would have cost to purchase advertising on the tv broadcasts, websites, newspapers, or radio stations where stories about West Metro ran.

Some examples of coverage:

- Marshall Fire- video produced by PIO was used on two local tv stations, and carried on heavily trafficked websites like msn.com and yahoo.com. District firefighters were interviewed by reporters from all stations, including appearing on a national tv show - "Deadline to Disaster" which aired on the Weather Channel.
- Marshall Fire sparked interest in wildland mitigation. Local news did several stories throughout the year about how to mitigate around your property utilizing District subject matter experts (SME).
- Bear Creek Prescribed Fire: covered by all local tv stations and local daily newspaper.
- Three West Metro produced videos (E Bike Safety, Dragging Chains, Medic 11 crash) were carried on local newscast and on tv station websites.
- Social media followers on all platforms (Facebook, Twitter, Instagram, Youtube) grew by an average of 18%.

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority II Public Relations	Objective A	Emphasis for social media was to increase the number of safety messages, specifically for wildfire awareness, fire prevention, and heart month. Regular posts on Facebook, Twitter, Instagram, YouTube, and NextDoor were specifically targeted to the groups that follow the individual platform. Overall growth on social media for West Metro averaged 18%. The Facebook page has the largest following of any Colorado fire agency. The followers are mostly from within the fire district. Overall, followers and fans engage regularly with posts on all social media platforms and local and national media follow West Metro's accounts and react and share posts or develop the post into stories for broadcasts, websites, or their own social media.
Priority II Public Relations	Objective A	Social media videos and graphic/photo posts were produced to promote safety messages, such as home wildfire mitigation, the importance of safety during winter holidays, smoke alarms, or learning CPR. Media picked up stories on wildfire safety, fire danger, and water and ice safety. Wildfire safety messages were used all year, with special emphasis in May for Wildfire Awareness month. The month of February, Heart Month, featured videos and messages about CPR, AEDs, and Pulsepoint.
Priority II Public Relations	Objective A	Produced a year-end video that is published on District's social media sites and broadcast on Lakewood and Wheat Ridge tv channels, giving viewers a look at the big events in 2022 and the District's accomplishments.
Priority II Public Relations	Objective C	PIO regularly engages with media and pitches pro-active safety and event stories. In 2022, West Metro's media exposure reached more than 5,844,000,000 people around the world, equating to more than \$70 million in ad value. PIO also acts as an SME for media on background, explaining fire service terminology, strategies, and procedures. PIO writes a monthly column for local newspaper, providing safety messages and updates on West Metro events.

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority II Public Relations	Objective A	Continue to grow social media following on all platforms. Research and evaluate adding new platforms, gauging popularity and potential reach of target audience with PIO bandwidth. Experiment with new video formats, features showcasing District initiatives and SMEs.
Priority II Public Relations	Objective A	Continue to grow library of home safety videos, beginning with how-to on hands-only CPR and use of AED, home mitigation tips, and cooking safety.
Priority II Public Relations	Objective A	Work with District divisions to showcase District initiatives on social and traditional media.
Priority II Public Relations	Objective C	Meet with local media one on one during first quarter 2023. Continue to provide media with video, photos, and information resources.

Unexpected Results (positive or negative):

The District's work during the Marshall Fire created interest that persisted throughout the year. The video produced by the PIO was seen on local tv stations and on Youtube, prompting documentary producers to ask for permission to use the video. The District video also caught the eye of producers with the Weather Channel, who interviewed District firefighters for their "Deadline to Disaster" series.

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 social media platforms allow the District to speak directly to the citizens, and encourages them to engage and ask questions. The platforms provide safety messaging that is appealing, prompting sharing of content and the message reaches an even wider audience. The District's relationship with the media allows West Metro to effectively pitch stories and garner coverage of safety issues and District events, carrying the information to a wide local, and even worldwide audience.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

- January: Marshall Fire.
- February: Brookdale senior housing fire.
- March: Cole Court fatal fire.
- April: Youngfield townhome fire arson arrest.
- June: Lakewood cancels fireworks show.
- July: Snow Creek Fire.
- August: RV crash into Winchell's.
- September: Bear Creek prescribed fire.
- October: 9th & Sheridan double fatal fire.
- November: Teen falls through ice in Roxborough.
- December: Medic 11 crash.

Program Specific Measures or Metrics:

Overall media exposure, including "earned media" coverage, generated through press releases or social media posts: audience of more than 5.8 billion with ad value of more than \$70 million. Social media followers on all platforms (Facebook, Twitter, Instagram, YouTube) grew by an average of 18%.

Program Self-Assessment:

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

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.

Program Opportunities:

- Potential of intern assistance or backup resources from firefighter ranks.

Program Threats:

- Fast breaking incidents challenging available PIO resources.



West Metro Fire Rescue Annual Program Appraisal

Program Name: Emergency Medical Services

Program Manager: Captain Jasen McConaghy

Appraisal Year: 2022

Date: 1/31/2023

Category: Category 5

Criterion (if required): 5F

Recommendations (if applicable):

None

Progress Made on Recommendations:

Not applicable

Program Description:

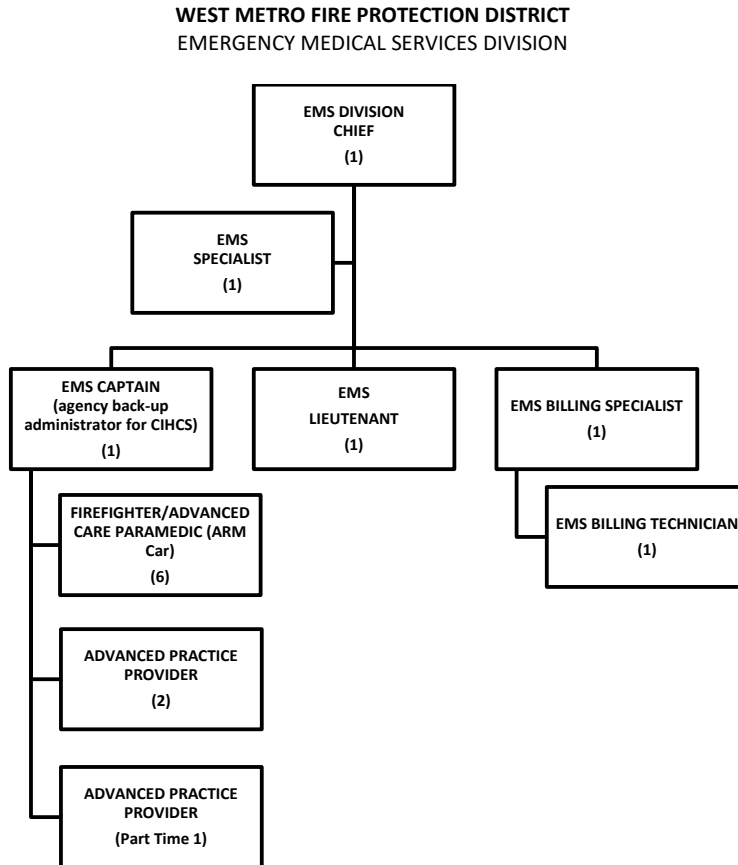
Enter a Brief Description of the Program:

The Mobile Integrated Health program (MIH) is a part of the EMS Division at the West Metro Fire Protection District (District) 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 needed services, 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 the 10-hour shift, a firefighter/paramedic is staffed along with the ACP on the ARM car. Telehealth is used by the ACP to access advanced providers for the remaining 14 hours 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 for the services provided.

List Sub-Programs:

None

Staffing (Org Chart):



Injuries/Exposures:

None

Succession Planning:

In 2022, the EMS Division appointed the EMS captain to be the MIH program manager. The EMS captain's responsibility was to internalize the APPs and expand the scope and reach of the MIH program. During the fourth quarter of 2022, the District transitioned away from a partnership with Dispatch Health and hired two full-time and one part-time APP. This change allows for a greater continuity of healthcare for citizens of the District and better collaboration with internal and external stakeholders. The MIH program also established four full-time ACPs and six part-time ACPs to facilitate staffing the ARM car 24 hours a day, 7 days a week.

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.

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). Suture training was completed in fourth quarter of 2022.

Training and Certifications Needed:

ACPs will need to complete a community paramedicine endorsement in 2023 provided through a partnership with Arapahoe Community College. There will also be an ultrasound class taught by second quarter of 2023.

Facilities (if applicable):

None

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:

- Hired internal APPs to staff the ARM car 7 days a week.
- Created a permanent ACP position within the District's organizational chart.
- Expanded the scope of services to include increased social navigation and medical procedures.
- Created community partnerships with neighboring agencies like Lakewood Community Action Team (CAT) and Jefferson Center for Mental Health (JCMH).

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority III Operational Readiness	Objective C	Implement a telehealth pilot program on select medic units for three months to evaluate potential for telehealth as an additional service on all medic units. Progress: Implemented and evaluated telehealth on three medic units, determining that it was too narrow in scope and did not generate enough opportunities to utilize. More information will be gathered from agencies that have successfully implemented telehealth on medic units to assess scope, protocols, messaging, buy-in, and telehealth improvements.
Priority III Operational Readiness	Objective C	Build a collaborative partnership with the Lakewood CAT to assist in homeless navigation and facilitate referrals for service within the mobile integrated health program. Progress: Every Thursday the ARM car works with the Lakewood CAT team in assisting with medical needs during homeless navigation.
Priority III Operational Readiness	Objective C	Explore potential for behavioral health referrals, co-response, and alternative destination transport with the JCMH. Progress: JCMH and the District are currently working on an alternative transport policy to help with patients having mental health crisis.

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority II Public Relations	Objective A	To promote services provided by MIH by creating a link on the District webpage and utilizing social media platforms.
Priority IV Relationships	Objective A	Seek opportunities to regionalize the MIH program with other agencies to help improve efficiency and reduce duplication of efforts and costs.
Priority V Financial Stability	Objective B	To look at local, state, and federal grant opportunities to help fund and expand the MIH program.
Priority III Operational Readiness	Objective A	Measure effectiveness of MIH program by collecting data for: <ul style="list-style-type: none"> • Reduction of 911 calls for high utilizers. • Reduction of hospital visits three days post treatment of ARM staff. • Citizens supplied resources for their social needs.

Unexpected Results (positive or negative):

The ARM car proved an asset as a rehabilitation resource on longer duration incidents, specifically second alarm fires.

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):

Partnering with the LPD CAT proved beneficial, not only by meeting a community need where disparities in healthcare exist, but by the intrinsic reward of helping improve the lives of a vulnerable population.

Program Specific Measures or Metrics:

Metrics below reflect average monthly numbers that compare performance with Dispatch Health (DH) in 2021 and 2022 to performance with the newly hired APPs in Nov/Dec 2022.

MIH – ARM	2021 DH	2022 DH	2022 APP
Average Monthly Calls	79.8	73.3	91
Avg. Monthly Patients (Telehealth)	4.6	3.3	2.5
Avg. Monthly Patients (APP’s)	36.9	45.7	50

Program Self-Assessment:

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

Criterion 5F and associated performance indicators were updated based on relevant changes made in 2022 related to EMS capacity, MIH, quality management (QM), and HIPAA compliance. Specific changes were made to performance indicators 5F.1 and 5F.3-5F.8.

SWOT Analysis:

Program Strengths:

- The MIH program strengths are in the APP's and ACP's professional, empathetic, and passionate service to community.

Program Weaknesses:

- The internal stakeholders' willingness to be patient and continue to include the ARM car as part of the resource options when helping the citizens in the community.

Program Opportunities:

- The MIH staff to help educate the District employees on the benefit of community medicine as a solution for 911 and hospital saturation while providing the best care for the citizens.

Program Threats:

- The ET3 program allows the District to treat patients in place and transport to alternative destinations. If the ET3 program is discontinued, then reimbursement for the services provided by the MIH program would greatly diminish leaving the burden to fund the program solely on the District.



West Metro Fire Rescue Annual Program Appraisal

Program Name: Operations
Program Manager: Deputy Chief Dan Pfannenstiel
Appraisal Year: 2022
Date: 1/31/2023
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:

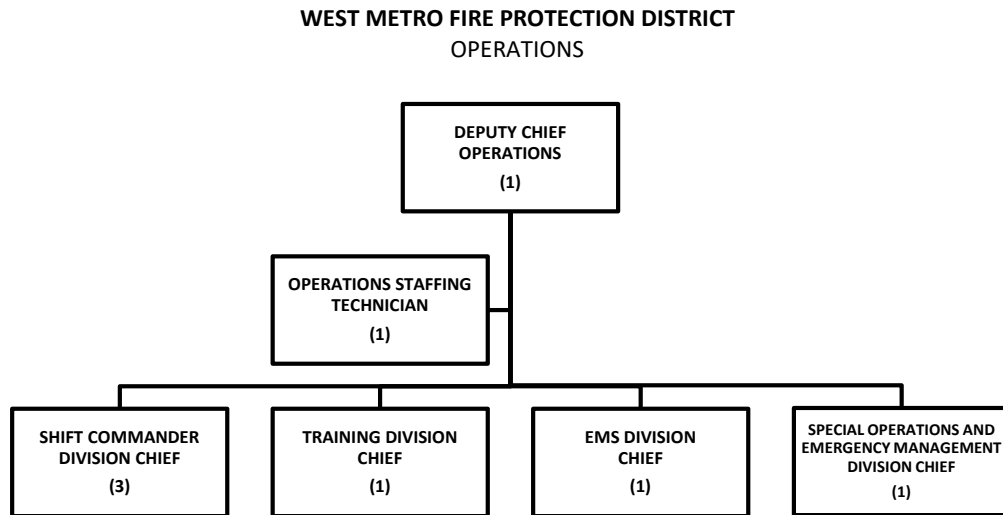
Enter a Brief Description of the Program:

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 approximately 300,000. The District employs 399 uniformed personnel with 366 (92%) assigned to the Operations Division working a three platoon, 48/96 shift schedule, out of 17 fire stations. The District responded to 41,234 incidents in 2022. Of the total incidents, fires accounted for 1.27% (524), medical calls accounted for 64.15% (26,451), while the remaining 34.58% (14,259) were alarms, public assists, and special operations.

List Sub-Programs:

- Training
- Emergency Medical Services (EMS)
- Emergency Management
- Special Operations

Staffing (Org Chart):



Injuries/Exposures:

The Operations Division had 48 injuries in 2022, a 49% reduction from the 94 injuries in 2021. These injuries occurred on scene, returning to or from the scene, or in the fire station. Specifics are contained in the 2022 WMFR Annual Program Appraisal - Wellness. The District experienced one major unexpected accident when a stolen vehicle broad-sided Medic 11, causing the medic to rollover; two uniformed members were transported to an advanced medical facility. The vehicle and some of the associated equipment are expected to be considered a total loss.

Succession Planning:

The District continued to operationalize a succession plan for Operations. Attrition accounted for two members to move into the position of shift commander and district chief on B-Shift. An opportunity on A-Shift allowed for a district chief and shift commander to switch roles. These changes created the opportunity for less tenured members to experience an expanded managerial and leadership role. The Operations Division continues to support professional growth through education, training, credentialing, task books, mentoring, and assignments to programs, committees, functional positions, or strategic planning teams.

Specialized Equipment:

Specialized equipment for the District includes 17 stations, 15 engines, 13 medic units, one advanced resource medic unit (evaluated in the 2022 WMFR Annual Program Appraisal - MIH), two towers, one ladder truck, one heavy rescue/engine, two safety and medical units, eight brush trucks, one air truck, one collapse truck, two dive/swift water units, and one hazardous materials and decontamination unit. Purchased new apparatus (Engine 12 and two medic units placed into rotation) through the apparatus replacement program. The 13th medic was placed into service on September 1, 2022, as a result of a recommendation from the Standard of Cover Strategic Planning Team to decrease unit hour utilization in the northern part of the District, and to enhance the work-life balance of the membership. The District continues to work with the vendors and manufacturers regarding the delivery of the tactical tender that was ordered approximately 30 months ago and is expected to be delivered in the fourth quarter of 2022.

Training and Certifications Completed:

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

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, and National Fire Academy Fire Officer programs. The District is planning on emotional intelligence and leadership training for all officers in 2023 in addition to revisiting the concept of workplace respect awareness and training.

Facilities (if applicable):

Several fire stations received remodels; specifics are covered in the 2022 WMFR Annual Program Appraisal - Facilities.

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. All operations are conducted in a manner aligned with the Mission, Vision, and Values of the District as referenced in the West Metro Fire Rescue Strategic Plan Revised Edition – 2021.

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 continues to be one of the 117 fire agencies in the country that are both an ISO Class I and internationally accredited agency. The ISO rating helped lower both residential and commercial insurance rates for the community.

Minimum daily staffing was increased from 97 to 99 with the addition of one firefighter/paramedic at Station 15 (Engine 15 with three and Medic 15 with two members) on July 1, 2022 and one additional firefighter/paramedic at Station 17, allowing Medic 17 to go into service full-time on September 1, 2022. Medic 17 is the 13th full time medic unit for the District and was placed in service to enhance the standard of coverage in the north part of the District while enhancing the work-life balance of the membership.

The District continues to work toward a more efficient response through collaboration with JeffCom911 and the partnering fire agencies dispatched by JeffCom911. This has been operationalized through the development of the Regional Operations Consistency Committee (ROCC), made up of the fire agencies participating in the JeffCom911 Member Services Agreement.

The District and South Metro Fire Rescue fully implemented CAD to CAD resulting in immediate resource assignments through the automatic aid agreement on the south end of the District.

The District led a recommitment of the Metro Fire Chiefs Response Group to organizing five strategically placed strike teams.

The District reinvested in the communications and radio systems infrastructure by upgrading the servers, software, and radio towers throughout the front range.

The graduation of 28 WMFR recruits in late December meant that the District technically ended the year with an operational staffing level of 123% of minimum daily staffing. However, the majority of the third and fourth quarters of 2022 were operated at 116% of minimum daily staffing which initiated 20 mandatory overtimes throughout the year.

All other operations activities and accomplishments are noted under divisions and team specific areas.

Previous Year’s Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority III Operational Readiness	Objective A	Provide staffing, concentration, and distribution solutions for operational readiness, work-life balance, and fiscal responsibility. Progress: Increased staffing at Station 15 in July of 2022, increased concentration of medics by placing into service Medic 17 in the third quarter of 2022 and budgeted for, and approved by the board of directors, Medic 8 for January 1, 2023.
Priority I Invest in Human Capital	Objective C	Maintain 125% overage of minimum staffing and plan for up to 130% overage of minimum staffing. Progress: The District started the year with 119% overage and finished the year with 123% overage. Realistically the District operated at the 116-118% range for the majority of the year. The end of year overage was because of an academy graduation in late December 2022.
Priority I Invest in Human Capital	Objective C	Provide alternative solutions to decrease unit hour utilization and ancillary duties in busy planning zones. Progress: Through the SOC SPT increased distribution and concentration of medics.
Priority IV Relationships	Objective A	Enhance relationships with automatic/mutual aid partners for enhanced community impact. Progress: Continued efforts through discussion and participation with auto/mutual aid partners.

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority I Invest in Human Capital	Objective C	Evaluating the effectiveness of Medic 8 and Medic 17 in reference to volume and unit hour utilization.
Priority III Operational Readiness	Objective A	Investigate alternative EMS response models so the District is proactive instead of reactive to increasing call volume.
Priority IV Relationships	Objective A	Enhance operational effectiveness with neighboring fire agencies and JeffCom.

Unexpected Results (positive or negative):

- The District managed operational staffing with less than desired overage. The new District goal will be up to 125% of minimum staffing as opposed to 130%.
- Operational injuries were down 49% from the year before; a count of 48 in 2022 compared to 94 in 2021. The operational injuries in 2019 and 2020 were 44 and 61 respectively.
- The District's incident volume in 2022 was 41,234 up from 39,381 in 2021 which is a 4.7 % increase; the increase from 2020 to 2021 was 11.38%.

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):

February 10, 2022: Two alarm fire at 1805 South Balsam Street; a three story, multi-family, senior living, residential structure with a total of 54 units in the involved wing. The structure was detected with automatic suppression systems; however, the fire started on the outside of the structure and entered the living and concealed spaces. One victim was transported to the hospital and subsequently released. 50% of the occupants were displaced.

July 12, 2022: The Snow Creek Fire which was a two plus acre fire in a heavily wooded, inaccessible area that threatened two jurisdictions and a residential sub-division. This was a multi-jurisdictional and multi-agency response with over 150 emergency workers and 45 apparatus, including aerial support, for the first operational period. The incident extended over two and a half days.

October 31, 2022: Two alarm fire plus a strike team of medic units at 935 Sheridan Boulevard; a two story, unprotected/detected, apartment building with 52 units. There were two fatalities and several injuries; all occupants of the building were displaced.

November 22, 2022: Surface ice rescue and underwater rescue at Crystal Lake in the Roxborough Park area. Four juveniles fell through the ice; three were rescued by bystanders using the "reach and throw" technique; one juvenile was located underwater and transported to the hospital in critical condition; that juvenile passed away because of the injuries.

Program Specific Measures or Metrics:

Measurements and/or metrics that the Operations Division desires to gather, track and analyze 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 is working towards implementing a new platform that will allow the gathering, tracking and analysis of this data. Motivating factors are decreasing firefighter fatigue, preventing fire growth, removal of victims from the threats of the fire, best practices, and scientific measurements that lead to positive community impacts and outcomes.

Program Self-Assessment:

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

All program indicators were reviewed and revised in 2022.

SWOT Analysis:

Program Strengths:

- Training of the District's operational members.
- Quality of firefighting apparatus, equipment, and personal protective equipment.
- Culture – friendly workplace, high moral, and positive attitudes.
- Mental wellness and resiliency awareness.

Program Weaknesses:

- Efficiencies with JeffCom.
- Cost effectiveness of special teams without regionalization.
- Long term station distribution planning.

Program Opportunities:

- Alternative response models for EMS.
- Operational and response efficiencies with neighboring agencies.
- Pre-arrival information and vehicle routing.

Program Threats:

- Firefighter health and fatigue based on ever increasing volume.
- Societal challenges/pressures such as those experiencing homelessness.
- Trickle down from law enforcement challenges such as staffing and legal mandates.



West Metro Fire Rescue Annual Program Appraisal

Program Name: Plan Review
Program Manager: Captain John Brennan
Appraisal Year: 2022
Date: 1/31/2023
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:

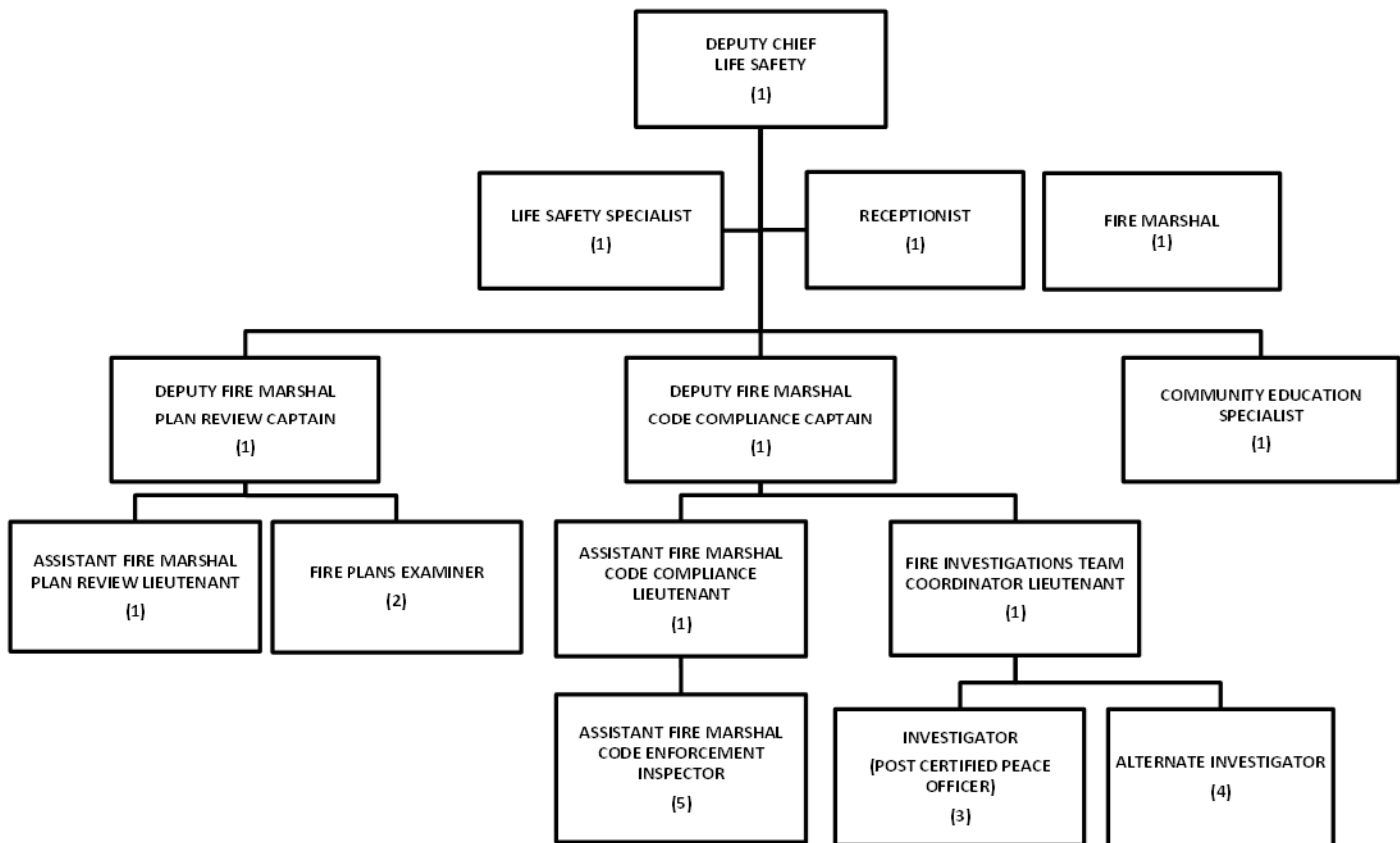
Review building plans submitted for compliance with applicable fire and life safety requirements of the International Fire Code, West Metro Fire Protection District (District) amendments, and the NFPA. The goal is to provide for the safety of the community and those that respond in a time of need.

List Sub-Programs:

None

Staffing (Org Chart):

WEST METRO FIRE PROTECTION DISTRICT LIFE SAFETY



Injuries/Exposures:

None

Succession Planning:

A deputy fire marshal and an assistant fire marshal retired early 2022. The deputy fire marshal position was filled within the uniformed ranks of District. The assistant fire marshal uniformed position was absorbed to another division within the District. One civilian plans examiner was hired which still leaves Plan Review short by one qualified person. The position is accounted for in the budget, but has not been filled. A third-party contractor, SafeBuilt, was contracted to assist with timely plan review.

Specialized Equipment:

Bluebeam and Tyler Technologies (Mobile Eyes) software for plan review and permits.

Training and Certifications Completed:

Fire Inspector I and II certifications were obtained by both the deputy chief of life safety and the deputy fire marshal. Plans Examiner III certification was obtained by the assistant fire marshal. There were numerous webinars and in-person conferences that were attended in an effort to provide

uptraining of all members in plan review. The classes were in a variety of areas: fire detection/suppression, plan review, combustible dust hazards, hazardous materials, carbon dioxide beverage dispensing systems, and bidirectional amplifier/radio enhancement systems.

Training and Certifications Needed:

Plans Examiner III

Facilities (if applicable):

None

Program Goals and Objectives:

Overall Strategic Focus:

Confirmation that building projects within the District are compliant with applicable fire and life safety codes.

Significant Milestones:

Plan reviewers completed 1,486 plans during 2022. This is a 7.5 percent increase over the previous year.

Previous Year’s Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority I Invest in Human Capital	Objective C	A contract was secured with SafeBuilt to assist in plan review while new uniform members obtain training and expertise. One experienced civilian plan reviewer was hired and is providing training to newer members within the division. The division has approved and allocated for an additional experienced civilian plan examiner or fire protection engineer.
Priority I Invest in Human Capital	Objective C	Members of plan review are obtaining certifications and gaining experience through other training opportunities. Fire Inspector III certification has been obtained by the assistant fire marshal.

Current Year’s Goals:

Strategic Plan Linkage		Enter goals here
Priority I Invest in Human Capital	Objective	To ensure the division has adequate staffing, another plans examiner or fire protection engineer should be hired in 2023. An experienced individual would immediately be able to provide competent plan reviews and assist in training current members.
Priority I Invest in Human Capital	Objective C	Continue to support training and certification for all members within the division. Develop a method for tracking and accounting for the work, outside of plan review, that is performed by this division.

Priority I Invest in Human Capital	Objective C	Evaluate the possibility for advancement within the division. Inspectors have years of inspection and institutional knowledge that would be of great benefit to plan review and the department.
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Unexpected Results (positive or negative):

The District was unable to hire two plans examiners due to a lack of qualified applicants in the first quarter of 2022.

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

Yes

How Does this Program Meet the Needs of the Citizens?

Plan review requires that the District adhere to all applicable fire and life safety codes. This ensures that the businesses and buildings the community occupies are held to the adopted fire and life safety codes.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

Plan review lost an additional two experienced uniform members due to retirement. The transition to a uniform/civilian division was initiated with the addition of an experienced civilian plan reviewer. The Life Safety Division has accounted for an additional civilian in the budget that may have an expanded role within the division.

Program Specific Measures or Metrics:

Associated Year	2019	2020	2021	2022
Site Plans Reviewed (Non Permitted)	304	291	291	352
Building Related Plan Reviews (10-day Turn-around Average)	1,447	1,308	1,382	1,486
Permits issued (Initial, Revised and Special)	1,825	1,368	1,145	1,149
Construction Inspections	3,139	4,752	2,496	2,642

Program Self-Assessment:

None

SWOT Analysis:

Program Strengths:

- Experienced and knowledgeable personnel in the fire marshal and life safety specialist positions ensuring the Life Safety Division runs smoothly while other members are gaining experience.

Program Weaknesses:

- The Life Safety Division has lost decades of experience in plan review over the last two years due to retirements. The experience that was lost is not easily replaced.

Program Opportunities:

- Hiring of the additional civilian plan reviewer, which is planned and accounted for in the budget, will bolster the division while other members continue to gain experience in this highly technical skill.
- There is also an opportunity to invest in the District's human capital by providing a stepped advancement process within the Life Safety Division. Successful plan review staff historically have inspection knowledge and experience, knowledge of the District, and have been committed to the Life Safety Division for many years.

Program Threats:

- There is potential for another round of vacancies due to retirements within the next few years.



West Metro Fire Rescue Annual Program Appraisal

Program Name: Recruitment and Hiring Process
Program Manager: Human Resources Generalist Erin Cummins
Appraisal Year: 2022
Date: 1/31/2023
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:

- Regularly scheduled meetings of the Recruitment Candidate Selection Committee (RCS) have been scheduled for 2023.
- New applicant tracking system implemented that better meets the needs of the District, integrates better with the District's website, has more customization and communication options, provides a better user experience for applicants, and has an integrated payment option.
- The RCS will be conducting a review of past practices in order to present official recommendations to the Civil Service Committee in 2023.

Program Description:

Enter a Brief Description of the Program:

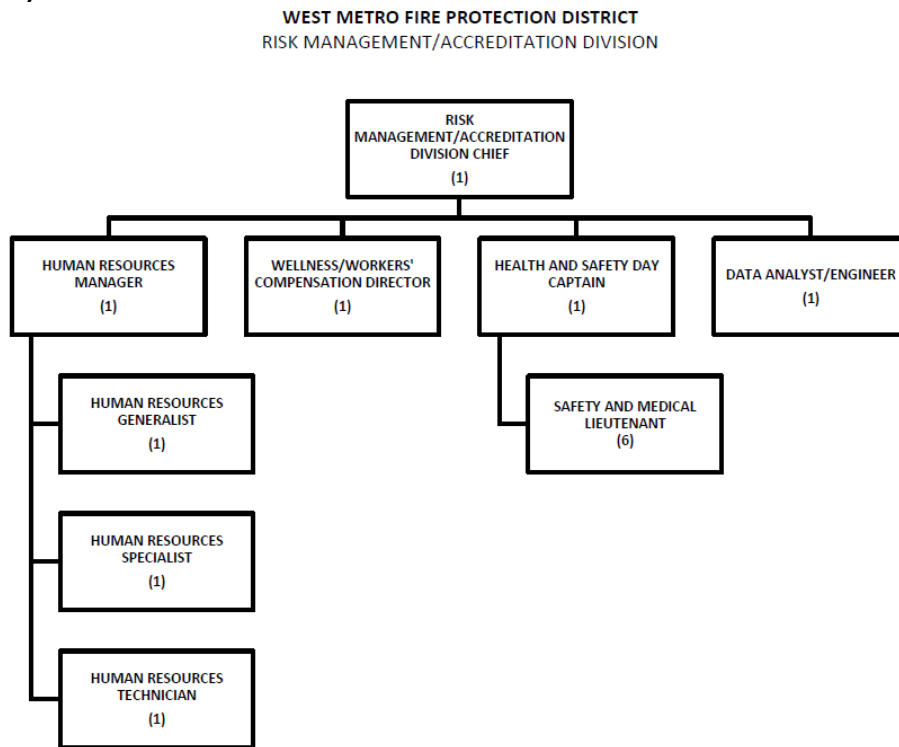
The West Metro Fire Protection District (District) firefighter recruiting process involves finding and attracting potential new hire employees who are selected through a competitive hiring and testing process. Developing firefighter candidates must pass a written test, a physical agility test, and oral 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.

The strategic goals for the Human Resources (HR) 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 laws, labor laws, District policies, and contractual agreements; and, recognizing and encouraging diversity in the workplace.

List Sub-Programs:

None

Staffing (Org Chart):



Injuries/Exposures:

None

Succession Planning:

Staff training on roles and responsibilities from HR technician to generalist will be initiated in 2023. This targeted training, as well as Society for Human Resource Management (SHRM) certification in 2023 will assist with internal succession planning.

Specialized Equipment:

- NeoGov software
- Veterans Administration Once website
- Samba
- Avigilon

Training and Certifications Completed:

NeoGov implementation and launch training; VA GI Bill program and VA Once website training.

Training and Certifications Needed:

- Continued District institutional knowledge and experience.
- Additional personnel to obtain SHRM certification

Facilities (if applicable):

Administrative building and 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 the demographics of the community.

Significant Milestones:

Completed successful developing firefighter testing/hiring process within three months of hire and during continued global pandemic. Improved background process by eliminating paper/binders and converting everything to e-files.

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals here
Priority I Invest in Human Capital	Objective A	Manage hiring process for 11 new firefighters in Jan 2022 and ~30 in Aug 2022 (new hiring list). <ul style="list-style-type: none">• Jan 2022 recruit academy started with 11 recruits (9 graduated); Aug 2022 recruit academy started with 31 recruits (28 graduated); Feb 2023 academy has 14 recruits starting; beginning background process to fill 8-16 spots for Aug 2023 recruit academy. Coordinate recruitment process: written test (Jan 2022), physical agility test (Feb 2022), oral boards (Mar 2022), background process (Apr – Jun2022). <ul style="list-style-type: none">• Successfully completed all testing/hiring processes. Attend EMSAC Conference Nov 2022. <ul style="list-style-type: none">• Did not attend because the District was not in an active recruiting process at the time.
Priority I Invest in Human Capital	Objective A	Conduct an after-action analysis of the firefighter hiring process. <ul style="list-style-type: none">• Submitted to RCS Committee.
Priority I Invest in Human Capital	Objective B	Rewrite and update job descriptions for all uniformed positions. <ul style="list-style-type: none">• Not completed.

Current Year’s Goals:

Strategic Plan Linkage		Enter goals here
Priority I Invest in Human Capital	Objective A	Through the RCS, create a strategy to recruit a more diverse set of applicants to meet the goal of promoting inclusiveness and recognizing diversity in the community.
Priority I Invest in Human Capital	Objective A	Through the RCS, begin to update/improve the hiring/testing process to ensure higher inclusivity, ability to access, and opportunity to succeed in the process.
Priority I Invest in Human Capital	Objective B	Explore the needs and interests of the current workforce while simultaneously anticipating the evolving needs of human capital. Compare these to District expectations, the background process, and onboarding and growth opportunities that promote success for all.

Unexpected Results (positive or negative):

Significantly fewer applicants than in prior years (previous hiring process had 641 applicants; 2022 process had 396 applicants).

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 updating the recruiting/testing/background process; and creating more opportunities for growth for 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):

First Idea, the oral boards vendor, had a clerical error in the entry of the performance dimensions for the oral interview items. An analysis of the error was completed showing no adverse impact and a statistically valid oral board process.

Program Specific Measures or Metrics:

As displayed below, 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. This can be achieved by continuing strategic meetings with the RCS and implementing new practices in future hiring rounds.

Pre-Hire List: From application up to oral board	<i>Written No Show</i>	<i>Did not Pass Written</i>	<i>PAT No Show</i>	<i>Did not Pass PAT</i>	<i>No Show to Oral Boards</i>	<i>Withdrew Before Oral Boards</i>	<i>Total %</i>	<i>WMFR Employee Demographics</i>
Total - 157	61	29	21	12	5	29		464
Male - 133	52	25	19	7	4	26		422
Female - 24	9	4	2	5	1	3		42
White/Caucasian	45	16	17	8	5	25	73.88%	90.73
No Response/Other	3	2	0	1	0	0	3.82%	2.8
Minority (Asian, African American, Hispanic/Latino, Native American or Alaskan Native, Native Hawaiian or Other Pacific Islander; Two or more)	13	11	4	3	0	4	22.29%	6.03% Hispanic 9.27% Other minorities

Eligible Hiring List: Everyone after oral board through starting academy	<i>Current Applicant List</i>	<i>Failed Background</i>	<i>Withdrew from Process</i>	<i>Withdrew from Academy</i>	<i>% of total applicants</i>	<i>WMFR Employee Demographics</i>	<i>District Census</i>	
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%	
Total Minority	18	7	2	0	11.20%	9.27%	15.84%	
	239 = original master hiring list							

Program Self-Assessment:

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

No significant changes to program performance indicators in 2022.

SWOT Analysis:

Program Strengths:

- Newer District employees leading recruiting/hiring efforts that has now been through one process and is motivated and open to improve this process in the future. After seeing one process, there are many areas for opportunity identified.
- RCS Committee.
- Ability to make small improvements along the way: streamlining background process by eliminating paper; working closer with background investigator to keep things moving.
- Implemented new applicant tracking software to improve future hiring processes.

Program Weaknesses:

- Manual/antiquated processes (written test offered only one day/one location; paper files/record-keeping).
- COVID-19 kept in-person recruiting efforts to a minimum.

Program Opportunities:

- Expand/modify hiring process to be more flexible and allow more applicants opportunities to apply/participate in testing process.
- Improve social media presence to expand recruiting efforts.
- Targeted recruiting efforts to increase opportunities for under-represented (female and minority applicants).

Program Threats:

- Changing too much at once will limit the ability to be successful at rolling this out and track what was successful.
- It will likely be years before the District begins to see the results of the efforts to improve diversity within the organization.



West Metro Fire Rescue Annual Program Appraisal

Program Name: Risk Management and Accreditation
Program Manager: Steve Aseltine
Appraisal Year: 2022
Date: 1/31/2023
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

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

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

Program Description:

Enter a Brief Description of the Program:

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.

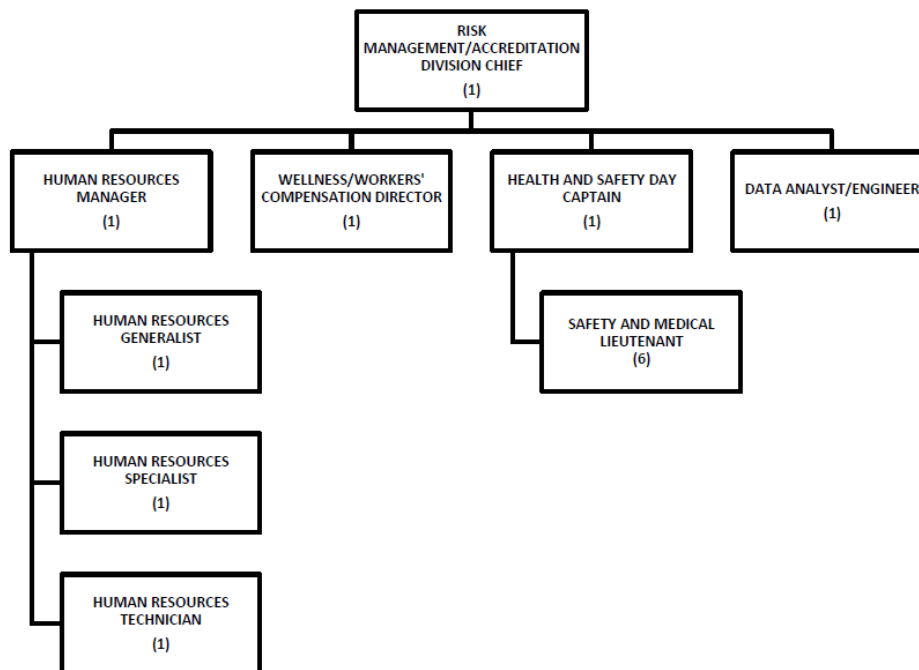
The District's Vision Statement reads, "West Metro Fire Rescue endeavors to be a high quality, responsive, adaptive, learning organization, anticipating and responding to evolving community needs." The Division manages the collection, scrubbing, and analysis of data in order to help achieve this vision. 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

Staffing (Org Chart):

WEST METRO FIRE PROTECTION DISTRICT
RISK MANAGEMENT/ACCREDITATION DIVISION



Injuries/Exposures:

There was one injury involving RMA Division staff in 2022. Complete District injury and exposure metrics can be found in the 2022 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.
- Loss of key personnel in data engineering or wellness would likely impact the continuity of operations for the District due to a lack of redundancy in these areas.

Specialized Equipment:

None

Training and Certifications Completed:

Level 3 and Level 2 Peer Assessor certifications were achieved within the RMA Division.

Training and Certifications Needed:

Additional SHRM certifications in HR
NFIRS
Health and Safety Officer Certification

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:

- Re-accredited with the Center for Public Safety Excellence in August of 2022.
- Completed major rewrites of the RA and SOC.
- Maintained a District Dashboard available both externally and internally.
- One additional employee achieved Level 2 Peer Assessor through CPSE.
- Completed the three-year cycle of the civilian pay for performance process.
- Continued the utilization of Environmental Systems Research Institute (ESRI) technology for implementation into District metrics and accreditation.
- Centralized the District’s safety program by adding a health and safety captain to the RMA Division.
- Stood up the Accident Workgroup.

Previous Year’s Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority I Invest in Human Capital	Objective A	Completed re-accreditation process.
Priority III Operational Readiness	Objective A	Centralized the oversight of the District’s safety program by establishing a health and safety captain position.
Priority III Operational Readiness	Objective A	Unable to establish redundancy in data reporting in order to increase organizational resilience. The District has contracted with First Watch to provide a platform to achieve this goal; however, First Watch continues to struggle to provide the District with accurate information.
Priority I Invest in Human Capital	Objective A	Rewrite and update job descriptions for all uniformed positions – this process is ongoing. Schedule for completion is close of 2023.

Current Year’s Goals:

Strategic Plan Linkage		Enter goals here
Priority I Invest in Human Capital	Objective A	Complete and submit the Annual Compliance Report to CPSE.
Priority III Operational Readiness	Objective A	Create data platform redundancy through the use of a third party service or by establishing internal resiliency.

Priority I Invest in Human Capital	Objective A	Continue to update job descriptions.
Priority I Invest in Human Capital	Objective C	Update the civilian pay for performance process to a two-year cycle.
Priority I Invest in Human Capital	Objective C	Complete all nine recommendations from the CPSE District Accreditation Report.
Priority II Public Relations	Objective A	Research and implement strategies to enhance recruitment and hiring practices.

Unexpected Results (positive or negative):

- The inability of First Watch to provide accurate information from District data has been unexpected. The District is currently analyzing whether to continue the agreement or change strategies.

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 117 accredited agencies in the world (only 12% of the US population is protected by an accredited agency) that also has an Insurance Service Office (ISO) Class 1 rating.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

Achieved accredited status through the CPSE a third time with only nine recommendations. The accreditation peer team also highlighted a number of District programs as industry best practices.

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.

Program Self-Assessment:

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

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.
- Centralizing the District's safety program has greatly expanded the District's ability and capacity in this area.

Program Weaknesses:

- Data engineering and wellness rest within a single individual's skillset.
- The District continues to expand the need for timely and accurate data and information. These situations have in the past and will likely continue to create an environment of competing priorities.

Program Opportunities:

- There are opportunities to stabilize information management in ways that provide for organizational resiliency.
- Expand 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 is a critical component of District day-to-day functions. Because the District has extensive needs for real time data, data analytics, connections, and structure have become more dynamic in nature. The potential loss of key individuals could result in an interruption in key services.



West Metro Fire Rescue Annual Program Appraisal

Program Name: Safety
Program Manager: Captain Dustin Horn
Appraisal Year: 2022
Date: 1/31/2023
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.

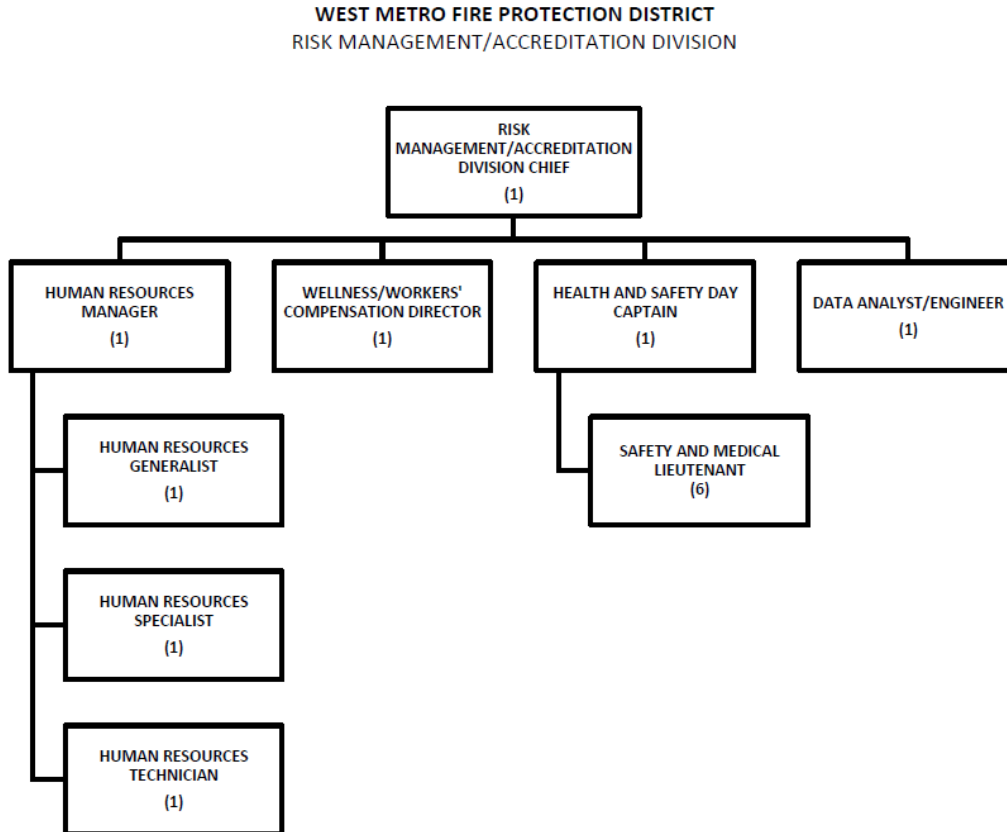
List Sub-Programs:

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 at the District. The work group evaluates vehicle accidents and property loss/damage for causal factors and makes recommendations to reduce future occurrence.

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):
Injuries/Exposures:**



In early 2022, the District experienced multiple eye exposures on EMS calls. Through trend identification, the District was able to investigate the incidents and found that members had a decreased compliance with utilizing eye protection. It was identified that due to COVID-19, responders were required to use masks with eyewear for every EMS response. Members were experiencing severe fogging with the mask and eyewear combination. With this information, the EMS division along with Health and Safety, were able to research and trial fog resistant safety glasses. New glasses were distributed to all members and subsequently eye exposures have decreased in the second half of 2022.

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 in higher education. The health and safety captain has assumed the management of the task book and certification testing process. The SaM captain has transitioned to a full-time health and safety officer position that is centralized at administration. 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.

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.

Passive CO monitors on EMS kits were programmed to reduce false activation due to cross sensitivities of cleaning products while maintaining a high degree of performance enhancing the safety of responders. EMS bags are being modified to better protect passive CO monitors.

Training and Certifications Completed:

Nine lieutenants and firefighters completed the Incident Safety Officer (ISO) task book and were certified as incident safety officers in 2022. Eight additional ISO task books were opened in 2022 and will be completed in 2023. Nine lieutenants and firefighters completed the acting SaM task book in 2022, which helps with backfill for SaMs and builds the succession pool. An additional three acting SaM task books were opened in 2022 but have not yet been completed. The health and safety captain is pursuing a Health and Safety Officer Proboard certification through the Fire Department Safety Officer Association. The health and safety captain obtained the National Highway Institute Traffic Incident Management certificate, the UL-FSRI Comprehensive Cancer Prevention Strategies for the Fire Service certificate, and attended the FDNY Lithium Ion Summit.

Training and Certifications Needed:

- The incident safety officer certification program will be transitioning to a CMCB class-based delivery in 2023.
- Multiple individuals continue work on task books to achieve the level of training necessary to be SaM certified.
- The health and safety captain continues to work toward obtaining the Health and Safety Officer Proboard certification through FDSOA.
- Monthly cancer awareness training will be provided to all uniform personnel in 2023.

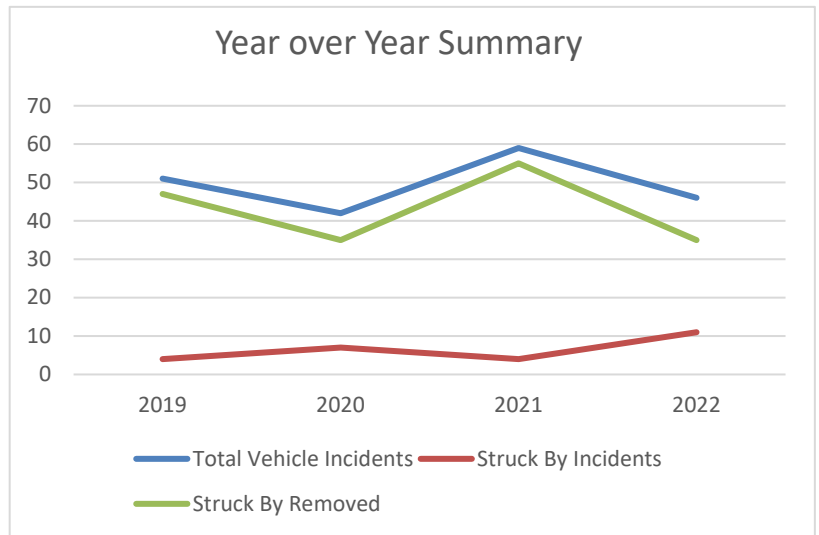
Facilities (if applicable):

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.

Program Goals and Objectives:

Overall Strategic Focus:

The primary focus of the program is to ensure the safety of responders and civilians during day-to-day 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 a number of 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.

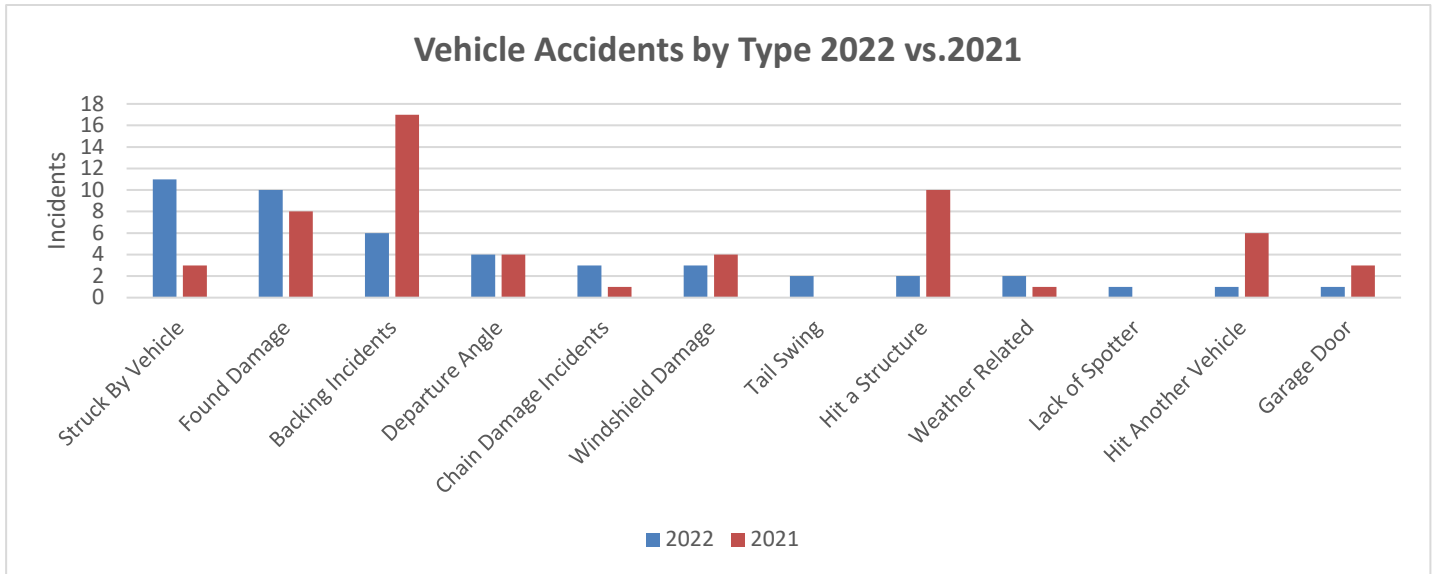


Significant Milestones:

The health and safety captain position was established in 2022, centralizing the health and safety program. The accident work group was also stood up and completed reviews of all vehicle accidents and property incidents where damages exceeded \$499. The work group identified multiple causal and contributing factors to accidents that resulted in risk mitigation strategies being deployed through engineering controls, education, and behavior modification measures. Multiple near miss incidents resulted in near miss reporting. Facility safety inspections for fire stations transitioned to PSTrax allowing better documentation and follow-up.

Vehicle Accident Frequency		
Unit Type	Frequency 2022	Frequency 2021
Engines	16	13
Medics	16	23
Towers	5	6
Rescues	0	3
Chief/SaM	0	6
Staff Vehicles	5	5
USAR	0	0
Other	4	3
Total	46	59

Previous Year's Goals and Progress:



Strategic Plan Linkage		Enter goals and progress here
Priority I Invest in Human Capital	Objective B	Establish a health and safety captain. Goal accomplished.
Priority I Invest in Human Capital	Objective A	Market the NFORS exposure tracker application to all members. Initial testing of the NFORS platform revealed gaps between NFORS and CAD that results in calls not populating in call diaries. Work with NFORS continues to resolve the issue.
Priority I Invest in Human Capital	Objective B	Increase the frequency and quality of member occupational physicals. Frequency of physicals increased significantly with all members receiving a physical at least every two years. Specific guidance given to providers to ensure consistency. Work continues to evaluate potential new provider or internal improvements to the process.
Priority I Invest in Human Capital	Objective C	Support the continuing education of the officers assigned to SAM positions. Funding continues to allow SAM officers access to continuing education and conferences.
Priority III Operational Readiness	Objective A	Research and implement vehicle accident tracking software if an adequate solution is identified. Vector EHS was evaluated and is being built out to meet multiple needs beyond vehicle accident tracking.

Current Year’s Goals:

Strategic Plan Linkage		Enter goals here
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	Finish research and evaluation of third-party physical providers and implement new provider platform or add improved services to current physical process.
Priority I Invest in Human Capital	Objective B	Resolve NFORS exposure tracker issues and market NFORS app to membership.
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.
Priority I Invest in Human Capital	Objective B	Develop Vector EHS to capture wellness program outcomes.
Priority I Invest in Human Capital	Objective B	Continue support of initiatives put forward from the Safety SPT.

Unexpected Results (positive or negative):

None

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

Yes. However, there is room for improvement in the areas of cancer screening, mental wellness, and physical wellbeing.

How Does this Program Meet the Needs of the Citizens?

By keeping emergency responders safe, safety officers are able to ensure emergency services 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.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

None

Program Specific Measures or Metrics:

In 2021, West Metro had 17 backing incidents. In 2022, West Metro had 6 backing incidents. Of those 6 backing incidents, 5 did not utilize a backer. While West Metro saw overall improvement with this statistic from 2021, the trend of failing to utilize a backer was identified. This led to the creation of a targeted video training addressing this trend being created and delivered to the membership in the fourth quarter of 2022.

Program Self-Assessment:

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

Performance indicators were rewritten for 2022 reaccreditation. No changes.

SWOT Analysis:

Program Strengths:

- Addition of health and safety captain position allows focused management of safety projects and program which was difficult to achieve in the SAM captain position on shift work.
- 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:

- Implementation of Vector EHS to more accurately track accidents, injuries, and exposures.
- Research the latest cancer assessment technologies.

Program Threats:

- None



West Metro Fire Rescue Annual Program Appraisal

Program Name: Special Operations / Emergency Management

Program Manager: Division Chief Clint Fey

Appraisal Year: 2022

Date: 1/27/2022

Category: Category 5

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

Recommendations (if applicable):

None

Progress Made on Recommendations:

N/A

Program Description:

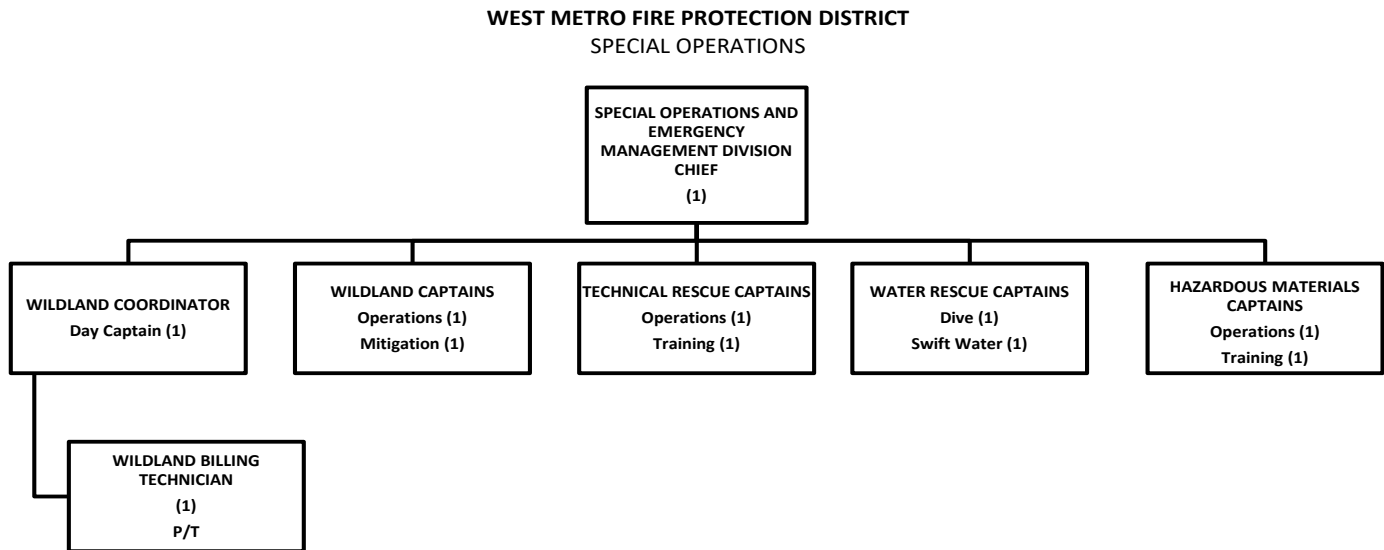
Enter a Brief Description of the Program:

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

List Sub-Programs:

- Wildland Fire
- Technical Rescue
- Dive/Swift-Water Rescue
- Hazardous Materials.

Staffing (Org Chart):



Injuries/Exposures:

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. The wildland captain has been informed and updated on all major changes and challenges.

Specialized Equipment:

Specialized equipment includes a total of 6 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
- (2) 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 12/31/2022, three individuals hold FAA part 107 licensure and have completed all continuing education. Additionally, three personnel from the Life Safety Division have been granted access to the FAA part 107 examination prep course. To date, none of the three Life Safety Division personnel have completed the prep and ongoing commitments.

The division chief of special operations and emergency management 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 2023. Additionally, a contingency plan must be developed to bring more FAA 107 operators into the system.

Facilities (if applicable):

N/A

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:

- Completion of Liaison Officer course and majority of associated task book.
- Continued coordination in the wildfire mitigation arena has resulted in a great deal of activities and improved risk profile.
- Continued participation in the Jefferson County Hazard Mitigation Committee.
- Continue to serve as the vice-chair of the NCR and as a board member of the AJHRA.

Previous Year’s Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority III Operational Readiness	Objective A	Continue to utilize technology and data to improve operational efficiency. Completed an assessment of AJHRA and the District dive program.
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 workload on the wildland program in light of the Marshall Fire continues to be excessive. Work continues on better balancing the responsibilities.
Priority III Operational Readiness	Objective B	Develop and implement a comprehensive wildfire mitigation program for the District with a focus on education and partnerships. The mitigation plan is in progress with a priority on facilitation. There have been many early successes.
Priority IV Relationships	Objective A	Evaluate special team response and seek opportunities to improve collaboration with outside agencies. Continue to work with outside agencies to improve interoperability and seek opportunities for improvement.

Current Year’s Goals:

Strategic Plan Linkage		Enter goals here
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	Continue to evaluate workload balance and opportunities for delegation to ensure a healthy workload balance for special operations members.
Priority III Operational Readiness	Objective B	Continue implementation of the comprehensive wildfire mitigation program for the District with a focus on education and partnerships.
Priority IV Relationships	Objective A	Evaluate special team response and seek opportunities to improve collaboration with outside agencies.

Unexpected Results (positive or negative):

The Marshall Fire continues to command the public’s attention and the District has had tremendous momentum in mitigation activities as a result.

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 citizen 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.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

- Marshall Fire in Boulder County on 12/30/21 consumed nearly 1,100 structures. The aftermath has commanded the public’s attention and increased demand on the mitigation program.
- The election of a new Jefferson County Sheriff in November is leading to a major change in leadership. At the time of this report, it’s unknown how these changes may impact the emergency management program.

Program Specific Measures or Metrics:

N/A

Program Self-Assessment:

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

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.
- Addition of full-time wildland coordinator.
- Excellent coordination with Douglas County Office of Emergency Management and the city of Lakewood Office of Emergency Management.

Program Weaknesses:

- Succession planning beyond the wildland captain.
- Lack of on-duty 24/7 sUAS capability (utilizing off-duty, on-call personnel).
- Bandwidth – workload continues to grow, specifically in wildfire mitigation.
- While plans are well coordinated with Jefferson County, operational integration has been suboptimal.

Program Opportunities:

- Development of a dedicated wildland mitigation specialist to enhance mitigation efforts, better engage the public, and ensure coordinated efforts with key landowners.
- Expansion of the sUAS program to improve coverage and capability.
- Incorporation of newly promoted captains to engage in special operations management for succession/experience.

Program Threats:

- The workload in wildland mitigation is rapidly increasing and may outpace current staff capacity.
- Changes within county emergency management could potentially decrease operational coordination.



West Metro Fire Rescue Annual Program Appraisal

Program Name: Support Services
Program Manager: Division Chief Jay Jackson
Appraisal Year: 2022
Date: 1/31/2023
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:

The Support Services Division 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 inspected internally and replaced from an internal cache if damaged.

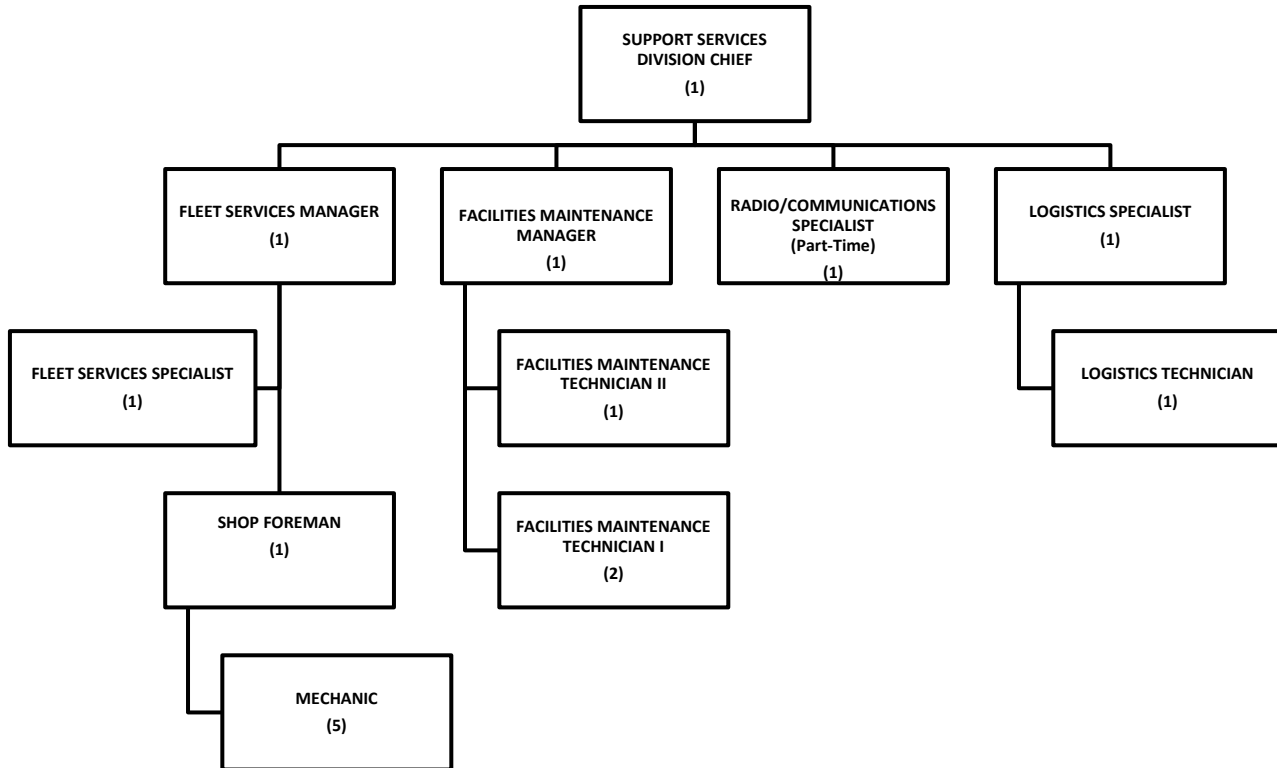
All daily/weekly supplies are sufficient to meet the District's needs.

List Sub-Programs:

Facilities
Fleet Maintenance
Radio Maintenance

Staffing (Org Chart):

**WEST METRO FIRE PROTECTION DISTRICT
SUPPORT**



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.

Program Goals and Objectives:

Overall Strategic Focus:

The Support Services Division ensures facilities, apparatus, and equipment are acquired and maintained to support the operational requirements of the District's Mission Statement and Standard of Cover. All services are provided to maintain a continual ability to respond to the public's needs in a safe, timely, and efficient manner.

Employee safety is enhanced by supplying adequate personnel protective equipment, well maintained apparatus, facilities, and equipment. All facilities, apparatus, and equipment are inspected based on industry best practices or National Fire Protection Association standards.

The District has established replacement schedules for apparatus and equipment and plans for future needs through involvement in multiple strategic planning teams and the budgeting process.

Significant Milestones:

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

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority III Operational Readiness	Objective A	Overcome supply chain issues to maintain appropriate supplies and PPE. Post COVID-19 processes have been enhanced or altered to account for societal changes.

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority V Financial Stability	Objective A	Maintain a balanced budget and control 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 improve in near term.

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 program that keeps an accurate inventory and delivers supplies when necessary. EMS supplies are proactively managed, which ensures equipment availability while minimizing costs.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

None

Program Specific Measures or Metrics:

The metrics used to measure failure or success is the number of outstanding supply orders and ensuring the expenses are held as close to the budget as possible.

Program Self-Assessment:

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

No significant changes to program performance indicators in 2022.

SWOT Analysis:

Program Strengths:

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

Program Weaknesses:

- Logistics is staffed with two personnel, which, 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.

Program Opportunities:

- The central warehouse can be better organized and categorized. An updated inventory including the reduction of unneeded/surplus COVID 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 manage 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: 2022
Date: 1/31/2023
Category: Category 5
Criterion (if required): 5G

Recommendations (if applicable):

None

Progress Made on Recommendations:

Not applicable

Program Description:

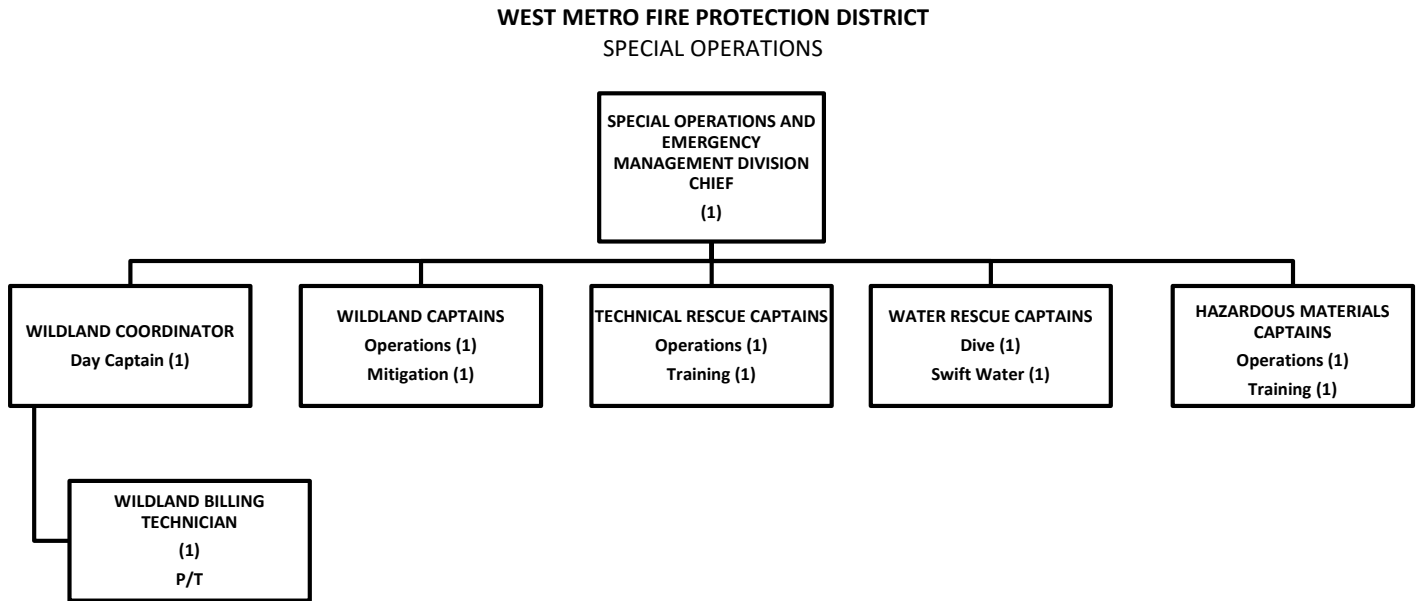
Enter a Brief Description of the Program:

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:

None

Staffing (Org Chart):



Injuries/Exposures:

Two injuries related to technical rescue were noted in 2022. One resulted in a significant knee injury with a year of lost time and the other resulted in a minor foot injury (cellulitis).

Succession Planning:

One lieutenant has been prepared to move into a technical rescue role. In addition, several firefighters are interested in attending the 2023 11-day technical rescue course which should help bolster numbers.

Specialized Equipment:

- New Rope Winch.
- New Decent Control Devices (Maestro).
- Updated and replaced rock protection and other outdated items.
- New gear bags.

Training and Certifications Completed:

- Rigging For Rescue (RFR)
- Arvada Auto-X
- High Directional training
- SPRAT (Society of Professional Rope Access Technicians)
- UTV Train the trainer
- ITRS (International Technical Rescue Symposium)
- Denver Fire Department Chop shop
- Next Level Extrication
- Trench Rescue
- Low Angle

- High Angle
- Collapse Rescue
- Confined Space
- Lifting & Moving
- Genesis Tool maintenance class
- Rope Winch training

Training and Certifications Needed:

- 11-day for basic training
- UTV driver training
- Musar Trench
- Man vs Machine
- Heavy extrication
- E-bike (mountain bike) rider course
- All other disciplines per above

Facilities (if applicable):

None

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:

Full implementation of the back country UTV program. Addition of rope winch to capabilities.

Previous Year’s Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority III Operational Readiness	Objective A	Continue training on back country/off-road rescues and enhance safety by providing UTV-specific driver training. In progress, hands-on class in spring 2023.
Priority III Operational Readiness	Objective A	Provide the proper level of training and education opportunities to maintain operational proficiency. Help numerous TRT courses as described above.
Priority IV Relationships	Objective A	Train and exercise with neighboring organizations to improve interagency coordination while reducing unnecessary duplication of service.

		RFR course with South Metro Fire Rescue was completed.
Priority I Invest in Human Capital	Objective A	Ensure ample training opportunities to maintain team abilities and provide for succession planning. Multiple trainings were completed and interest in the TRT has increased.

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority I Invest in Human Capital	Objective A	Ensure ample training opportunities to maintain team abilities and provide for succession planning. Consider more frequent delivery to increase succession opportunities.
Priority III Operational Readiness	Objective A	Expand current training philosophy to include lessor used skills (i.e., elevator rescue, window washer, or tower rescue).
Priority IV Relationships	Objective A	Train and exercise with neighboring organizations to improve interagency coordination while reducing unnecessary duplication of service.

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):

- RV into Winchell's Donut House with significant structural damage (22-25799).
- Party trapped in waist-deep mud (22-33445).
- 18 backcountry rescue incidents.

Program Specific Measures or Metrics:

None

Program Self-Assessment:

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

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 UTV has enhanced operational capability while keeping other companies in service.
- Strong commitment of team members in maintaining proficiency.

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 planning zone.
- Lack of swift water training for technical rescue personnel creates a gap for Urban Search and Rescue 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.



West Metro Fire Rescue Annual Program Appraisal

Program Name: Training Center
Program Manager: Division Chief Doug Hutchinson
Appraisal Year: 2022
Date: 1/31/2023
Category: Category 8
Criterion (if required): 8A, 8B, 8C

Recommendations (if applicable):

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 with NFPA 1403.

Program Description:

Enter a Brief Description of the Program:

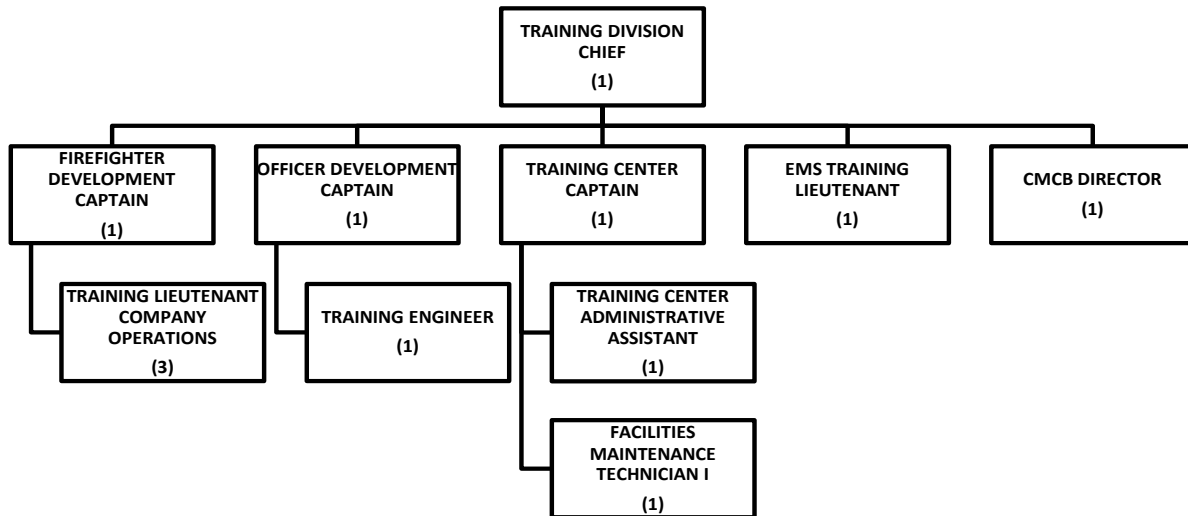
The vision of the Training Center is to provide readily available, pertinent, and well-maintained training props, facilities, and programs in support of the Training Division. The Training Center operates as an internal service fund (ISF) allowing for the active use and management of the facility as 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:

- Structural Collapse Specialist (9-day program).
- Technical Rescue (11-day program).
- Non-Fire related clients, room, and facility rental.
- Fire related clients, room, prop, facility rentals, and education/training.
- Jefferson County 911 Communication Back-Up Center through a Memorandum of Understanding.
- Urban Search & Rescue Colorado Task Force-1 through an Intergovernmental Agreement.

Staffing (Org Chart):

WEST METRO FIRE PROTECTION DISTRICT TRAINING DIVISION



Injuries/Exposures:

The six injuries to District personnel at the Training Center in 2022 are referenced in the 2022 WMFR Annual Program Appraisal – Training Division. Tracking of all District injuries is accomplished by the Wellness Division.

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 the International Society of Fire Service Instructors (ISFSI) Training Officer and Live Fire Credential (now a CMCB certification 2023 and beyond), 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 and associated training 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 (i.e., ventilation, forcible entry, vehicle fire, etc.).

Training and Certifications Completed:

ISFSI Live Fire in Fixed Facility (National Fire Protection Association (NFPA) 1403 Compliant). This is now a CMCB certification.

Training and Certifications Needed:

None

Facilities (if applicable):

Full Kidde upgrade and maintenance done to Class B props in 2022. Purchased new tables for the dining areas and all remaining classrooms. Resurfaced the entire asphalt driving area to ensure longer life. Replaced rooftop swamp cooler.

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 one Firefighter I academy for Red Rocks Community College. The District also conducted the 2022 Lieutenant and Captain Promotional Exams; 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		Enter goals and progress here
Priority II Public Relations	Objective C	The Training Center will continue to support community involvement through programs and rental opportunities. Progress: Hosted the Family Fire Muster (2,500 attendees). Robust classroom rentals continued in 2022.
Priority III Operational Readiness	Objective A	The Training Center will continue to facilitate the delivery of academies, company level training, and special team training. Delivered two recruit academies and multi-company drills, tested 'quick-hit' training concept – one hour per company using combustion screens, and hosted special teams trainings.
Priority IV Relationships	Objective A	The Training Center will continue to be available for, and seek out, regional training delivery opportunities. This includes the training and certification of recruits for our partner/neighborhood agencies.
Priority V Financial Stability	Objective A	The Training Center will continue stewardship of District funds while continuing to maintain and improve the Training Center.

Current Year’s Goals:

Strategic Plan Linkage		Enter goals here
Priority IV Relationships	Objective	Host a multi-agency wildfire strategy and tactics class with external subject matter experts teaching.
Priority IV Relationships	Objective A	Engage partner fire agencies in training sessions and class attendance at the Training Center.
Priority V Financial Stability	Objective A	Continue to build year-over-year on revenue generated from outside sources.

Unexpected Results (positive or negative):

There were no unexpected results, negative or positive during 2022.

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

The Training Center and the associated programs effectively support the District’s Strategic Priorities through industry best practices; lean/efficient budgetary opportunities and management; industry standards; safe practices; and mandates.

How Does this Program Meet the Needs of the Citizens?

The District Training Center is the primary platform for the workforce to become and stay operationally ready for emergency service delivery. The Training Center provides 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, sim-labs, and operational space.

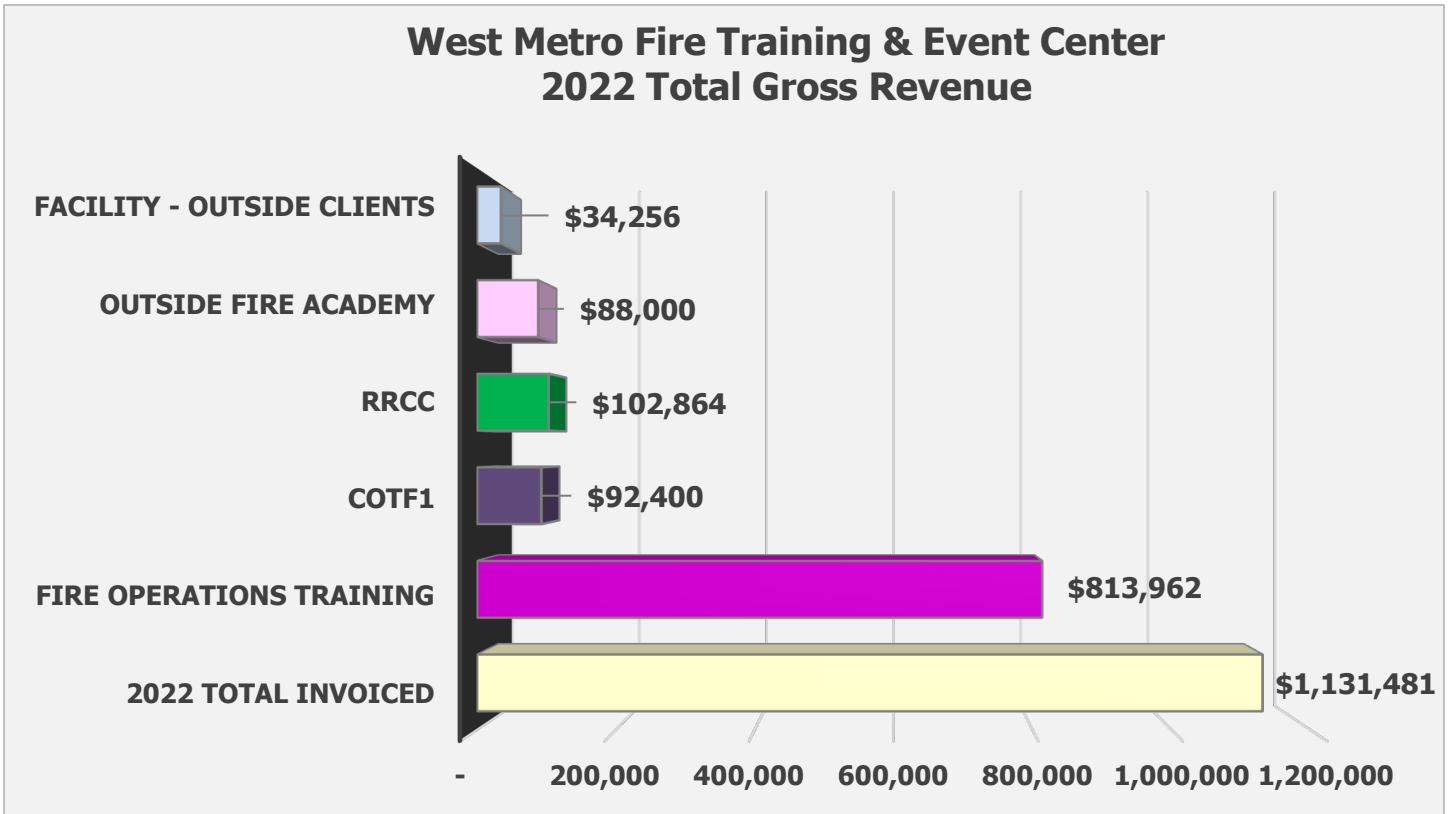
Likewise, the District Training Center desires to actively manage our customers so that sustainable relationships are built to help offset the cost of depreciation. The District Training Center understands the value of community partnerships; as such, work with community partners will continue.

Program Results/Outcomes:

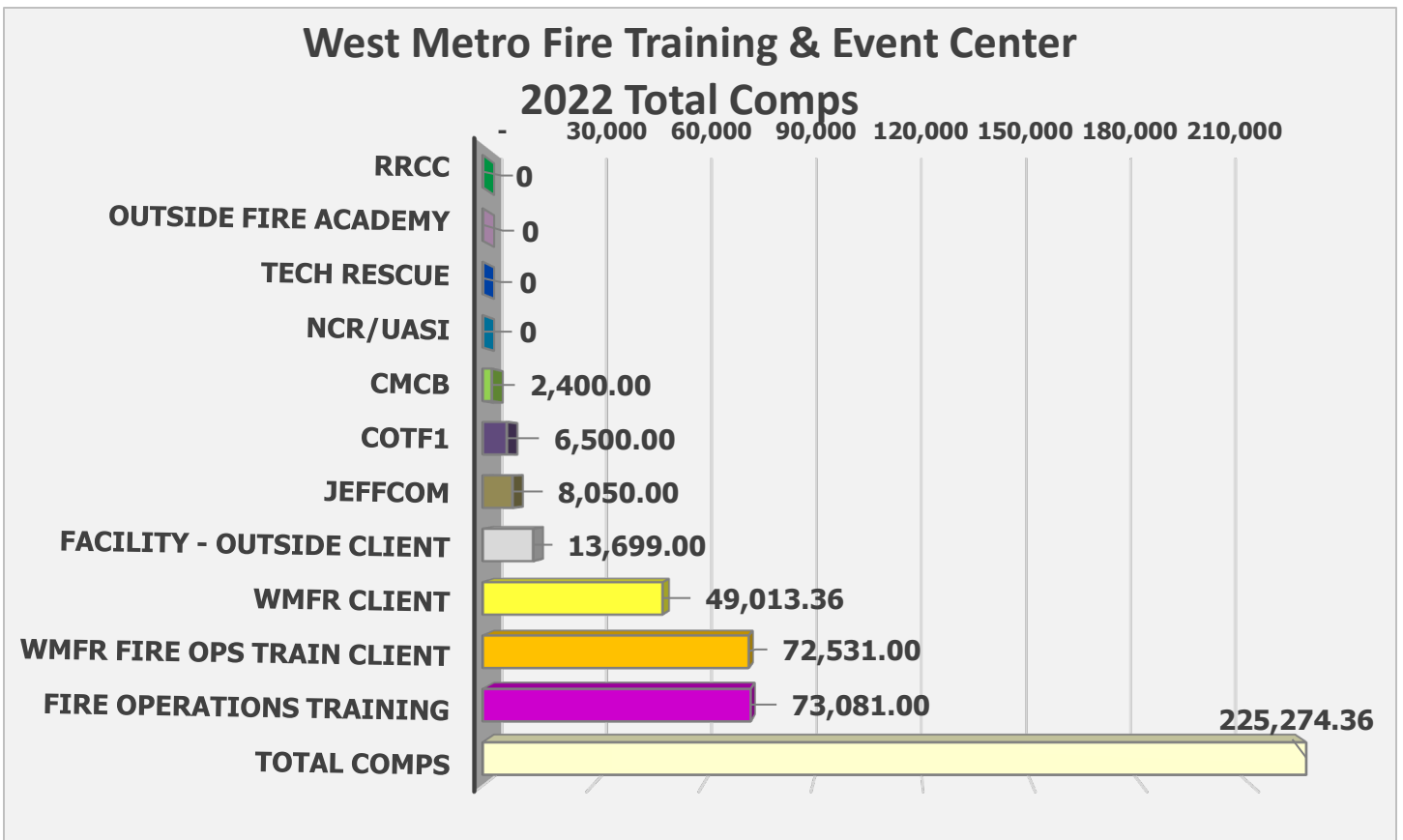
Significant Incidents or Events (if applicable):

There were no significant events or incidents in 2022.

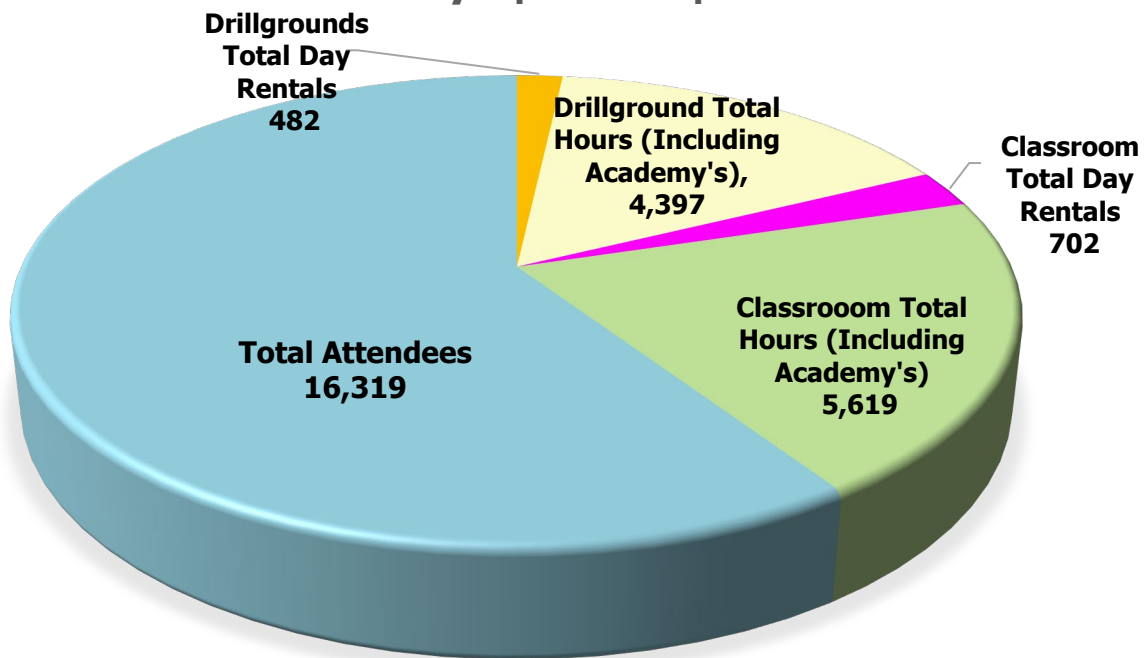
Program Specific Measures or



Metrics:



WEST METRO FIRE TRAINING & EVENT CENTER 2022 Rental Days | Hours | Attendees



Program Self-Assessment:

Review all program performance indicators and update if necessary. 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.
- Partnerships for the tech rescue and structural collapse specialist courses.
- Continued and expanded training opportunities with partner fire agencies.

Program Threats:

- Depreciation of the facility; key areas of concern: asphalt, water system, replacement strategies for Class A and Class B 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: 2022
Date: 1/31/2023
Category: Category 8
Criterion (if required): 8A, 8B, 8C

Recommendations (if applicable):

None

Progress Made on Recommendations:

Not applicable

Program Description:

Enter a Brief Description of the Program:

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.

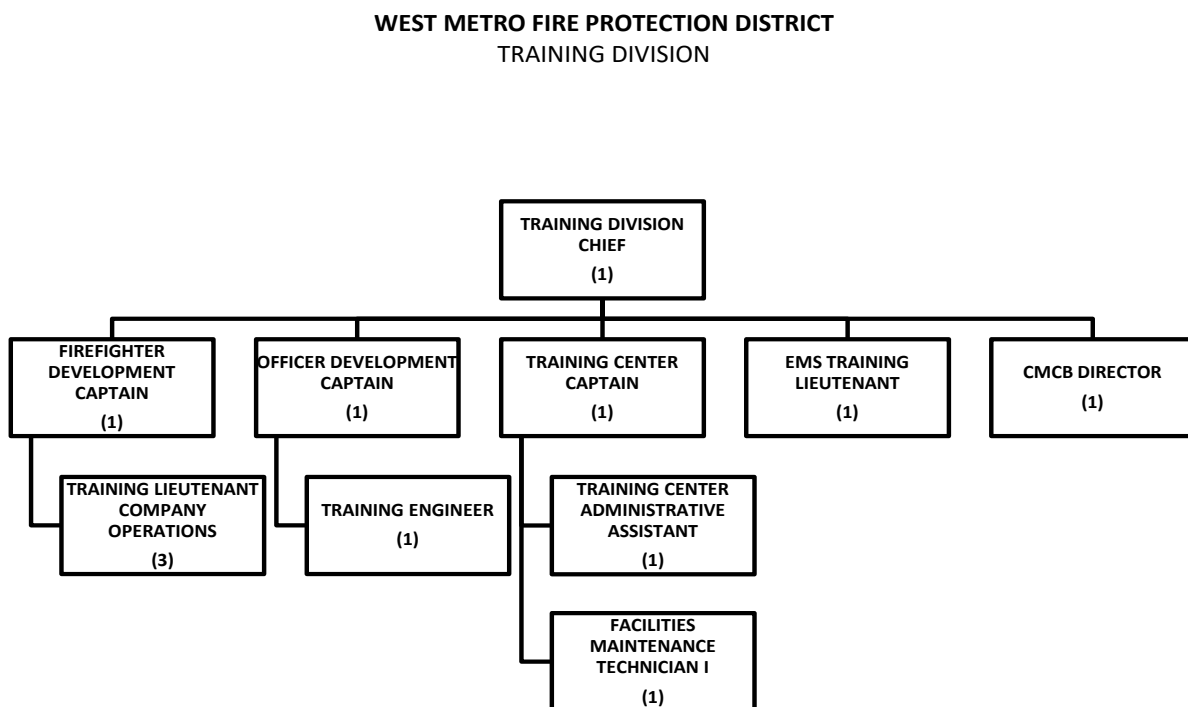
Aligning initial firefighter and on-going training with professional standards, career development, formal evaluations, emerging needs, and innovation are important components to the success of the organization. The District is a founding member of the Colorado Metropolitan Certification Board (CMCB), 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 in support of the West Metro Fire Rescue Civil Service Committee (CSC).

Staffing (Org Chart):



Injuries/Exposures:

There were six injuries to District personnel at the Training Center in 2022. The inherent risk of firefighting leads to training injuries both during organized and scheduled training, as well as when crews are 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 training opportunities such as the ISFSI Training Officer and Live Fire Credential, being an SME or adjunct instructor, Blue Card®, and emergency medical services (EMS) training opportunities. CMCB has now been accredited for NFPA 1403 Live Fire Instructor

certification, giving even more opportunities for District personnel to become certified locally, increasing the pool of qualified instructors and personnel seeking assignment to the Training Division.

Specialized Equipment:

Most of the specialized 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). The District also purchased two digital fire simulation devices in 2022, allowing for realistic fire training to be conducted with a single instructor.

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.
- Driver Operator Aerial.
- Recruits receive CMCB Firefighter I and II; CMCB Hazardous Materials Awareness and Operations; CMCB Driver Operator Rescue/Utility and Ambulance.

Training and Certifications Needed:

None

Facilities (if applicable):

See the 2022 WMFR Annual Appraisal – Training Center.

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 special operations.
- 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 2022 Lieutenant and Captain Promotional Exams; delivered two Firefighter 3rd Grade Promotional Exams; delivered Fire Officer I and II classes; delivered Driver Operator Pumper and Driver Operator Aerial classes; conducted two full recruit academies; hosted and instructed a Firefighter I academy for Red Rocks Community College; hosted a Structural Collapse Specialist class for CO-TF1; conducted and instructed acquired structure training; hosted Lakewood Police Department for integrated active threat training with District crews;

conducted a UTV certification process; sent students to the International Society of Fire Service Instructors Live Fire in Fixed Facilities credential class; delivered EMS training and multi-company drills; and participated in the IAFC safety stand down program.

Previous Year’s Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority I Invest in Human Capital	Objective C	Provide Work/life balance for recruit academy cadre and all members of the Training Division through flexible scheduling. Provide educational and professional training opportunities for the Training Division staff. Progress: Cadre utilized a rotating assignment system to enhance work/life balance. Multiple opportunities for professional development were attended by the Training Division staff.
Priority III Operational Readiness	Objective A	Deliver and conduct promotional examinations for the ranks of lieutenant and captain. Deliver two professional recruit academies to include recruits from our partner agencies. Progress: All these goals were fully met in 2022.
Priority IV Relationships	Objective A	Assist and facilitate special teams training to include technical rescue, FEMA USAR, hazardous materials, and wildland. Progress: Hosted CO-TF1 SCS class. Facilitated/schedule/conducted all special teams trainings throughout the year, exceeding required and/or requested training requests.
Priority III Operational Readiness	Objective A	Deliver driver training to include driver operator pumper, driver operator aerial, and driver operator utility. Progress: Delivered all of these trainings and certification classes.

Current Year’s Goals:

Strategic Plan Linkage		Enter goals here
Priority I Invest in Human Capital	Objective A	Conduct ‘Insights’ communication training for all officers and chiefs.
Priority III Operational Readiness	Objective A	Conduct assistant chief and engineer exams utilizing data, gap analyses, and organizational needs as the content drivers.
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.

Unexpected Results (positive or negative):

None

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 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 firefighting force.

Program Results/Outcomes:

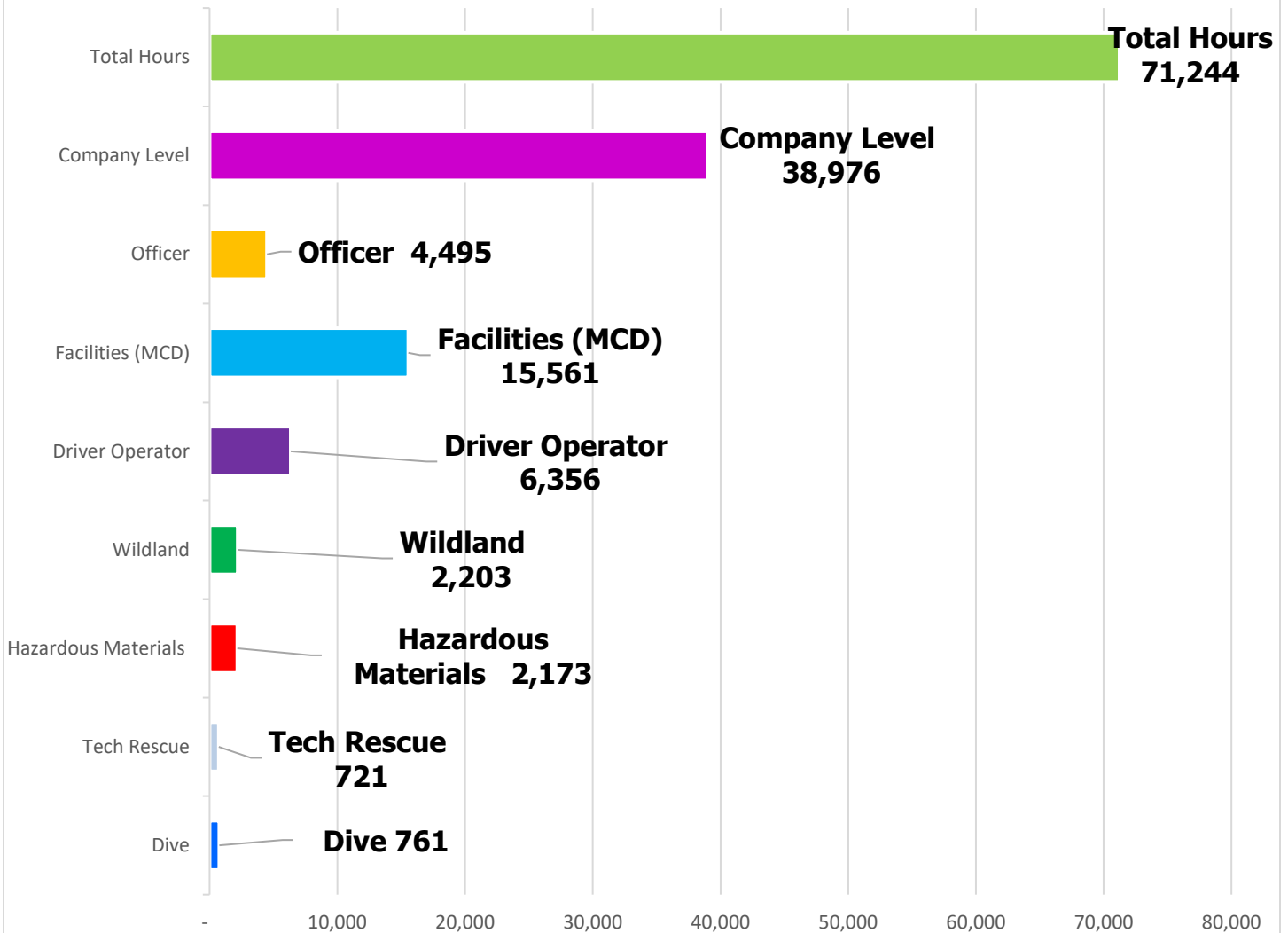
Significant Incidents or Events (if applicable):

There were no significant or out of the ordinary incidents or events.

Program Specific Measures or Metrics:

Graduated 37 recruits in 2022. See below for WMFR training hours by selected categories and total hours.

West Metro Fire Training & Event Center 2022 Training Hours



Program Self-Assessment:

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

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.
- Relationship with training partner agencies is strong. Many local departments use the facility for various training needs. Demand for the rental of the facilities is strong coming out of the pandemic.

Program Weaknesses:

- Turnover after divisional assignments are fulfilled.
- Having two academies per year limits the amount of multi-company drills that can be conducted.

Program Opportunities:

- Increased active threat training opportunities with partner law enforcement agencies within the District – District has subject matter experts on staff.
- Utilizing lieutenants and captains as adjunct instructors for recruit academies results in increased proficiency and professional development for officers.

Program Threats:

- Demands for the physical space at the Training Center continue to be significant. Prioritization is a must.
- Limited availability of local assessors from CMCB partners for promotional processes may prompt a wider search for assessors - perhaps out-of-state.
- Space for partner agency recruits attending academies has been limited – District needs must be met first.



West Metro Fire Rescue Annual Program Appraisal

Program Name: Water Rescue / Dive Team
Program Manager: Division Chief Clint Fey, Captain Dave Harms, Captain Dan Wenger
Appraisal Year: 2022
Date: 1/31/2023
Category: Category 5
Criterion (if required): 5G

Recommendations (if applicable):

None

Progress Made on Recommendations:

Not applicable

Program Description:

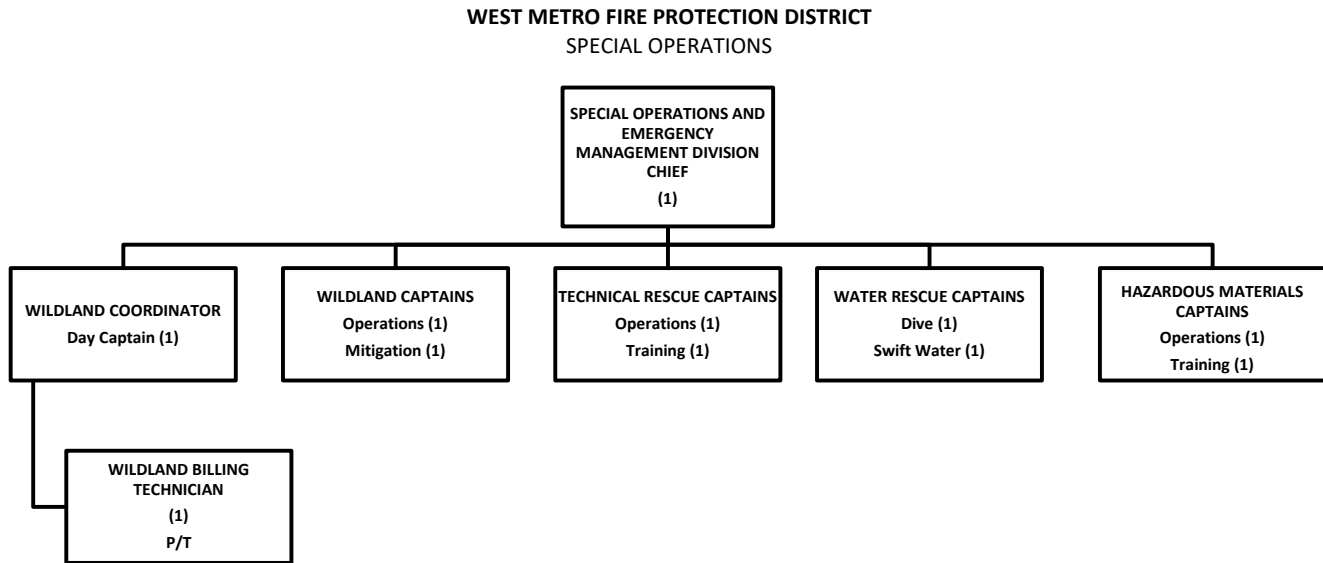
Enter a Brief Description of the Program:

The West Metro Fire Protection District (District) Water Rescue Team (WRT) responds to swift water, ice, and static water emergencies, both in and out of the District. The WRT provides dive and swift water response and consists of members from Station 8 and Station 17. The District's WRT 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 WRT was formed to provide a highly trained and skilled workforce necessary to mitigate water emergencies safely and effectively. All activities of the WRT 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 WRT 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:

None

Staffing (Org Chart):



Injuries/Exposures:

None

Succession Planning:

The WRT has had stability in leadership throughout 2022. Members are given opportunities to engage in program and budget management with an additional seven lieutenants having a role on the team. The team will be losing at least two members to retirement and/or promotion in 2023 which will require onboarding of new personnel.

Specialized Equipment:

The WRT has added 30 new SCUBA bottles to the equipment cache and has replaced Station 17's end of life swift water helmets.

Training and Certifications Completed:

The WRT has continued to partner with external stakeholders to perform joint multi-company dive and swift water trainings. The District hosted the Metro Dive Team training at Soda Lake in 2022. The WRT participated in approximately 30 company level training courses to keep the team knowledge, skills, and abilities sharp in order to best serve the community. 2022 saw three new Public Safety Diver (PSD) and three new Dive Rescue 1 (DR1) certifications and seven PSD and eight DR1 recertifications. The WRT certified three new PSD/Swift Water II members in 2022 to help fill vacancies due to promotions and support the needs of Colorado Task Force One, Urban Search and Rescue (USAR).

Training and Certifications Needed:

January 1, 2023 will see the opening of Medic 8. With this new apparatus, it is anticipated that eight members will require PSD and Swift Water II certifications to serve the community appropriately according to the District's Mission Statement.

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 who were alive at the time of dispatch and to ensure operational readiness matches needs and risks utilizing data.

Significant Milestones:

Public Safety Dive certification requires 18 black water dives over 36 months to remain current with Dive Rescue International. This requires company level dive training each month. The WRT participated in approximately 30 company level trainings across three shifts in 2022 and anticipates the same workload to maintain knowledge, skills, and abilities in 2023.

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority III Operational Readiness	Objective A	Study the current deployment and staffing model to examine opportunities for efficiency while ensuring operational capability. A study of water rescue was completed in 2022 and submitted to the fire chief. No programmatic changes have been implemented.
Priority IV Relationships	Objective A	Engage with the Jefferson County Sheriff's Office and neighboring jurisdictions to clarify roles and responsibilities. WRT has developed a Go/No Go document to assist operational decision-making processes. Lakewood park rangers participate in the WRT's company level training operations.
Priority III Operational Readiness	Objective A	Expand the number of swift water trained members to better support operations and to build a pool of qualified members for USAR. USAR added three new water rescue certified members in 2022.
Priority III Operational Readiness	Objective A	Continue equipment replacement programs to ensure safe and effective equipment. The WRT has replaced 30 end of life SCUBA tanks for the team and 13 swift water helmets as an upgrade in continuity for members of Station 17.

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority III Operational Readiness	Objective A	Continue equipment replacement programs to ensure safe and effective equipment. Anticipated equipment needs such as a rapidly deployable craft, inflatable personal flotation devices, 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 WRT training to strengthen the team's knowledge, skills, and abilities to remain response ready to serve the 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?

Partially

How Does this Program Meet the Needs of the Citizens?

Unfortunately, there are no records of a victim being rescued and revived as the result of a successful dive rescue. Other programs in the area, and the country at large, have the same experience.

Program Results/Outcomes:**Significant Incidents or Events (if applicable):**

- Assistance to Lakewood Police Department on a party in a partially submerged vehicle refusing to come out (22-5483).
- Underwater rescue of a child who fell through the ice. Child was rapidly rescued within minutes of dive team arrival. Pulses were regained but, unfortunately, the child didn't survive (22-37286).
- Successful rescue of a dog that fell through the ice (22-37699).
- 10 additional incidents where the team was alerted but not needed.

Program Specific Measures or Metrics:

None

Program Self-Assessment:

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

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 – No other team has integrated drone usage the way the District has.

Program Weaknesses:

- Effectiveness – No dive team in the metro Denver area has ever successfully rescued a victim from an underwater drowning in an open body of water. This is due to response times, poor visibility, the difficulty in locating victims underwater, and the poor survivability in drowning.
- Deployment – Swift-water assets are located far north and mid-district, leaving the south district with a longer response time.
- The WRT is experiencing a level of turnover that is resulting in training new members to fill experienced positions to serve the community. These members do not (yet) have experience in the field, but we expect this will change with time in the position.

Program Opportunities:

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

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: Wellness
Program Manager: Bob Stratman
Appraisal Year: 2022
Date: 1/31/2023
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:

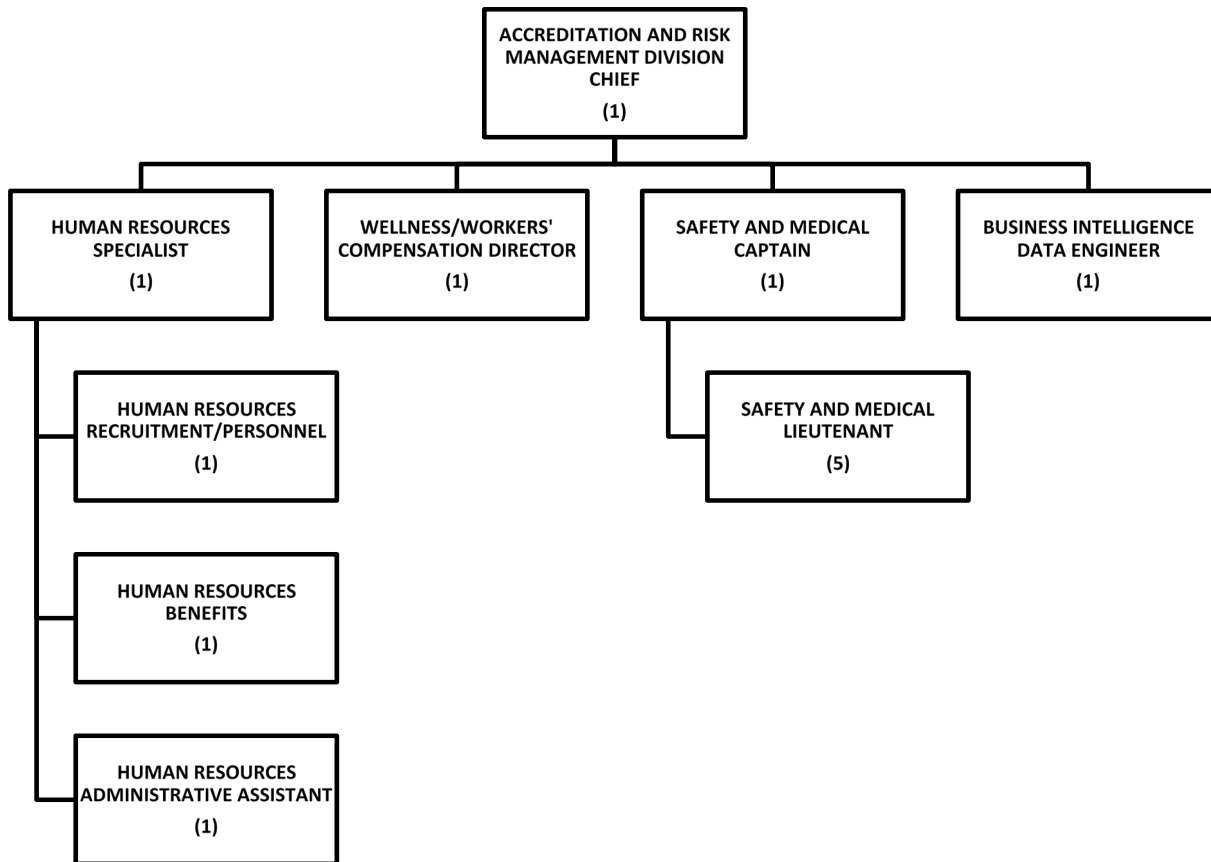
The Wellness Division is committed to improving the job performance, health, well-being, and quality of life of all West Metro Fire Protection District (District) employees. This is achieved by empowering employees, retirees, and families to promote and model positive attitudes and behaviors through 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.

Staffing (Org Chart):

WEST METRO FIRE PROTECTION DISTRICT ACCREDITATION AND RISK MANAGEMENT DIVISION



Injuries/Exposures:

In 2022, two injuries fell under the wellness umbrella: A right knee sprain during the PAT test, and a torn retina in the right eye performing TheraBand exercises at Station 2 when the band snapped and retracted into eye of employee.

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 .85 for the District.

The following tables outline District Injury and exposure breakdowns, injury categories, and the most frequent causes of injuries to District personnel:

District Injury/Exposures 2022	
W/C INJURY	108
DAY 1	57
DAY 2	46
OTHER (DAYS)	5
W/C EXPOSURE	8
DAY 1	4
DAY 2	1
OTHER (DAYS)	3
INJURY (NON COMPENSIBLE)	221

Injury Classification	Total
Operations	48
Emergency Medical Services	19
Training	31
Maintenance	6
Exposures	4
TOTAL	108

Injury by Shift	Total
A	20
B	27
C	35
Days	18
Training	18
TOTAL	108

Frequent Injury Causes	
LIFTING PATIENT	12
SLIP & FALL ON ICE	11
ROLLED ANKLE	5
AGITATED PATIENT	6
TOTAL	34

Succession Planning:

None

Specialized Equipment:

Specialized equipment is utilized in exercise testing, evaluation, injury prevention, rehabilitation programs, and when performing cardiac evaluations.

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 is planned for 2023 for the wellness director.

Facilities (if applicable):

- PAT course/equipment upgrades were initiated in 2022 and scheduled for completion in 2023.
- Station 6 has some minor gym/facility modifications to workout rooms in 2023.
- Wellness center may expand in 2023 by adding a testing room in the NE corner of the administration building basement space.

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:

- Participation and management of COVID-19 identification and return to work process.
- 100 percent of members passed the District standardized time for the PAT.
- Successful completion of the 2022 applicant hiring cycle with respect to the PAT, PAT preparation process, and the written test.
- Rehabilitated 138 injuries internally in 2022 utilizing COVID-19 precautions.
- The workers' compensation MOD rate for 2022 was the lowest in the last 5 years at .84. For comparison, 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 2021 CEBT wellness grant funds.

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority V Financial Stability	Objective A	Directed and managed workers' compensation in 2022. Despite major contributing factors that increase premiums such as: aging population, an increase in payroll, and cancer/heart claims still being reflected in 2022 numbers, the 2022 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 .84, which is an industry low for like-size fire districts.
Priority I Invest in Human Capital	Objective B	Directed fitness assessments for "PAT" wellness evaluations in 2022. 100% 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.
Priority I Invest in Human Capital	Objective B	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 to include treadmill based cardiac stress testing being made available to any employee aged 44 or above.
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Current Year’s Goals:

Strategic Plan Linkage		Enter goals here
Priority V Financial Stability	Objective A	Direct and manage workers’ compensation process and utilize data to improve injury prevention programs. Applied and secured wellness grant that reimbursed District about \$58,000.
Priority I Invest in Human Capital	Objective B	Continue the cardiac disease management program for the District by offering cardiac stress testing and cardiac scans for employees through health images.
Priority I Invest in Human Capital	Objective B	Integrate new rehabilitative technologies and education into the District workforce for work and home utilization.

Unexpected Results (positive or negative):

The wellness director managed the sick leave and return to work process for COVID in 2022. This took less time than was expected in the planning for 2022. Ultimately, the efforts were necessary and successful in helping the organization navigate through the pandemic.

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 citizen 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 ability for firefighters to sustain higher levels of output, expend energy on EMS calls and fires, which, directly affects citizen’s lives, property conservation, and resident’s confidence.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

- COVID-19 pandemic.
- Structural rehabilitation program launched in fourth quarter of 2022.

Program Specific Measures or Metrics:

Frequent repetitive injuries from the following three categories; lifting patients, slip and fall on ice, and rolled ankles, decreased by over 50% from 2021 to 2022.

Program Self-Assessment:

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

There were no significant changes to the wellness program performance indicators in 2022.

SWOT Analysis:

Program Strengths:

- Cost efficient.
- Utilization of new technology to support innovation.
- National influence on firefighter wellness and programming.
- 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 firefighter health and longevity.



West Metro Fire Rescue Annual Program Appraisal

Program Name: Wildland
Program Manager: Division Chief Clint Fey, Captain Brendan Finnegan
Appraisal Year: 2022
Date: 1/25/2023
Category: Category 5
Criterion (if required): 5K

Recommendations (if applicable):

None

Progress Made on Recommendations:

Not applicable

Program Description:

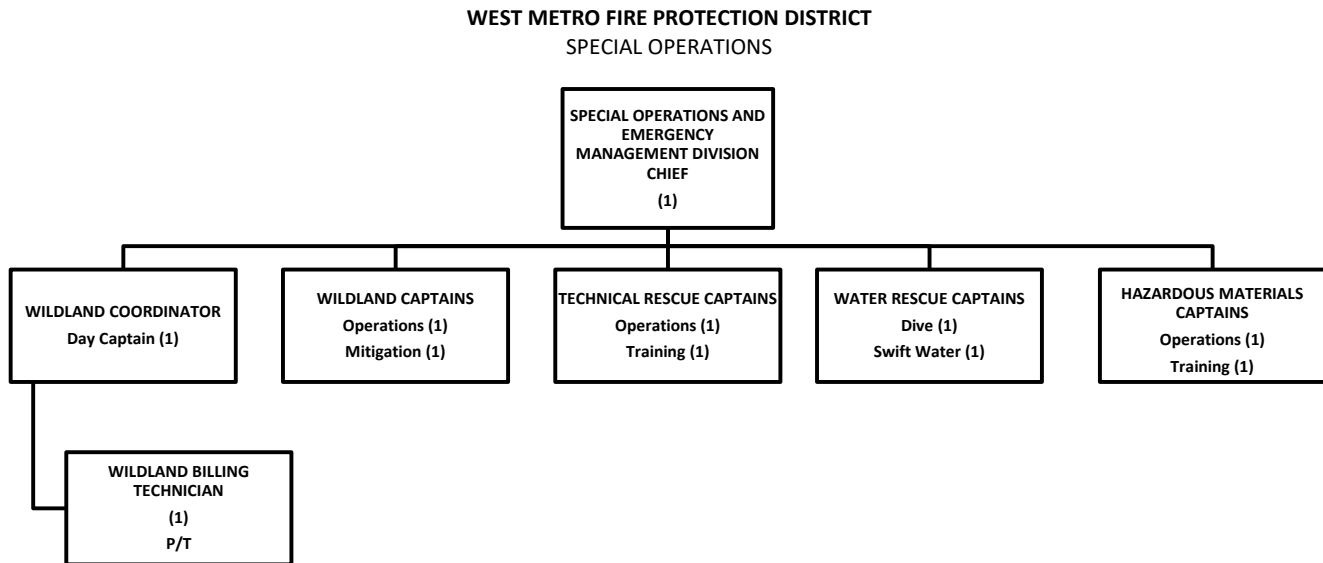
Enter a Brief Description of the Program:

The West Metro Fire Protection District (District) Wildland Team was formed to provide the highly trained and skilled workforce necessary to safely and effectively mitigate wildland fire and other all-hazard incidents within the boundaries of the District. All activities of the Wildland Team and its members are undertaken with the intention to provide 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 department, 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 knowledge, skills, and abilities with other employees of the District to increase collective effectiveness. This training and experience may be gained during District activities, in conjunction with neighboring agencies, or during state or federal incidents.

List Sub-Programs:

- Wildland support for District operations.
- Wildland Team management.
- Community mitigation.
- Supplemental Resource Program.

Staffing (Org Chart):



Injuries/Exposures:

No significant injuries were reported that were related to wildland team activities.

Succession Planning:

A full-time wildland coordinator captain 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 fulfill 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, 6, 9, 13, 15, 17). Two new Type 6 engines are being added to the fleet and Station 5 will also house a brush truck. Stations 9 and 11 are cross-staffed with Type 3 engines 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 REMS and has patient extraction capability with 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.
- 2 – $\frac{3}{4}$ -ton pickup trucks (C112, C156).
- 1 – 1-ton pickup work body truck (C101).
- 3 – SUVs (C92, 109, 110).

Training and Certifications Completed:

The wildland program logged 5,539 hours of training in 2022. 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, members attended 53 outside class offerings focusing on skills for advanced firefighter, engine boss, incident command, strike team/task force leader and advanced leadership courses. A total of 15 position task books were completed.

Training and Certifications Needed:

The benefits of 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 to be prioritized. Work continues on District-wide officer training built upon engine boss responsibilities. All wildland team members are required to obtain 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 needs 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.

Significant Milestones:

The wildland team had another active year despite an overall decrease in fires in 2022. Wildland mitigation had its most successful year ever with project work being completed in nearly every one of the District's response areas.

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
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.

		Extensive progress was made in wildland mitigation with project work completed in nearly every station planning zone. Demand for community outreach remained high throughout the year and has overwhelmed the division.
Priority I Invest in Human Capital	Objective C	Research funding opportunities and options to add a full-time wildland mitigation/WUI specialist to the District. Possible funding streams were identified, and a proposal was brought forth in the budget process but was deferred. Work will continue in 2023.
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. Additional training was completed for team members and non-members as well. The District is researching the use of the NWCG Recognition of Prior Learning process to bolster local qualifications and add expertise.
Priority IV Relationships	Objective A	Improve coordination and cooperation with other wildland stakeholders. Coordination and cooperation remain very strong with wildland members participating in efforts at the local, county, state, and national level.

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
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.
Priority I Invest in Human Capital	Objective C	Research funding opportunities and options to add a full-time wildland mitigation/WUI specialist to the District.
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):

The Marshall Fire at the end of 2021 captured the public's attention and has had a significantly positive impact on wildfire mitigation. Multiple mitigation projects were "jump started" due to the public sentiment in light of the devastation.

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 even nationally. We have been successful in responding to citizen requests and hope to evolve into a more proactive/outreach-based model as resources allow.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

- Snow Creek Fire, a one-acre fire above the Willow Springs neighborhood.
- Bear Creek Park prescribed fire – completed a multi-day prescribed fire in support of an investigation course.

Program Specific Measures or Metrics:

- 51 incidents assigned.
- 123 assignments billed.
- 105 personnel assignments.
- 17 apparatus assignments.
- \$1,971,587.63 in total expenses billed.

Program Self-Assessment:

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

None

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 (REMS, supplemental resources, and engine/single resource/IMT deployments).

Program Weaknesses:

- Workload on team members; specifically the coordinator and those assigned to Station 9; which, detracts from primary job responsibilities related to structure fire and EMS response, training, and preplanning.
- Lack of a dedicated mitigation specialist.
- Age of some equipment; specifically brush trucks.
- Lack of full VHF radios (mobile & portables) on all apparatus.

Program Opportunities:

- Engaging the public in light of the Marshall Fire.
- Engaging partners to better prepare and mitigate within the District.
- Building depth and training of all company officers in NWCG RPL.

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.