West Metro Fire Rescue

Annual Program Appraisals

WEST METRO
Fire Rescue

2025

WEST METRO FIRE PROTECTION DISTRICT

Annual Program Appraisals

2025

West Metro Fire Rescue
Annual Program Appraisal

Program Name: Administration

Program Manager: Deputy Chief Todd Heinl

Appraisal Year: 2025

Date: 1/31/2026

Category: Category 6
Category 9
Category 10

Recommendations (if applicable):

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

Progress Made on Recommendations:

A contract review process was established in 2024 to track new agreements and to review existing ones. Each contract is assigned to a division director, who is responsible for its annual management and review. In 2025, the submission and review procedures were refined to improve workflow efficiency. Additional enhancements, including workflow automation, are planned for implementation in 2026 to strengthen the understanding of contract requirements, improve accessibility, and ensure timely reviews.

Program Description:

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

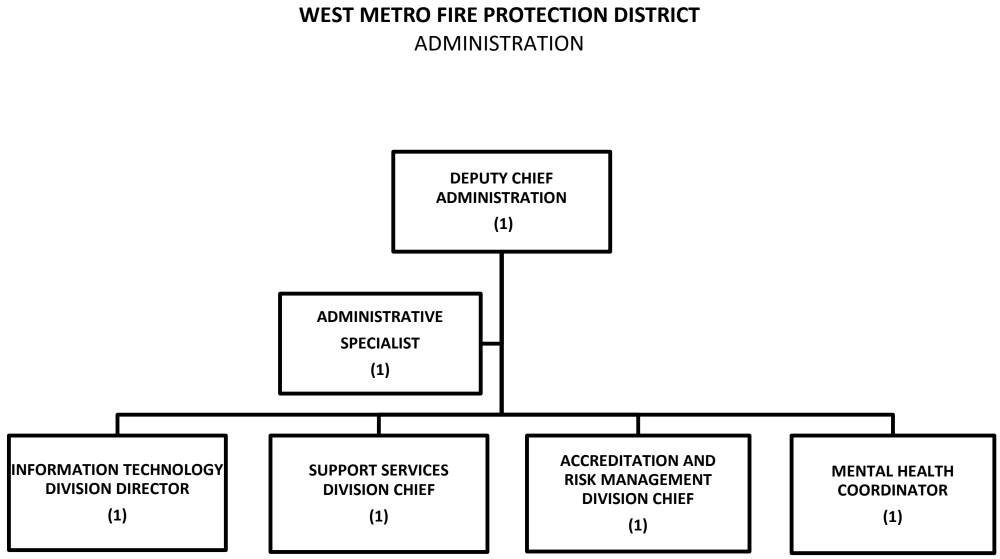
A primary strategy of the Administration Division is to review and evaluate how best to allocate the equipment, apparatus, facilities, and personnel required to meet the community's service delivery needs.

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

List Sub-Programs:

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

Administration Staffing (Click here for a complete display of the District's Organizational Chart):



Injuries/Exposures:

In 2025, there were no workers' compensation claims/injuries in the Administration Division.

Succession Planning:

The Administration Division saw a transition in the deputy chief position midway through 2025, as the previous deputy chief assumed the fire chief position. A succession plan was developed and implemented by creating a chief of staff position, allowing the previous deputy chief to transition into the fire chief role and mentor the new deputy chief. This allowed for succession planning, ongoing professional development, and continuity of operations.

Within the support services and information technology (IT) divisions, retirements prompted the hiring and training of replacements to maintain these important job functions. Specifically, the Support Services Division hired a full-time radio communications administrator to oversee critical radio technology and infrastructure. This replaced a part-time employee who retired at the end of the year and was instrumental in developing our existing radio infrastructure. It was determined that moving this to a full-time role would fulfill existing contractual obligations, fill gaps in station alerting and VHF radio technology, and better inform the organization about future radio enhancements.

The IT Division saw a tenured employee retire from the network administrator position and, determining that qualified candidates existed internally, conducted an internal-only process. The replacement was filled by the application administrator, creating a vacancy in this position that was filled by an external candidate. Having the previous application administrator remain internal has allowed for effective mentorship of the new employee in this position.

Finally, to prepare for the mental health coordinator's extended maternity leave, a contract was established with a licensed mental health therapist experienced in supporting first responders. This ensured the continuity of essential mental health resource coordination, maintaining consistent support for the District's providers.

Specialized Equipment:

The mental health coordinator purchased and deployed Eye Movement Desensitization and Reprocessing (EMDR) equipment in early 2025. This equipment aims at supporting performance indicator 11B.4 - to provide an employee assistance program, and Strategic Plan, Priority I, Objective A, Item 1 - to enhance employee mental health, physical health, and employee benefit programs aimed at addressing overall employee wellbeing. See the Mental Health Coordinator Annual Program Appraisal for further details on this equipment.

Training and Certifications Completed:

The deputy chief of administration attended conferences to remain informed about best practices in emergency medical service (EMS) revenue cycle management and emerging enhancements in technology, while also completing the Colorado State Fire Chiefs (CSFC) leadership series for chief officers. The administration specialist, who serves as the backup designated election official (DEO), completed training for this role and participated in board election preparation in 2025.

Training and Certifications Needed:

The deputy chief of administration was accepted into the 2026 SDA Leadership Academy, joining a cohort of special district leaders focused on developing advanced leadership skills and strengthening professional networks. The deputy chief also applied to the US Fire Administration National Fire Academy's Executive Fire Officer (EFO) Program, a multi-year, research-driven leadership development program designed to enhance organizational innovation and problem-solving capacity.

Facilities (if applicable):

In February 2025, Jeffcom 911 moved out of the administration building and into a newly purchased and renovated standalone building in Golden, Colorado, to house its operations. The vacated space was filled by the Special Operations and IT Divisions. The Jefferson County Emergency Communications Authority is now leasing the backup center.

Additionally, recognizing the limited office space in the administration building and anticipating future growth, particularly within the Life Safety Division on the first floor, preliminary planning began to expand office capacity, contingent on budget funding.

Program Goals and Objectives:

Overall Strategic Focus:

The Administration Division continually seeks opportunities to maintain and, when possible, improve service support functions while managing costs responsibly. Accounting and budgeting software now play a key role in evaluating sustainable financial models and forecasting the District's long-term fiscal position. The District also maintains a comprehensive fund balance reserve policy, which includes conducting an annual risk assessment based on economic conditions relevant to the upcoming budget year. This approach allows the District to accurately monitor operational costs, strengthen future planning, guide decision-making, and establish financial goals that support the organization as a whole.

Significant Milestones:

In 2025, the Administration Division advanced key capital, fleet, and organizational initiatives aligned with long-term planning efforts initiated in 2024. Significant progress was made on major facility projects, apparatus replacement, and administrative process improvements essential to District operations.

The District initiated preliminary design for the new fire station at 7475 W. 5th Avenue after capital outlay approval, working collaboratively with an internal design committee and contracted architects. The remodels of Stations 13 and 14 were completed under budget, improving operational and living spaces. The new reserve apparatus storage facility next to Station 7 experienced permitting delays but successfully broke ground in the fourth quarter of 2025, moving forward a major capital investment.

Fleet improvements included placing one brush engine and four new ambulances into service as part of the apparatus replacement plan, strengthening wildfire and EMS response reliability by rotating older units into reserve status. Delivery of two additional engines and a Type VI brush truck was delayed due to manufacturer timelines, with arrival expected in early 2026.

The Administration Division continued to serve a central role in providing organizational support. Nearly 300 contracts and agreements underwent annual review, accompanied by new process improvements that enhanced contract tracking, efficiency, and documentation accuracy. The Division also completed development of a 15-year Capital Improvement Plan, informed by the 2024 fire station condition study and division-level input, to guide strategic capital funding decisions.

Following continued feedback on the performance management software implemented in 2024, the Division began evaluating alternative approaches to employee performance management to better meet organizational needs.

Previous Year’s Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority V Financial Stability	Objective B	Identify strategies to diversify funding sources. **Progress: In 2025, the District hired a third-party consultant to conduct a preliminary poll on potential revenue-stabilization strategies to help inform the organization and the board of directors. Based on the poll results, the board of directors chose to delay consideration of a tax initiative until 2026. Additional analysis will take place in 2026 in collaboration with the consultant and a community advisory group.**
Priority V Financial Stability	Objective A	Identify a funding source for the development of Station 18. **Progress: In 2025, the board of directors approved capital funding in the 2026 budget to advance the design and construction of Station 18. This increase in capital**

		allocation was supported using unassigned reserve funds. Although the reserve fund balance was reduced, it remains at a healthy level.
Priority I Invest in Our People	Objective A	Evaluate the effectiveness of the annual physical process and determine the need for expanded services. **Progress: The annual physical process was reviewed and strengthened by improving coordination with the District's third-party provider and offering cardiovascular and cancer screenings in alternating years.**

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority V Financial Stability	Objective B	Develop specific revenue-stabilization strategies to support long-term fiscal sustainability.
Priority V Financial Stability	Objective B	Strengthen the capital improvement plan by identifying and prioritizing fixed asset needs and allocating funds to address them.
Priority V Financial Stability	Objective C	Improve accounts receivable processes to ensure the timely collection of funds in accordance with contractual obligations.
Priority I Invest in Our People	Objective A	Conduct a comprehensive evaluation of employee benefit programs to ensure their alignment with organizational objectives and workforce needs and provide informed recommendations for refinement or enhancement.
Priority II Communication	Objective A	Create a work group to evaluate technology platform gaps and vendor options to improve integration, analytics, usability, and service.

Unexpected Results (positive or negative):

Delays in municipal construction plans and permitting reviews have deferred major construction projects, potentially increasing total project costs as a result of inflationary pressures. Additionally, delays in the delivery of new apparatus prolong use of older apparatus, increasing maintenance costs.

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

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

How Does this Program Meet the Needs of the Citizens?

Financial stability and decision making is supported by financial forecasts that evaluate revenues and expenditures tied directly to organizational and community needs. The District recognizes the need to focus on maintaining apparatus, equipment, facilities infrastructure, and invest in capital acquisitions as necessary. The focus for 2025 and beyond is to preserve these investments through comprehensive maintenance and replacement programs.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

Long lead times for apparatus continues in the industry, making planning and funding future replacement of apparatus complex. Likewise, construction projects saw delays due to extended municipal permit approval times.

Program Specific Measures or Metrics:

The Administration Division tracks performance across three primary areas: financial stability, apparatus replacement, and capital projects. Each area includes specific metrics. For financial stability, key measures include property tax revenue collection, EMS transport revenue, and staying informed and engaged in legislative changes that may affect special district revenue streams. For apparatus replacement, the main indicators are the financial health of the apparatus replacement fund and monitoring supply-chain conditions that affect ordering and receiving new apparatus. For capital projects, performance is measured by the effective prioritization, approval, implementation, and completion of planned capital projects.

Expected Outcomes/Impacts:

The Administration Division aims to maintain stable revenue to support current operations and future needs. Sustaining the apparatus replacement program remains a priority, with ongoing monitoring of the replacement fund and early ordering of apparatus to offset supply-chain delays. The Division will also continue implementing short-range and long-range capital construction plans to modernize facilities and support long-term organizational growth.

Program Self-Assessment:

For program indicator 10B.1, active agency contracts and agreements were reviewed by division heads in 2025.

SWOT Analysis:

Program Strengths:

- The District's administrative staff members are dedicated, community-focused, and 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 receives approximately 70% of its revenue through property taxes. Recent ballot measures have made budget development and forecasting difficult.

- Using the third-party studies that were completed in 2024 regarding the Resource Deployment Analysis and the Fire Station Condition and Resiliency as a basis, determine mid- and long-term priorities, and financial and operational impacts.

Program Opportunities:

- Implement the employee performance management system, including the employee appraisal program.
- Modernize report workflow and recordkeeping processes to include electronic forms to reduce the reliance on paper forms or reports.

Program Threats:

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

West Metro Fire Rescue
Annual Program Appraisal

Program Name: Code Compliance

Program Manager: Captain Dan Wenger

Appraisal Year: 2025

Date: 1/31/2026

Category: Category 5

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

Recommendations (if applicable):

None

Progress Made on Recommendations:

Not applicable

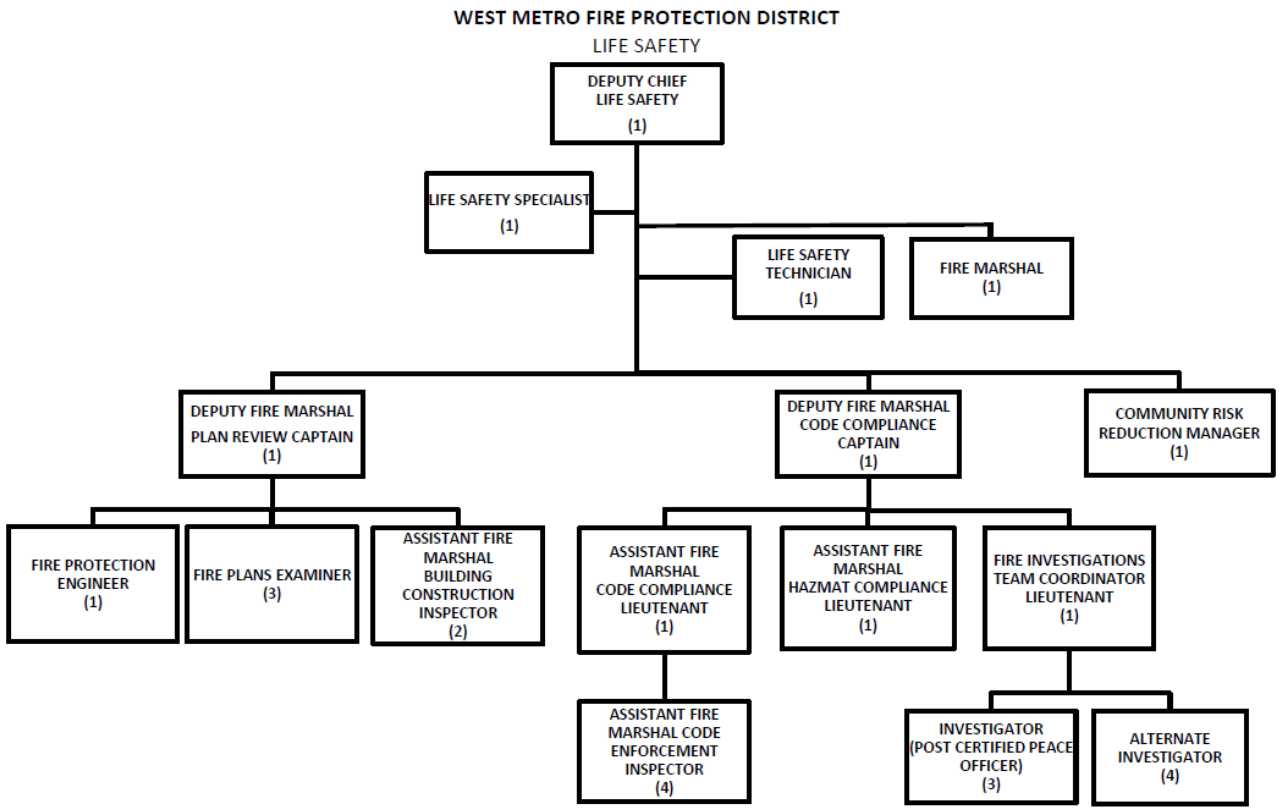
Program Description:

All commercial buildings located within the District are inspected for compliance with the fire code at least once every three years. Each building is assigned a hazard score based upon a risk assessment. The hazard score determines the inspection frequency. Community code complaints, operational permit applications, hazardous materials processes, and special events also trigger a compliance inspection.

List Sub-Programs:

- Building inspection program
- Operational permits
- State safety inspections

Life Safety Staffing (Click here for a complete display of the District's Organizational Chart):



Injuries/Exposures:

None

Succession Planning:

Succession is managed through the assignment of operational personnel as vacancies are identified. New inspectors are provided training, orientation, and on the job experience with existing inspectors. Credentials and industry certifications are required to be obtained within six months as listed in the job description. Inspectors are provided ongoing training opportunities in various technical elements of the position on a continuous basis. Continuous training is intended to provide redundancy of technical expertise to address unexpected vacancies.

Specialized Equipment:

Code cycle changes require the purchase of the latest International Building Code (IBC)/International Fire Code (IFC) 2024 version. In 2025, the division provided electronic tablets to aid in documenting code compliance and construction inspections. All applicable code documents are now available digitally for immediate reference in the field.

Training and Certifications Completed:

Fire Inspectors are certified through the International Code Council (ICC) and the Colorado Division of Fire Prevention and Control (CDFPC). Training courses through ICC, American Fire Alarm

Association (AFAA) and the National Fire Academy (NFA) are offered to the division. One new member in the division achieved their Fire Inspector II certification in 2025.

Training and Certifications Needed:

Newly assigned personnel are required to obtain Fire Inspector I and II certification. Continuing education is required in order to recertify every three years.

Facilities (if applicable):

The Life Safety Division currently occupies a portion of the first floor of the District's administration building. Conversion of a conference room was required in 2025 for a full-time employee's office.

Program Goals and Objectives:

Overall Strategic Focus:

Prevent or reduce the impact of fire on our community through the building inspection program, maintenance inspections, and operational and hazardous materials permitting to ensure code compliance.

Significant Milestones:

Buildings with hazardous materials were compiled and categorized to drive a systematic approach to permitting and inspection.

Implemented a cost recovery mechanism through The Compliance Engine for third-party delinquent submissions of inspection/maintenance reports that contribute to extended violations and re-inspections. This program has incentivized third parties to expedite their submission of reports, allowing for expedited clearance of ongoing code violations relative to previous years.

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority I Invest in Our People	Objective B	Develop a standardized procedure and reference manual by the fourth quarter of 2025 to facilitate the onboarding of new personnel and cross-training of division staff. **Progress: Operational Permit Guidelines Manual is in development. Remaining portions of the division are in the planning mode.**
Priority I Invest in Our People	Objective B	Evaluate succession planning and job descriptions in the code compliance section through 2025. **Progress: The District has defined two supervisor roles, which allow for internal professional growth and eliminate one lieutenant position from assignment to the division. Continuing to identify additional positions and means for further internal growth opportunities.**

Priority I Invest in Our People	Objective B	Evaluate all occupancy hazard classifications and ensure all buildings are appropriately categorized to ensure proper inspection scheduling by the fourth quarter of 2025. **Progress: Initiated in December of 2025.**
Priority III Operational Readiness	Objective A	Provide adequate continuing education opportunities throughout 2025 to maintain all current International Code Council and Division of Fire Prevention and Control certifications. Provide outside specialized training opportunities to expand technical expertise within the division. **Progress: Ongoing training and certification opportunities are being provided.**
Priority IV Relationships	Objective B	Coordinate with neighboring agencies and external stakeholders to adopt the Colorado Wildfire Resiliency Code, as mandated by the Colorado legislature. **Progress: Coordination ongoing.**
Priority IV Relationships	Objective C	Develop and implement a joint partnership with the City of Lakewood for fire safety inspections of businesses applying for a liquor license. **Progress: Implemented in 2025.**

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority I Invest in Our People	Objective B	Update and create job descriptions and task books for current roles, as well as new supervisory positions.
Priority I Invest in Our People	Objective B	Continue evaluating workload impacts, implementing succession planning initiatives, and job descriptions.
Priority I Invest in Our People	Objective B	Complete evaluation of all occupancy hazard classifications to ensure all buildings are appropriately categorized for 2026 building inspection roll-out.
Priority II Communication	Objective A	Provide clear communication to line personnel, officer and developing officers, as well as recruits, on expectations and direction for completing building inspections accurately. Continue to build on education and resources that were provided in 2025.
Priority III Operational Readiness	Objective A	Implement new process for conducting high-hazard occupancy building inspections by certified Life Safety Division code compliance inspectors to assure safe and effective response to the highest-risk structures in the District.
Priority IV Relationships	Objective B	Adopt Wildfire Resiliency Code (commonly known as the WUI – Wildfire Urban Interface code), as mandated by the Colorado legislature, by the first quarter of 2026 and implement prior to July 1, 2026. Enter into agreements and coordinate with municipalities and counties within District boundaries to implement and enforce the code.

Unexpected Results (positive or negative):

Implementation and enforcement of a revised standard operating procedure requiring responding personnel to issue code violations for malfunctioning fire alarm and sprinkler systems has reduced the number of repeat calls for service. The prompt identification of deficient systems has expedited repairs, ensuring that life safety systems are fully operational, enhancing safety for the community and responders.

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):

- In 2025, two new supervisor positions were created within the code compliance section for implementation in 2026. These positions will allow for the movement of internal personnel to supervisory roles ensuring that trained and experienced personnel are managing activities within the division.

Program Specific Measures or Metrics:

Category	Current Year	Previous Year
Annual Code Compliance Inspections	6,083	6,148
Company Level Inspections	4,042	4,188
Average Company Level Inspections Per Month (February through November)	449	465
Life Safety Compliance/Enforcement Inspections	2,041	1,960
Average Life Safety Compliance/Enforcement Inspections Per Month	170	163
Violations Found	3151	1,838
Violations Corrected	2521	1,323
Most Common Violations Cited	#1 Standards – 606 #2 General Requirements – 200 #3 Extension Cords – 158	#1-Maintenance of systems - 699 #2-Extinguishers - 288 #3-Kitchen Hoods - 122
Operational Permits	236	247
Operational Permit Fees	$107,832.50	$123,573.84
Code Enforcement Fees	$56,482.00	$10,430.00
Total Fees Billed (Code Compliance)	$164,314.50	$134,003.84
Total Fees Collected (Code Compliance)	$129, 873.50	$124,274.84

False Alarms	3,557	3,643
Unintentional/Accidental	1,963	2,091
System Malfunctions	1,331	1,177
Malicious/Mischievous	99	245
Other	164	130

Expected Outcomes/Impacts:

- Job descriptions and task books will ensure that new members to the division and members taking on supervisory positions will receive the necessary introductory experience and training to operate independently in their role.
- Identification of additional internal growth opportunities, in conjunction with assessments of workload impacts, may further validate the need for supplementary personnel and positions. Additionally, four to six anticipated vacancies will occur in 2026, including leadership and specialized roles. The nature and complexity of the roles associated with the Life Safety Division – Code Compliance require substantial experience and intimate knowledge of applicable codes and standards. Succession planning, role familiarity, and experience in code enforcement are critical to the success of the division.
- The Life Safety Division is currently conducting an occupancy hazard classification reassessment for all businesses within the District. This effort will ensure that all businesses are correctly categorized and inspected at appropriate time intervals. The process thus far indicates that there will likely be a significant reduction in the frequency of required building inspections, resulting in fewer inspections conducted by line personnel annually and a corresponding decrease in apparatus unit hour utilization (UHU).
- There was a significant improvement in the quality of building inspections conducted by line personnel in 2025 following the Life Safety Division's delivery of targeted training programs, building inspection resources provided to crews, and enforcement of a revised Standard Operating Procedure for building inspections. These efforts included one-on-one training for all uniformed line personnel, education on inspection expectations for firefighters participating in the Officer Development Program, and instruction on introductory inspection practices for fire academy recruits. As a result, inspection quality improved, and outstanding violations were reduced approximately 60 percent by the end of the 2025 building inspection season as compared to previous years. The Life Safety Division will expand this initiative in 2026.
- In 2026, all building inspections for high-hazard occupancies and hazardous materials facilities will be conducted by certified Life Safety Inspectors, not line personnel. This approach will enhance safety in the District's most hazardous occupancies, reduce District expenses, and reduce UHU's, while improving the quality and efficiency of the building inspection program.

Program Self-Assessment:

There were no significant changes to the code compliance performance indicators in 2025.

SWOT Analysis:

Program Strengths:

- Through continued staff member training, learning, and mentoring, the division is continually improving its responsiveness to District needs.

- Continuous advancement in education, experience, and certifications allows the division to ensure proper application of the fire code.
- Additional training for line personnel improves code compliance and reliability of company-level inspection documentation.
- Longevity of personnel in the division brings added value through the retention of institutional knowledge and experience.

Program Weaknesses:

- Assignment of line officers may delay productivity while credentials are obtained and experience is gained.
- Vacancies create gaps in service delivery due to the extensive time required for certification, training, and on-the-job experience mandated by the complexities of division responsibilities.

Program Opportunities:

- Implementation of a succession planning and internal advancement model would provide a pathway for operational personnel to transition into divisional career opportunities with growth potential. Internal succession and advancement pathways would more effectively accommodate anticipated vacancies and officer movements by retaining valuable institutional knowledge, providing experienced and knowledgeable leadership, resulting in improved service delivery.

Program Threats:

- Any legislative changes requiring building inspections to be conducted exclusively by certified inspectors would impact the current model of utilizing line personnel for inspections.
- The impact of the Colorado Wildfire Resiliency Code adoption is unclear and may create an unanticipated workload for the division.

West Metro Fire Rescue
Annual Program Appraisal

Program Name: Communications

Program Manager: Division Chief Jay Jackson

Appraisal Year: 2025

Date: 1/31/2026

Category: Category 9

Criterion (if required): 9B

Recommendations (if applicable):

None

Progress Made on Recommendations:

Not Applicable

Program Description:

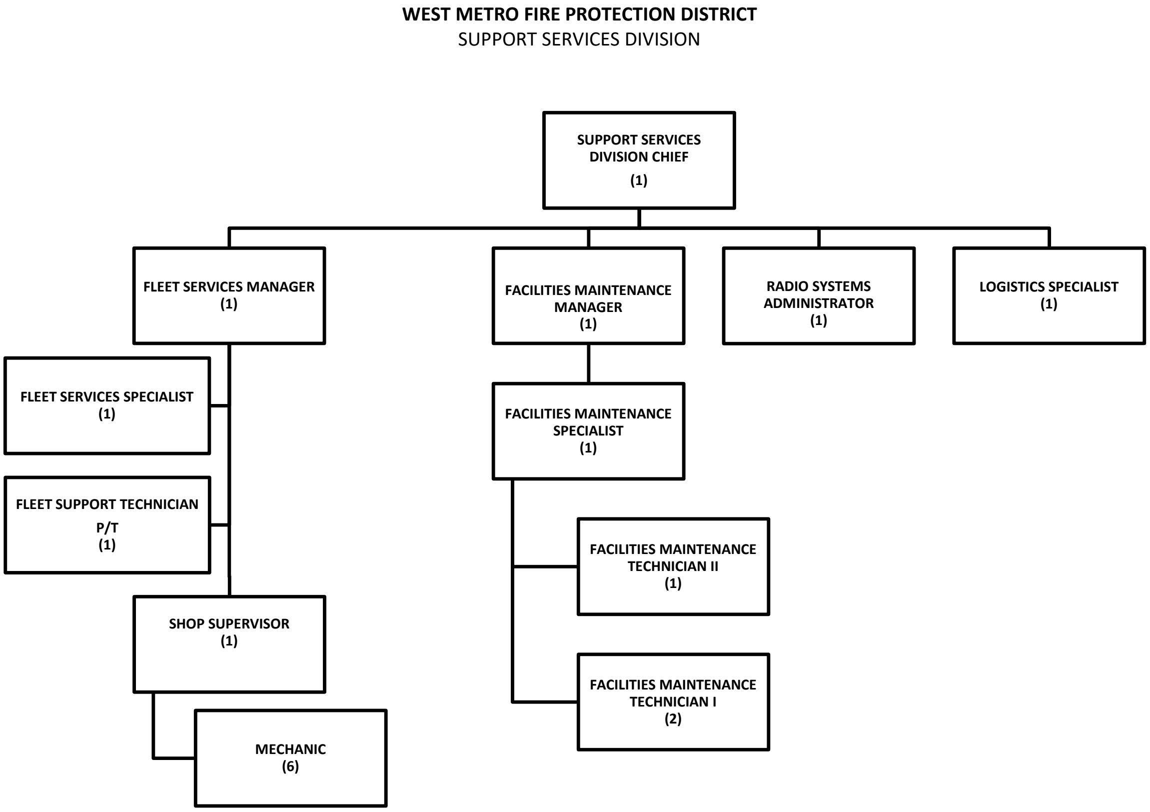
Enter a Brief Description of the Program:

The Communications Division of the District oversees all communication infrastructure, ensuring effective radio, cell phone, and data systems for both emergency and non-emergency needs. The division chief of support services also manages contracts and supports commercial cell phone and communication towers on District property. The division chief, alongside a radio subject matter expert (SME), handles communication priorities, hardware, and related tasks.

List Sub-Programs:

None

Communications Staffing (Click here for a complete display of the District's Organizational Chart):



Injuries/Exposures:

None

Succession Planning:

The part-time radio/communication specialist has historically played a critical role in supporting the District's communications infrastructure; however, the increasing complexity, regulatory requirements, and operational demands of the District necessitated a more sustainable succession strategy. While prior succession planning relied heavily on external contract labor and the District's communications Intergovernmental Agreement (IGA) with the City of Lakewood and the City of Wheat Ridge, this approach carried risks related to service continuity, response time, and long-term cost control. To address these challenges and ensure consistent, high-quality support for mission-critical communications systems, the District transitioned the position to a full-time radio system administrator in 2025. This change strengthens internal expertise, improves system reliability, reduces reliance on external resources, and better aligns staffing levels with the growing and evolving needs of the District.

Specialized Equipment:

None

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:

- During the annual programming of 800 MHz radios, an unanticipated need was identified to expand the scope of the District's 800 MHz radio programming beyond routine channel updates. Changes in system performance, increased operational use, and equipment wear required comprehensive realignment, testing, and repair of all portable and mobile radios. While this enhancement resulted in an unexpected cost to the District, it represents a proactive and necessary investment in the reliability and longevity of the radio system. By physically servicing every radio in the system, the District reduced the risk of communications failure, improved consistency across all radios, and extended the useful life of mission-critical equipment. This adaptive response demonstrates the District's commitment to continuous improvement, effective risk management, and responsible stewardship of resources in support of safe and reliable emergency operations.

- In 2025, the District worked with the Metro Area Radio Cooperative (MARC) to complete a cybersecurity system assessment, representing a significant milestone in evaluating risks to mission-critical radio and communications systems. The study identified ongoing and emerging cyber threats associated with increasing system complexity, interconnected hardware and software, and reliance on external networks. The assessment highlighted vulnerabilities related to system configuration, patch management, and vendor-supported lifecycle limitations that could impact the availability, integrity, and reliability of emergency communications. While the completion of this study strengthens the District's understanding of its risk environment, the identified cybersecurity exposures remain an external threat that requires continued monitoring, mitigation, and resource allocation to protect operational readiness and responder safety.

- Supported the relocation of Jeffcom dispatch center.

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority IV Relationships	Objective B	The District will encrypt all radio talk groups, including dispatch and tactical channels to protect citizen privacy, ensure the security of first responders, and safeguard individuals' health information. By enhancing data security and preventing unauthorized access, the District proactively addresses technological and physical threats while reducing potential liabilities. **Progress: Completed encryption of the station alerting channel. Encryption of additional channels was not feasible due to equipment limitations and the significant cost it would have imposed on neighboring districts to upgrade their radio equipment.**
Priority IV Relationships	Objective A	Provide support for Jeffcom dispatch center as they move to a new location. **Progress: Completed**
Priority IV Relationships	Objective A	Continue to participate in the process and evaluate the risks/benefits of the MARC upgrade over the next five years. **Progress: The financial impact to the District continues to be evaluated as the City of Arvada considers Motorola radio consolidation with the City of Denver and leaving the MARC group. The impact of this relationship on the District will continue to be evaluated in 2026 as the MARC cooperators prepare for a major radio upgrade.**
Priority IV Relationships	Objective A	Participate in the Denver Grant Study to investigate the potential of regional consolidation. **Progress: Completed**
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. **Progress: This program requires an annual review of long-term (25-year) agreements to evaluate contract performance, potential upgrades, and changing conditions to ensure the District's interests remain protected. Establishing this as an annual goal supports proactive contract management and helps maintain the long-term financial stability and reliability of the District's cell tower revenue. This will continue as a best practice moving forward.**

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority III Operational Readiness	Objective A	Participate with the Cities of Lakewood, Wheat Ridge, and Harris Radio to complete a comprehensive evaluation of cyber security threats specific to the radio systems.

Priority III Operational Readiness	Objective A	Collaborate with the City of Lakewood to purchase and install the PCTEL SeeHawk BDA monitoring and interference testing system to strengthen the reliability, compliance, and safety of the District's radio communications infrastructure.
Priority IV Relationships	Objective A	Assess the financial and operational risk/benefits of forming an IGA with Lakewood and Wheat Ridge to become an equal member of the southern MARC group.

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 their emergencies.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

Not Applicable.

Program Specific Measures or Metrics:

The change in staffing made in 2025 from a part-time radio specialist position to a full-time radio systems administrator will provide an opportunity to use more effective methods to measure failure or success by tracking work orders entered and completed. Current measurements were based on the completion of projects or specific goals, such as radio programming. A more thorough method of measuring success or failure will help in planning, program management, and predicting budgetary needs.

Expected Outcomes/Impacts:

The expected outcomes of the Communications Division's strategic mission, goals, and objectives are to ensure a consistently ready and resilient communications program, maintain reliable and fully operational radio systems, and sustain effective interagency communications agreements that support uninterrupted emergency and non-emergency operations throughout the District.

Program Self-Assessment:

Section 9B.3 – Jeffcom has moved from the administration building to their new facility which meets or surpasses all standards outlined in performance indicators.

SWOT Analysis:

Program Strengths:
The Communications Division employs a proactive approach to the maintenance and planned replacement of critical radio and data communications equipment, reducing the risk of system failure and avoiding higher costs associated with reactive repairs or inoperable assets. This strategy is further strengthened through interagency agreements and collaboration with neighboring agencies, which enhance system interoperability, improve operational efficiency, and support cost-effective delivery of reliable communications services across the District.

Program Weaknesses:
While interagency agreements enhance efficiency and cost effectiveness, the Communications Division remains partially dependent on the reliability, capacity, and priorities of partner agencies within the IGA. Changes in partner agency staffing, funding, or operational focus may impact service levels, response times, or long-term planning for radio and data communications, limiting the District's direct control over critical system support functions.

Program Opportunities:

- The transition from a part-time Radio Specialist to a full-time Radio Systems Administrator created the opportunity to implement more effective methods for tracking and evaluating work completed within the Communications Division. Enhanced tracking of work orders entered and completed each month would provide a measurable indicator of program performance, workload trends, and operational effectiveness. To support this effort, PS Trax can be integrated into the Communications Division, allowing for consistent documentation, monitoring, and management of tasks. This system would improve accountability, support the timely completion of work, and enable closer alignment of actual expenses with approved budget projections. Collectively, these improvements strengthen data-driven decision-making, operational efficiency, and continuous program evaluation.
- The Communications Division has an opportunity to assess the financial and operational benefits of forming a southern MARC intergovernmental agreement with the cities of Lakewood and Wheat Ridge. Participation as an equal member would allow the District to share costs while gaining greater influence in system governance, decision-making, and long-term planning.
- Continued engagement in regional partnerships within the Denver metropolitan area supports long-term system reliability and strengthens the stability of the District's Communications.
- In 2026, the District will collaborate with the City of Lakewood to purchase and install the PCTEL SeeHawk BDA monitoring and interference testing system to strengthen the reliability, compliance, and safety of the District's radio communications infrastructure. Implementation of the SeeHawk system will provide continuous RF spectrum monitoring, automated detection of interference, uplink coverage testing, and standardized commissioning and acceptance testing of in-building Bi-Directional Amplifier (BDA) systems. This capability will allow the District to proactively identify and mitigate radio frequency interference, improve documentation and

compliance with emergency responder communication enhancement system (ERCES) requirements, and reduce operational risks to first responders operating in complex-built environments. The joint investment will also enhance interagency coordination with the City of Lakewood by establishing a consistent, data-driven approach to BDA oversight, testing, and long-term system performance management.

Program Threats:

- The MARC cybersecurity assessment identifies ongoing and evolving cyber risks to the District's radio and communications systems. Increased system complexity, network connectivity, and vendor lifecycle limitations heighten the risk of system disruption or data compromise, potentially impacting the reliability of mission-critical communications, operational readiness, and responder safety if not continuously mitigated.
- Inflation, market volatility, and supply chain disruptions continue to pose external threats to the Communications Division. Rising equipment and labor costs, limited availability of qualified radio technicians, and vendor backlogs place pressure on budgets and timelines, increasing the risk of delayed maintenance, deferred replacement, and reduced long-term reliability of the District's communications infrastructure.

West Metro Fire Rescue
Annual Program Appraisal

Program Name: Community Risk Reduction

Program Manager: Erin Bravo

Appraisal Year: 2025

Date: 1/31/2026

Category: Category 5

Criterion (if required): 5B

Recommendations (if applicable):

None

Progress Made on Recommendations:

Not Applicable

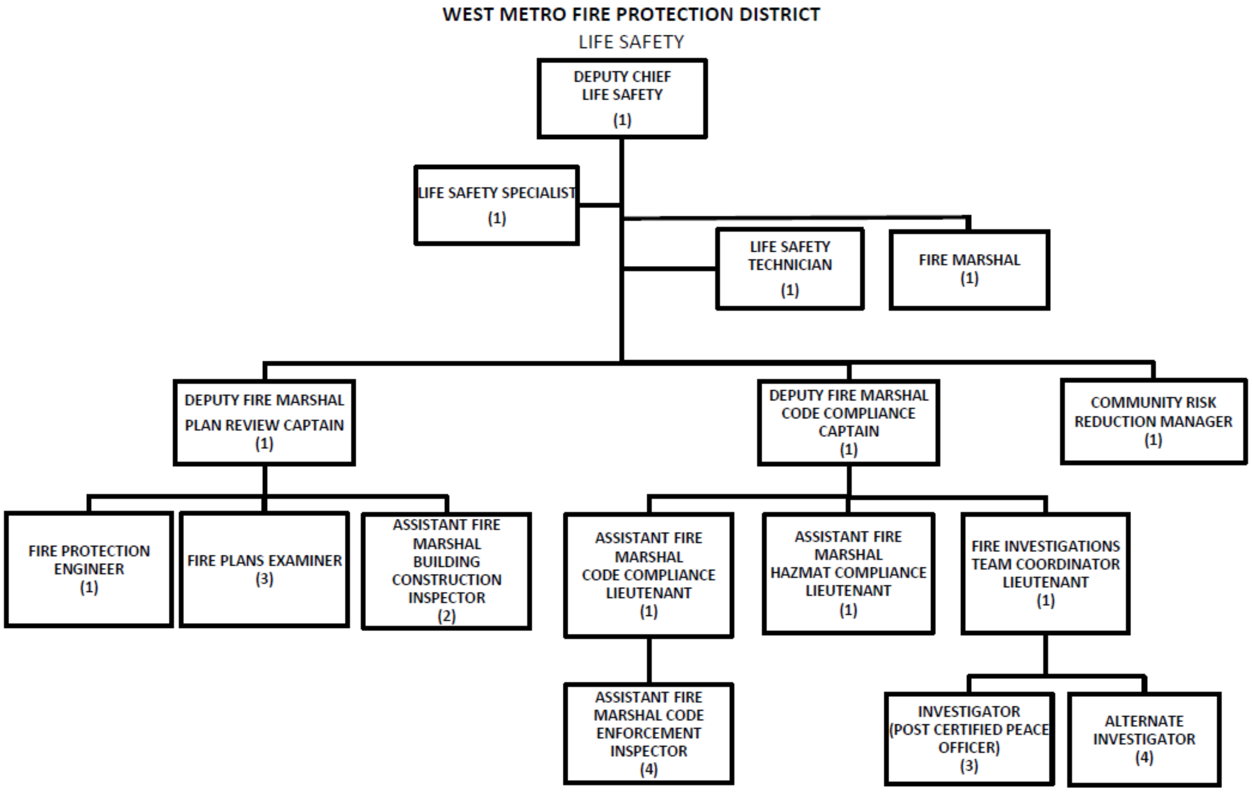
Program Description:

The community outreach and community risk reduction (CRR) programs support the District's commitment to protecting the community's quality of life through prevention, preparedness, and mitigation. The outreach and risk reduction programs are strategically designed to reduce risks in the District's service area. Internal response data and fire investigation reports help inform program priorities and inform the development of effective risk reduction strategies. All programs are equipped with evaluation tools that help measure the impact of each program and service. CRR is dedicated to increasing the overall exposure and application of positive life safety behaviors and code-compliant practices, which are intended to reduce the number of emergency responses, preventable injuries, and property damage within the community.

List Sub-Programs:

Child Passenger Safety (CPS)
Youth Fire Setter Intervention
School Fire and Pedestrian Safety Programs
Workplace Safety
Residential Safety
Assisted Living Initiative with EMS
Middle School AED and CPR familiarity & Crash Dynamics

Life Safety Staffing (Click here for a complete display of the District's Organizational Chart):



Injuries/Exposures:

There were no injuries or exposures related to community education in 2025.

Succession Planning:

Succession planning has not been addressed for this Division, the addition of a CRR specialist is proposed for 2027.

Specialized Equipment:

FiAR digital fire extinguisher for trainings, as well as education materials for the K-6 programs.

Training and Certifications Completed:

- Fire and Life Safety Educator
- Fire and Life Safety Educator II
- Child Passenger Safety Technician
- Child Passenger Safety Instructor
- Youth Fire Setting Intervention Specialist
- Youth Fire Setting Intervention Manager

Training and Certifications Needed:

None - all required certifications for Mastery of the position have been obtained.

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 interventions by prioritizing risks to individuals, the community, and the first responders. CRR deploys strategically designed, measurable programs to mitigate identified risks.

Significant Milestones:

The 30th Annual Family Fire Muster.

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority II Communication	Objective B	Complete overall CRR program updates. Revise the school programming and evaluation tools for K-6 education, as well as expand the middle school programs with the AED and CPR familiarity training. Update documents used in youth fire setting interventions, including Spanish versions of all documentation. Expand the District's residential and workplace safety presentations and assisted living initiative through partnerships with local organizations/stakeholders. **Progress: CRR programs are constantly being updated to ensure quality. New CPS documents were created to enhance our in-station services when needed, and school programs were also updated to include improved educational activities. Youth Fire Setting intervention documents were translated into Spanish, however, the District needs to establish a process for providing a translator for families who need one.**
Priority II Communication	Objective B	Establish a new data collection and analysis tool to assist in tracking the needs of the District and reporting the impact and reach of CRR programs. **Progress: CRAIG 1300 software was approved in the 2026 budget and should be in use by the end of the first quarter of 2026 to better inform risk reduction efforts focusing on individual station planning zones.**
Priority I Invest in Our People	Objective A	Enhance the quality of the CRR programs/services delivered by maintaining a speaker's bureau, life safety personnel, and CPS techs made up of interested and motivated staff while offering training opportunities throughout the year to keep staff well versed in messaging and risk reduction methods. **Progress:**

		The first-ever CRR training was offered to the graduating academy in December of 2025. It was a great success and resulted in a few new members joining the Speaker's Bureau.

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority II Communication	Objective B	Utilize CRAIG 1300 software, a data analysis, visualization, and data management tool, specifically designed for community risk assessments, to prioritize risk reduction efforts focused on station planning zones. With the data organized by station planning zone, the risk reduction efforts can be more focused and will allow each station to engage in the risk reduction program implementation. The overall goal is to involve crews and ensure risk reduction efforts reach those who need them.
Priority I Invest in Our People	Objective A	Establish how the new CRR captain can help bring exposure to current CRR programs, assist in developing new CRR programs, such as oxygen safety, and lead the effort to engage crews to participate in the station-based CRR programs that will come on board in the next few years.
Priority I Invest in Our People	Objective A	Enhance the quality of outreach efforts and CRR program delivery by offering CRR training throughout the year to various internal assets, including: recruits, speakers bureau, life safety personnel, and CPS technicians.

Unexpected Results (positive or negative):

A CRR specialist position was not funded for 2026.

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

Yes, however there are opportunities to expand community risk reduction initiatives with additional resources.

How Does this Program Meet the Needs of the Citizens?

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

Community risk reduction programs focus on preventing and reducing injuries, accidents, and property damage. Many programs involve partnerships with local businesses and agencies to promote workplace safety, home safety, injury prevention, and general fire safety/prevention within the community. West Metro continually strives to reduce the impacts of fire and other risks associated with daily living, which ultimately impact the District's call volume and response resources.

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, complete a Smart911 profile and/or a File of Life, and enroll in Lookout Alert. 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):

No significant incidents or events to report.

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	202,000
Family Fire Muster attendees	5,000
Community events (not including Muster) - 12	2,605
Files of Life, Smart911	7,000
Jr Firefighter Badges	15,000
K - 6 Program Presentations to students in JCPS (55 days in PE class)	7,335 students
Middle School visits – 3 classes	90 students and teachers
Safety presentations for residents - 4	105
Workplace safety presentations - 3	150
Car seat checks	156
Low-cost bike helmets – at the Muster	150
Low-cost smoke and CO alarms	56
Number of scheduled apparatus visits	168 or 29,000 community members
Number of station tours	47 or 2,044 community members
Youth fire setter interventions	5
Family kids club monthly newsletter members	3,654
HQ monument sign message exposure by car/year*	~2.6 million

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

Expected Outcomes/Impacts:

Existing CRR programs will continue to spread awareness and stimulate behavior change to reduce the number and severity of injuries and property damage in the District. New CRR initiatives will be identified and prioritized as focused station-area data is analyzed.

Program Self-Assessment:

Performance indicators have been reviewed and no updates are needed at this time.

SWOT Analysis:

Program Strengths:

- Adaptable and primed for designing new programs.
- Established and long-running program, well-known and appreciated by those who use it.
- Maintains a firefighter presence in the community - outside of emergency response.

Program Weaknesses:

- Limited staff capacity.
- District programs and services are more reactive to requests than proactive in nature.

Program Opportunities:

- New data analysis and management tool to help identify and prioritize CRR programs and services.
- Station-specific CRR initiatives will provide the necessary capacity to be more proactive with risk reduction programs and services in the community.

Program Threats:

- Potential lack of engagement from uniformed staff who are relied upon to deliver CRR programs and messaging.
- Failure to develop a succession plan and provide adequate year-round staff dedicated to CRR.

West Metro Fire Rescue
Annual Program Appraisal

Program Name: Colorado Task Force 1

Program Manager: Division Chief John Grothe

Appraisal Year: 2025

Date: 1/31/2026

Category: Category 9

Criterion (if required): N/A

Recommendations (if applicable):

None

Progress Made on Recommendations:

Not applicable

Program Description:

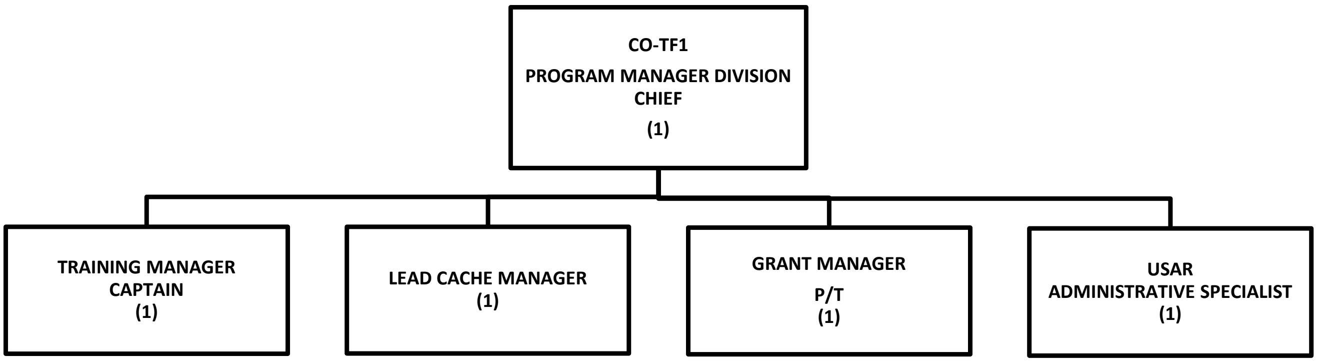
Colorado Task Force 1 (CO-TF1) is a Federal Emergency Management Administration (FEMA) Urban Search and Rescue (US&R) task force. The District is the sponsoring agency for CO-TF1, managing all administrative tasks and oversite for the task force. CO-TF1 is a national asset kept ready to deploy for local, state, and national responses to natural and manmade disasters. CO-TF1 consists of 19 positions, including task force leader, safety officer, plans, structural engineers, emergency certified physicians, logistics, communication, rescue, heavy rigging specialists, search, canine teams and hazardous materials, made of personnel from the sponsoring agency, an additional 23 participating agencies, and affiliate persons totaling 220 members. When traveling by ground, CO-TF1 is fully self-contained, with all necessary equipment needed for the first 72 hours of a deployment.

List Sub-Programs:

Not applicable

CO-TF1 Staffing (Click here for a complete display of the District's Organizational Chart):

WEST METRO FIRE PROTECTION DISTRICT
URBAN SEARCH & RESCUE



Injuries/Exposures:

2025 had one reported injury that occurred to a member during the response to the Texas Floods. This was a non-surgical knee injury, treated post deployment. The member has returned to normal work.

Succession Planning:

Succession planning is done in coordination with the sponsoring agency fire chief and the program manager (PM). Due to the anticipated retirement of the PM, the sponsoring agency will appoint a new PM of CO-TF1 in 2026. The CO-TF1 grants manager and administrative specialist positions are deployable as logistics specialists and field financial officers, while the PM, training manager, and lead cache manager are deployable in various positions.

Specialized Equipment:

CO-TF1 maintains a comprehensive cache of specialized equipment, including search cameras and listening devices, canine search resources, breaching and shoring equipment, rope and collapse rescue systems, water rescue personal protective equipment, wide-area search and electronic tracking tools, and advanced hazardous materials response and decontamination equipment.

Training and Certifications Completed:

All deployable personnel meet FEMA and CO-TF1 general and position-specific training requirements for their assigned roles, including annual participation in the Annual Readiness Training (ART) and required team-specific training sessions.

Training and Certifications Needed:

Position-specific instructor-lead training (ILT) and general requirements are ongoing. ILT course availability and CO-TF1 funding are limiting factors.

Facilities (if applicable):

The facilities for CO-TF1 are leased from the District annually. Facility repair and maintenance are timely and adequate utilizing the District's facilities maintenance staff.

Program Goals and Objectives:

Overall Strategic Focus:

CO-TF1's strategic focus is to maintain a minimum of 140 personnel on three rosters, Red, White, and Blue, which provides for a three-deep deployable model.

Significant Milestones:

One requirement for the members of CO-TF1 is attendance at the Annual Readiness Training (ART). The ART is a realistic hands-on training held over three days in the month of May, and an additional makeup ART held over three days in the month of December. During the December ART, members fully built and palletized supplies and equipment for commercial and military load plans. During 2025, CO-TF1 deployed as a Type 3 to Tennessee for a Severe Weather Event, to Texas for the Texas Floods Event as a Type 3, then augmented to a Type 1. CO-TF1 members also supported several Incident Support Team (IST) deployments.

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority III Operational Readiness	Objective A	Ensure financial support is adequate to maintain the training needs so that CO-TF1 can meet the response demands in an ever-changing disaster response setting**. Progress: The FY25 Grant was approved and remained flat (no funding increase) resulting in a less than adequate amount to meet the needs of the Task Force.**
Priority V Financial Stability	Objective C	Continue dialogue with the FEMA USAR Branch office, working to gain additional funding for the viability of the task force. **Progress: Political influence to increase funding was driven by the Branch and reinforced at local and state levels by the CO-TF1 sponsoring agency fire chief.**
Priority IV Relationships	Objective A	Continue to improve relationships between CO-TF1 and participating agencies to ensure continued mutual support. **Progress: The newly assigned program manager's routine engagement with participating agency chiefs and team leads strengthened professional relationships and reinforced**

		mutual familiarity and trust. An increased in-person presence at the State Emergency Operations Center improved interagency awareness of CO-TF1 capabilities and fostered stronger working relationships with state partners. Medical team manager onboarding was supported through coordination with the Aurora Fire Department physician advisor, reinforcing medical oversight relationships beyond the cadre's typical base hospital at St. Mary's Medical Center. CO-TF1 supported Jefferson County emergency operations by assisting with the assembly of new western shelter assets, which directly contributed to subsequent requests for CO-TF1 support during a school-related critical incident. Development of the Annual Readiness Training (ART) expanded collaboration to include Bear Creek Lake Park rangers, strengthening relationships with local land management partners and enhancing integrated response capabilities.

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority V Financial Stability	Objective C	Provided that grant funding continues in FY26 and remains flat, CO-TF1 must reconfigure the staff makeup to affect a reduction in management salary and benefits.
Priority IV Relationships	Objective A	Continue to improve relationships between CO-TF1 and participating agencies to ensure continued mutual support.
Priority I Invest in Our People	Objective B	Working with the sponsoring agency to provide leadership training for each CO-TF1 staff member.

Unexpected Results (positive or negative):

Congress has recommended an increase in USAR funding; however, this recommendation must pass a Senate vote and presidential signature. A Senate determination is expected in 2026.

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

District personnel who are members of CO-TF1 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?

CO-TF1 enhances the District's ability to meet public expectations for highly trained responders by providing access to a specialized equipment cache that more than doubles local capacity when needed.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

In 2025, CO-TF1 deployed as a Type 3 task force to the Tennessee Severe Weather Event and to the Texas Floods Event, which augmented to a Type 1. CO-TF1 members also supported several IST deployments as single resources.

CO-TF1 recognized the need to deploy with a skilled mechanic. Subsequently, four candidates were identified from participating agencies and are going through the onboarding process.

Program Specific Measures or Metrics:

A minimum of 18 hours of position-specific training, including the ART is required to maintain “green” deployable status. During 2025, CO-TF1 logged 257 training events totaling 8,770 hours.

Internal task force evaluations are required on an annual basis and administrative readiness evaluations (ARE) by FEMA branch leadership are conducted on each task force every three years. CO-TF1 received one of these evaluations in 2024. The task force scored 98% for operations, 98% for logistics, and 98% for management. These evaluations serve to identify strengths and gaps for individual task forces and the FEMA Urban Search and Rescue system.

Expected Outcomes/Impacts:

The ARE is anticipated to further confirm the need for additional federal funding for CO-TF1 to remain cost neutral with the District and still maintain operational readiness and excellence.

Program Self-Assessment:

No changes to performance indicators.

SWOT Analysis:

Program Strengths:
CO-TF1 personnel continue to remain the number one asset of the task force. The combination of knowledge, skills, and ability in solving complex problems in an austere environment sets task force personnel apart. Our CO-TF1 staff is deeply dedicated to the success of the program and members.

Program Weaknesses:
Grant funding has remained flat over the past ten years. CO-TF1 will not be able to continue to maintain readiness under the current grant funding level.

Program Opportunities:
Shared funding avenues are being explored, including shared onboarding in which new-member expenses are supported by their home participating agency. Relationships with Swedish Medical Center and other area hospitals are being strengthened to maintain medical team managers, and

relationships with engineering firms and canine search teams are being strengthened to maintain two- to three-deep deployment capability.

Program Threats:
Federal funding has remained flat for more than a decade. As a result, CO-TF1 is approaching the point at which it cannot sustain expected readiness levels without an increase in funding.

West Metro Fire Rescue
Annual Program Appraisal

Program Name: Dive Team

Program Manager: Division Chief Sean Jewell, Captain Dave Harms, Captain Mike Harvey

Appraisal Year: 2025

Date: 1/31/2026

Category: Category 5

Criterion (if required): 5G

Recommendations (if applicable):

None

Progress Made on Recommendations:

Not applicable

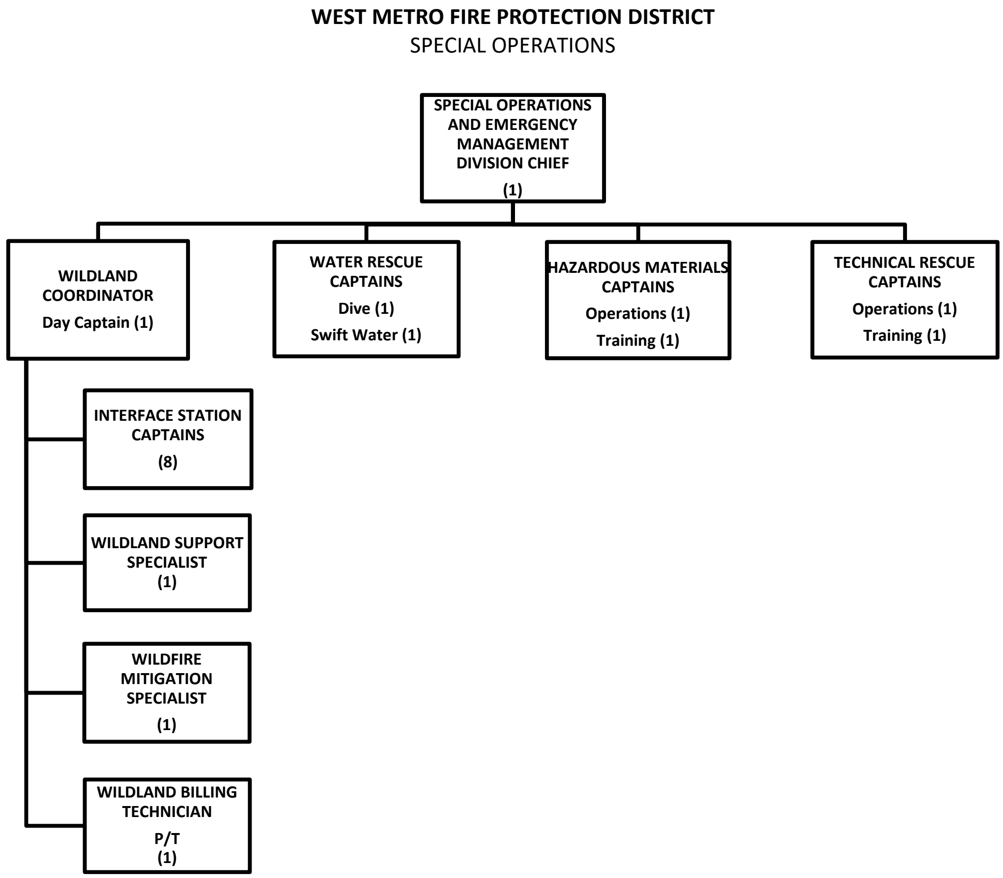
Program Description:

The Dive Team responds to swift water, ice, and static water emergencies within and outside the District. The Dive Team, comprising highly trained and skilled members from Stations 8 and 17, provides dive and swift water response. The Dive Team operates under the guidance of National Fire Protection Association (NFPA) 1006, Dive Rescue International course curriculum, and West Metro Fire Rescue standard operating procedures. The team's commitment to safety is further demonstrated through their continuous sharing of knowledge, skills, and abilities through dive team and organizational training.

List Sub-Programs:

Not applicable.

Special Operations Staffing (Click here for a complete display of the District's Organizational Chart):



Injuries/Exposures:

No injuries reported for 2025.

Succession Planning:

The Dive Team had stability in leadership throughout 2025. Station 17 has a promoted captain that has assisted with balancing the workload of this special team. The current lieutenants have been engaged in team management, and no reduction in service has occurred. The District empowers firefighter paramedic divers to build consistent training lesson plans for implementation in 2026.

Specialized Equipment:

- The Dive Team maintains a proactive replacement plan that upgrades critical equipment as it reaches the end of its service life, ensuring operational readiness and firefighter safety. Continued support from the Operations and the Special Operations Divisions is essential as several components of the District's aging dive cache were replaced in 2025. This unified commitment strengthens the District's ability to provide reliable, high-quality rescue capabilities for the community.
- Implemented new ice rescue equipment to be in service in 2026.

Training and Certifications Completed:

- The Dive Team has continued to partner with external stakeholders to perform joint multi-company dive and swift water training. Westminster Fire hosted the Metro Dive Team training at Stanley Lake in 2025.
- The Dive Team participated in approximately 30 different company-level training courses to keep the team's knowledge, skills, and abilities sharp.
- Three new Public Safety Divers (PSD), three Dive Rescue (DR1) certifications, with two PSD and one DR1 recertifications.
- The Dive Team certified three new PSD/Swift water (SW)II members in 2025 to help fill vacancies due to promotions.
- CO-TF1 did not require new certifications in 2025.

Training and Certifications Needed:

- The team anticipates the need to train new members in both dive and swift water operations to maintain staffing levels due to operational changes.
- Joint training with Station 10 will be a key component in developing these new divers and strengthening operational continuity. The team will also continue to pursue opportunities to enhance training whenever practical and financially responsible, ensuring the District's personnel remain highly capable and mission-ready.

Facilities (if applicable):

Old Station 8 has received upgrades to the interior bathrooms to assist with ensuring stewardship of the facilities.

Program Goals and Objectives:

Overall Strategic Focus:

The goal of the Dive Team is to reach and remove all victims from water-related incidents and to ensure operational readiness matches needs and risks through a data-driven approach.

Significant Milestones:

- Public Safety Dive certification requires 18 black water dives over 36 months to remain current with Dive Rescue International standards. This requires a significant heavy lift from the Dive Team, including a company-level dive training each month to assist with satisfying these requirements.
- The Dive Team participated in approximately 30 different company level trainings across three shifts in 2025 and anticipate the same workload to maintain knowledge, skills, and abilities in 2026.

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority III Operational Readiness	Objective A	Secure and replace end-of-service-life special team equipment to ensure the team can safely function in the field and during training evolutions. **Progress: Special team equipment and PPE continue to be replaced per the replacement plan to spread out the costs.**
Priority IV Relationships	Objective A	Empower crews to continue working with external stakeholders, South Metro Fire Rescue (SMFR), through the automatic aid Dive Team response. **Progress: Crews continue to work with SMFR on dive operations, training, and policies.**
Priority IV Relationships	Objective A	Empower the Dive Team to seek monthly dive training and external, advanced training classes, to strengthen team knowledge, skills, and abilities to best serve the community. **Progress: Several members have attended classes to strengthen their knowledge, skills, and abilities. Members attended an ice rescue training session, leading to the purchase of updated equipment aligned with best practices.**

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority III Operational Readiness	Objective A	Ensure that Stations 8 and 10 coordinate training and funding to meet special operations requirements and enhance a capable joint response team.
Priority IV Relationships	Objective A	Continue yearly joint training opportunities with Station 8, Station 10, and SMFR to maintain operational readiness and positive relationships.
Priority III Operational Readiness	Objective A	Continue working with Operations, Special Operations, and the Support Services Divisions on the replacement of Dive 2 apparatus.

Unexpected Results (positive or negative):

Sustained support from the Operations and the Special Operations Divisions remains essential for maintaining training calendar availability and meeting equipment needs. Ongoing turnover of Public Safety Divers at all ranks—driven by promotions, retirements, and operational assignment requirements—continues to challenge program continuity. These factors place added strain on service delivery, impact financial resources, and create additional stress for the District and its personnel.

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

Yes. Although there are no records of a live victim rescue within the state or nationally, the District's response decreases the chances of other citizens or family attempting a rescue.

How Does this Program Meet the Needs of the Citizens?

The Dive Team maintains a constant state of operational readiness through dedicated training evolutions and maintaining two dive-capable fire stations within the District. This sustained training commitment ensures the District's personnel are prepared for complex water-rescue operations and reinforces the dedication to delivering exceptional service to the community through Special Teams Operations.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

- 25-WM-021857: Mutual aid to SMFR: Body recovery completed.
- 25-WM-022589: Body recovery completed.
- 25-WM-024811: Evidence recovery completed.
- 25-WM-025094: Rescue of one civilian from shore via Boat 2.

Program Specific Measures or Metrics:

- The District responded to 11 water responses in 2025 with four of those, listed above, requiring dive team activations.
- The Dive Team participated in approximately 30 different company level trainings across three shifts in 2025 and anticipate the same workload to maintain knowledge, skills, and abilities in 2026.

Expected Outcomes/Impacts:

The Dive Team's mission is to reach and rescue all viable victims at the time of dispatch. In addition to rescue operations, the Dive Team continues to support the District's partner agencies with evidence searches and recovery operations whenever needed.

Program Self-Assessment:

Performance indicators have been reviewed and no updates are needed at this time.

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.
- Strong core of seasoned divers.
- The Dive Team is trained, prepared, and equipped to perform operations for all water rescue hazards within the District.
- Valuable Subject Matter Experts (SME) and instructors.

- Safe operations and a system for risk-benefit analysis.
- Ability to respond quickly with rigs in ready-response mode.
- Boat 2 and Rapid Deployment Craft (RDC) are new and provide an excellent platform for operations.
- Team cohesiveness through training and inter-shift communications.
- Adequate inspection and maintenance of equipment.
- Strong initial training course to bring new divers up to speed.
- Supportive leadership from the Special Operations Division.
- Consistent monthly training, providing the District's divers with an Immediate Dangerous to Life or Health (IDLH) environment.

Program Weaknesses:

- Vehicles – All vehicles are operational; however, Dive 2 apparatus has reached the end of its service life.
- High turnover at the officer rank due to the required days of assignment.
- Some instructing and maintenance tasks are reliant on one person without redundancy.
- Inconsistent staffing of personnel with dive certifications, knowledge, and experience.
- The Dive Team is experiencing a level of turnover that is resulting in training new members to fill experienced positions to serve the community.

Program Opportunities:

- Working with neighboring fire districts on 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 Dive Team.
- Staffing support and requirements for safety and responding capabilities with adequate personnel to support an operation at all times.
- Address Metro Dive team interoperability, training, and synergy as a whole.
- Pursue new technology to improve safety and efficiency (dive computers, underwater cameras, ROVs/drones).
- Expand training opportunities, possibly traveling for different types of classes or bringing in outside instructors. An overall increase in training and time in the water.
- Increase/expand the training model and schedule for Company 8 with Company 10.
- Increased dive operations basic knowledge/shore support training department wide.
- Improve equipment and response apparatus for sustainability and reliability.
- Providing advanced dive training to divers who want to participate. Bringing back that knowledge to the team to increase diver strengths and confidence underwater.
- More skill-specific training (sonar, airbags, etc.) to increase overall dive response ability across the team.

Program Threats:

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

- With the reassignment of Tower 8 to Station 10, the Dive Team will experience a reduction in immediately available staffing. While this change presents operational challenges, the District's commitment to civilian safety remains unchanged. The District recognizes the importance of maintaining a strong response capability for water-related emergencies, and will continue working collaboratively across the District and with partner agencies to ensure the community receives safe, timely, and effective service.
- Some of the more experienced divers are getting older and may be moving on or retiring soon, creating an inexperienced team with newer officers. This could lead to increased opportunities for mistakes or pressure to perform dangerous operations.
- Lack of redundancy of key positions.
- Safety of personnel and community.
- Not being able to provide the response needed in the time frame required.
- Inconsistency of staffing, resulting in inadequate personnel for a response.
- Expiring of certifications and lack of training due to movement, roving, assignments, etc.

West Metro Fire Rescue
Annual Program Appraisal

Program Name: Emergency Medical Services

Program Manager: Division Chief Jasen McConaghy

Appraisal Year: 2025

Date: 1/31/2026

Category: Category 5

Criterion (if required): 5F

Recommendations (if applicable):

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

Progress Made on Recommendations:

The District contracted with a third-party vendor (Pulsara) in mid-2023 to facilitate prehospital transmission of 12-lead electrocardiogram ECGs. Common Spirit/St. Anthony Hospital and Intermountain Health/Lutheran Hospital are the area hospitals participating, and the District is still awaiting program implementation from Swedish Medical Center. These three hospitals make up roughly 90% of transports. Participation in Pulsara for the District is free of charge but does come at a financial cost for hospitals. This explains the challenge in obtaining program participation from the District's area hospitals. The District will continue to promote the value of Pulsara to the area hospitals so that one day, 100% participation may be achieved.

The intent of prehospital ECG transmission capability is as a consultative tool in coordination with receiving hospital emergency medical physicians to improve rhythm interpretation, particularly when considering hospital activations (e.g., cardiac/ST Elevation Myocardial Infarction (STEMI) alerts). Pulsara usage remains limited, with only two of six area hospitals participating and low volume, totaling 66 STEMI alerts in 2025 (roughly five monthly). However, when Pulsara is used, the user feedback has been positive, and the collaborative nature of involving the hospital physician in ECG review prior to ambulance arrival has resulted in 100% accuracy in calling STEMI alerts, which facilitates prompt intervention and treatment at the hospital.

In 2026, the District plans to broaden the utilization of Pulsara to encompass additional medical and trauma alerts, phasing out traditional Bio-phone communication to enhance operational efficiency. To ensure improved patient care and outcomes, the EMS Division and the District's physician advisor will conduct annual reviews of the platform, focusing on usage frequency, accuracy, and the integration of new, beneficial features.

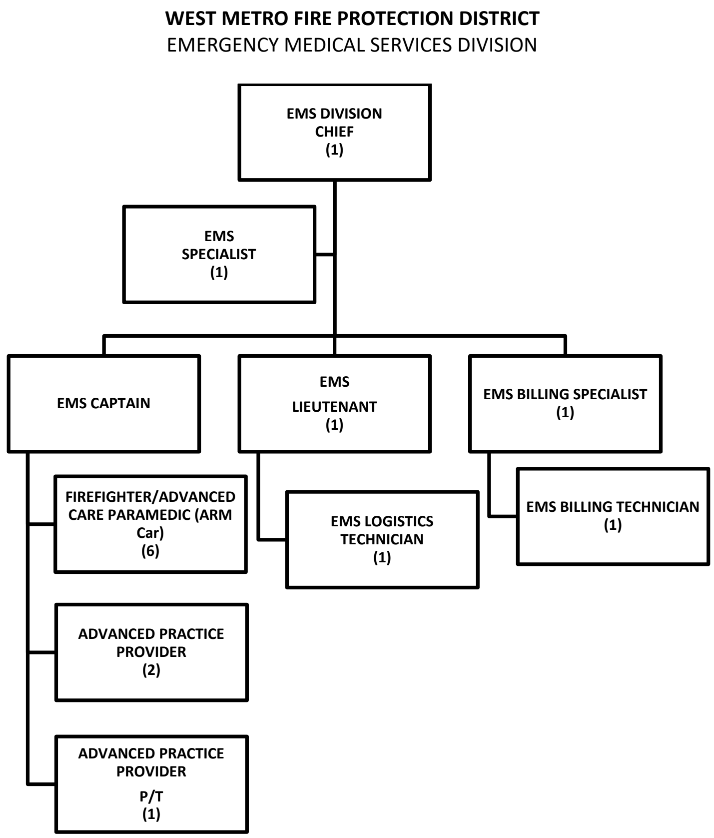
Program Description:

The EMS Division operates 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, ensuring 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 to meet EMS certification requirements.

List Sub-Programs:

Mobile Integrated Health (MIH) – See separate annual program appraisal for details.

EMS Division Staffing (Click here for a complete display of the District's Organizational Chart):



Injuries/Exposures:

There were 14 injuries, and three exposures related to EMS operational duties in 2025, which is down from 21 injuries and six exposures in 2024. Injuries were primarily related to patient lifts. Please see the 2025 Wellness Annual Program Appraisal for more details.

Succession Planning:

The EMS captain is responsible for managing MIH Program, facilitating the assisted living initiative (ALI), and launching the District's Whole Blood Pilot Program, estimated to begin in the second quarter of 2026.

The EMS lieutenant continues program management and mentorship for the Field Instructor Program. The EMS lieutenant oversees 45 field instructors who are constantly developing and educating new paramedics who have graduated from the Arapahoe Community College Paramedic Program. The leadership skills acquired and applied by the EMS lieutenant facilitate a possible plan of succession to the role of EMS captain.

The EMS billing specialist liaises with the EMS billing and collection vendors and is responsible for related data submission and inquiries. The EMS billing specialist maintains Certified Ambulance Compliance Officer (CACO) and the Certified Ambulance Privacy Officer (CAPO) certifications. The EMS billing specialist cross trains the EMS specialist to backfill the position while on leave.

The EMS billing technician position was eliminated because the District's third-party billing company can perform those same duties as part of the services included in the contracted fees. The EMS billing specialist developed and implemented an evaluation process to assess the effectiveness of the third-party billing company compared to the former EMS billing technician role. This evaluation is scheduled to conclude in June 2026, at which point a determination will be made on whether to continue with the third-party vendor or rehire an EMS billing technician.

Specialized Equipment:

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

Training and Certifications Completed:

The EMS Division is responsible for the delivery and maintenance of all District EMS providers' certifications; continuing education (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 shows the total Advanced Cardiac Life Support (ACLS), Pediatric Advanced Life Support (PALS), cardiopulmonary resuscitation (CPR), electrocardiogram (ECG), and intravenous (IV) courses delivered and resulting certificates issued in 2025:

Total EMS Certification classes - 28
Total Certificates issued to Providers - 307

The following highlights the total internal EMS CE offerings and educational hours available to providers in 2025. This does not include external CE offerings:

Total EMS classes - 35
Total hours CE credit available - 174.5

The following captures paramedic school preparation, enrollment, and graduation activities in 2025:

Students completed A&P - 22
Students completed ECG - 22
Students accepted - 22
Students graduated - 21

Training and Certifications Needed:

In 2026, there will be 21 employees attending paramedic school. In preparation for paramedic school (in 2026 and 2027), 16 employees will attend an anatomy and physiology (A&P) class and 16 will complete an ECG course. Annually, the EMS Division also delivers CPR, 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 emerging trends/gaps. Maintain reliable equipment, supplies, and PPE to ensure the safe and timely delivery of patient care. Evaluate and adjust response capability based on growing service demands.

Significant Milestones:

- The EMS Division had a successful transition in leadership with the former division chief of EMS moving to the role of deputy chief of administration and an assistant chief (formerly EMS captain) moving to the role of division chief of EMS.

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority V Financial Stability	Objective B	Enhance EMS revenue cycle management: 1. Complete the transition of debt collection to the new collection agency (BC Services, Inc.) by the end of the first quarter of 2025 and monitor throughout the year to ensure performance expectations are met. **Progress: Transitioned to BC Services for debt collection. Expectations and benchmarks are being met currently.** 2. Evaluate the data entry performance of the EMS billing vendor (AMB) by comparing revenue per transport before and after the EMS billing technician position was vacated. The evaluation period will continue through May 2026, so a decision to refill the position can be made before the next budget cycle. **Progress: Data is still being collected and will be reviewed in 2026 for transportation revenue by AMB billing and the need to fill the EMS Billing Technician position.** 3. Advocate for new ground ambulance balance billing legislation during the 2025 legislative session. This bill will improve EMS revenue collection from state-regulated commercial payers. **Progress: The balance billing legislation was unanimously passed by both the House and the Senate but was vetoed by the Governor. There is no plan for future legislation currently.**
Priority IV Relationships	Objective C	Foster relationships to improve performance and build capacity: 1. Introduce a new assisted living initiative to enhance information exchange, foster understanding of respective roles, and evaluate the best care options for facility residents to reduce unnecessary 911 responses. Begin program rollout in the first quarter of 2025 and measure effectiveness by year-end. **Progress: The ALI program is managed by the EMS captain and has proven to be highly effective. We have**

		seen a reduction in unnecessary 911 calls and increased cooperation between crews and nursing home staff. 2. In collaboration with the Training Division, orchestrate a regional active threat training in August 2025 to practice MCI scene management, Incident Command System (ICS), unified command, and coordination with hospitals using the new hospital resource officer (HRO) role. **Progress: The regional MCI drill was executed in August of 2025 and was highly successful. The after-action report is being produced with recommendations to follow.**
Priority III Operational Readiness	Objective C	Advance EMS quality management initiatives to improve patient outcomes: 1. Enhance EMS performance tracking by moving data analytics to Tableau and capturing data trends specific to treatment interventions, alerts, and cardiac arrests. Incorporate this tool into the quality management process by the second quarter of 2025. **Progress: EMS is still using ESO to pull data for QM meetings. Tableau does have the capability to do the same, and the EMS Division will be evaluating these analytics in 2026.** 2. Implement new behavioral health and pain management protocols in the first quarter of 2025 and track their impact on improving care delivery throughout the year. **Progress: The two new protocols were implemented, and the increased clarity and associated training have improved the quality of care delivered to the District's patients.** 3. Deliver a pilot program in the second quarter of 2025 called 'CAMP-FIRE' aimed at improving EMS delivery by better understanding the unique needs of diverse populations. The focus of this pilot is the LGBTQ+ community. **Progress: The funding for the program was discontinued, and the pilot program was never initiated.** 4. Research, develop, and implement a Whole Blood Pilot Program to improve the outcomes of patients in hemorrhagic shock. Launch the program in the third/fourth quarter of 2025. **Progress: The EMS Division launched a "Blood Alert" protocol in November 2025. The purpose is to collect data and validate the protocol. This will allow for the proper placement and training when the District implements a whole blood pilot program in the second quarter of 2026.**
Priority II Communication	Objective A	Introduce innovative solutions to improve EMS communication and documentation capability:

		1. Implement a new controlled substance security and tracking system (NarcBox) to enhance the user interface, system monitoring, and restocking methodology. Complete by the second quarter of 2025. **Progress: NarcBox has been placed in all approved apparatus which has enhanced security and has increased the efficiency at which the EMS Division restocks narcotics.** 2. Evaluate Pulsara for continued use as a prehospital communication tool, particularly for ECG transmission. Provide pilot results to metro EMS and hospital agencies and determine a plan for internal use by the end of 2025. **Progress: The District has had some success with Pulsara at Lutheran and St. Anthony. The EMS Division is striving to have all area hospitals invest in Pulsara for expanded use for better communication between paramedics and receiving hospitals.** 3. Working with ESO and IT, implement an electronic health record (EHR) iOS app using iPads to improve field documentation by mid-year 2025. Additionally, evaluate the use of ESO AI technology to enhance narrative accuracy and compliance; consider implementation by year-end 2025. **Progress: The EMS Division is continually evaluating the interoperability of the iOS platform for documentation through ESO, as well as the AI technology for EHR narratives. The technology is not yet compatible with the District's system, but the EMS Division will continue to strive for more efficient reporting systems designed for accuracy and cost savings.**

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority III Operational Readiness	Objective A	Current heart monitors are at the end of life, and the District will be upgrading to the new LifePak 35 from Stryker. The goal is to train and implement the heart monitor by end of first quarter 2026 with continuing reinforcement training throughout 2026. This upgrade will ensure that the best equipment is available to treat the citizens of the District while being a state of the art resource for the District's responders.
Priority III Operational Readiness	Objective C	The Whole Blood Pilot Program target time to be operational is by second quarter of 2026. This program, in partnership with Common Spirit/St. Anthony Hospital, will deliver vital, life-saving whole blood to medical and trauma patients within the District. The EMS Division will track frequency of usage, location of

		distributions and outcomes of patients to determine the value and impact to the citizens.
Priority I Invest in Our People	Objective B	Evaluating the current all-ALS response and transport model for value and relevancy. EMS workload continues to increase, with an increase in acute and non-acute calls and transports. The EMS Division will look at using single-role EMTs to staff medic units during peak hours to help balance acute and non-acute call load throughout the District. This would help balance the workload for the District's employees, improving burnout and morale.

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?

Aligned with the District's mission to protect the community's quality of life, the EMS program ensures 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):

Not applicable

Program Specific Measures or Metrics:

EMS Incidents 2020 - 2024	2021	2022	2023	2024	2025
Total EMS Incidents	25,280	26,527	25,850	26,643	26,372
Patient Transports	17,555	18,726	18,653	19,042	18,869
% Transports	66.44%	70.60%	72.16%	71.47%	71.55%
Emergent Transports	1,706	2,388	3,014	4,374	4,187
% Transports Emergent	9.72%	9.03%	11.66%	16.42%	15.88%

EMS PRE-HOSPITAL ALERTS	2021	2022	2023	2024	2025
Sepsis Notification	141	320	521	626	646
STEMI (ST Elevation Myocardial Infarction) Alert	105	101	72	62	66
Stroke Alert	251	342	359	427	454
Trauma Alert	80	101	98	88	65
Total Alerts	**577**	**858**	**1,050**	**1,203**	**1,231**

CARDIAC ARREST RETURN OF SPONTANEOUS CIRCULATION	2021	2022	2023	2024	2025
No Return of Spontaneous Circulation	193	282	251	258	257
Yes, Prior to ED Arrival Only	88	86	84	72	88
Yes, at Arrival at the ED	8	10	5	11	9
Yes, Sustained for 20 Consecutive Minutes	13	9	7	18	16
Total Arrests	**302**	**387**	**347**	**359**	**370**

Expected Outcomes/Impacts:

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

8. Community Trust and Satisfaction: Building trust and confidence within the community through responsive and compassionate care, leading to higher satisfaction rates among residents and stakeholders.
9. Reduced Morbidity and Mortality: Early identification and intervention in medical emergencies leading to a decrease in the morbidity and mortality rates associated with various health conditions and injuries within the district.
10. Disaster Preparedness and Response: Integration of EMS services into the district's overall disaster preparedness and response plan, ensuring a coordinated and effective response during mass casualty incidents or natural disasters.
11. Data-driven Decision Making: Utilization of data analytics and epidemiological trends to identify health priorities, allocate resources effectively, and implement targeted interventions to address specific community health needs.

Program Self-Assessment:

Program indicators reviewed, no updates.

SWOT Analysis:

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

Program Weaknesses:
- Need for more robust analysis to better understand trends, gaps, and opportunities for improvement in patient care.

Program Opportunities:
- Become more involved in industry associations and external organizations to remain attuned to emerging developments and best practices.
- Participate in studies and pilot programs that have the potential for innovative change, with the aim of progressing EMS system delivery and improving patient outcomes.

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

West Metro Fire Rescue
Annual Program Appraisal

Program Name: Facilities

Program Manager: Facilities Maintenance Manager Chris Schleef

Appraisal Year: 2025

Date: 1/31/2026

Category: Category 6

Criterion (if required): 6A, 6B

Recommendations (if applicable):

None

Progress Made on Recommendations:

Not applicable

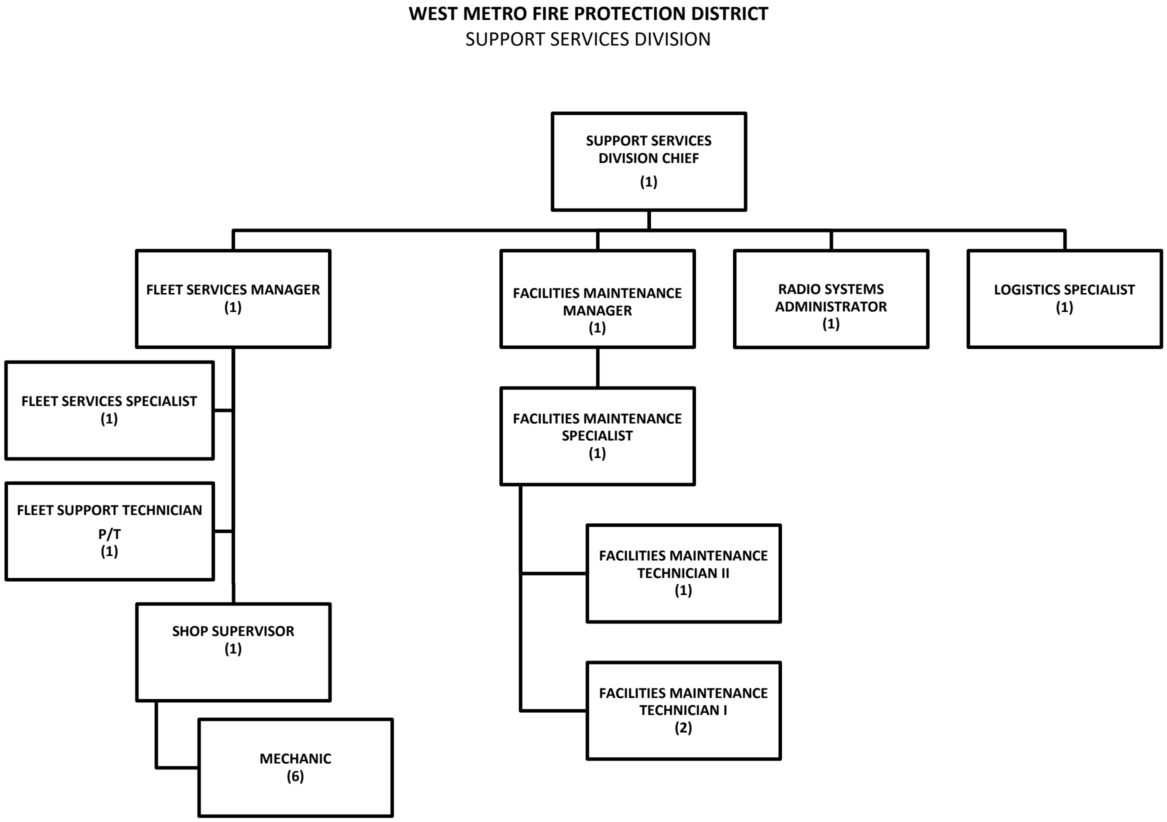
Program Description:

The Facilities Maintenance Division is responsible for maintaining, repairing, and managing capital improvements across the District's 25 buildings and grounds. With five full-time employees, the division completes daily maintenance tasks professionally and efficiently, while larger repair projects are assigned to approved vendors and overseen by division staff. The division also manages major capital projects, providing project oversight and serving as the primary liaison between the District and contractors.

List Sub-Programs:

None.

Facilities Staffing (Click here for a complete display of the District's Organizational Chart):



Injuries/Exposures:

None.

Succession Planning:

The division chief of support services has implemented a comprehensive succession plan within the Facilities Division to ensure continuity and uphold operational excellence. Key roles have been identified, and team members have been cross-trained to assume responsibilities when needed. This proactive approach, which is rooted in mentorship, skill development, and knowledge transfer, prepares staff for future leadership opportunities and ensures the program can continue meeting District needs without disruption.

Specialized Equipment:

No specialized equipment needed.

Training and Certifications Completed:

Not Applicable

Training and Certifications Needed:

Not Applicable

Facilities (if applicable):

Facilities are adequate to meet the needs of the division.

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 division maintains the assets and human capital that ensures a continuous, uninterrupted ability to respond.

Significant Milestones:

Facility Remodels and Upgrades:
- Installation of LED safety annunciator lighting for garage doors.
- Installation of 54 Sleep Number beds to address improving firefighter recovery/sleep.
- Conversion of tailpipe exhaust connections from air bladder systems to magnetic collars, increasing safety and reliability of exhaust removal systems.
- Support for station landscaping through material delivery using the new dump trailer.
- Administration building – 3rd floor office remodel.
- Station 13 bathroom and workout room remodel.
- Station 14 bathroom and laundry room remodel.
- Station 16 garage door operators and lighting upgrades.
- Station 14 furnace replacements.
- LED lighting conversions at multiple stations to reduce energy use and meet new state standards.
- Site prep and begin construction of reserve apparatus storage facility.

Infrastructure and Site Improvements:
- Station 10 concrete replacement to prevent damage to the station and landscaping.
- Ongoing concrete and asphalt repair projects at stations and fleet.
- Completed several landscaping and fire mitigation projects at stations, administration, and fleet.
- Finished the window upgrade at the facilities building to reduce heat loss.
- Installed a security gate at the fleet facility to improve security of apparatus and equipment.

Strategic and Future-Focused Projects:
- JeffCom Dispatch Center relocation support.
- Transfer of command ceremony preparation for the new fire chief.
- Decommissioning of the property adjacent to Station 7 for a future reserve apparatus storage facility.
- Building management and site preparation at 7275 W. 5th Avenue for future Station 18 development.

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority IV Relationships	Objective B	Support the transition of Jeffcom Dispatch Center to their new location and manage the subsequent workload caused by the move.**Progress: Completed**
Priority V Financial Stability	Objective A	Maintain a balanced budget and control costs associated with maintaining the assets of the District. **Progress: In 2025, the facilities staff began tracking the costs associated with work orders and monitoring trips to supply warehouses to improve time efficiency and reduce expenses.**
Priority III Operational Readiness	Objective A	To provide adequately maintained facilities and properties that facilitate the best response options for the District. **Progress: In 2025, work orders increased primarily due to the need to monitor boring projects occurring near District assets. Despite the higher overall workload, facilities staff successfully reduced the number of actual facility repair requests through proactive and preventative maintenance efforts.**

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority V Financial Stability	Objective A	Maintain a balanced budget that aligns with long-term District Goals and budget predictability from year-to-year by monitoring expected and unexpected expenditures. Continue to monitor work order-specific costs and repeat work orders.
Priority III Operational Readiness	Objective A	To provide adequately maintained facilities and properties that facilitate the best response options for the District by continuing to decrease carry-over "still open" work orders.
Priority IV Relationships	Objective B	Encourage the participation of staff to develop themselves and their skills in the best maintenance industry practices.

Unexpected Results (positive or negative):

In 2024, a boring contractor severed the electrical line connecting the emergency generator to the Jeffcom Dispatch Center in the District's administration building, resulting in the loss of generator backup power and a complete facility outage. The Facilities Division worked closely with the Communications Division, Jeffcom, and the IT Division to manage the immediate impacts and ensure continuity of operations while temporary mobile generators were deployed. The division then oversaw repairs to the damaged electrical equipment and power lines.

To reduce the likelihood of similar incidents, the Facilities Division enrolled the District in 811 (the Utility Notification Center of Colorado - UNCC), requiring utility contractors to notify facilities staff before performing any work on District property. This change led to a significant increase in service requests (1,302 UNCC tickets in 2025), representing 60% of all requests received. Regular work orders decreased by approximately 25% compared to prior years, and the division closed the year with 23 open work orders, consistent with previous workload levels.

Facilities Division Work Orders					
Year	**New**	**Completed**	**UNCC**	**Regular Work**	**Still Open**
2015		304			
2016		495			
2017	752	732			58
2018	784	809			40
2019	821	825			38
2020	833	851			30
2021	1022	1016			29
2022	985	955			34
2023	1018	985			33
2024	1091	1069			22
2025	2123	2100	1302	798	23

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

Yes.

How Does this Program Meet the Needs of the Citizens?

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

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

Not Applicable

Program Specific Measures or Metrics:

Performance is evaluated by tracking the number of work orders submitted and completed each month, and by ensuring expenses remain as close to budgeted amounts as possible. The integration of PSTrax, which is an internet-based system for apparatus checks and critical asset tracking, into the work-order process has improved workflow efficiency and task completion.

Expected Outcomes/Impacts:

The program's expected outcome is the efficient, timely completion of repairs and maintenance across District facilities, ensuring safe, functional, and reliable work and living environments that support the District's operational needs.

Program Self-Assessment:

No changes to performance indicators.

SWOT Analysis:

Program Strengths:
Facilities Maintenance staff consistently respond to facility emergencies while efficiently managing daily maintenance operations in a professional and organized manner. The team is well-versed in

available resources and proactively plans improvements by prioritizing District needs and maintaining fiscal responsibility.

In 2023, the District identified the need for additional supervisory and scheduling support and created a facilities specialist position under the facilities manager. Filled through an internal promotion in 2024, this role has since strengthened succession planning, improved project and schedule management, and enhanced overall division effectiveness. With this addition, staffing increased to five team members, resulting in improved performance and more timely completion of work orders and preventative maintenance tasks throughout 2025.

Program Weaknesses:
The Facilities Maintenance Program faces increasing challenges related to rising costs for supplies, materials, and contracted services, which continue to outpace budget growth and limit the District's ability to address both routine and long-term facility needs. These pressures are compounded by a reduced availability of skilled labor and qualified contractors, resulting in longer project timelines, higher costs, and decreased scheduling flexibility. Additionally, the aging condition of District facilities, including fire stations and administrative buildings, requires more frequent and specialized maintenance, increasing the risk of deferred repairs and placing added strain on program resources.

Program Opportunities:
- The Facilities Maintenance Program has opportunities to mitigate these challenges through strategic planning and targeted investment in a multi-year capital improvement plan.
- Expansion of preventive maintenance programs, asset lifecycle planning, and facility condition assessments can improve reliability and reduce long-term costs.
- Workforce development, succession planning, and cross-training initiatives present opportunities to strengthen internal capacity and reduce reliance on external contractors.
- Leveraging cooperative purchasing agreements, long-term service contracts, and capital improvement planning can help stabilize supply chain access, control costs, and improve project delivery while enhancing facility sustainability and operational readiness.

Program Threats:
- Ongoing inflation, market volatility, and supply chain disruptions remain significant external threats to the Facilities Maintenance Program. While material availability has improved, the continued escalation of costs, driven by global market conditions, tariffs, and labor shortages, poses a sustained risk to budgets, project timelines, and service levels. Limited contractor availability and competition for skilled trades further threaten the District's ability to complete time-sensitive repairs and capital improvements. If unmitigated, these factors may increase deferred maintenance, elevate operational risk, and impact on the long-term condition and reliability of District facilities.
- Major critical maintenance and improvement projects that extend beyond 12 months create challenges in managing budgets and contractor performance. These delays are often intensified by prolonged permit processing timelines from local government agencies, which are experiencing higher workloads and reduced staffing. As a result, completing larger projects within a single budget cycle becomes increasingly difficult.

West Metro Fire Rescue
Annual Program Appraisal

Program Name: Finance

Program Manager: Finance Director, Bruk Mulaw

Appraisal Year: 2025

Date: 1/30/2026

Category: Category 4

Criterion (if required): 4A, 4B, 4C

Recommendations (if applicable):

None

Progress Made on Recommendations:

Not applicable

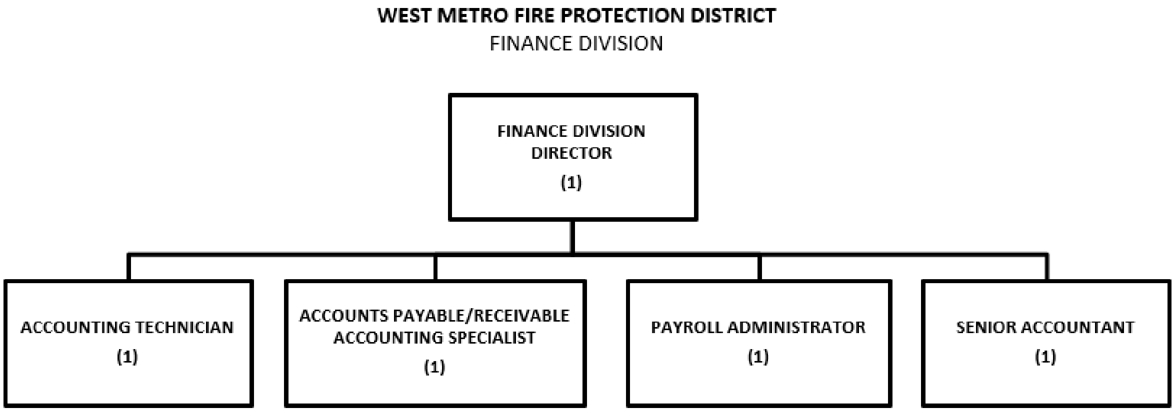
Program Description:

The Finance Division is responsible for managing and overseeing all financial activities within the District and ensuring fiscal responsibility and transparency. Major functions of the division include budgeting, financial planning, payroll, accounts payable/receivable, treasury management, fund accounting, and financial reporting. 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:

- Budgeting and Forecasting
- Accounting and Financial Reporting
- Financial Risk Management
- Payroll Administration
- Accounts Payable and Accounts Receivable
- P-card Administration
- Capital Asset Reporting and Management
- Treasury and Cash Management
- Grant Compliance and Reporting
- Financial Policy, Standards, and Compliance
- Fund Balance Management

Finance Division Staffing (Click here for a complete display of the District's Organizational Chart):



Injuries/Exposures:

Not applicable

Succession Planning:

The District continues to see growth in all areas of the services provided. The Finance Division is currently comprised of five full-time employees. Each role is uniquely diversified to take on assigned responsibilities and tasks while ensuring segregation of duties, internal control, and structure as it applies to the District as a whole. The division continues to incorporate cross-training among team members, as well as develop and update procedures and reference guides on major tasks and roles.

Specialized Equipment:

Not applicable

Training and Certifications Completed:

- Finance Director – GFOA Leadership Academy (ASU) + SDA Conference (first time)
- Finance Director – 97.5 hours of various continued professional education (CPE) courses in government finance, leadership, AI, economic and regulatory updates
- Senior Accountant – S-261 Applied interagency incident business management (Wildland)
- Payroll Technician – Strategies for Surviving Year-End Reporting + OBBBA - OT tax deduction
- Accounting Tech – Insights Discovery Training + CPR Training

Training and Certifications Needed:

- CPFO – Finance Director
- CPR recertification – Finance Team
- New W2 reporting IRS guide (in relation to OBBBA) + Benefits (Pension OPEB) Reporting – Payroll
- GFOA and CE webinars and conferences – Finance Team

Facilities (if applicable):

Not applicable

Program Goals and Objectives:

Overall Strategic Focus:

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

Significant Milestones:

- Implemented virtual card payment system with Wells Fargo.
- Implemented GASB101 – New reporting standard on compensated absences.
- Updated the District's Investment policy.
- Assisted with reviewing and updating the District's procurement and purchasing policy (implementing a tiered purchasing authority system).
- Participated in the Medicaid supplemental payment program ($7 million cost reimbursement).
- Increased investment income while maintaining liquidity; $3.8 million interest income in FY2025.
- Received the GFOA's distinguished budget presentation award, and certificate of achievement for excellence in financial reporting.
- Participated in the Fire Officer 2 panel discussion regarding budgeting for special districts vs cities/municipalities (Castle Rock Fire & Rescue Training Center).

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority I Invest in Human Capital	Objective B	Support professional development and work-life balance of the finance team through training and flexible work schedule. Train accounting tech to perform payroll and accounts payable tasks. **Progress: Accounting technician performs basic tasks including AP, payroll, and capital asset reporting. More training needed in 2026).**
Priority V Financial Stability	Objective B	Identify alternative funding sources including grants, contractual services, cost-sharing agreements, and fees. Reduce dependence on property tax. **Progress: Reviewed the EMS fee structure to reflect the market; voter survey conducted on potentially incorporating sales tax as long-term funding source for the District).**
Priority V Financial Stability	Objective C	Use the WMFR Resource Hub to enhance accessibility and use of available training resources and other reference materials on financial procedures and control. **Progress: Updates made on budget guidelines, payroll online forms, and Pcard internal controls).**

Current Year's Goals:

Strategic Plan Linkage		Enter goals and progress here
Priority I Invest in Human Capital	Objective B	Continue to promote training and educational opportunities as part of staff development, succession planning, and work-life balance. Continue to cross-train the accounting technician on payroll and AP processes.
Priority V Financial Stability	Objective B	Enhance revenue diversification efforts. Reduce dependence on property tax. Continue to evaluate sales tax and impact fees as alternative funding sources. Implement the new EMS fee structure and review its impact on EMS revenue.

Unexpected Results (positive or negative):

- OBBBA and its negative impact on the Medicaid reimbursement and EMS revenue.
- Colorado House Bill HB24B-1001 and its impact on reducing property tax revenue.

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

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

How Does this Program Meet the Needs of the Citizens?

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

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

Not applicable

West Metro Fire Rescue
Annual Program Appraisal

Program Specific Measures or Metrics:

2025	Payroll		Check Register		Pcard Transactions	
Month	**# of Employees**	**Gross Payroll**	**# of Checks**	**Amount**	**# of Transactions**	**Amount**
January	926	$ 7,156,063	429	$ 2,894,990	707	$ 200,990
February	961	5,272,014	345	1,084,809	556	211,015
March	954	5,817,065	472	1,025,657	667	182,005
April	952	5,331,289	483	2,342,863	900	253,725
May	947	5,370,631	361	864,415	676	166,120
June	944	5,792,368	403	1,387,581	583	174,429
July	947	5,764,466	391	844,229	813	321,841
August	984	5,883,298	524	1,646,616	631	192,021
September	971	5,558,053	505	798,157	664	183,350
October	973	5,745,438	528	3,074,767	726	221,966
November	964	5,337,055	275	734,137	542	191,601
December	983	5,244,481	374	2,715,731	702	253,578
Totals	**11,506**	**$ 68,272,221**	**5,090**	**$ 19,413,952**	**8,167**	**$ 2,552,641**

Expected Outcomes/Impacts:

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

Program Self-Assessment:

No changes to performance indicators in 2025.

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, established process, and multiple layers of review and approval process.

Program Weaknesses:
- Heavy reliance on property taxes. Limited funding alternatives.
- Complexity of the payroll system with several pay and benefit packages.
- Staff not fully cross-trained. Limited flexibility on work schedule.

Program Opportunities:
- Revenue diversification opportunities (sales tax, impact fees, and grant revenues).
- Cross-training within the division to foster team members' skills and development, collaboration, succession planning, flexibility and coverage, and work-life balance.
- Expand the use of available resources and technology to improve internal communication and collaboration with other departments and programs within the District.
- Leverage the District's transparency portal and digital platforms to enhance public engagement.

Program Threats:
- Economic uncertainties: inflation, tariffs, supply chain, and labor market challenges.
- Increasing demand and cost of providing emergency services.
- Aging capital assets and increasing needs for major capital projects.
- Uncertainty around emerging changes in state legislation impacting property taxes.
- Continuously changing regulatory and audit standards.
- Rising trends in the number and intensity of natural disasters (wildfires, hurricanes); burden on resources with the possibility of multiple deployments. Delay in reimbursements.
- Growing sophistication in cyber security threats.

West Metro Fire Rescue
Annual Program Appraisal

Program Name: Fleet

Program Manager: Fleet Maintenance Manager Nick Deaver

Appraisal Year: 2025

Date: 1/31/2026

Category: Category 6

Criterion (if required): 6C, 6D

Recommendations (if applicable):

None

Progress Made on Recommendations:

Not Applicable

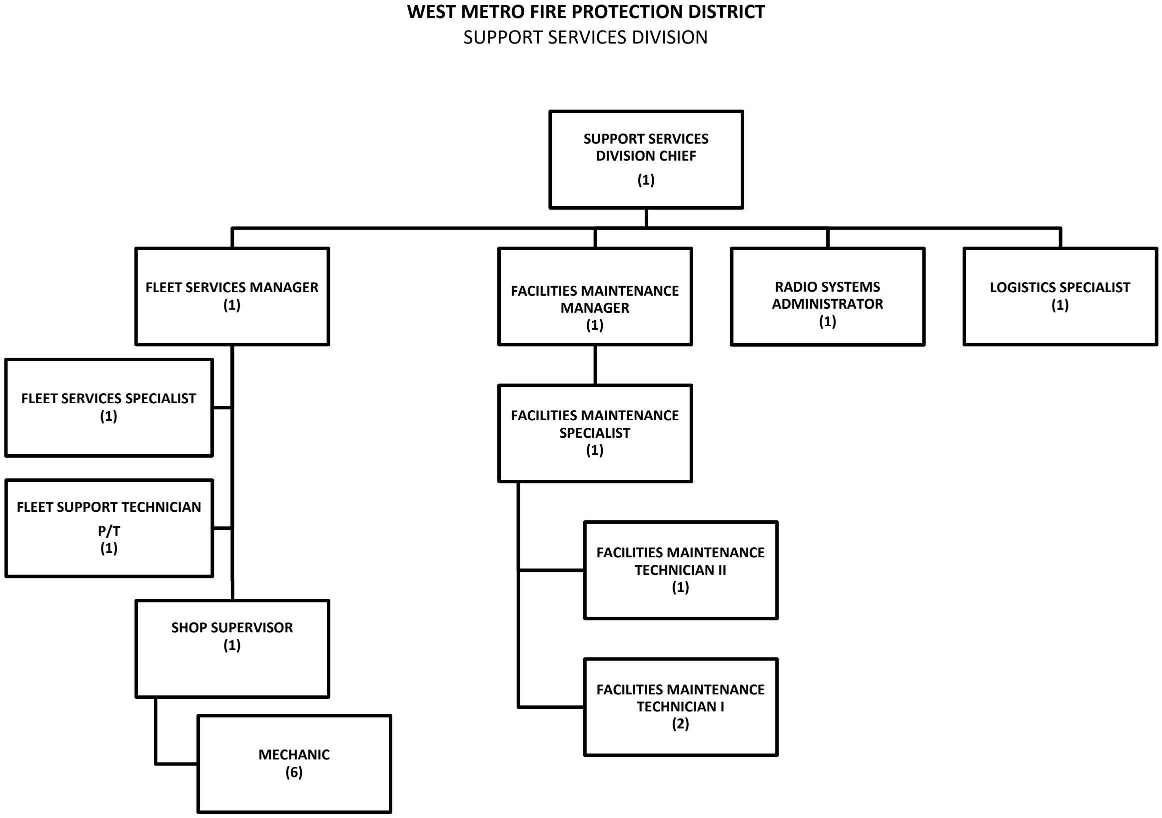
Program Description:

The Fleet Maintenance Division operates as an Internal Service Fund (ISF), providing comprehensive maintenance and repair services primarily for the West Metro Fire Protection District (District) fleet. The Fleet Maintenance Division focuses on the upkeep of apparatus and equipment, including emergency after-hours repair services, and ensures that all equipment undergoes annual testing as required by the National Fire Protection Association (NFPA) and manufacturer guidelines. Additionally, the Fleet Maintenance Division is responsible for maintaining accurate and up-to-date records, managing apparatus purchasing, and overseeing surplus equipment processes to support operational efficiency and safety.

List Sub-Programs:

Not Applicable

Support Services Division Staffing (Click here for a complete display of the District's Organizational Chart):



Injuries/Exposures:

None

Succession Planning:

The Fleet Maintenance Division continues to prioritize succession planning to ensure continuity of operations, preservation of institutional knowledge, and long-term workforce stability. The division is focused on identifying critical positions and core competencies, while providing cross-training and development opportunities that prepare personnel to assume expanded responsibilities as needed.

Technicians placed in acting positions are required to work through the task books associated with that position to ensure consistency in training, competency development, and performance expectations.

By emphasizing knowledge transfer, skill development, and exposure to supervisory and technical functions, the Fleet Maintenance Division is working to reduce operational risk associated with retirements, vacancies, or unplanned absences.

Succession planning efforts are aligned with the Fleet Maintenance Division's commitment to maintaining high service levels, operational readiness, and effective fleet support.

Specialized Equipment:

The Fleet Maintenance Division regularly reviews the need for both new and existing specialized equipment required to maintain and repair all apparatus within District's fleet. This ongoing assessment ensures that the division has the necessary tools to perform repairs and maintenance effectively.

To maintain safety and operational standards, all tools are regularly maintained and certified either annually or as needed. This proactive approach helps ensure that equipment is always in optimal condition.

Furthermore, all tools and maintenance activities are accounted for within the Fleet Maintenance Division's budget, ensuring financial transparency and proper resource allocation for continued fleet operations.

Training and Certifications Completed:

Peirce Training:

- Emissions
- SRP/Frontal Protection

EVT Certifications:

- F1: Maintenance, Inspection, and Testing of Fire Apparatus
- F2: Design and Performance Standards of Fire Apparatus
- F4: Fire Apparatus Electrical Systems
- F5: Aerial Fire Apparatus
- F7: Foam Systems
- F8: Hydraulic Systems
- E0: Ambulance Inspection, Maintenance and Testing
- E1: Design & Performance Standards
- E2: Ambulance Electrical Systems
- E3: Ambulance HVAC
- E4: Ambulance Cab, Chassis and Powertrain

Additional Trainings:

- Resiliency and Workplace Respect (completed by new hires, offered by West Metro)

Training and Certifications Needed:

Pierce Training Areas:

- Chassis Electrical
- Command Zone
- Air Conditioning
- Emissions

Certifications Needed:

- CGRS State of Colorado UST Class A & B Operator
- Emission Testing Certification
- EVT Recertification and New EVT Tests

Facilities (if applicable):

The Fleet Maintenance Division's shop facilities are closely monitored by the division chief of support services, fleet manager, and shop supervisor to ensure they remain efficient, functional, and in line with industry standards. This oversight helps maintain high levels of operational effectiveness.

Regular assessments are conducted to identify areas that may require improvement or upgrades. These evaluations allow the division to stay ahead of potential issues and ensure that the facilities continue to meet the evolving needs of the fleet.

To support these efforts, the division's budget and capital plans are routinely updated. This ensures that necessary resources are allocated for facility maintenance and upgrades, promoting long-term operational success.

Program Goals and Objectives:

Overall Strategic Focus:

The Fleet Maintenance Division plays a critical role in supporting the District's mission by ensuring that all apparatus and equipment remain operational, ready, and reliable for emergency response. The division's primary focus is on maintaining mission-critical vehicles, ensuring they are fully equipped and operational for a variety of emergencies, ranging from wildfires to medical calls.

In addition to maintaining equipment, the division is committed to supporting employee development. It provides continuous training opportunities to staff, fostering a skilled and knowledgeable workforce that is prepared to meet the demands of their roles.

Through efficient resource management and data-driven decision-making, the division helps ensure the long-term financial sustainability of operations. It also promotes collaboration and transparent communication within the District, fostering a cohesive working environment.

By prioritizing operational readiness, employee safety, and financial health, the division directly contributes to the strategic goals of the District and its commitment to providing high-quality, effective service to the community.

Significant Milestones:

New Apparatus Delivery and Deployment
The Fleet Maintenance Division inspected, accepted, upfitted, and placed into service one brush engine, four ambulances, and five staff vehicles. These units were successfully deployed as Frontline Brush Engine 9, Medic 8, Medic 10, Medic 12, and Medic 13. Apparatus replaced by

these new units were reassigned based on District operational needs, ensuring continued service coverage and optimal resource utilization.

Parts Inventory Audit and Inventory Management Improvements
The Fleet Maintenance Division completed the 2025 parts inventory count, including a parts sampling audit, through the coordinated efforts of the fleet services specialist and fleet support technician. To further streamline operations, the Fleet Maintenance Division implemented parts location tracking within Fleetio, providing real-time visibility of inventory locations. This enhancement allows for faster part identification and retrieval, improved inventory accuracy, and reduced repair downtime. The next phase will introduce automated inventory alerts when stock levels fall below preset thresholds, triggering research and reorder processes.

Digital Apparatus Inspection Tracking
The Fleet Maintenance Division transitioned all apparatus inspections to Fleetio's digital inspection platform, improving visibility and accountability across the inspection process. The system provides automatic management notifications when inspections fail and allows issues to be tracked through resolution. This approach improves tracking of structural apparatus concerns, supports timely warranty claims, and provides clearer visibility into out-of-warranty issues for future budget planning.

Fleet Facility Lighting Retrofit – Phase One
Phase one of retrofitting the fleet facility with LED lighting was completed in response to the discontinuation of fluorescent lighting availability in Colorado. The new lighting improves work area visibility, reduces maintenance requirements, and lowers energy consumption. Phase two of the lighting retrofit is scheduled for completion in early 2026.

Facility Equipment Modernization
The Fleet Maintenance Division purchased and installed wireless mobile column apparatus lifts to improve efficiency and flexibility within the fleet facility. These battery-powered lifts allow technicians to position equipment as needed without reliance on fixed cables or three-phase power outlets, improving shop workflow and enhancing technician safety.

Security Gate Installation
A security gate was added to access the rear parking lot of the fleet building. This improvement allows for secure exterior parking of apparatus, freeing up interior workspace and providing a secure work environment for employees.

Swamp Cooler Installation
Swamp coolers were installed in the parts storage area, break room, and workout area to provide a comfortable environment during the hot summer months. These units improve conditions for breaks, inventory tasks, and workout periods, supporting employee comfort and productivity.

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority III Operational Readiness	Objective A	Develop and implement an effective method for tracking apparatus downtime.

		Progress: This is a multi-year goal that includes working with Fleetio software development to use the software to track apparatus downtime. Increasing the number of units that are entered in Fleetio will improve data across the fleet. Continue as a goal for 2026.
Priority III Operational Readiness	Objective A	Increase B-Service compliance by ensuring that all required services are completed on time and in accordance with manufacturer guidelines. **Progress: Increased delivery times on new apparatus has put an additional repair workload on in service equipment and preventative maintenance programs. This will continue as a goal for 2026.**
Priority I Invest in Our People	Objective A	Use the data discovered in the 2023 Fleet Business Plan to adjust staffing to reduce individual workloads of the division and prioritize work-life balance and healthy lifestyles for all personnel. **Progress: While management is aware of the goal, off-duty injuries impacted staffing and schedules in 2025. This goal is noteworthy and will continue in 2026.**
Priority V Financial Stability	Objective A	Find effective methods to control costs associated with maintaining the assets of the District. **Progress: In 2025, the Fleetio inventory process was successful in readdressing inventory stock and associated inventory costs, saving the District money in what and how much is stocked in inventory.**
Priority III Operational Readiness	Objective A	Find methods to anticipate and adjust practices to reduce the impact of supply chain and labor issues by assuring an effective inventory of supplies. **Progress: Improvements in the Fleetio inventory system have effectively addressed inventory supplies.**

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority V Financial Stability	Objective A	Improve data entry standards and reporting practices within the Fleet Maintenance Division to ensure accurate, consistent, and reliable apparatus downtime reporting.
Priority III Operational Readiness	Objective A	Increase B-Service compliance by ensuring all required preventive maintenance services are completed on time and in accordance with manufacturer guidelines.
Priority V Financial Stability	Objective A	Identify and implement methods to reduce parts costs by sourcing components directly from vendors when feasible and collaborating with neighboring departments to share resources, identify alternate suppliers, and develop cost-effective solutions.
Priority V Financial Stability	Objective A	Reevaluate and update the 2023 Fleet Business Plan, analyze current operations and performance data, and develop recommendations to guide future planning.

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 Fleet Maintenance Division serves the needs of the community by ensuring that the District's apparatus and equipment are always mission-ready, reliable, and capable of responding to emergencies quickly and effectively. Through meticulous maintenance and repair, the division ensures that firefighters have the necessary tools and equipment to safely and efficiently protect the community, whether responding to fires, medical emergencies, or other hazards.

In addition to equipment maintenance, the Fleet Maintenance Division places a strong emphasis on regular inspections, safety training, and timely repairs. These efforts help minimize downtime, ensuring that resources are always available when needed.

This unwavering commitment to operational readiness, combined with the division's focus on efficient resource management, supports the District's ability to deliver high-quality and reliable emergency services. Ultimately, these efforts enhance public safety and well-being, strengthening the community's trust in the District's ability to respond to emergencies.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

Not Applicable

Program Specific Measures or Metrics:

Since implementing Fleetio in 2020, the division has significantly improved its ability to track, analyze, and report on key fleet performance metrics that were previously difficult or time-consuming to monitor consistently. The system allows us to measure total vehicle cost per meter, on-time preventive maintenance compliance, apparatus downtime, monthly operating costs, top causes of repairs, repair priority trends, technician labor utilization, inventory cost trends, and overall apparatus utilization. This increased visibility has supported more data-driven decision-making and improved accountability across fleet operations.

The data generated through Fleetio has been particularly valuable for apparatus purchased new after the system's implementation, as these units have complete lifecycle data captured from delivery forward. This has enabled more accurate cost analysis, maintenance forecasting, and performance comparisons, helping the division better plan for repairs, replacements, and long-term capital needs.

While Fleetio provides a robust dataset, the division has identified certain limitations in how data was historically managed. Specifically, the Fleet Maintenance Division recognized that archiving apparatus within the system negatively impacted the accuracy and completeness of reporting. This practice was originally implemented as a cost-saving measure; however, it limited historical data retention and reduced the system's ability to produce reliable trend analysis. To correct this issue, the total number of available apparatus slots in Fleetio was increased from 250 to 300 units in 2026. This change allows active and recently retired apparatus to remain in the system, resulting in more comprehensive data capture, improved reporting accuracy, and more reliable performance and cost analyses moving forward.

Additionally, apparatus downtime tracking remains an area requiring continued refinement. Downtime data can be influenced by reporting consistency, repair start and completion timing, and operational availability definitions. Recognizing the importance of accurate downtime metrics, particularly as they relate to operational readiness and service delivery, the division is actively improving data entry standards and reporting practices to ensure greater accuracy and consistency in future reporting.

Expected Outcomes/Impacts:

The Fleet Maintenance Division's strategic priorities are aimed at driving operational efficiency, financial sustainability, and overall effectiveness. By prioritizing operational readiness, the division ensures that vehicles and equipment are consistently maintained and prepared for emergency responses. This focus results in faster response times and more reliable performance during critical incidents.

Investment in employee development is another key priority. By fostering a highly skilled team, the division is able to handle repairs and maintenance efficiently, contributing to greater job satisfaction and improved staff retention.

Improved communication throughout the District enhances coordination, accelerates problem resolution, and strengthens collaboration. Additionally, building strong relationships with external partners ensures timely access to parts and services, which helps reduce equipment downtime.

Finally, Fleet utilizes data-driven decision-making to manage the fleet more cost-effectively. This approach not only extends the lifespan of apparatus but also ensures the financial health of the division.

Together, these strategic efforts enhance the District's readiness, reliability, and ability to serve the community both efficiently and effectively.

Program Self-Assessment:

No significant changes to program performance indicators in 2025.

SWOT Analysis:

Program Strengths:
The fleet maintenance team is a highly skilled and dedicated group committed to ensuring that the District's apparatus remain operational and mission ready. With certified technicians who stay current on Emergency Vehicle Technician (EVT) certifications and specialized Pierce training, the team maintains the fleet to exceptional standards, extending the life of vehicles beyond expectations.

The team's dedication to training fosters a collaborative environment, where both new and experienced technicians share knowledge. This ensures that everyone is well-versed in apparatus systems and operations, promoting efficiency and expertise across the division.

The robust emergency call-back system is another key component, ensuring a quick response to critical situations. Additionally, the addition of motivated Fleet Services Specialists and Fleet Support Technicians allows the core team to focus on essential tasks, enhancing overall operational effectiveness.

The District also provides strong administrative support, allocating necessary budgets for tools, parts, and specialized equipment. Capital improvements are continuously made to support fleet operations and ensure the team has the resources needed to perform at the highest level.

A focus on employee development is vital for retaining top talent, fostering a skilled and engaged workforce that is dedicated to the mission. Collaboration with neighboring fire departments further enhances fleet operations through knowledge sharing, problem-solving, and parts sharing, which helps ensure timely repairs and minimize downtime.

The partnership with the Apparatus SPT strengthens the team's ability to maintain safety, reduce maintenance costs, and proactively address potential issues. This collaboration helps minimize downtime and ensures the District's fleet remains ready to respond to any situation.

Program Weaknesses:
Fleet Maintenance Division has identified a weakness that several of the online apparatus have surpassed the National Fire Protection Association (NFPA) "15-year frontline 20-year reserve" replacement standard, making timely replacement essential to reducing maintenance costs and minimizing downtime. Additionally, industry-wide workforce changes have impacted on production quality, leading to longer build times and an increase in final inspection adjustments. With high demand for new apparatus, vendors have become less flexible in negotiations and a reduction in customer service. While the process presents challenges, including extended lead times and rising costs of 7-10% annually, the division remains committed to proactive planning and strategic budgeting to navigate these obstacles.

Another issue is the damage caused to the fleet by the environmental impact of increased hailstorms and winter road treatments. Hail has led to significant damage, resulting in extended downtime and, in some cases, total loss of vehicles. Meanwhile, the chemicals used for road treatment have caused severe corrosion, further compromising the fleet's longevity and reliability.

The division is also grappling with parts shortages and rising costs. Several parts manufacturers used by Pierce have gone out of business over the past several years, and some parts are being discontinued, leaving the division with limited options for replacements. This has created significant maintenance challenges, extended out-of-service times, and increased costs for obtaining necessary parts.

Program Opportunities:
The Fleet Maintenance Division has several opportunities to drive growth and improve performance in the coming years. One key opportunity is investing in ongoing training and development, which will

help build a highly skilled and innovative team. This will foster a work environment that encourages problem-solving, creativity, and the growth of future fleet leaders.

By regularly reviewing and updating the fleet business and capital plans, the division can ensure alignment with the District's evolving needs. This approach will also secure the resources necessary for efficient repair and maintenance services, supporting operational efficiency and effectiveness.

Continuously monitoring and proposing updates to the apparatus replacement plan to meet NFPA standards will help reduce operational costs, minimize downtime, and improve safety for both firefighters and the community. This proactive approach will ensure the fleet remains prepared and operational.

The development of a comprehensive inventory plan is another important focus. This plan will address supply chain challenges and optimize inventory management, ensuring that the division can effectively meet operational demands and reduce delays.

In 2025, the Fleet Division pursued opportunities to generate revenue through the development of new working relationships with neighboring fire departments and EMS agencies, resulting in increased external revenue. In 2026, the Division has the opportunity to continue building on these efforts by expanding external partnerships and identifying additional service opportunities to further support cost recovery and program effectiveness.

Finally, continuing to evaluate best practices for preventive maintenance and testing will further enhance the reliability and performance of the fleet. It will also increase compliance with B-service requirements across all apparatus, improving overall fleet readiness and safety.

Program Threats:
The Fleet Maintenance Division faces several ongoing threats that could impact its ability to maintain operational efficiency and fleet readiness. One of the most significant challenges is the external labor market supporting fleet maintenance and repair services. The limited availability of qualified vendor technicians, body shops, and specialty service providers has led to longer repair timelines and reduced service capacity. These external labor constraints can extend apparatus out-of-service periods and increase overall downtime.
Rising parts and material costs present another substantial threat to the program. Inflationary pressures, manufacturer price increases, and limited aftermarket availability have significantly increased repair expenses. These cost increases place added strain on the maintenance budget and reduce the program's ability to absorb unplanned repairs while maintaining preventive maintenance schedules.

Vendor-driven parts discontinuation further complicates fleet maintenance efforts, particularly when proprietary components or limited third-party alternatives exist. In these cases, the lack of available replacement parts can result in extended apparatus downtime and increased reliance on custom repairs or workarounds, further driving up labor and repair costs.

An aging fleet amplifies these challenges, as older apparatus requires more frequent repairs, specialized services, and additional time from external vendors. These factors contribute to higher costs and longer repair cycles.

Finally, apparatus damage resulting from accidents may require reserve units to be placed into frontline service for extended periods. This accelerates wear on reserve apparatus, disrupts maintenance schedules, and further increases reliance on limited external repair resources.

West Metro Fire Rescue
Annual Program Appraisal

Program Name: Hazardous Materials Team

Program Managers: Division Chief Sean Jewell, and Captain Kent Grosse

Appraisal Year: 2025

Date: 1/31/2026

Category: Category 5

Criterion (if required): 5H

Recommendations (if applicable):

None

Progress Made on Recommendations:

Not applicable

Program Description:

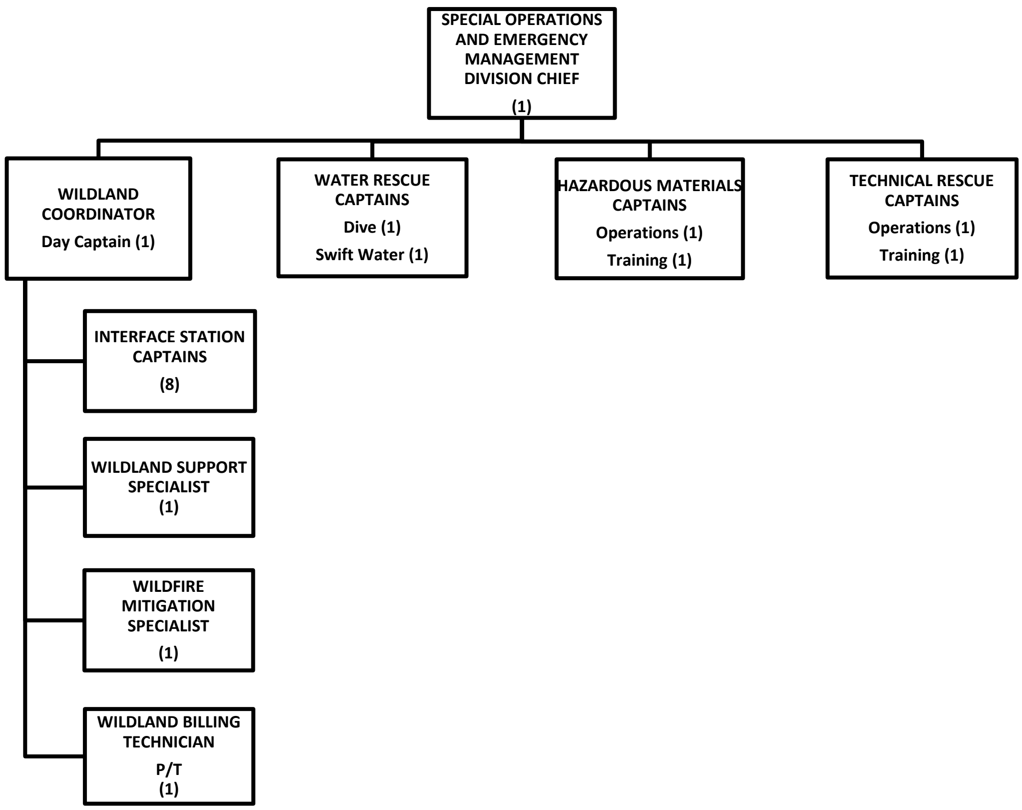
The District's Hazardous Materials Team is comprised of highly trained hazardous materials technicians from Stations 2 and 5. This team works together to respond to hazardous materials and weapons of mass destruction incidents, effectively isolating, identifying, and mitigating the hazardous material. The District Hazardous Materials Team operates as a Type II stand-alone team and a Type I team with the automatic aid response model with South Metro Fire Rescue (SMFR).

List Sub-Programs:

Designated Emergency Response Authority (DERA)

Special Operations Staffing (Click here for a complete display of the District's Organizational Chart):

WEST METRO FIRE PROTECTION DISTRICT
SPECIAL OPERATIONS



Injuries/Exposures:

None

Succession Planning:

The previous Hazardous Materials Team coordinator was promoted to assistant chief of District 1 on B Shift, providing oversight to a newly promoted captain, who assumed the coordinator role in July 2025. The new captain is assigned Station 5, bringing over a decade of experience as a hazardous materials technician. The Station 2 captain continues their assignment, which supports all hazardous materials responses.

All but two personnel assigned to Stations 2 and 5 are trained at the technician level. The District has several firefighters and engineers trained at the technician level who have submitted transfer requests to Stations 2 and 5, which will address future promotions and anticipated retirements. Hazardous materials technician classes are scheduled for January 2026 in Boulder County and in April 2026 in Jefferson County, with additional classes to be determined based on federal funding and needs.

Specialized Equipment:

- HazMat 5 is equipped to transport specialized equipment and hazardous materials personnel for all hazardous materials incidents within the District, as well as automatic aid responses when required.
- The District saw a need and funded the purchase of over 250 gallons of firefighting foam, allowing the District to be prepared for a large flammable liquid spill on the I-70 corridor that intersects the District.
- Identifying an increase in Lithium Ion Battery (LIB) fires in the District, the Hazardous Material Team was able to purchase cell block battery storage material and small overpack drums designed for damaged LIB post-fire.

Training and Certifications Completed:

- Two firefighters attended the International Association of Fire Chiefs (IAFC) conference in Baltimore, MD.
- Electric Vehicle (EV) Emergencies-Post-Fire concerns related to decontamination and removal of the vehicle post-extinguishment.
- Electric Battery Storage Systems (EBSS) - hosted by National Laboratory of the Rockies (Formerly NREL, now NLR).
- Gross decontamination, wet decontamination, dry decontamination, and emergency decontamination. Instructed by the Colorado Civil Support Team (CST).
- Hazardous Material Technician Class - hours of didactic and hands-on training with a Pro-Board certification with successful completion of the written test and assessment.

Training and Certifications Needed:

- Training on EV fires – pre-incident, incident, and post-incident hazards.
- Training on calibration and operation of gas monitoring equipment (RKI 4-gas and 6-gas detectors) through TG Technical Services.
- Identifying the hazards of unknown substances and how to provide a safe zone before mitigation.
- Identifying dirty bombs and other radiological emergencies.
- Organization-wide training in recognizing a hazardous material incident and requesting the appropriate response.

Facilities (if applicable):

None.

Program Goals and Objectives:

Overall Strategic Focus:

The strategic focus of the District's Hazardous Material Team is clear, disciplined, and safety-driven. The team sets priorities and manages risks while controlling the problem. The team prioritizes the safety of the public and District responders above all else, achieved through risk-based decision-making, proper personal protective equipment (PPE), and consistent monitoring throughout the incident.

Significant Milestones:

- The District operates a Type II Hazardous Materials Team and a Type I Hazardous Materials Team with its automatic aid partner, SMFR.
- Completed all 2025 goals identified in the 2025 Annual Program Appraisal.
- Officers assigned to Station 2 and Station 5 have assumed monthly training responsibilities, ensuring consistent training across all three shifts.

Expected Outcomes/Impacts:

- New leadership for the Hazardous Materials Team has resulted in a positive impact and adjustments that create better efficiency.
- Identified a more efficient means of providing all apparatus with monitoring equipment. This improved calibration efficiency and reduced the number of monitors in delivery status.

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority III Operational Readiness	Objective A	Develop and implement quality hazardous-material training and safety measures to reduce risk to employees within the program. **Progress: Monthly special operations training addresses this goal.**
Priority III Operational Readiness	Objective A	Continue building out the Hazardous Materials Team to sustain Type I and Type II status for operational readiness within the District and to provide auto aid to the District's partner agencies. **Progress: Completed.**
Priority IV Relationships	Objective C	Continued regionalization efforts through six scheduled joint trainings with SMFR's Hazardous Materials Team and additional training at hazardous materials symposiums with the regional hazardous materials teams. **Progress: Completed through the monthly special operations training.**

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority I Invest in Our People	Objective B	Employee workload balance and organizational growth: Monitor and plan succession for members of the Hazardous Materials Team. Identify burnout early and address it with individual goals.
Priority III Operational Readiness	Objective A	Training and operational readiness: Continue to build on the automatic aid agreement with SMFR to enhance operational capabilities for all sizes of incidents

Priority IV Relationships	Objective A	Interagency collaboration and community partnerships: Foster the already strong relationship with NLR to learn from federal subject matter experts (SMEs) on emerging technology and threats.

Unexpected Results (positive or negative):

None.

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

The Hazardous Material Program effectively meets the District's priorities.

How Does this Program Meet the Needs of the Citizens?

The District's Hazardous Material Team meets public needs by reducing risk, protecting health, and ensuring a safe environment to live, work, and play. This is often completed without the public ever realizing that a threat existed. The value of the program is often in the prevention of threats.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

Not applicable.

Program Specific Measures or Metrics:

- Hazardous Situation Incidents: 684
- HazMat Team (HZ5) Activations (potentially billable): 7
- Other hazardous materials-related incidents:
    - Hazardous condition, other: 22
    - Combustible/flammable gas/liquid condition, other: 9
    - Gasoline or other flammable liquid spill: 37
    - Gas leak (natural gas or LPG): 274
    - Oil or other combustible liquid spill: 8
    - Toxic condition, other: 3
    - Chemical hazard (no spill or leak): 9
    - Chemical spill or leak: 9
    - Refrigeration leak: 2
    - Carbon monoxide incident: 168
    - Biological hazard, confirmed or suspected: 1
    - Steam, other gas mistaken for smoke, other: 26
    - Steam, vapor, fog or dust thought to be smoke: 32
    - HazMat release investigation w/no HazMat: 84

Expected Outcomes/Impacts:

The new federally mandated NERIS reporting system will simplify data collection and tracking. As the District's independent Hazardous Materials Team develops, district outcomes and financial impacts are clearer to assess. Increased efficiency in prevention, mitigation, and financial recovery will result from shifting focus from forming the team to training it, earning recognition across Colorado.

Program Self-Assessment:

Performance indicators were reviewed. No changes necessary.

SWOT Analysis:

Program Strengths:

- Highly trained, experienced personnel with strong backgrounds in hazard materials response.
- Regional response capability, supporting automatic and mutual aid partners. In both responding to and training for complex hazardous material responses.
- Strong command presence while operating within the incident command system.

Program Weaknesses:

- Competing operational demands. Fire, EMS, and all other special operations.
- Logistical challenges with calibration and maintenance of gas monitors.
- HazMat proficiency among first arriving companies.
- Standard operating procedures for EBSS and LIB.

Program Opportunities:

- Grant funding for equipment and training.
- Improved standard operating procedures for EBSS and LIB.

Program Threats:

- Staffing fatigue for the Hazardous Materials Team.
- Budgeting constraints affecting equipment replacement and training sustainment.

West Metro Fire Rescue
Annual Program Appraisal

Program Name: Human Resources

Program Manager: Human Resources Director Erin Cummins

Appraisal Year: 2025

Date: 1/31/2026

Category: Category 7

Criterion (if required): 7A, 7B, 7C, 7D, 7E

Recommendations (if applicable):

None

Progress Made on Recommendations:

Not applicable

Program Description:

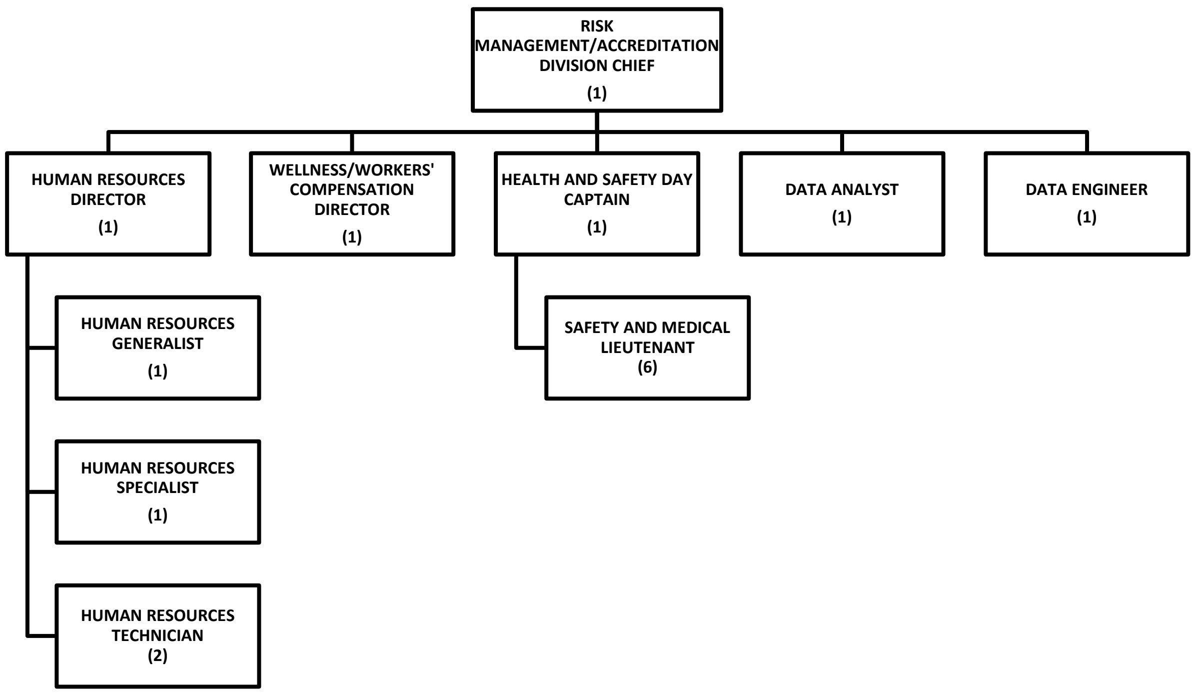
The mission of the Human Resources Division is to provide professionalism, quality support, and guidance that will enable all employees to better serve the citizens of the District. The strategic goals for the Human Resources Division are as follows: recruiting qualified individuals; retaining valuable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

List Sub-Programs:

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

Human Resources Staffing (Click here for a complete display of the District's Organizational Chart):

WEST METRO FIRE PROTECTION DISTRICT
RISK MANAGEMENT/ACCREDITATION DIVISION



Injuries/Exposures:

Not applicable

Succession Planning:

The Human Resources Division increased by one full-time employee in 2025, providing support for all HR functions: hiring/recruiting and benefits administration.

Specialized Equipment:

Computer/software programs

Training and Certifications Completed:

FLSA Training (fire industry specific)
FMLA Training
Claims Review (work comp/insurance vendor)
CPS HR Certification (HR specialist completed)
CEBT Quarterly Board Meetings and Summer Retreat
SDA Annual Conference
Secure 2.0 Training and Compliance
Quarterly Fund and Plan Reviews with Mission Square

Attended a Metro District Dirt to Done Tour; the purpose was to travel through three district communities in South Metro Denver, each at different stages of development, to see how districts evolve from “dirt to done.” They went over how they break ground and build infrastructure; manage governance and transparency; and evolve into communities.
FPPA Retirement Seminar
FPPA Employer Summit

Training and Certifications Needed:

SHRM-CP Certification (HR technicians/HR specialist)
SPHR Certification (HR director)
I-9 Compliance/Updates

Facilities (if applicable):

Not applicable

Program Goals and Objectives:

Overall Strategic Focus:

Strengthening and elevating the HR Division to better support the District:

- Elevating and improving the utilization of HR Division expertise across the organization.
- Cross-training HR team for organizational resiliency.
- Increase efficiency (cloud-based file storage, online enrollments/forms, reduce paper/binders).
- Attract and retain a high-quality and diverse workforce.
- Automating processes to lessen human error; utilizing technology and access to digital process improvements.
- Employee engagement and retention for both uniform and civilian employees.

Significant Milestones:

- Hired a new HR technician, making the HR Division a team of five. One director, two dedicated to hiring/recruiting efforts; two dedicated to benefits administration.
- Conducted monthly HR Division meetings providing opportunities to collaborate efforts, brainstorm improvements, and sharing knowledge and updates.
- Created a Vector Solutions training assignment to update beneficiaries. This included a thorough list of instructions and links that reviewed every component for which District employees need beneficiaries designated. Employees were required to sign off on this assignment.
- Added new supplemental benefits for all employees: NTA Life; Nationwide Pet Insurance; and Aflac Term Life Insurance. Removed Colonial Life (was no longer being utilized by employees).
- Published updated Civilian Employment Policy and updated reference guides (Pay for Performance, Mastery Pay).
- Pay for Performance and Mastery Pay benefit management and administration transitioned to HR Division.

- Added two new civilian benefits: Relocation Assistance, Student Loan Reimbursement.
- HR specialist served first year as CEBT Board Trustee. This continues to improve insights and influence on the benefits offered to the District's employees.
- FPPA conducted site visits for all District locations, providing an opportunity for employees to ask questions and educate themselves on working towards retirement.

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority I Invest in Our People	Objective A	Elevate the HR Division's visibility to the organization. **Progress: Attended multiple board meetings from 2024 through 2025 to stay engaged with the emerging topics that affect the District, resulting in a better understanding of the organization, the union, and the board of directors, with the intended end result being an enhanced resource to employees of the District.**
Priority I Invest in Our People	Objective B	Improve HR Division efficiencies including automating reports/processes, providing more oversight on procedures, and improving tasks that require extra time and focus. **Progress: Researched and implemented new software to improve onboarding. Utilized the data engineer to improve data capture and tracking.**

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority I Invest in Our People	Objective A	Improve HR efficiency and accuracy through automation and process modernization.
Priority I Invest in Our People	Objective B	Strengthen workforce recruitment, engagement, and retention.

Unexpected Results (positive or negative):

- The District experienced an 11% increase in costs for medical/health benefits for 2025. This trend is likely to continue in the coming years, resulting in the need to focus on strategies to help minimize these costs.
- Tariffs changed the ability to order Maltese patches in a timely fashion and have made them very expensive. The HR Division is finalizing details with a new local vendor to create these patches.
- FAMLI State Benefit Program (The State of Colorado's paid family and medical leave insurance program) conducted a routine investigation on WMFR to ensure that the District is in compliance with providing a comparable paid leave program to its employees. Through the evaluation, it was determined that WMFR is fully in compliance with the law, and it was requested that a FAMLI Program notice be posted in every physical building within the District.

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

Yes

How Does this Program Meet the Needs of the Citizens?

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

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

- 2025 Hiring and Onboarding: Three new civilian employees; 39 firefighter recruits; eight internal postings; two new board members.
- 2025 Retirements/Separations: 20 uniformed employees; three civilian employees.
- 2026 Hiring Forecast: Created four new civilian positions (full-time radio systems administrator; digital communications specialist; single-role EMT; single-role paramedic.
- Worked with Mission Square (457 and RHS vendor) about adding brokerage link function to RHS accounts.
- Audited the current disability and life insurance benefits for all employees and researched other options through the Special District's Association (SDA) and CEBT resources. Several recommendations were made, first to be implemented is to self-fund the life insurance for uniformed employees. Completed a new human resources procedure outlining death benefits and Public Safety Officer Benefit to reflect changes for uniformed employees.
- Strategized how to administer employer matching 457 contributions for uniformed employees with consideration for staying within annual contribution limits.

Program Specific Measures or Metrics:

- Each HR team member participated in at least one ride-along with a district chief to become more familiar with the District operations, and to learn more about how each role within the HR Division supports employees assigned to line operations, and more broadly, the District's mission.
- Flu Shot Clinic: Offered two dates; 33 vaccines given. This will likely be cancelled next year due to declining participation.
- Wills for Heroes: Held another successful event to assist District employees in developing their personal documents, including wills and end-of-life planning, with 31 participants.

Expected Outcomes/Impacts:

- By increasing the HR Division from four to five team members, the Division is better equipped to support the District, learn/understand areas that employees need more help/information, and determine trends and create more efficient ways to answer these needs.
- Successfully hired/on-boarded two firefighter recruit academies in 2025.
- With Jeffcom leaving the Administration Building in 2025, the HR Division took on the management of lock and key assignments for the third-floor offices. New keys and all key assignments were updated to ensure an accurate key log.

Program Self-Assessment:

All performance indicators were reviewed. No changes noted.

SWOT Analysis:

Program Strengths:
- Strong and motivated team that is well-respected by the organization.
- Positive organizational culture.
- Organizational support to create better team efficiencies.
- Competitive compensation and benefits offered to employees.

Program Weaknesses:
- Inefficient HR Processes: Need more oversight to ensure mistakes are minimal; implement more automated processes to reduce human error.
- The HR Division is still using some paper-based documentation, with a recognized need to reduce dependence on paper documents and transition to digital forms and templates.
- Minor delays in progress toward program goals due to multiple leadership changes in 2025.

Program Opportunities:
- Elevating the HR Division's visibility within the organization, and pursuing opportunities to become more involved in the organization's mission, vision, and values.
- Emerging technology/automation/resources to improve processes.
- Continue cross-training the HR team so each person is proficient/knowledgeable in each HR specialty.
- Integrate organizational functions to create a seamless experience for employees regarding resources and benefits.
- Improve access/updates to all WMFR employees about importance of updating beneficiaries in all programs and benefits.

Program Threats:
- Continually increasing health care costs.
- Economic downturns/change in politics.
- Unforeseen events or impacts to the organization or personnel.
- Changing labor laws.
- Limited budget/resources.

West Metro Fire Rescue
Annual Program Appraisal

Program Name: Information Technology

Program Manager: IT Division Director Eric Bates

Appraisal Year: 2025

Date: 1/31/2026

Category: Category 9

Criterion (if required): 9C, 9D

Recommendations (if applicable):

None

Progress Made on Recommendations:

No outstanding recommendations from prior cycles.

Program Description:

The Information Technology (IT) Division supports the District by ensuring reliable, secure, and resilient technology services across all District facilities. IT maintains essential systems that enable emergency response, communications, administrative operations, and public-facing services. IT protects the confidentiality, integrity, and availability of District information systems through continuous monitoring, cybersecurity safeguards, maintenance, and lifecycle management.

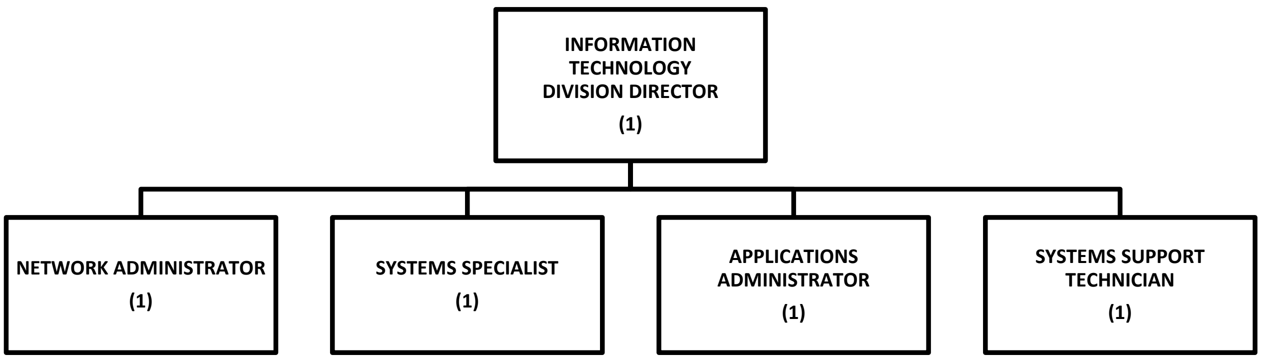
The IT Division provides technology solutions that enhance internal efficiency, support community-facing services, and strengthen emergency response capabilities. The IT Division also ensures technology readiness across station networks, apparatus-mounted systems, mobile devices, and administrative platforms.

List Sub-Programs:

Service Desk; Infrastructure & Networks; Cybersecurity & Monitoring (Adlumin, Crowdstrike); Applications & Automation (SharePoint/Power Platform); Radio/Locution & Station Alerting; Continuity/DR (Training Center site).

Information Technology Staffing (Click here for a complete display of the District's Organizational Chart):

WEST METRO FIRE PROTECTION DISTRICT
INFORMATION TECHNOLOGY DIVISION



Injuries/Exposures:

None in 2025.

Succession Planning:

The IT Division continues to support proactive succession planning. In 2025, the retirement of the IT Division's network administrator created an internal advancement opportunity, with an existing employee transitioning from the applications administrator role to the network administrator role. Ongoing cross-training within the IT Division enabled a smooth and efficient transition, ensuring continuity of service and operational stability.

To maintain capacity and expertise, the District hired a new applications administrator (external candidate). These changes reflect the District's commitment to developing internal talent while strategically onboarding external candidates to support long-term growth and organizational readiness.

Specialized Equipment:

Network scanning and diagnostic tools.

The IT Division staff work on telecommunication devices that are mounted on the interior of District apparatus, resulting in hand-contact with byproducts of combustion. While these contaminants are routinely cleaned from surfaces, there is a potential for them to remain on equipment mounted in the cab. The IT Division is aware of the exposure risk and is incorporating post-exposure hygiene methods like those used by firefighters after structure fires.

Training and Certifications Completed:

- Criminal Justice Information Systems (CJIS) training.
- Adlumin Security Operations Platform training: To keep staff proficient in monitoring, investigating, and responding to threats using the Adlumin platform.
- Online skills training to stay current on trends and threats.
- Security awareness training.
- "ITIL 4 Foundation" (Information Technology Infrastructure Library) certification training: Three of the five IT Division employees are certified.
- Microsoft Hyper-V (Windows Server virtual machines) training: Training to maintain staff proficiency in managing, maintaining, and troubleshooting virtual environments.
- Training course MGT-456: Integration of Cybersecurity Personnel into the Emergency Operations Center for cyber incidents.

Training and Certifications Needed:

- IT Director: Certified Information Systems Manager, Cybersecurity Incident Response and Management (PER371, TEEX).
- Network Administrator: Ubiquiti Switch Operating System, Sophos Firewall, ITIL, and Hyper-V.
- System Specialist: Bachelor's Degree, Entra ID, Intune, and Public Safety Leadership.
- Systems Support Technician: Helpdesk skills, Security+, and Public Safety Leadership.
- Application Administrator: Microsoft Administration Certification, ITIL and Public Safety Leadership.

Facilities (if applicable):

IT systems are deployed across all District facilities. Key facility-related technology systems include:
- Station and facility network infrastructure
- Wireless access systems
- Physical security and access control
- Server and cloud-connected resources
- The Training Center's disaster recovery environment
- Redundant private fiber for business continuity

Program Goals and Objectives:

Overall Strategic Focus:

In 2025, the IT Division focused on strengthening collaboration, cybersecurity, process improvement, and overall system reliability across the District. SharePoint expansion and workflow automation, advanced data accessibility, reduced manual tasks, and improved efficiency across divisions. Succession planning progressed through a smooth internal promotion to the network administrator role and the recruitment of a new applications administrator.

Key system upgrades include migrating to a secure, cost-effective virtual environment; deploying new network switches; station alerting upgrades; Windows 11 upgrades; and improvements to the Locution radio, all of which support operational redundancy, organizational security, and infrastructure resilience. Additional fire station upgrades, such as new speaker-cutoff functionality, were implemented to reduce nighttime disruptions and improve firefighter sleep and recovery.

Cybersecurity remained a top priority, supported by 24/7 Security-as-a-Service monitoring, Microsoft 365 (M365) login anomaly tracking, Dark Web monitoring, and strengthened endpoint protections. District-wide awareness efforts, including newsletters, phishing simulations, and Cybersecurity Awareness Month activities, reinforced safe user behavior. The IT Division also participated in a multi-agency cybersecurity tabletop exercise, enhancing incident-response readiness and coordination with regional partners.

Public-facing systems continued to be modernized, with increased emphasis on ADA compliance across all external digital documents and online resources to ensure accessibility and equitable community access.

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority I Invest in Our People	Objective A	Continue expanding collaborative tools to ensure effective communication, no matter where an employee is. Increased information accessibility with OneDrive and SharePoint platforms. **Progress: Migrated divisions to Teams/SharePoint site.**
Priority V Financial Stability	Objective B	Continue to access grant and cost-sharing initiatives through the state-wide internet portal authority (SIPA) and Whole-of-State committee membership. **Progress: Received a federal grant totaling $20k for antivirus, JCECA paid for fiber expansion totaling $30k, and a $236k grant for the drone program from SIPA.**
Priority II Communication	Objective A	Increase efficiency and implement automation to improve business processes for all divisions. **Progress: Created processes to support and improve sleep study reporting, payroll process, retirement notification, training bunker processes, captain promotional exam application, fire muster volunteer form, and many other automations.**

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority III Operational Readiness	Objective A	Strengthen and mature our cybersecurity posture to ensure the confidentiality, availability, and integrity of critical data and communication systems.
Priority I Invest in Our People	Objective A	Advance station alerting reliability through targeted redundancies and sleep-friendly enhancements that maintain uninterrupted, accurate call notification.
Priority I Invest in Our People	Objective A	Strengthen organizational efficiency through the continued expansion of workflow automation and business-improvement processes.

Unexpected Results (positive or negative):

In 2025, the IT Division experienced several positive outcomes that strengthened organizational operations. Cybersecurity efforts advanced, beginning with the deployment of best-of-class antivirus and further highlighted by a successful multi-agency tabletop exercise that improved regional coordination and enhanced the District's incident response readiness. System modernization efforts included migrating from VMware to Hyper-V and deploying new network switches, resulting in improved system redundancy, performance, and reliability.

As additional divisions requested workflow development and integration support, process automation accelerated, leading to broader adoption of digital forms and streamlined workflows across divisions. Additionally, implementing speaker-cutoff functionality at selected stations had an immediate, positive impact on firefighter rest and well-being by minimizing unnecessary disruptions during sleep hours.

Public-facing document modernization progressed as ADA compliance efforts matured across all external digital materials.

As AI tools became more accessible across the organization, some users began to explore and push the limits of these capabilities in ways that were occasionally misaligned with policy, data-sensitivity requirements, or operational accuracy. While not malicious, this increased experimentation highlighted the need for clearer guidance. As a result, AI usage patterns in 2025 underscored the need for AI policy to ensure AI is adopted responsibly and safely, and to support, rather than hinder, organizational objectives.

Overall, these advancements improved efficiency, strengthened cybersecurity posture, enhanced user experience, and contributed to organizational readiness.

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

The IT Division aligns with the District's Strategic Plan by supporting technology that enhances emergency response capability, operational effectiveness, and public service delivery. The IT Division evaluates new technologies based on cybersecurity, cost-effectiveness, interoperability, and mission-critical value to the organization.

In 2025, expanded business process automation, increased adoption of AI-enhanced tools, and the growth of digital workflows further reduced redundant tasks and enabled staff to focus on their core responsibilities (Priority I, Objective A).

Cybersecurity readiness advanced significantly through upgraded detection and response systems, strengthened endpoint protection, and the deployment of CrowdStrike Falcon Complete, which improved antivirus protection and broadened visibility into network assets and vulnerabilities. Additionally, participation in a regional multi-agency cybersecurity tabletop exercise improved the District's preparedness to safeguard the confidentiality, integrity, and availability of mission-critical technology (Priority III, Objective A).

Infrastructure improvements, including upgrades to Locution components, enhancements to the Locution radio workstation, and the addition of speaker-cutoff functionality, improved firefighter rest by enabling individualized alert control and minimizing audio bleed in shared spaces. These enhancements contributed to stronger wellness and operational readiness (Priority III, Objective A).

How Does this Program Meet the Needs of the Citizens?

The IT Division continues to strengthen District services for citizens by advancing modern risk-management practices, business continuity technologies, and resilient infrastructure. In 2025, automation, AI-enhanced tools, and improved digital workflows reduced administrative burdens, enabling operational staff to focus on service delivery and emergency response readiness.

Cybersecurity capabilities were significantly expanded through advanced threat detection, deployment of CrowdStrike Falcon Complete, increased visibility into network assets and vulnerabilities, and participation in a regional multi-agency cybersecurity tabletop exercise. These improvements further safeguard the confidentiality, integrity, and availability of the technology that supports critical public safety operations, ensuring the District can respond effectively and securely.

Upgrades to core systems, including Hyper-V virtualization, new network switches, and enhanced Locution components, boosted system reliability and communication speed. Improvements such as speaker-cutoff functionality and refined station alerting workflows improved firefighter sleep quality and readiness, directly contributing to faster, more effective emergency response.

Modern communication platforms and data-driven tools ensure accurate, timely information is available to stakeholders and the public. Continued progress in ADA compliance for public-facing digital content ensures equitable access for all citizens.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

- Completed server and radio upgrade.
- Windows 11 rollout.
- Redundancy planning for station alerting.
- Explored redundant Starlink/Cradlepoint options following fiber service disruptions.
- Conducted multi-agency cybersecurity tabletop exercise to validate Incident Response playbooks and interagency communications.
- Assisted with AI policy development.

Program-Specific Measures or Metrics:

Adlumin Microsoft 365 (M365) login and Dark Web Monitoring: (Monthly averages) of 14.5 million events, generating 55 alerts, including 11 high and 19 critical, with 22 alerts requiring IT investigation.

Email Security (Monthly Averages): 122,980 inbound emails; 26,400 blocked; 4,150 quarantined; 92,400 delivered.

Helpdesk Support: 5,656 tickets resolved in 2025.

Expected Outcomes/Impacts:

Enhanced Cybersecurity Posture
- Monitoring an average of 14.5 million events per month, along with triaging 55 alerts, including 22 requiring IT review, demonstrates a strong capability to rapidly detect, assess, and respond to potentially harmful activity across Dark Web exposures and the M365 environment.

Improved Email Security
- Blocking and quarantining approximately 30,500 emails per month highlights the effectiveness of filtering controls in reducing spam, phishing, and malicious email threats.
- Allowing 92,400 legitimate messages monthly ensures communication flow remains secure and uninterrupted.

Streamlined IT Support
- Resolving 5,656 helpdesk tickets showcases the IT Division's commitment to timely, reliable, and high-quality customer service, directly supporting operational continuity across the organization.
- Reduced operational downtime.
- Increased system reliability and continuity.
- Improved staff communication and collaboration.
- Enhanced cybersecurity protections.
- Consistent delivery of mission-critical services.
- Reliable technology support for emergency response operations.

Operational Efficiency & Risk Mitigation
- Expanding automation and workflow capabilities reduces redundant manual tasks, enabling staff to focus on higher-value operational and strategic work.
- Improvements in station alerting systems and enhanced cybersecurity readiness strengthen organizational resilience and support employee well-being.

Accessibility
- Continued focus on accessibility, especially updates ensuring ADA-compliant digital resources, supports transparency, equitable access, and informed decision-making for employees and citizens.

These combined efforts support a secure, efficient, and resilient technology environment. By maintaining confidentiality, integrity, and availability across all systems, the IT Division strengthens organizational readiness and enhances the District's ability to deliver high-quality service to the community.

Program Self-Assessment:

Program indicators were reviewed, no changes necessary.

SWOT Analysis:

Program Strengths:

- Excellent customer service with dependable 24/7 support for the entire agency.
- Talented, dedicated, and cross-trained IT Division staff capable of maintaining high productivity and adapting to role transitions.
- Expanded automation and workflow capabilities supported by the applications administrator role.
- Reliable, fast, and professional helpdesk issue resolution.
- Increased technical expertise across virtualization, cloud services, networking, applications, and security systems.
- Improved organizational communication through updated knowledge base articles, quarterly newsletters, and proactive cybersecurity messaging.
- Strong peer relationships with regional partners, further strengthened through 2025's multi-agency cybersecurity tabletop exercise.
- Secure remote access programs enabling efficient field and administrative operations.
- Security awareness training and ongoing user outreach reinforcing safe technology practices.
- Trusted relationships with command staff and collaboration during organizational transitions.
- Enhanced monitoring and defense capabilities, including 24/7 Security Operations Center services, M365 anomaly detection, Dark Web monitoring, and vulnerability scanning.
- Progress toward ADA compliance for public-facing digital documents and content.
- Comprehensive technology support across all facilities.

Program Weaknesses:

- High operational workload sometimes reduces situational awareness and limits strategic planning capacity.
- Lack of formal data retention and lifecycle policies increases long-term data management risk.
- Decentralized decision-making in some divisions continues to create information silos and delays IT involvement.
- Cybersecurity training completion remains inconsistent, reducing program effectiveness.
- Increased workload makes tasks harder to complete.
- The volume of incoming work often outpaces our capacity to complete existing tasks, reducing the amount of progress we can make on planned initiatives.

Program Opportunities:

- Strengthening internal relationships and communication to improve collaboration, trust, and early engagement across all levels of the District.
- Continued expansion of cloud data storage, allowing further reduction of on-site infrastructure and long-term maintenance costs.
- Increased digitization of forms, workflows, and documentation to streamline business processes and enhance productivity.
- Application administrator role enabling broader automation opportunities through Power Automate, Power BI, and integrated workflows.
- Regional cybersecurity collaboration opportunities highlighted by the 2025 tabletop exercise.
- Additional redundancy improvements for station alerting and communication systems.

- HIPAA assessment, data governance, and system audit opportunities to support compliance and reduce risk.
- Increased security, community trust, and legacy directory cleanup with the implementation of a .gov domain.
- Consolidation and modernization of hardware and applications, including efficiencies gained through updated iPad deployments and virtualization improvements.
- New Computer-Aided Dispatch opportunities to enhance overall emergency response.

Program Threats:

- Persistent internal and external cybersecurity threats requiring continuous monitoring and rapid response.
- Ongoing challenges with HIPAA and protected data storage and compliance.
- Decentralized technology decision-making without consistent IT review can introduce security, compatibility, legal, and licensing risks.
- Legacy systems and historical data create vulnerabilities and technical debt.
- Increasing demand for Microsoft 365 features and automation requires additional governance and user training.
- Expanding legal and accessibility requirements, including ADA compliance mandates.
- Misuse or unsupervised adoption of artificial intelligence tools presents security and data-handling risks.
- Inability to fully inventory and monitor AI use.
- Rising technology costs, subscription models, and vendor pricing changes.
- Growing complexity in managing mobile ecosystems, including iPad deployment, app security, and device lifecycle.
- Aging infrastructure requiring replacement within lifecycle timelines.

West Metro Fire Rescue
Annual Program Appraisal

Program Name: Investigations

Program Manager: Lieutenant Chad Stodden

Appraisal Year: 2025

Date: 1/31/2026

Category: Category 5

Criterion (if required): 5C

Recommendations (if applicable):

None

Progress Made on Recommendations:

Not applicable

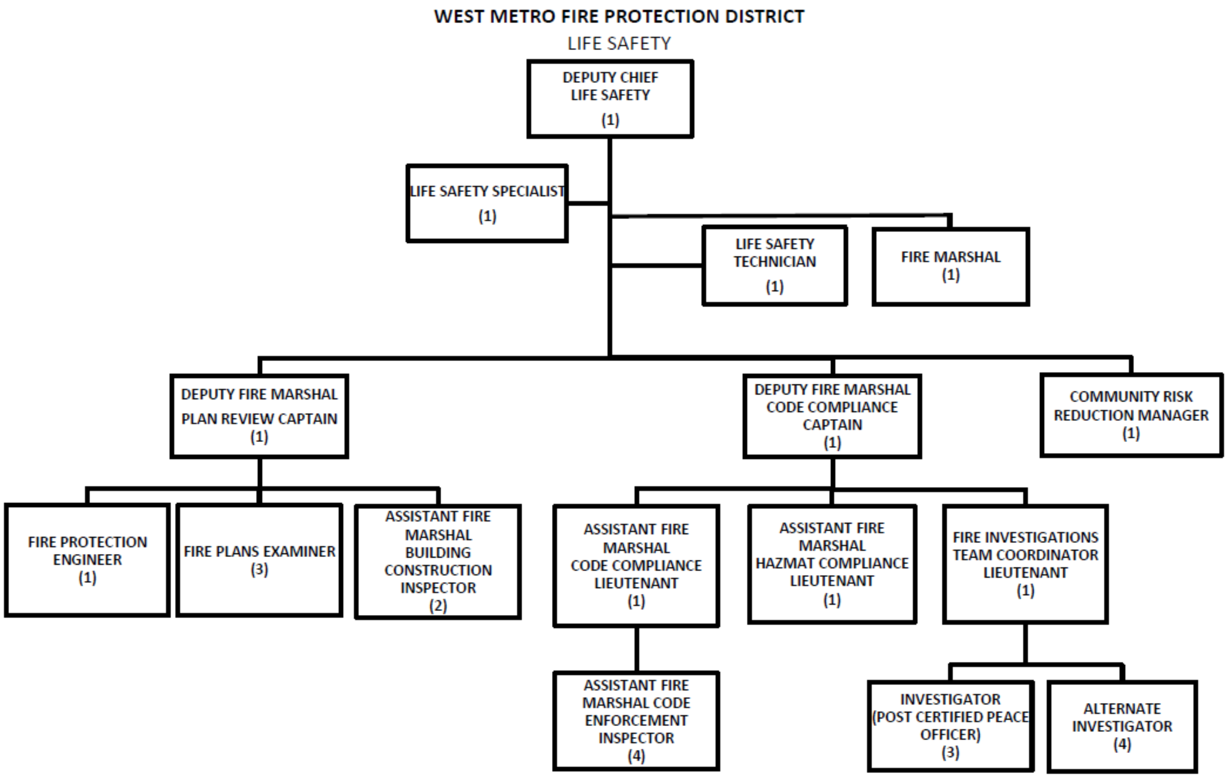
Program Description:

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

List Sub-Programs:

- Quality assurance and control of National Fire Incident Reporting System (NFIRS) fire reports.
- Pre-employment background investigations for new hires.
- Custodian of records for release of records.
- Internal investigations as needed.
- Provide fire statistics report for monthly District Board of Directors meeting.
- Provide didactic and practical instruction on origin and cause determination and investigative practices to District's Firefighter Recruit Academy, District Officer Development Program, and Lakewood/Jeffco Combined Regional Police Academy.

Life Safety Staffing (Click here for a complete display of the District's Organizational Chart):



Injuries/Exposures:

None

Succession Planning:

- Continued training for full-time and alternate investigators to maintain depth and continuity within the FIU.
- FIU members served in acting team coordinator roles, providing leadership coverage and practical supervisory experience.
- Developed and implemented the FIU Alternate Investigator Staffing Policy and guide to formalize qualifications, roles, and deployment.
- Two members completed the International Association of Arson Investigators Fire Investigation Technician (FIT) certification and were designated as alternate investigators.

Specialized Equipment:

- Implemented BlazeStack Fire Investigation Case Management Software in April 2025.
- Fully deployed and utilized specialized investigative and safety equipment approved in the prior year, including respiratory protection, accelerant detection, gas monitoring, and investigator vehicles, enhancing investigator safety, operational efficiency, and compliance with applicable best practices.
- Identified and budgeted specialized equipment needs for 2026, including investigator PPE, secure hazardous evidence storage, and dedicated cellular devices to support investigative operations.

Training and Certifications Completed:

Training:

- Investigators completed more than 180 hours of advanced fire investigation training, including Fire Investigation for the Insurance Industry, Fire Investigation for Fire Officers, and Principles of Fire Investigation.
- Members attended specialized regional and national seminars focused on advanced origin and cause analysis, arson investigations, and motor vehicle fires.
- All Peace Officer Standards and Training (POST) certified investigators completed required quarterly and annual law enforcement training with the Jefferson County Sheriff's Office.
- Investigators maintained continuing education through conferences, tested coursework, and online professional development.
- Completed Jefferson County Sheriff’s Office and Lakewood Police Department Combined Regional Academy (1 member).

Certifications Obtained or Renewed:

- National Association of Fire Investigators – Certified Fire and Explosives Investigator (CFEI)
- International Association of Arson Investigators – Fire Investigation Technician (FIT) renewal
- IAAI Motor Vehicle Fire endorsement (FIT-V)
- Patrol Rifle Certification
- POST Board Certification (1 employee)

Training and Certifications Needed:

- Continued advanced training in fire dynamics, complex origin and cause analysis, and emerging fire risks (lithium-ion batteries, electric vehicles, and energy storage systems).
- Supervisory and leadership development for members serving in acting team coordinator roles to support succession planning and operational continuity.
- Ongoing legal and courtroom testimony training to maintain investigative and prosecutorial effectiveness.

Certifications and Compliance

- International Association of Arson Investigators – Certified Fire Investigator (CFI) certification.
- National Association of Fire Investigators – Certified Vehicle Fire Investigator (CVFI), Certified Fire Investigator Instructor (CFII), and two Certified Fire/Explosion Investigator (CFEI) certifications.
- Juvenile Fire Setter Intervention Specialist training/certification.
- Annual continuing education requirements (minimum 48 hours) to maintain professional certifications.
- POST investigator proficiency testing and required continuing education through the Jefferson County Sheriff's Office.
- FI-210 Wildland Fire Origin and Cause Determination course/certification to expand wildland/WUI investigative capability.

Facilities (if applicable):

Office space is adequate for investigation staff. The District will be adding a ventilated storage container at the Training Center in 2026 that will be utilized to store items such as batteries and/or evidence after fires.

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:

1. Improved accuracy and reliability of monthly fire statistics reporting provided to the District Board of Directors.
2. Developed and implemented investigations familiarization training for newly promoted acting officers to enhance operational knowledge and inter-division coordination.
3. Delivered fire investigation and arson awareness training to field training officers and recruits with the Jefferson County Sheriff's Office and the Lakewood/Jeffco Regional Police Academy, strengthening interagency response and investigative coordination.
4. Conducted two rounds of pre-employment background investigations and multiple civilian background screenings in support of District hiring processes.
5. Implemented BlazeStack case management and reporting software, reducing origin and cause report preparation time by approximately 50% while improving documentation efficiency.
6. Implemented CleanSpace respiratory protection systems, enhancing investigator safety and reducing exposure risks at fire scenes.
7. Established and deployed the acting investigations coordinator program, improving supervisory coverage and leadership continuity.
8. Provided public and interagency education at the District’s Annual Family Fire Muster event, including demonstrations on lithium-ion battery fire behavior and emerging hazards.
9. Identified the need for secure post-fire storage of lithium battery devices; budgeted and ordered reinforced evidence storage for early 2026 deployment.
10. Developed and implemented an alternate investigator staffing plan to formalize qualifications, expectations, and deployment procedures.

Previous Year’s Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority I Invest in Our People	Objective A	Invest in Our People by enhancing job satisfaction and operational efficiency: 1. Optimize Workload Distribution & Job Satisfaction: Review and implement strategies to improve workload balance and ensure sustainable employee wellbeing. This includes refining task allocation, reducing unpaid

		overtime, and addressing job stress and occupational exhaustion concerns. **Progress: Implemented BlazeStack (noted above). Employees were compensated for overtime worked, and defined shift schedules were established to better regulate hours, reduce fatigue, and support sustainable work–life balance. These measures improved operational efficiency and reduced occupational stress. Continue monitoring workload and staffing levels.** 2. Define Alternate Investigator Commitment & Implementation: Establish clear guidelines for the role and commitment of alternate investigators, outlining responsibilities and how they will step into the team structure (specifically line personnel). Ensure alternates are fully trained, equipped, and operationally ready to step in seamlessly. **Progress: Completed and implemented; ongoing evaluation.** 3. Overtime and On-Call Coverage Strategy: Develop a comprehensive plan for managing overtime and on-call coverage for investigations, specifically for active cases, after-hours call-outs, and instances requiring extended operational hours. This plan should address staffing flexibility and ensure continuity of operations without overwhelming individual team members. **Progress: Completed** 4. Succession Planning: Continue to develop a detailed succession plan that ensures a pipeline of trained alternate investigators to meet operational demands. The plan should account for anticipated retirements or departures while ensuring that all operational areas are sufficiently covered without gaps in expertise. **Progress: Two additional members achieved International Association of Arson Investigators Fire Investigation Technician (FIT) certification and were added as alternate investigators, expanding staffing depth. One member has expressed interest in future leadership responsibilities. Additional development is needed to build a larger candidate pool and ensure adequate coverage for anticipated retirements or attrition.**
Priority II Communication	Objective C	The FIU is committed to improving communication, operational efficiency, and data integration to support timely and accurate reporting while enhancing collaboration with internal and external stakeholders. Key initiatives include: 1. Improving On-Call Notification Systems:

		○ PagerDuty Implementation: The FIU continues to refine the PagerDuty application to streamline scheduling and improve the consistency and reliability of on-call notifications, reducing time and administrative effort. ○ Replacing the outdated cell phone system: Efforts are underway to eliminate the current bureau phone system, which relies on manual forwarding and is susceptible to glitches and human error. The new approach will enable individual direct-call functionality for investigators, ensuring seamless communication and accessibility while minimizing disruptions. **Progress: PagerDuty completed; cell phone modernization funded and pending implementation.** 2. Transitioning to Modern Reporting Tools: ○ BlazeStack Reporting Software: Integration of BlazeStack, a real-time call and data management software, is progressing with system setup and staff training underway. This platform will enable efficient data collection, case collaboration, and automated report generation, streamlining operations and aligning with C.R.S. Title 32-1-1002 requirements. ○ Tableau Reporting: Collaboration with the District data analyst is focused on developing a comprehensive reporting system using Tableau. This system will provide robust monthly and yearly reports for board members and stakeholders, capturing critical data and ensuring accurate and representative statistics. **Progress: Completed and operational.**
Priority III Operational Readiness	Objective B	Enhance Operational Readiness through Continuous Education and Training 1. Expand Formal Training Programs: Continue to provide targeted and ongoing education and training opportunities to enhance investigators' knowledge, skills, and abilities. Investigators are scheduled to attend the Serial Wildland Arson Investigation Training (SWAIT), the National Association of Fire Investigators (NAFI) Certified Fire Explosion Investigator (CFEI) training and the IAAI Certified Fire Investigator (CFI) courtroom testimony class, amongst others. **Progress: Ongoing. However, training objectives were met for the appraisal period.**

		2. Increase Training Resources & Budget Allocation: Increase the allocated budget for ammunition and other training materials, ensuring investigators have the necessary resources to maintain excellence in hands-on skills and certifications. This will support realistic and effective training scenarios, crucial for maintaining operational readiness. **Progress: Completed, continue to sustain.** 3. Support Access to Training Facilities & Memberships: Cover membership fees for training facilities that provide essential safety and technical training to investigation unit members. Ensure these facilities are accessible for regular training sessions, allowing investigators to refine and enhance their skills in a controlled, safe environment. **Progress: Completed and ongoing.**

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority I Invest in Our People	Objective B	1. Continue optimizing workload distribution through case management efficiencies, structured scheduling, and equitable on-call rotations to reduce fatigue and support work–life balance. 2. Expand succession planning by developing at least two additional qualified alternate investigators and increasing leadership development opportunities for acting team coordinator candidates. 3. Support professional growth through advanced certifications (CFI, CVFI, CFII, CFEI, FI-210) and specialized investigative training. 4. Maintain compliance with POST proficiency and continuing education requirements while ensuring adequate training resources (ammunition, equipment, and facilities).
Priority II Communication	Objective A	1. Implement dedicated investigator on-duty cellular phones to replace the legacy forwarding system and improve direct communication reliability. 2. Continue researching the legal and logistical considerations regarding the implementation of body-worn camera (BWC) systems for fire investigators to enhance documentation accuracy, evidentiary quality, transparency, and interagency coordination during investigations and enforcement-related activities. 3. Enhance Tableau dashboards and integrate ESO and National Emergency Response Information System (NERIS) data sources to automate reporting and improve statistical accuracy for leadership and board reporting.

		4. Standardize BlazeStack reporting workflows to improve consistency, collaboration, and documentation quality. 5. Strengthen interagency communication and partnerships through joint training and outreach with law enforcement and allied agencies.
Priority III Operational Readiness	Objective A	1. Provide advanced training in fire dynamics, complex origin and cause analysis, and emerging hazards including lithium-ion batteries, electric vehicles, and energy storage systems. 2. Maintain annual continuing education (minimum 48 hours) and certification requirements for all investigators. 3. Evaluate and enhance specialized equipment and PPE to improve investigator safety and operational effectiveness, including implementation of secure hazardous evidence storage. 4. Continue evaluating technology solutions and AI-assisted tools to improve investigative efficiency and documentation quality.

Unexpected Results (positive or negative):

Implementation of the BlazeStack and PagerDuty resulted in greater-than-anticipated efficiency gains, significantly reducing administrative workload and improving on-call reliability. These improvements allowed investigators to dedicate more time to scene work and training.

Additionally, the transition to new technologies and increased training commitments required temporary adjustments to scheduling and workload distribution. These impacts highlighted the importance of continued staffing depth and succession planning to sustain operational readiness during periods of change.

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

Yes. The FIU effectively advances the District's Strategic Priorities through improved staffing depth, enhanced training and certifications, and the implementation of technology that increased reporting efficiency and reduced administrative workload. Communication improvements, succession planning efforts, and expanded professional development have strengthened operational readiness and team sustainability. All investigations are conducted using nationally recognized methodologies consistent with NFPA 921, NFPA 1033, and applicable state requirements, ensuring reliable and defensible outcomes that support the District's mission.

How Does this Program Meet the Needs of the Citizens?

The FIU meets the needs of the community by providing timely and accurate origin and cause determinations that support life safety, property conservation, and risk reduction. Investigation findings inform targeted prevention messaging and community education in partnership with the District's prevention and public information staff. Enhanced reporting and data analysis allow the District to identify trends and emerging risks, improving safety initiatives.

When criminal activity is suspected, investigators coordinate with local law enforcement and prosecutors to pursue accountability and deter intentional fires. These combined efforts reduce fire impacts, protect residents and businesses, and promote a safer community.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

Serial Arson Investigation and Arrest:

The FIU conducted a multi-year investigation into a suspected serial fire setter operating within the District in coordination with the Lakewood Police Department. The subject had an extensive criminal history, including prior arson-related offenses, and was initially identified following repeated fire activity within a concentrated geographic area beginning in 2021.

FIU investigators completed comprehensive geospatial, temporal, and behavioral analyses using ESO incident data and law enforcement records. A total of 118 fire events were documented within a 0.15-mile radius of the subject's primary location, with 81% exhibiting similar characteristics and 53 incidents identified as likely linked based on consistent modus operandi. Fire activity trends were evaluated against periods of incarceration, further supporting the investigative hypothesis.

Technical fire modeling, including fuel load assessments, heat release rate calculations, and radiant heat flux analysis, demonstrated a credible risk of fire spread to an adjacent occupied motel, elevating the life safety threat to the community.

Based on these findings, FIU collaborated with law enforcement partners to develop probable cause for enforcement action. An arrest warrant was issued, and the suspect was apprehended the same day. Following detention, fire activity within the affected area declined significantly, with only one unrelated accidental fire recorded during the subsequent monitoring period.

This investigation reduced ongoing fire risk, enhanced public safety, and demonstrated the value of data-driven analysis and interagency collaboration in addressing repeat fire activity.

Program-Specific Measures or Metrics:

Investigation & Case Activity

- Total cases investigated: **151**
- Criminal investigations: **40 (26%)**
- Cleared/closed cases: **146**
- Total criminal arson charges filed: **29**
- Cleared arson investigations: **12**
- Arson clearance rate: **40%**

Criminal Charges Filed
- 1st Degree Arson: **8**
- 2nd Degree Arson: **2**

- 4th Degree Arson: **11**
- Municipal Charges: **8**
- **Total Charges: 29**

Year-to-Date Comparison

Metric	**2024**	**2025**
Total Cases	200	151
Criminal Cases	59	40
% Criminal	30%	26%
Cleared/Closed Cases	72	146

Expected Outcomes/Impacts:

Outcomes

- Increased investigative efficiency through BlazeStack implementation.
- Improved staffing resilience through alternate investigator development, succession planning, and acting leadership assignments.
- Enhanced investigator competency through advanced training, certifications, and continued compliance with NFPA 921/1033 standards.
- More accurate and timely reporting through Tableau dashboards and modernization of ESO/NERIS data integration.
- Strengthened interagency coordination with law enforcement and prevention partners to support investigations and community education.

Impacts

- Faster, more accurate origin and cause determinations that support life safety and property conservation.
- Increased accountability for intentional fires through data-driven investigations, arrests, and prosecutions.
- Improvements in evidentiary documentation, transparency, and investigative defensibility through the use of body-worn camera technology if the systems are approved for purchase and use.
- Reduced operational fatigue and improved employee well-being through workload balancing and improved scheduling practices.
- Better-informed leadership decisions through reliable statistical reporting and performance metrics.
- Enhanced community safety through prevention, education, and proactive identification of fire trends and emerging risks.

Program Self-Assessment:

No changes to performance indicators in 2025.

SWOT Analysis:

Program Strengths:

- Experienced investigators with specialized training and certifications aligned with NFPA 921 and 1033.
- Strong interagency partnerships with local law enforcement and prosecutors supporting successful criminal investigations and case resolution.
- Implementation of modern case management and reporting tools (i.e., BlazeStack, Tableau) improving efficiency, documentation quality, and data accuracy.
- Growing staffing depth through alternate investigators and acting leadership development.
- Commitment to continuous training, safety practices, and investigator wellness.

Program Weaknesses:

- Limited staffing depth during simultaneous complex or extended investigations.
- High training and certification demands reduce short-term availability for daily operations.
- Dependence on manual data entry and multiple reporting systems pending full ESO/NERIS integration.
- Specialized equipment and evidence storage needs continue to evolve with emerging hazards.

Program Opportunities:

- Integration of ESO and NERIS data with Tableau for automated reporting and enhanced analytics.
- Expansion of alternate investigator pool and leadership development to strengthen succession planning.
- Body-worn cameras present opportunities for investigations if approved as described previously.
- Increased use of technology and AI-assisted tools to improve documentation and investigative efficiency.
- Expanded community education and prevention initiatives based on identified fire trends.
- Additional certifications and specialized training (wildland, vehicle fires, juvenile fire setter intervention).

Program Threats:

- Increasing complexity of fires involving lithium-ion batteries, EVs, and energy storage systems.
- Staffing impacts from injuries, retirements, or unexpected leave.
- Rising caseloads or large-scale incidents that may exceed available personnel resources.
- Budget constraints affecting training, equipment replacement, or technology upgrades.
- Legal or regulatory changes impacting investigative requirements or reporting processes.

Program Appraisal Report

Program name: Jefferson County Communications Center Authority (Jeffcom911)

Year/period being appraised: 2025

Appraisal prepared by: Jeffcom

Date appraisal prepared: January 12, 2026

PROGRAM SNAPSHOT

2025 Jeffcom Minimums				
Time of Day	**Fire**	**Law**	**Call Takers**	**Supervisors**
00:00 - 01:00	4	9	5	2
01:00 - 02:00	4	9	5	2
02:00 - 03:00	4	9	5	2
03:00 - 04:00	4	9	5	2
04:00 - 05:00	4	9	5	2
05:00 - 06:00	4	9	5	2
06:00 - 07:00	5	10	6	2
07:00 - 08:00	5	10	6	2
08:00 - 09:00	5	10	9	2
09:00 - 10:00	5	10	9	2
10:00 - 11:00	5	11	10	2
11:00 - 12:00	5	11	10	2
12:00 - 13:00	5	11	11	2
13:00 - 14:00	5	11	11	2
14:00 - 15:00	5	11	11	2
15:00 - 16:00	5	11	11	2
16:00 - 17:00	5	11	11	2
17:00 - 18:00	5	11	11	2
18:00 - 19:00	5	11	11	2
19:00 - 20:00	5	11	11	2
20:00 - 21:00	5	11	9	2
21:00 - 22:00	5	11	9	2
22:00 - 23:00	4	11	8	2
23:00 - 24:00	4	11	8	2

Program Appraisal Report

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

CALEA ☒ (CALEA Accreditation achieved in July 2021)

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

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

Prior Full Year Total Phone Call Volume:

Emergency – 233,494

Administrative – 320,253

Outgoing – 197,976

Prior Full Year Total Incidents Dispatched:

67,947 Fire Dispatched Calls

162,210 Law Dispatched Calls

PERSONNEL NEEDS

Jeffcom maintains that at least 136 Emergency Communications Specialist (ECS) personnel are needed to provide support for daily operations, peak calls times, and support all radio channels. Jeffcom has developed a consistent feedback loop to drive additional updates to ECS career development and to drive the hiring and retention of personnel and promotional opportunities. Jeffcom utilized the Lead Emergency Communication Specialist position to continue to support routine supervisory tasks. This allows supervisors to maintain improved situational awareness and control over the communications floor. The daily duties and workflow of the supervisory team was re-evaluated and fine-tuned to guarantee a minimum of two supervisors working in tandem to monitor center operations at all hours of the day. The supervisory team received new monthly leadership and development training designed to support line level staff in real time. Pending further expansion, Jeffcom feels their current administrative staffing numbers are adequate.

EQUIPMENT & PHYSICAL NEEDS

Jeffcom successfully completed the transition to its new primary facility in February 2025. As part of this move, all equipment in the primary dispatch center was replaced, including radio system consoles (Harris/Motorola), Computer Aided Dispatch/Telephony computers, business machine computers, firewalls, servers, monitors, cabling, and hardware. The new facility includes built-in redundancies through both fiber and microwave connectivity. All equipment in the primary center is new and in excellent operational condition.

The former primary facility, which served as Jeffcom's operations center from March 2018 through February 2025, has transitioned to function as a hot backup center. As a result of seven years of continuous operational use, equipment at the backup center has aged and will require replacement in the coming years. This includes radio consoles, computer displays, and associated accessories. Jeffcom is evaluating replacement timelines and funding options to ensure the backup center maintains appropriate operational readiness.

The center's information technology staff remain diligent in regularly updating all systems, computers, and servers to ensure optimal functionality across both facilities. The Incident Dispatch Vehicle continues to receive regular maintenance and remains in excellent operational condition. Jeffcom is planning a major connectivity improvement to the mobile dispatch vehicle, which will install a low earth orbit (LEO) satellite panel for satellite connectivity in addition to the existing aggregated cellular connectivity. This upgrade will significantly enhance the vehicle's communication resilience and operational capability during deployment.

Jeffcom continues to prioritize infrastructure investments that support reliable emergency communications operations and maintain appropriate backup and redundancy capabilities.

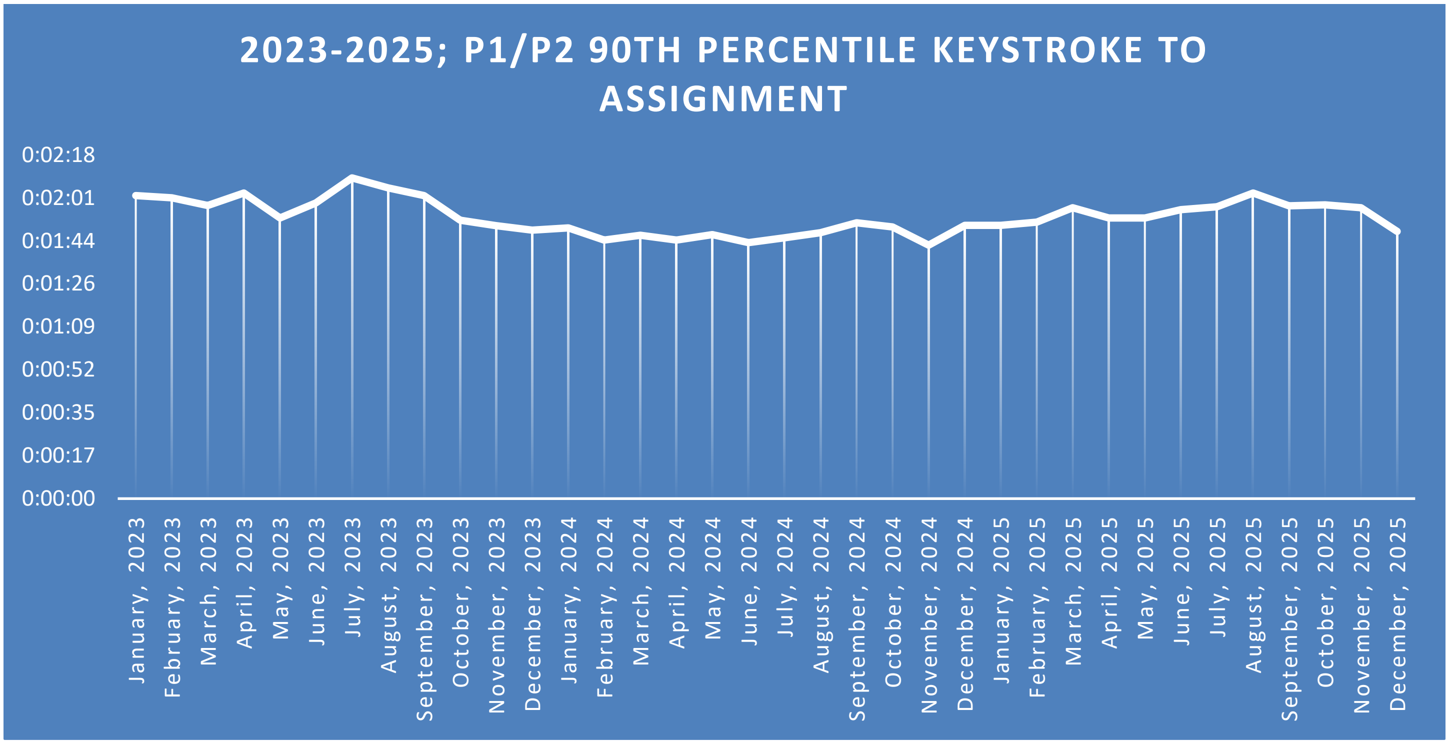
COMMUNICATIONS SYSTEMS FUNCTIONALITY & REGULAR TESTING

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 January 2020 – December 2025. 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



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

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

Program Appraisal Report

2024	Total P1 and P2 Fire Calls for Service	90th Percentile Keystroke to Queue	90th Percentile Queue to Assignment	90th Percentile Keystroke to Assignment
January	3762	0:01:24	0:00:48	0:01:54
February	3445	0:01:22	0:00:48	0:01:54
March	3801	0:01:21	0:00:46	0:01:53
April	3909	0:01:22	0:00:48	0:01:56
May	3818	0:01:21	0:00:47	0:01:53
June	3869	0:01:25	0:00:44	0:01:55
July	4015	0:01:25	0:00:50	0:02:00
August	4224	0:01:24	0:00:50	0:01:57
September	3804	0:01:27	0:00:53	0:02:04
October	3897	0:01:27	0:00:48	0:02:00
November	3638	0:01:27	0:00:45	0:01:55
December	3863	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.
**215 Calls For Service Removed (89 calls removed prior to calculations; No Keystroke timestamp or Keystroke to Queue >10 hours)
*** P1 and P2 Law Calls not included

2025	Total P1 and P2 Fire Calls for Service	90th Percentile Keystroke to Queue	90th Percentile Queue to Assignment	90th Percentile Keystroke to Assignment
January	3725	0:01:12	0:00:49	0:01:47
February	3356	0:01:14	0:00:49	0:01:49
March	3743	0:01:18	0:00:53	0:01:56
April	3607	0:01:16	0:00:51	0:01:54
May	3681	0:01:20	0:00:49	0:01:52
June	3656	0:01:20	0:00:57	0:01:58
July	3734	0:01:22	0:00:56	0:02:00
August	3820	0:01:19	0:00:56	0:02:01
September	3693	0:01:23	0:00:53	0:02:00
October	3692	0:01:25	0:00:53	0:02:02
November	3492	0:01:21	0:00:46	0:01:53
December	3879	0:01:19	0:00:47	0:01:54

* Three Standard Deviations from the Mean; Keystroke to Queue, Queue to Assign and Keystroke to Assign.
**142 Calls For Service Removed (47 calls removed prior to calculations; No Keystroke timestamp or Keystroke to Queue >10 hours)
*** P1 and P2 Law Calls not included

CONCLUSIONS / IMPROVEMENTS NEEDED

Jeffcom's focus for enhancement are consistent with the identified pillars of the agency's strategic roadmap: Agency Partnership, Community Relations, Staff Training, Operational Excellence, State-of-the-Art Technology, and support to employees. Jeffcom continues to leverage existing partnerships with industry organizations and peer emergency communications centers to identify results-driven best practices. Jeffcom continues to provide trainings and development opportunities which improve telecommunicator performance, and regularly conducts exercises to prepare for major events or disasters. Jeffcom has a robust after-action review program designed to provide early detection of organizational deficiencies and assign the appropriate intervention

Jeffcom continues to evaluate practices and workflows on a month-to-month basis toward making the sustainment of the service level agreement metrics for answering 90% emergency calls within 15 seconds and answering 99% of emergency calls within 40 second. Jeffcom continually strives to meet the required metrics by enhancing staffing levels, cross-training, and technology improvements.

Jeffcom continues to focus on professional development of staff through an improved training program, improved quality assurance review and feedback mechanisms, and enhancements to schedules to afford appropriate pass down of both operational and administrative information and increase positive employee engagement opportunities with supervisors.

West Metro Fire Rescue
Annual Program Appraisal

Program Name: Life Safety: Category 5

Program Manager: Deputy Chief Steve Aseltine

Appraisal Year: 2025

Date: 1/31/2026

Category: Category 5

Criterion (if required): 5A

Recommendations (if applicable):

None

Progress Made on Recommendations:

Not Applicable

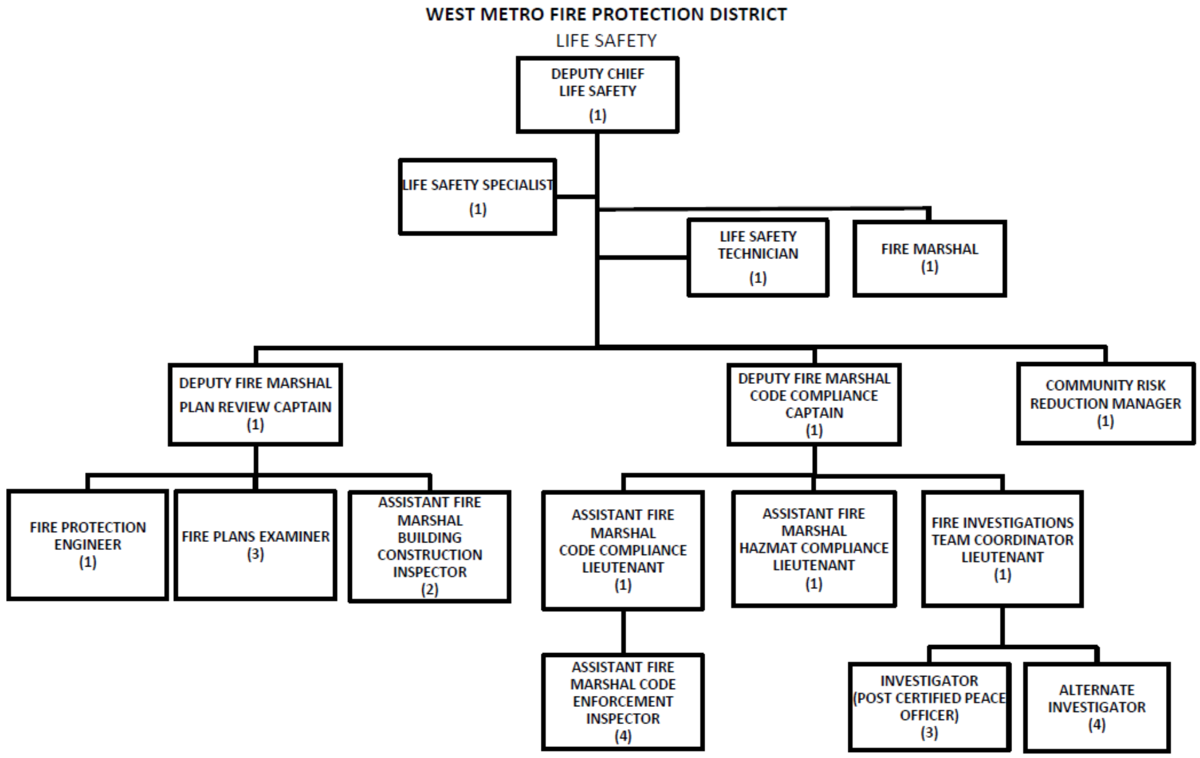
Program Description:

The Life Safety Division consists of four core programs including building and site plan review, code compliance, fire investigations, and community risk reduction. Community risk reduction is achieved by focusing on the strategy of community education, engineering, enforcement, and economic incentives. Fire investigations determines causes of fires in the District which help direct risk reduction strategies. Code compliance is achieved by both the Operations Division and Life Safety Divisions. Online crews complete building inspections based on an occupancy risk schedule while certified inspectors complete inspections in various higher risk occupancies as guided by codes and standards. District plan reviewers are responsible for ensuring that new and remodel construction plans meet or exceed current adopted fire code requirements.

List Sub-Programs:

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

Life Safety Staffing (Click here for a complete display of the District's Organizational Chart):



Injuries/Exposures:

There were no significant injuries in 2025. The Life Safety Division did have one member diagnosed with occupational related cancer in 2025.

Succession Planning:

Succession planning remains challenging for the Life Safety Division. While some forward progress was made in 2025, there are additional opportunities to be explored. Life Safety positions often require specific training, experience, and certification to obtain competency – skills and abilities that are likely not obtained by line personnel. In 2025, five positions in life safety were altered to assist in this effort. In 2026, the fire marshal will assume oversite of plan review; one captain will assume oversite of community risk reduction, investigations, and hazardous materials/contractual compliance; the other captain will remained focused on code compliance; and supervisory inspector and system compliance inspector positions were created to allow for internal career growth opportunities. 2026 will bring a number of staffing changes in the Life Safety Division due to retirements or transfers, further demonstrating the need for continual succession planning in the division.

Specialized Equipment:

Multiple software applications supporting plan review and inspections.

Training and Certifications Completed:

Fire Inspector II, Permit Technician, and Fire Plans Examiner, all by separate individuals.

Training and Certifications Needed:

The Life Safety Division supports a continual effort of obtaining certifications in support of professional growth, enhanced community service, supporting professional standards, and succession planning. Each job description list specific certifications relevant to the position.

Facilities (if applicable):

Office facilities meet current needs, however, do not support the need for additional staff. The District is working to include this need into its capital improvement plan.

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 reduce property loss and civilian injuries caused by fire. The Division educates the community on how to prevent or reduce the impact of accidents and injuries in the District.

Significant Milestones:

The Life Safety Division will be transitioning all high-risk building inspections to certified inspectors within the Life Safety Division. These inspections were previously done by online crews. This strategic shift will enable more consistent quality control, enhance community relationships, and remove some scheduling difficulties from online crews. It will also create an increased workload on the inspectors in the Life Safety Division.

The Life Safety Division was able to successfully reorganize a number of positions and realign divisional structure to enhance efficiency in a number of areas. One additional plan reviewer was brought on in 2026, filling a vacancy that has been difficult to fill in the past.

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority V Financial Stability	Objective B	Implement a new fee schedule to ensure adequate cost recovery for services provided. Complete this goal by the first quarter of 2025. **Progress: Completed and posted on the District website.**
Priority IV Relationships	Objective C	Coordinate the adoption of the District's 2024 International Fire Code with amendments as other municipalities and counties update their building codes to the 2024 Edition. Complete this goal by the fourth quarter of 2025. **Progress: This is largely complete; however, remains an ongoing process due to municipal adoptions of the code and the cyclical nature of code revisions.**

Priority I Invest in Our People	Objective B	Provide opportunities for fire inspectors to promote to additional levels of technical proficiency and responsibility. Complete this goal by the fourth quarter of 2025. **Progress: Two positions were identified to allow for internal professional growth opportunities. These positions were added to the Working Agreement and District Organizational Chart for 2026.**

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority IV Relationships	Objective C	Coordinate the adoption of the Colorado Wildfire Urban Interface Code by the second quarter of 2026.
Priority III Operational Readiness	Objective A	Update occupancy risk classifications for all high- and moderate-risk occupancies to ensure accuracy of the inspection program and District deployment models.
Priority I Invest in Our People	Objective B	Provide a task book for internal growth opportunities.
Priority I Invest in Our People	Objective B	Identify contingent divisional staffing strategies supporting and enabling long-term District stability and growth.

Unexpected Results (positive or negative):

A review of current occupancy risk classifications of both high- and moderate-risk structures has preliminarily shown a 40% deviance based on updated risk stratification criteria.

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

Yes.

How Does this Program Meet the Needs of the Citizens?

This program uses the core principles of risk mitigation, education, engineering, enforcement, and economic incentives. This program provides community education at all ages, confirms building and plans are designed and engineered to current codes. The fire investigation team and code compliance section ensure fire code compliance and ensure that arsonists are charged with violations of the law. These programs result in a reduction of the frequency, severity, and duration of unexpected fires and other emergencies that endanger life and property, ultimately keeping citizens and firefighters safe while contributing to the economic health of the community.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

Not applicable.

Program-Specific Measures or Metrics:

Data supporting the effectiveness of community risk reduction is maintained via the annual appraisals for plan review, code enforcement, community education, investigations, and the District Dashboard. Trends in accidental injury, fire loss values, fire-related injuries and deaths, and the number of fire events where fire damage extends beyond the room of origin continue to be monitored through 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.

The Insurance Services Offices (ISO) Public Protection Classification (PPC) Summary Report identified two specific areas related to Life Safety where the District has opportunities to improve its score:

- Fire Prevention Staffing – Earned 1.98 points of a possible 8 points available
- Pre-Fire Planning Inspections – Earned 3 points of a possible 12 points available

Plan Review:

Associated Year	2022	2023	2024	2025
Site Plans Reviewed (Non-Permitted)	352	286	231	164
Building Related Plan Reviews (4 Week Turn-around Average)	1,486	1,263	1,254	1,038
Permits issued (Initial, Revised and Special)	1,149	941	952	895
Construction Inspections	2,642	2,854	2,689	2,955
Permit Fees	$754,614.62	$647,664.77	$615,378.72	$656,807.72

Building Permits	2020	2021	2022	2023	2024	2025
Fire Alarm	350	294	349	207	204	186
Fire Alarm Removal						9
Tenant Improvements	358	333	360	246	228	189
Demolition	3	0	0	2	1	2
Sprinkler System	205	332	334	208	205	204
New Construction	63	62	81	35	48	47
Other/Maintenance	58	37	27	11	11	6
Solar Photovoltaic	6	5	1	2	2	7
Access Control	95	69	79	72	75	52
Medical Gas System	6	7	19	4	5	10
Radio Amplification System	23	30	31	16	16	20
Clean Agent System	0	1	1	0	2	0
Carbon Dioxide Beverage	6	10	20	6	25	9
FACP (Fire Alarm Control Panel)	40	44	58	91	77	96
Fire Pump	1	0	0	0	0	0

Racking/High Pile Storage				2	1	0
No Permit Required Permits	59	72	14	15	1	5
Fire Line Underground	68	64	77	20	26	24
Gating System						7
Generator						3
Hazmat						1
Hood System	27	22	35	19	25	18
Total Building Permits Issued	**1,368**	**1,382**	**1,486**	**941**	**952**	**895**
Construction Inspections	**4,752**	**2,496**	**2,642**	**2,854**	**2,689**	**2,955**
Operational Permits	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
After Prom Special Event Permit	0	0	3	3	2	2
Assisted Living Facility Permits	56	43	39	30	40	41
Authorization to Silence Alarm	6	5	5	1	0	0
Blasting	1	0	0	0	0	0
Bonfire Permit	1	7	7	7	5	3
Carnival	0	1	0	0	0	0
Chili Roaster	4	4	5	6	8	7
Christmas Tree Lot Permits	12	19	16	19	16	0
Combustible Storage	0	0	0	0	0	0
Ditch Burning	3	1	0	0	0	0
Door Side Trash Collection	0	0	0	2	0	0
Fire Extinguisher	1	2	3	3	0	0
Fireworks Display & Stands	7	16	15	15	41	13
Flag Retirement	3	3	4	1	3	2
Haunted House	0	1	1	1	0	0
Hazardous Materials	194	31	54	75	70	118
Homeless Shelter	4	1	5	1	1	1
Mobile Food Vendor Permit		1	0	1	7	23
Open Burns	3	5	1	2	3	2
Other Suppression System	0	0	0	0	0	0
Propane Permits	3	11	12	5	1	6
Pyrotechnics Permit	0	1	2	1	0	1
Severe Weather Shelter	0	0	0	2	0	0
Special Events	5	8	15	19	28	22
Spray Booth	0	0	0	0	0	0
Storage Tanks Install/Removal	6	3	1	2	2	0
Temporary Propane	12	5	4	6	3	3
Tents and Canopies	32	67	43	45	46	28
Theatrical Fire Permit	0	0	0	0	0	0
Training Center Burn	1	1	3	2	1	0

UST Installs Permits	3	2	6	2	0	1
UST Removals Permits	3	3	5	4	2	4
Total Operational Permits Issued	**357**	**241**	**249**	**255**	**279**	**277**
Total Life Safety Permits Issued	**1,825**	**1,623**	**1,735**	**1,196**	**1,231**	**1,172**

Code Compliance:

Annual Code Compliance Inspections by Personnel Type	2020	2021	2022	2023	2024	2025
Company Level Inspections	2949	4172	4069	4824	4188	4042
Life Safety Inspections	452	504	498	623	1960	2041
Total Code Compliance Inspections	**3401**	**4676**	**4567**	**5447**	**6148**	**6083**
Summary of Code Enforcement Inspections by Type	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Citizen Complaint Inspections	3	1	1	4	4	4
High	760	1312	1412	1359	1377	1362
Medium	1593	1869	1716	1808	1683	1631
Low	336	330	334	307	283	370
Requested Inspections	7	10	5	2	15	2
Child Care- State Safety Inspection	0	0	0	0	0	1
Critical Infrastructure	0	0	0	3	1	24
Notice of Fire Code Violations	47	96	105	86	459	237
Reinspections	628	1031	972	1854	2298	2415
State Safety Inspections	27	27	22	24	28	37
Total Code Enforcement Inspections	**3401**	**4676**	**4567**	**5447**	**6148**	**6083**

Expected Outcomes/Impacts:

The Life Safety Division expects that the number of fires, injuries, and dollars lost because of fire or other threats will continue to remain steady in the near term, due to increasing residential building construction, aging population, and climate risk, despite improvements in fire codes, code compliance, and risk reduction measures. Specific outcomes are outlined in the sub-programs of the Life Safety Division.

Program Self-Assessment:

No updates necessary.

SWOT Analysis:

Program Strengths:

- Community education and risk reduction processes as well as trained certified staff provide the ability to meet program goals. Collaborative relationships with local municipalities promote the adoption of current building codes and standards with District input into the fire codes adopted by other municipalities or counties.

Program Weaknesses:

- Operational crews limited knowledge of the fire code, which decreases the effectiveness of line level building inspections. The District is addressing this in 2026 by transitioning all high-risk occupancy inspections to certified inspectors. There is a significant time delay between the replacement of Life Safety Division staff and new staff competency due to the level of technical competency needed in specialized assignments.

Program Opportunities:

- Transition to an inspection model where only moderate- and low-risk occupancies are inspected by online crews will improve inspection consistency and quality. With this evolution of the inspection program comes an opportunity to better gauge life safety staff capacity.
- Explore contingent staffing structures supporting District needs and internal professional growth.
- Increased staffing would have a direct impact on two areas of the ISO PPC score: Fire prevention staffing and pre-fire planning inspections.

Program Threats:

- The number of occupancies requiring inspections and permitting is ever-increasing, as is the technical complexity of many of the job tasks in the Life Safety Division. This results in an environment requiring continual professional development and longer transition times to train new staff.
- Various jurisdictional authorities adopting different versions of the fire code.
- Lack of redundancy in specialized positions.

West Metro Fire Rescue
Annual Program Appraisal

Program Name: Life Safety: Category 9

Program Manager: Deputy Chief Steve Aseltine

Appraisal Year: 2025

Date: 1/31/2026

Category: Category 9

Criterion (if required): 9A

Recommendations (if applicable):

None

Progress Made on Recommendations:

Not Applicable

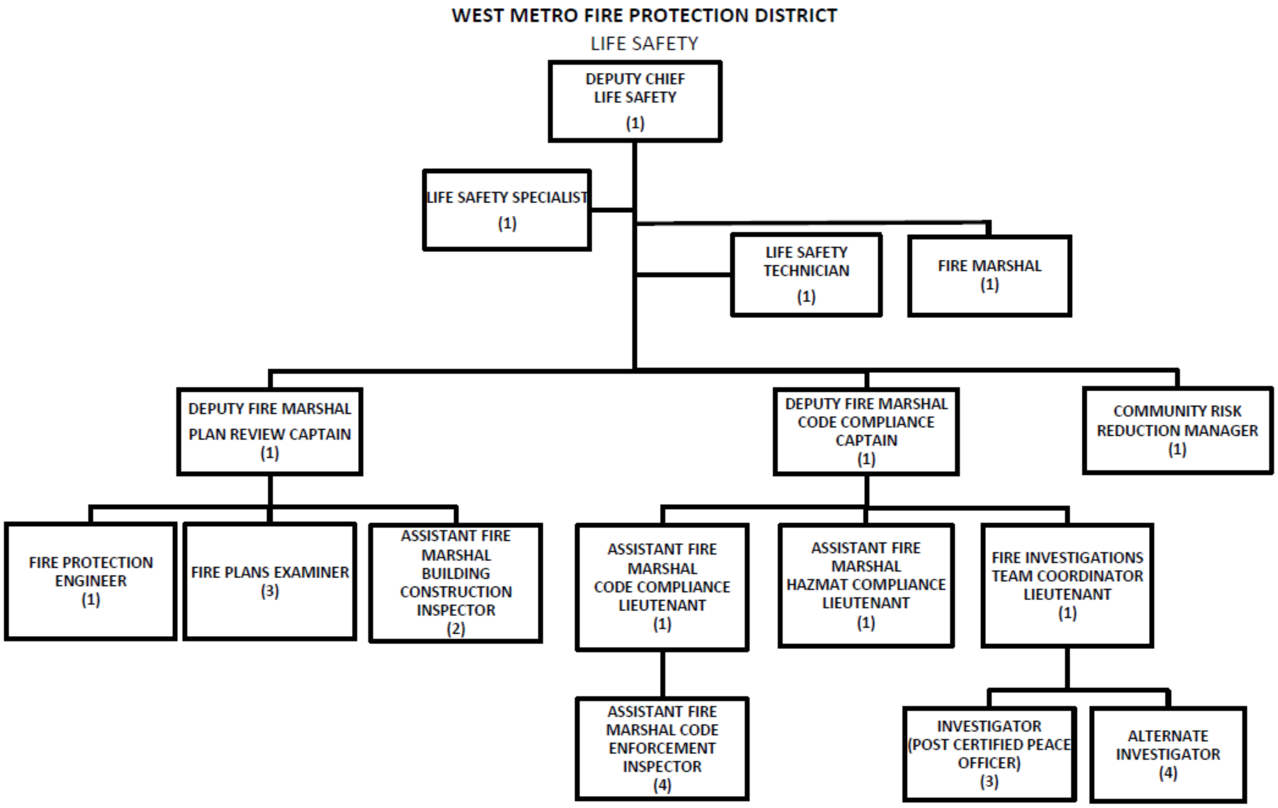
Program Description:

Water supply available for effective firefighting is managed by working closely with West Metro Fire Protection District's (District) 28 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, hydrant maintenance, and serviceability are completed by each water district in accordance with the National Fire Protection Association, American Water Works Association, and water district policy.

List Sub-Programs:

Not applicable

Life Safety Staffing (Click here for a complete display of the District's Organizational Chart):



Injuries/Exposures:

None

Succession Planning:

Succession planning for this program relates to contractual obligations of hydrant testing at the Denver Federal Center.

Specialized Equipment:

GIS software, and water flow measuring devices are required.

Training and Certifications Completed:

No new certifications were completed.

Training and Certifications Needed:

The National Fire Academy offers Q218: Testing and Evaluation of Water Supplies for Fire Protection.

Facilities (if applicable):

None

Program Goals and Objectives:

Overall Strategic Focus:

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

Significant Milestones:

Hydrant layer added for the White Deer Valley inclusion area.

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority III Operational Readiness	Objective A	Complete 2025 fire hydrant inspections utilizing modified duty staffing and refer maintenance issues to system owners or operators. **Progress: Modified duty staff were utilized to ensure the District hydrant survey was competed.**
Priority III Operational Readiness	Objective A	Update fire hydrant location records and inspect all hydrants in areas that have recently been included into the District. **Progress: Hydrant locations were added in the White Deer Valley inclusion area.**
Priority III Operational Readiness	Objective A	Share updated fire hydrant data within external systems that can improve informational flow. **Progress: The District continues to seek a real-time data-sharing solution for out-of-service hydrants.**

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority III Operational Readiness	Objective A	Complete 2025 fire hydrant inspections utilizing modified duty staffing and refer maintenance issues to system owners or operators.
Priority III Operational Readiness	Objective A	Update fire hydrant location records and inspect all hydrants in areas that have recently been included into the District.
Priority III Operational Readiness	Objective A	Explore solutions for communicating real-time out-of-service status of hydrants that are continually available to responding crews.

Unexpected Results (positive or negative):

There were no unexpected results in 2024.

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

Yes, however having out or service hydrant information easily available to responding crews would likely enhance response efficiency.

How Does this Program Meet the Needs of the Citizens?

This program ensures that adequate water supply is continually available for firefighting purposes throughout the District.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

Not applicable.

Program Specific Measures or Metrics:

Station	Inspected	Inspected - Requires Maintenance	New Hydrant	Not Inspected	Remove Hydrant	Total
Station-01	534	3	-	-	5	542
Station-02	478	9	-	-	1	488
Station-03	536	6	-	4	-	546
Station-04	797	10	-	-	1	808
Station-05	323	3	-	3	-	329
Station-06	346	8	-	-	1	355
Station-07	643	3	-	1	5	652
Station-08	780	8	-	9	-	797
Station-09	347	13	-	4	22	386
Station-10	948	9	-	-	3	960
Station-11	384	4	-	-	1	389
Station-12	1218	8	-	2	-	1228
Station-13	609	-	-	-	2	611
Station-14	699	1	-	1	1	702
Station-15	460	1	-	-	-	461
Station-16	448	-	-	1	2	451
Station-17	227	-	-	1	6	234
Undefined	707	7	126	8	58	906
Totals	**10,484**	**93**	**126**	**34**	**108**	**N/A**

Expected Outcomes/Impacts:

There were no reports of fire hydrant accessibility or functional issues by fire suppression staff in 2025. Updated hydrant locations have been submitted to Jeffcom 911 for updating in the CAD system.

Program Self-Assessment:

The District received an updated Insurance Services Offices (ISO) Public Protection Classification (PPC) Summary Report in 2025. This report showed a score of 3.2 of a possible 7 points available for hydrant inspections. This information will be included into Section 9A of the District's Accreditation Self-Assessment as the District does not meet the criteria of prima-facie evidence under the Center for Public Safety Excellence's Self-Assessment criteria.

SWOT Analysis:

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

Program Weaknesses:
- Water districts vary in maintenance capacity and capability.
- No centralized database of fire flow results or maintenance records exists, as records are held by individual water districts.
- The 2025 ISO PPC Summary Report revealed a score of 3.2 of a possible 7 points available for hydrant inspections.
- There are no dedicated staff assigned to this project. Inspections are completed using modified duty assignments.

Program Opportunities:
- Utilize GIS data for analysis of water supply systems to improve accuracy in hydrant water supply distances assessments to existing buildings.
- Working with Jeffcom 911 on continuous updating of their fire hydrant data layer would allow for real-time fire hydrant serviceability information provided to the operations division.
- An enhanced inspection and/or data acquisition program could create a centralized repository of hydrant flow and hydrant maintenance records; potentially increasing the PPC Summary Report score.

Program Threats:
- Water districts may choose to defer maintenance or may not maintain adequate records.
- Visual identification does not allow for the detection of improper maintenance.

West Metro Fire Rescue
Annual Program Appraisal

Program Name: Media Relations and Public Information

Program Manager: Public Information Officer Ronda Scholting

Appraisal Year: 2025

Date: 1/31/2026

Category: Category 5

Criterion (if required): 5B

Recommendations (if applicable):

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

A crisis communications plan was developed and implemented in 2024. The PIO annually updates contact information for outside stakeholders; such as elected officials and county, state, and federal agencies.

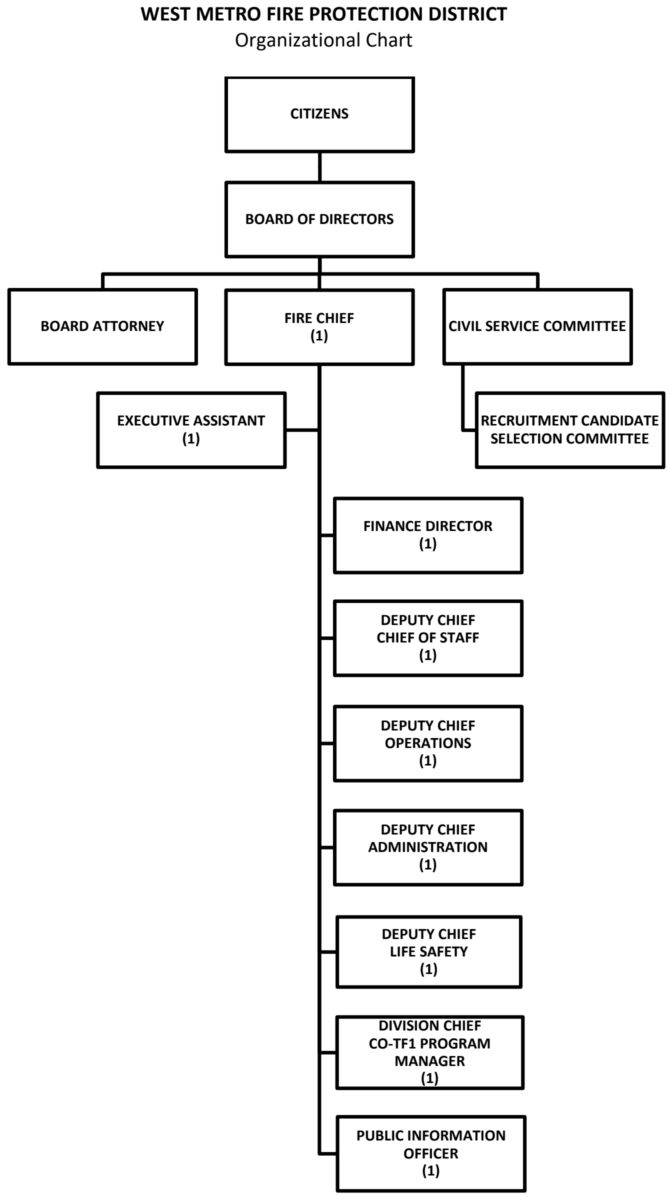
Program Description:

The media relations and public information programs support the District's commitment to keeping its community informed, whether directly through social media channels, or through traditional media outlets. The program communicates breaking news of on-going incidents that may trigger evacuations (such as wildfire or hazardous materials spill), West Metro 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 West Metro crews.

List Sub-Programs:

- Citizen Award Recognition.
- Public Information Officer (PIO) for Colorado Task Force 1, while in quarters, or heading out on deployment. Manage media requests through FEMA while task force is on scene.

Media Relations and Public Information Staffing (Click here for a complete display of the District's Organizational Chart):



Injuries/Exposures:

No injuries or exposures related to media relations and public information in 2025.

Succession Planning:

Not applicable at this time.

Specialized Equipment:

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

Training and Certifications Completed:

Certified as NWCG Public Information Officer 2 (PIO2) Certified as NWCG Fire Prevention Education Team Member (PETM). Training: NWCG: 130/190, RT-130, S-203, L-180, S-420, E/L-952, P-310, P-410, IS-42, IS-29, PER-343 ISC: 100, 200, 300, 400, 700, 800, FEMA G-29,0 CPR, NWCG 219, NWCG 305.

Training and Certifications Needed:

NWCG 520/ On-going social media, video production training. Open task book for fire prevention team leader, and task book for complex PIO.

Facilities (if applicable):

Administrative office.

Program Goals and Objectives:

Overall Strategic Focus:

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

Significant Milestones:

Media and social media exposure for West Metro continues to be strong. Total traditional media exposure for 2025: audience of 14,832,115,476 with an ad value of $178,371,958.03. 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 appeared.
Some examples of coverage:

1) Wildland fire risk: the LA fires and the deployment of several West Metro crews to California piqued interest in wildland firefighting and wildfire mitigation. Every Denver media outlet had coverage of the crew(s) leaving and information on wildland fire risk for people within the District.
2) Several times during the year, social media posts about fire danger were picked up by local media and stories appeared in news broadcasts and online, featuring West Metro subject matter experts, including live shots in front of the fire danger signs at the District's interface stations. The wildfire mitigation specialist was featured in an in-depth report on Channel 7.
3) Wildfire mitigation: the addition of Willow Springs as a Firewise Community was covered by two local tv stations, and a community newspaper. One station also did a follow-up report on the neighborhood.
4) Abandoned & vacant building structure fires: throughout the year, these incidents were picked up by both local and Colorado media.
5) Safety messaging: social media posts about water safety and lithium-ion battery safety were picked up by local media.

6) There was strong media and social media interest in Colorado Task Force 1 deployments to flooding in Texas. Interviews and still photos facilitated by the PIO earned an audience of 4,717,390,909 and an ad value of: $53,030,861.13.
7) The rescue of two deer in a Roxborough basement was covered by all local media and several regional outlets. Audience: 25,021,032, ad value of: $531,919.68.

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority II Communication	Objective A	The District continued to put an emphasis on capitalizing on local or national events to get out safety messages and information on social media. During wildfire prevention month, the District posted three times a week, highlighting either West Metro wildfire resources or simple mitigation tips for the property owner. The District also partnered with the state to send out approximately 8,800 postcards with mitigation messaging to designated neighborhoods in the wildland/urban interface. The PIO served on the committee formed as part of Senate Bill 22-007, "Increase wildfire risk mitigation efforts." And the PIO is a member of the Jefferson County Wildfire & Wildfire Mitigation messaging group. During February (Heart Month) & October (Sudden Cardiac Arrest Awareness Month), the District posted social media on CPR, AEDs, recognizing the signs of cardiac arrest, etc. Overall, growth on social media for West Metro averaged 20% for the year.
Priority II Communication	Objective A	Social media videos and graphic or photo posts were produced to promote safety messages, such as home wildfire mitigation, the importance of safety during winter holidays, smoke alarms, learning CPR, and heat safety. Many of the video products were produced vertically to capture interest from Instagram and Tik Tok audiences. Local media picked up stories on wildfire safety, fire danger, water (and ice) safety, and lithium battery safety. Wildfire safety messages were used all year, however, had special emphasis in May for "Wildfire Awareness" month.
Priority II Communication	Objective A	Ride Along Videos and Firefighter Profiles. PIO continued to produce ride-along videos, including profiles of individual firefighters, with greater emphasis on public safety videos and messages.
Priority II Communication	Objective C	PIO regularly engaged with media and pitched proactive safety and event stories. Total traditional media exposure for 2025: audience of 14,832,115,476 with an ad value of $178,371,958.03. PIO also acted as a subject matter expert for media on background, and on camera, explaining fire service terminology, strategy, and procedures, or to disseminate information during an incident. Regular one-on-one meetings with media to catch up/pitch stories. Continued to provide media with video, photos and information resources. Available 24/7/365 to answer questions and provide information.

West Metro Fire Rescue
Annual Program Appraisal

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority II Communication	Objective A	Continue to grow social media following on all platforms. Experiment with new video formats and features, producing more vertical videos to showcase District initiatives and subject matter experts. Mix in "fun" videos (halligan, "Strange Things", etc.) to show lighter side of crews.
Priority II Communication	Objective A	Continue to grow library of home safety videos. Work with District divisions to showcase West Metro initiatives on social media and traditional media.
Priority II Communication	Objective C	Meet with local media one-on-one at least twice during the year. Continue to provide media with video, photos and information resources. Be available 24/7/365.

Unexpected Results (positive or negative):

None.

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

Yes. This program regularly reaches District residents and businesses and media to promote/inform about District programs, incidents, and safety messaging.

How Does this Program Meet the Needs of the Citizens?

West Metro'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 to 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 West Metro events, carrying the information to a local, and even worldwide audience.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

CO-TF1 deployments, abandoned building fires, Willow Springs Firewise.

Program Specific Measures or Metrics:

Overall media exposure, including "earned media" coverage, generated through press releases or social media posts: audience of 14,832,115,476 with an ad value of $178,371,958.03. (ad value is what it would have cost to purchase advertising for the same audience exposure). Social media followers on all platforms grew by an average of 20%.

Expected Outcomes/Impacts:

More media and internet exposure helps West Metro not only spread safety messaging, but it also can contribute to more interest in the fire service as a career and help the District increase the number of firefighter recruit candidates.

Program Self-Assessment:

No changes to performance indicators.

SWOT Analysis:

Program Strengths:
Strong social media platforms and traditional media relationships. Video production and editing. Social media management.

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

Program Opportunities:
Addition of a summer intern in 2024 outlined need for additional staff member to produce social media content on a full-time basis. Intern was able to plug gaps for a short period of time (about six weeks after a two-week training period). Hiring a full-time experienced PIO to assist in creating content for nine social media platforms, with the PIO also shouldering some of the responsibility for incident response. And/or: bring in firefighters with PIO certifications to assist on a regular basis.

Program Threats:
Fast breaking incidents and the addition of new social media platforms that require a constant flow of content are challenging available PIO resources. Also: being the only go-to PIO 24/7/365 is heavily straining work/life balance.

West Metro Fire Rescue
Annual Program Appraisal

Program Name: Mental Health

Program Manager: Mental Health Coordinator Emily Johnson

Appraisal Year: 2025

Date: 1/31/2026

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:

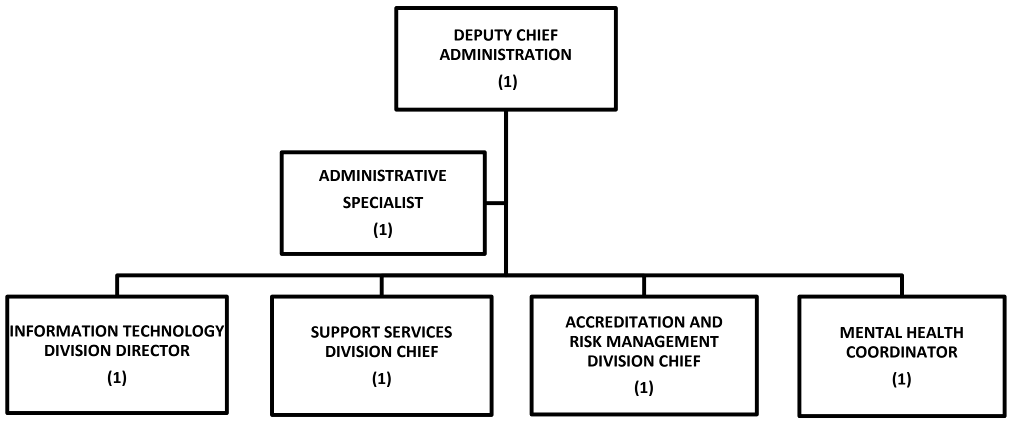
The Mental Health Program of the District supports the continued commitment to the mental health and well-being of its personnel. Program oversight is provided by the mental health coordinator. Through this role, the mental health coordinator oversees all sanctioned mental health programs in the District, including the Peer Support Team, the Therapy Dog Team, and the Chaplain Team. Included in this oversight is the continued education of mental health and resiliency training for all employees. Additionally, the mental health coordinator is available to respond in a timely manner to provide critical incident stress debriefing to any District employee or crew affected by a potentially traumatic event.

List Sub-Programs:

- Peer Support Team
- Therapy Dog Team
- Chaplain Team

Mental Health Program Staffing (Click here for a complete display of the District's Organizational Chart):

WEST METRO FIRE PROTECTION DISTRICT
ADMINISTRATION



Injuries/Exposures:

None

Succession Planning:

The Mental Health Coordinator will continue maintenance and oversight of all subprograms. The mental health coordinator will continue to work in conjunction with the Wellness Strategic Planning Team with the goal of fulfilling many of the needs the team has identified in the District.

Specialized Equipment:

All equipment purchased was in conjunction with Eye Movement Desensitization and Reprocessing (EMDR) Therapy, specifically for the reduction of symptoms of trauma:

- EMDR Light Bar
- EMDR Hand Paddles
- EMDR Headphones

Training and Certifications Completed:

- Mental Health Coordinator: No new certifications were obtained.
- Peer Support Team: One new member was added to the team, two members completed Peer Support Specialist Part II Training, and all team members participated in ongoing continuing education through quarterly team meetings.
- Therapy Dog Team: No new members added to the team, and all current members maintained their required certification and yearly check-ups.
- Chaplain Team: The chaplains maintained their required yearly training and certification renewal.

Training and Certifications Needed:

Mental Health Coordinator:

- State guidelines for licensure renewal in the State of Colorado require 40 hours continuing education every two years. All requirements were met for the 2025 renewal. New certifications and training for license renewal will resume in 2026 for the 2027 renewal.
- Train-the-trainer certification for Workplace Conflict Resolution and Communication planned for 2026 (official dates are TBD) through the Center for Relationship Education. The training will allow the mental health coordinator to conduct abbreviated training opportunities with crews and divisions where time is limited.

Peer Support Team:

- Continuing education through quarterly team meetings.
- Add one to two additional team members and complete Peer Support Basic Training.

Therapy Dog Team:

- Recertification for each therapy dog.

Chaplain Team:

- Continuing education through the Rocky Mountain Police & Fire Chaplains.

Facilities (if applicable):

Old Fire Station 8

Program Goals and Objectives:

Overall Strategic Focus:

With the topic of mental health on the rise in the public safety sphere, it is a significant accomplishment to have dedicated personnel available to directly address the mental health and well-being of District employees. In the last 10 years, there has been an increase in acceptance with addressing mental health-related issues, including increasing accessibility to care without fear of punishment. However, with mental health concerns rising in the general population, firefighters are no exception to the rule. By providing immediate care after an incident or developing a path for wellness, the citizens of the District can be confident that the first responders are ready to respond to the citizens' needs. As call volume increases, exposure to potentially traumatic events increases as well. Offering culturally competent care to firefighters results in reduced symptoms related to trauma when it occurs. This ultimately leads to increased career longevity, lower burnout rates, job satisfaction, and employee retention.

Significant Milestones:

In 2025, roughly 15% of employees made contact regarding a need for care, whether that was understanding the resources available, addressing the impact of trauma, family issues, or requesting a referral. A total of 32 referrals were made to culturally competent counselors. Additionally, every new employee, civilian and recruit, attended a bi-yearly resiliency training. As interactions with employees remain consistent, new requests for care or resources generally follow.

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority I Invest in Our People	Objective A	Continue to cultivate and establish trust with employees in order to develop clear pathways to internal and external behavioral health care. **Progress: Ongoing**
Priority I Invest in Our People	Objective A	Continue to build on already expansive list of culturally competent resources, for both civilians and uniformed employees. This includes, but is not limited to, strategies for addressing mental health in a proactive and preventative manner. **Progress: The list has expanded to roughly 40 providers and resources, with additions included continually. Additional progress is ongoing.**
Priority II Communication	Objective A	Ensure materials are up to date and relevant across multiple communication streams and platforms. **Progress: All facilities have an accessible QR code that links to the internal communication platform with the most up-to-date material. Additional progress is ongoing.**

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority I Invest in Our People	Objective A	Maintain expansive list of culturally competent resources for both civilians and uniformed employees that address mental health in a proactive and preventative manner.
Priority I Invest in Our People	Objective A	Build District trust through consistent in-person visits to work sites to maintain a clear pathway to care.
Priority I Invest in Our People	Objective A	Research District-wide mental health training opportunities to be implemented in 2027 that have been conducted and vetted by other metro agencies.

Unexpected Results (positive or negative):

The mental health coordinator went out on maternity leave at the beginning of August 2025 and returned January 26, 2026. Approval was granted to hire a contractor to act in the mental health coordinator's place. The contractor continued care through stations visits, individual meetings, education and resource provision. Positive feedback was given regarding care in the mental health coordinator's absence. Additionally, two members of the peer support team conducted the resiliency training with the fall recruit class in the absence of the mental health coordinator.

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

Yes, however there are opportunities to continually improve the program.

How Does this Program Meet the Needs of the Citizens?

Employees are the District's most valuable asset; by prioritizing their well-being and support, the District ensures high-quality service and care for the community.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

- In the spring of 2025, the District implemented a new policy encouraging employees to proactively seek support for mental health and substance-use concerns. The policy's intent is to remove barriers to care by empowering individuals to come forward when they recognize a need. Employees may contact the mental health coordinator directly and confidentially to establish a personalized pathway for treatment and recovery.
- The mental health coordinator was given the opportunity to present at the Fire Officer Academy held by the District on the subject of "Psychological Safety in the Workplace," encouraging developing officers to identify and respond to mental health-related needs observed in their crews.
- There were no identified individuals that took leave to address their mental health in 2025.

Program Specific Measures or Metrics:

Through their annual physical exams, a total of 354 uniformed employees completed behavioral health screenings as part of their routine exam. These screenings included the following:

- ISI-7 to measure sleep performance.
- AUDIT to measure alcohol use.
- PCL-5 to measure symptoms of post-traumatic stress disorder.
- PHQ-9 to measure symptoms of depression.
- GAD-7 to measure symptoms of anxiety.
- ProQOL to measure compassion fatigue, burnout, and secondary traumatic stress symptoms.
- MSPSS to measure social support factors.

Expected Outcomes/Impacts:

As the program continues to grow, access to mental health care is expected to become more straightforward, reducing barriers to treatment. With these improvements, the District has taken additional steps to prevent suicide among personnel, particularly those facing conditions such as post-traumatic stress disorder. Through ongoing resiliency training and expanded access to mental-health resources, employees are better equipped to manage stress, supporting greater job satisfaction, stronger retention, and sustained mental well-being throughout their careers.

Program Self-Assessment:

The District is in the process of evaluating the alignment of the Mental Health Program to the forthcoming Center for Public Safety Excellence Self-Assessment 11th Edition Criterion 11C, which contains new performance indicators and core competencies directly related to mental health.

SWOT Analysis:

Program Strengths:
The prioritization of this position demonstrates the District's progressive approach to mental health care, defining the program in a more strategic and purposeful way than in years past.

Program Weaknesses:
No single individual can realistically earn the trust and sense of safety of more than 400 employees. Although regular communication and outreach are valuable, not everyone will proactively engage in managing their mental well-being. Additionally, given the size of the District, coordinating new training opportunities can be challenging amid an already demanding training schedule and the need to prioritize community-focused operational requirements.

Program Opportunities:
As mental health awareness increases, opportunities for resources and training also increase. A key opportunity is to continue educating all District members about the resources available to them and to further normalize seeking care.

Program Threats:
A potential threat to the program would be an event where any individual's mental health concerns went unaddressed leading to loss of life.

West Metro Fire Rescue
Annual Program Appraisal

Program Name: Mobile Integrated Health

Program Manager: EMS Captain Brian Hickman

Appraisal Year: 2025

Date: 1/31/2026

Category: Category 5

Criterion (if required): 5F

Recommendations (if applicable):

None

Progress Made on Recommendations:

Not Applicable

Program Description:

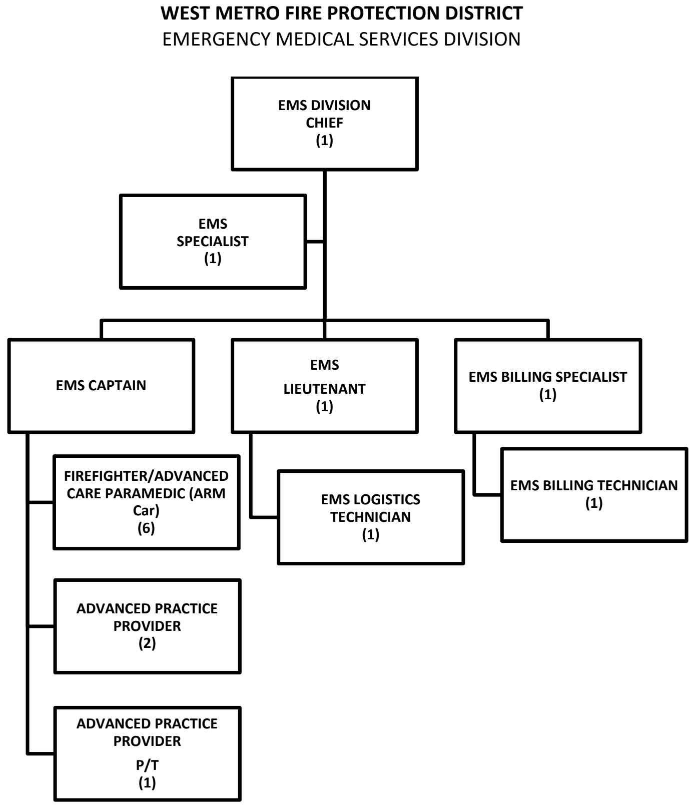
Enter a Brief Description of the Program:

The Mobile Integrated Health (MIH) Program is a part of the EMS Division and works directly under the EMS captain. The mission of the program is to create new and innovative community-based healthcare solutions through a collaborative approach that connects patients to the services they need, delivers in-place treatment, and promotes community wellness through prevention and education. The Advanced Resource Medic (ARM) is staffed with one advanced practice provider (APP) for 10 hours every day and one advanced care paramedic (ACP) 24 hours every day. When the APP completes their shift, another firefighter/paramedic (FF/P) is staffed on the ARM car, and expanded scope protocols are used for the remainder of the shift. The program seeks reimbursement under separate contract agreements with Medicare, Medicaid and other private medical insurers.

List Sub-Programs:

None

EMS Division Staffing (Click here for a complete display of the District's Organizational Chart):



Injuries/Exposures:

None

Succession Planning:

In the spring of 2026, the staffing model for the advanced resource medic (ARM) will shift from 24-hour coverage to daytime-only staffing. This is in response to the discrepancy between daytime call volume when staffed by an advanced practice provider (APP) and nighttime call volume when staffed by an advanced care paramedic (ACP) and another firefighter. To advance program efficiency and reduce cost, the ARM will discontinue nighttime staffing and will operate from 8:00 a.m. to 6:00 p.m., 365 days a year, except holidays.

Additionally, this staffing model change will include one of the current ACPs moving to a daytime position and three ACPs returning to normal firefighter/paramedic staffing. To meet the staffing gap created by the departure of three ACPs from the program, the District will be hiring two civilian EMT-B/paramedics to operate on the ARM alongside the APPs and will be trained by the current ACPs.

Should the scheduled ACP who will be transitioning to a daytime position be reassigned or leave the program, the vacancy will be filled by civilian EMT-B/paramedics. Initial data from submitted applications signals a strong interest in this position.

Due to the nature of contracting civilian nurse practitioners and physician assistants, succession planning for the APPs will remain difficult should turnover occur. However, the District has had interest from several PAs and NPs who have contacted the group to inquire about employment availability.

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, including the Piccolo Xpress for lab testing, a 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:

Two of the three APPs are certified and licensed as nurse practitioners (NP) in the State of Colorado. The third APP is a Colorado state-certified and licensed physician assistant (PA). Each of these providers completed comprehensive continuing education (CE) to meet their licensing requirements, participated in new ultrasound training, and expanded scope of practice training for ACPs.

Training and Certifications Needed:

- Continuing education (CE) for all providers.
- Onboarding and International Board of Specialty Certification (IBSC) community paramedic endorsement training for newly hired civilians.

Facilities (if applicable):

Not applicable

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 residences, reducing high utilizers, educating District employees, following up on high-risk refusals, and ultimately helping citizens navigate the complicated world of healthcare.

Significant Milestones:

- Jefferson County Public Health Champions Award recipient. This is awarded to those who "demonstrated the power of collaboration, compassion, and commitment to making a real impact."
- Credentialed with the following payers: BlueCross/BlueShield, Tricare, UMR, AARP.
- Presented at the 8th Annual Atrium Health Mobile Integrated Health/Community Paramedicine Conference in Savannah, GA.
- Presented at multiple Advanced Care Planning seminars for local senior communities.

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority II Communication	Objective B	Promote MIH services by producing two social media posts through the District's social media platforms and two additional pieces highlighting the program's interagency cooperation**.** **Progress: Completed**
Priority IV Relationships	Objective A	Continue to evaluate opportunities to partner/collaborate with at least five additional agencies beyond what was completed in 2024. **Progress: Completed**
Priority V Financial Stability	Objective B	Apply for at least two local, state, and federal grants to help fund research and MIH program expansion/integration. **Progress: Completed. Multiple grants were applied for at all levels**
Priority V Financial Stability	Objective B	Increase the number of insurers with which the District's APPs are credentialed to 90% of accounts receivable. **Progress: Currently 87%**
Priority III Operational Readiness	Objective A	Measure the effectiveness of the MIH program by collecting data in the following key domains: • Patients treated in place. • Training hours are delivered. • Calls prevented from super users. • Resource referrals. • Narcan leave behind kits distributed. • Dollars of societal cost savings. **Progress: Ongoing**

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority V Financial Stability	Objective B	Increase MIH receivables to 30% of the billed amount (Currently at 21%).

Priority I Invest in Our People	Objective B	Onboard and develop new civilian positions with a comprehensive mentorship program and task book.
Priority V Financial Stability	Objective B	Increase the number of insurers with which the District's APPs are credentialed to 90% of accounts receivable**.**
Priority III Operational Readiness	Objective C	Expand the scope of the MIH Program to include direct communication with senior living facilities to initiate care during a pilot program that will reduce resource depletion.

Unexpected Results (positive or negative):

A thorough analysis of the District's current billing company (Athena) showed that there is a gap in claims processing and reimbursement. Additionally, credentialing delays occurred due to panels being closed and the innovative approach to healthcare being foreign to some insurers causing them to choose to be classified as out-of-network.

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. The medical and personal care that the District's citizens receive from this program allows them access to focused, in-home care and follow-up care that was not available to them prior to the program's inception.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

In 2025, the District launched the Jefferson County Community Response Team (JCRT) pilot program that operated for approximately eight months. This pilot was a country-wide interagency program focused on meeting the mental health needs of the community that may have been unmet by other established services. This was a collaboration across multiple jurisdictions and was staffed by a community paramedic and mental health clinician. Data is currently being compiled and evaluated, and will be shared with all participating agencies.

Program-Specific Measures or Metrics:

- 1,044 Patient contacts
- 468 Billable patients

- 3,700 Patient refusal follow-ups
- 96 Training hours delivered
- 397 Resource referrals
- 38 Narcan leave-behind kits distributed
- $1.477 Million in societal cost savings (using Kaiser Family Foundation Denver/Boulder average of ED visit cost for low-acuity complaint)

Expected Outcomes/Impacts:

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

Program Self-Assessment:

See EMS Division annual report for a summation of changes.

SWOT Analysis:

Program Strengths:

- The MIH Program's strengths are in the APPs' and ACPs' professional, empathetic, and passionate service to the community. The level of care and compassion that is delivered to the citizens within the District while meeting their previously unmet needs is the true strength of the program.
- The program leverages professional relationships with other regional resources to improve the efficiency of delivery.
- Program members have created a robust network of partnerships with regional resources to improve the multidisciplinary response to evolving community needs.

Program Weaknesses:

- Internal stakeholders' willingness and familiarity with the program to continue including the ARM car as part of their resource options.
- Billing and credentialing of providers continue to be a significant impediment to the financial solvency of the program.

Program Opportunities:

- Using the MIH staff to help educate the District's employees on the benefits of community medicine as a solution for 911 and hospital saturation while providing the best care for the citizens of the District.
- Continued evolution of partnerships with agencies such as Jefferson County Public Health, LPD, Jefferson County Sheriff's Office, Wheat Ridge Police Department, Arvada Fire Protection District, South Metro Fire Rescue, and Jeffco District Attorney's office.
- Comprehensive data reform to better assess program performance.
- The skillset of current program members seems well-positioned to create regional MIH policy through advocacy and research.
- Changes in District-level strategy could expand internal program capacity and scope.

Program Threats:

- Funding - Credentialing and billing will remain challenging in this area of healthcare.
- Shift in District priorities - A change in mission at the administrative level could shift the mission of the MIH program.
- Succession – With the operational shift to a day-only staffing model and the loss of three ACPs going back to traditional firefighter staffing, the loss of the remaining ACP would create a loss of the institutional knowledge of the District, the program, and its scope that would be difficult to replace with civilian staffing. Additionally, APP staffing is limited to two primary providers and a single relief provider, suggesting staffing vulnerabilities should there be turnover in this role.

West Metro Fire Rescue
Annual Program Appraisal

Program Name: Operations

Program Manager: Deputy Chief Gary Armstrong

Appraisal Year: 2025

Date: 1/31/2026

Category: Category 5

Criterion (if required): 5E

Recommendations (if applicable):

There were no direct recommendations for the Operations Division. Recommendations pertaining to EMS, Training, and Special Operations Divisions are addressed in the EMS, Training Center, and Special Operations Program Appraisals, respectively.

Progress Made on Recommendations:

Not applicable

Program Description:

The Operations Division is responsible for the management, coordination, and delivery of the District's emergency services. The organizational structure for operations includes the Training Division, the EMS Division, and the Special Operations Division, which includes Emergency Management, and the three shift commanders. Each shift commander is responsible for one of the three shifts. Each shift includes three district chiefs (one of whom is the shift commander), with one officer at 15 stations and two officers at two stations. Minimum daily staffing is 100 uniformed employees to staff the 17 stations.

The Operations Division also manages administrative interactions with the Jeffcom911 communications center (Jeffcom) as a sub-program. See https://www.jeffcom911co.gov. Jeffcom is a separate entity from the District and is not listed in the organizational chart. The District receives an annual program appraisal from Jeffcom which is included as an appendix. The District's Jeffcom Sub-Program focuses on continuous quality improvement (CQI) for:

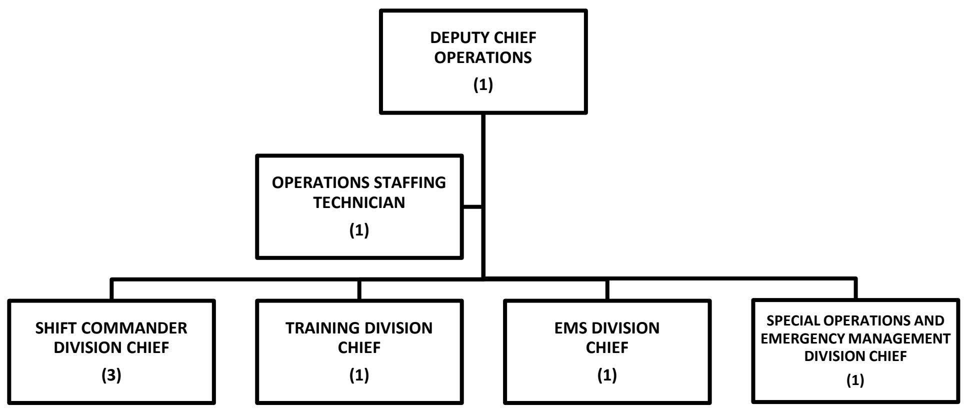
1. Issues with 911 call-taker data entry into the computer-aided dispatch (CAD) system.
2. Issues with dispatcher radio communications.
3. Issues with data transfer from CAD to the District's report management system (RMS).

List Sub-Programs:

- Training
- EMS
- Emergency Management
- Special Operations
- Jeffcom Administrative Interactions

Operations Staffing (Click here for a complete display of the District's Organizational Chart):

WEST METRO FIRE PROTECTION DISTRICT
OPERATIONS



Injuries/Exposures:

34 injuries were directly related to the Operations Division in 2025, which was a 32% decrease from 2024. Additional information pertaining to District injuries are contained in the Wellness Annual Program Appraisal.

Succession Planning:

The Executive Team (five personnel) saw a complete turnover in 2025. This included a new fire chief, a new chief of staff, and three new deputy chiefs. All received significant training from their predecessors prior to the change in positions, except for the deputy chief of staff, as the position was new. It is anticipated that the District will see stability in those positions. The division chief of training is anticipated to retire in 2026, and the replacement has been identified. The operations division continues to support professional growth at all ranks through education, training, credentialing, task books, mentoring, and assignment/growth opportunities to programs, committees, functional positions, and strategic planning teams.

Jeffcom: The Jeffcom sub-program does not require succession planning since the District does not have any employees assigned to their facility or functions.

Specialized Equipment:

The District maintains 17 stations, 16 engines, 14 medic units, one advanced resource medic unit, two towers, one ladder truck, two safety and medical units, two district chiefs, and one shift commander. Cross-staffed units include nine brush trucks, one tactical tender, one air truck, one collapse truck, one dive/swift water unit, one hazardous materials unit, one decontamination unit, and one heavy rescue. These numbers represent the addition of a brush truck, and an additional engine as the heavy rescue became cross-staffed. The Support Services Division, Fleet Services Division, and the Apparatus and Equipment Strategic Planning Team (SPT) continue to evaluate the reserve status so that the district maintains an adequate apparatus contingency.

Jeffcom: The District maintains portable and mobile radio systems to communicate with dispatchers. Radio maintenance and replacement are managed by the Support Services Division.

Training and Certifications Completed:

Operational training and certifications are addressed through the EMS Division, the Training Division, and the Special Operations Division. In addition to the training and certifications provided by those divisions, the district chiefs provide objective-based monthly training to all crews to fill gaps in skills and knowledge identified through recent trends locally and nationally. The shift commanders also facilitate monthly scenarios for their chief officers to ensure efficiency in incident and personnel management.

Jeffcom: Uniformed personnel receive radio communications training in fire academy and throughout their careers.

Training and Certifications Needed:

2026 will prove to be challenging for swift water certifications as the need will be much greater than previous years. This is a result of adding TW-10 to the swift water response. The Special Operations Division has already developed a plan to provide the needed classes.

Facilities (if applicable):

Several fire stations received remodels to varying degrees. The District continues to work on the reserve apparatus facility next to Station 7 and the Board of Directors voted to approve the building of Station 18 at 5th Avenue and Wadsworth Boulevard. It is anticipated that planned Station 18 will be operational in four to five years.

Program Goals and Objectives:

Overall Strategic Focus:

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

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

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

Values:

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

Significant Milestones:

To strengthen the District's water rescue response, the District expanded automatic aid with South Metro Fire Rescue (SMFR) to include dive calls. This shared vision may continue with technical rescue responses in 2026 and 2027. The expansion of automatic aid will also provide a stronger and more reliable specialized workforce for hazardous materials and dive/swift water responses, with the possibility of technical rescues in the future.

The District continues to address sleep deprivation through one of the largest sleep studies in the fire service.

The District continues to work with JeffCom 911 and other external fire partners to provide guidance and a more efficient delivery system, including the future replacement of the computer-automated dispatch (CAD) software.

The District, after the graduation of 39 recruits, ended the year with an operational staffing level of 370 uniformed employees (a 4.23% increase from 2024) for the 300 minimum daily staffing positions. This represents a 23.3% staffing overage for planned and unplanned absences. The District is authorized to a 25% overage of the minimum daily staffing.

Previous Year's Goals and Progress

Strategic Plan Linkage		Enter goals and progress here
Priority IV Relationships	Objective C	Support the organizational changes of Jeffcom to enhance overall effectiveness and efficiencies, such as standardization of fire service response/dispatch concepts, education, understanding, and training. **Progress: Jeffcom was able to put supervisors in positions to address response issues immediately, as opposed to waiting days or even weeks. This efficiency allows for immediate remedies for what are most often, educational issues. The District will be assisting with the process of changing CAD vendors, which started in 2025, with anticipated implementation in 2026.**
Priority IV Relationships	Objective B	Continue gathering and analyzing data to enhance the experience of the workforce and the community in the realm of workload balance, response force, and alternative response models and treatment modalities. **Progress: Response models for some alpha and bravo-level medical calls where no injuries were reported were changed to a single engine response, decreasing the use of medic units, which are most often not needed. The EMS Division continues to support the Assisted Living Initiative (ALI) Program, where facilities are educated on the proper use of the 911 system.**

		This has resulted in a remarkable decrease in the number of non-urgent calls received from many of the high-use facilities.
Priority III Operational Readiness	Objective A	Review all standard operating procedures (SOPs) and rewrite as needed. Assess the opportunity to align with auto aid partners. **Progress: Work on matching response packages with neighboring districts continues and will be addressed by the Standard of Cover SPT in the second quarter of 2026. Review of SOPs has been slow, but will be a higher priority in 2026.**
Priority IV Relationships	Objective C	Continue to strengthen the relationships between fire/EMS and law enforcement at an operational level. **Progress: Multi-agency drills like the active threat MCI scenario on August 6, 2025, involved multiple law enforcement partners and served as an opportunity to improve relationships. Crews have also been encouraged to invite those partners to stop in any fire station for coffee or snacks. Feedback from law enforcement supervisors indicates that relationships are clearly improving. This is especially true of the Lakewood Police Department.**
Priority III Operational Readiness	Objective B	Reinforce the value of the Metro Fire Chiefs Response Groups (MFCRG) concept and aim for more efficient and effective alignment of strike teams. **Progress: The MFCRG was restructured in 2025 and should prove to be more efficient and effective.**

Current Year's Goals

Strategic Plan Linkage		Enter goals
Priority III Operational Readiness	Objective B	Update the Community Wildfire Protection Plan (CWPP) in 2026 to better address wildfire risk and mitigation efforts while applying new wildland urban interface (WUI) codes, supporting IBHS initiatives, and encouraging Fire Wise Communities where they are needed but don't exist.
Priority I Invest in Our People	Objective A	Continue researching sleep issues and identify if adjusting the shift change time from 0700 to 0900 is effective in addressing sleep deprivation. This will be evaluated through quantitative analysis.
Priority IV Relationships	Objective B	Repair the relationships with the smaller fire districts in Jefferson County by providing mutual aid when needed and available, as opposed to being dependent on which district is making the request.

Unexpected Results (positive or negative):

Call volume in 2023 was down 2.25% from 2022, but recovered in 2024 with a 2.52% increase from 2022. 2025 call volume and distribution between call types remained in line with 2024 numbers. The District tracks the number of mandatory overtimes required to maintain staffing on an annual basis. In 2021, the District experienced 100 mandatory overtimes; in 2022 there were 20; in 2023 there were 17; in 2024 there were 54, and in 2025 there were 42 mandatory callbacks.

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):

On July 13, 2025, auto-aid was requested by SMFR. Five District units were dispatched for what was to become a 130-acre wildland event. District units were involved in direct fire attack, incident management, mop-up and aviation assets, with scene times from two hours to approximately ten hours.

On September 10, 2025, the District responded to a request for aid at an active shooter/MCI event in Evergreen's response district. Seven District units responded to this high-profile school shooting incident. While the District did not transport any patients, units did assist with the search for victims and assisted at the re-unification point.

The District responded to 557 fires in 2025 which included 131 structure fires and 72 wildland fires.

Program-Specific Measures or Metrics:

Measurements and/or metrics that the Operations Division gathers, tracks, and analyzes are found in the Standard of Cover and Risk Assessment.

The District covers 109.2 square miles, including contracted areas, and serves a population of about 297,000. The District responded to 42,279 incidents in 2025, which is a .28% decrease from 2024 (42,399 incidents) and a 4.85% increase from 2023 (40,323 incidents). There were 557 (.77%) fires, medical calls accounted for 26,372 (62.4%), while the remaining 15,350 (36.31%) were alarms, public assists, and special operations.

The District employed 417 uniformed personnel at the end of 2025, with 370 (88.73%) assigned to operations working a three-platoon 48/96 shift schedule out of 17 stations.

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

Jeffcom: After transitioning to a direct communication model between shift commanders and dispatch supervisors, dispatch-specific issues were not consistently captured or tracked. The issue has since been corrected through the implementation of a district chiefs report that documents all related interactions and the resolutions provided.

Expected Outcomes/Impacts:

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

Jeffcom: CQI is primarily managed by shift commanders and the deputy chief of operations, with a focus on ensuring the accurate and efficient exchange of emergency incident information via radio and CAD connectivity. Minor issues are addressed immediately through direct supervisor contact, while more significant issues are escalated and managed by the deputy chief of operations through the established primary contact at Jeffcom.

Program Self-Assessment:

No changes were made to performance indicators.

SWOT Analysis:

Program Strengths:
- Quality of apparatus, equipment, and personal protective equipment.
- Quality of training for the membership.
- Data collection from risk management and data engineer.
- Jeffcom CQI process allows for problem identification and resolution regarding radios and CAD.

Program Weaknesses:
- Continuation of training model with only two double company houses.
- Jeffcom: In some cases, the supervisors at Jeffcom don't feel they have the authority to correct issues immediately.

Program Opportunities:
- Operational and response efficiency with neighboring agencies.
- Shared resources with auto aid partners.
- Jeffcom: The implementation of new CAD software will provide an opportunity to address the majority of issues identified between Jeffcom and the District. The District will have significant representation in working through the selection process.

Program Threats:
- Less tenure at entry-level positions and officer ranks, resulting in loss of experience.
- Societal, legal, and financial challenges.
- Lack of response depth in Planning Zone 15.
- Jeffcom: Jeffcom is currently experiencing staff turnover at the leadership level with the director retiring and the IT director moving to the private sector. Jeffcom is also evaluating a new CAD platform, which may result in data transfer inefficiencies and increased workload on District data analysts.

West Metro Fire Rescue
Annual Program Appraisal

Program Name: Plan Review

Program Manager: Kelly Brooks

Appraisal Year: 2025

Date: 1/31/2026

Category: Category 5

Criterion (if required): 5A.3, 5A.4

Recommendations (if applicable):

None

Progress Made on Recommendations:

Not Applicable

Program Description:

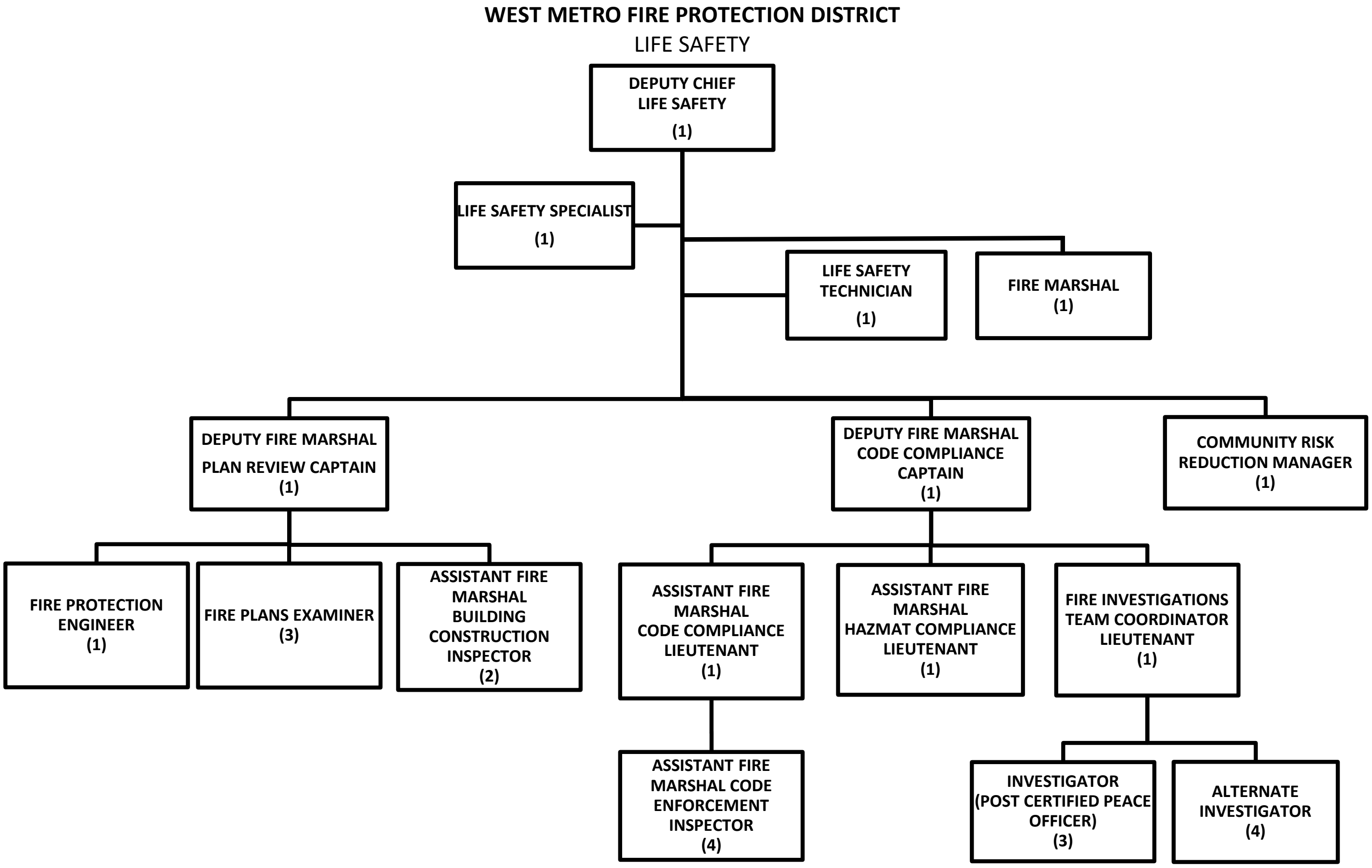
Enter a Brief Description of the Program:

The Plan Review Program within the Life Safety Division conducts technical reviews of construction documents and development proposals to ensure compliance with the International Fire Code (IFC), adopted District amendments, and applicable National Fire Protection Association (NFPA) standards. Through early identification and correction of fire and life safety issues, the Plan Review Program supports safe building design and construction, firefighter operational safety, and long-term risk reduction in the built environment. This program directly advances community risk reduction by helping prevent fire-related injuries, fatalities, and property loss before a structure is built, modified, or occupied.

List Sub-Programs:

The Construction Inspections Sub-Program provides the Life Safety Division the ability to field-verify that fire and life safety systems and building features are installed in accordance with approved plans, applicable fire codes, District amendments, and referenced NFPA standards. Inspectors conduct site visits at key stages of construction to verify compliance regarding fire protection system installation, fire-resistance-rated assemblies, fire department access, water supply, and other critical safety features. This sub-program ensures the design intent, which was verified, approved, and permitted during plan review, is properly implemented in the field, reducing construction deficiencies, supporting firefighter safety, and ensuring the building is safe for occupants prior to approval and occupancy.

Life Safety Staffing (Click here for a complete display of the District's Organizational Chart):



Injuries/Exposures:

None.

Succession Planning:

During 2025, the Plan Review Program made measurable progress in strengthening workforce depth, technical expertise, and continuity of operations. An additional plan reviewer was hired, and a fire protection engineer joined the division, deepening the program's technical knowledge and experience base. Both the new plan reviewer and the fire protection engineer continued to develop and broaden their skills through applied project experience, mentorship, and ongoing professional development, increasing the program's internal capacity and resilience. To further support knowledge transfer and long-term succession readiness, the most senior plans examiner implemented a structured weekly training and mentoring program for newer reviewers. This recurring forum promotes consistent code interpretation, strengthens technical competencies, and provides a formal mechanism for institutional knowledge sharing and professional development.

Organizational alignment was also improved by the end of the year. Supervision of the Plan Review Program was shifted from a captain/deputy fire marshal position to direct oversight by the fire marshal. This adjustment was made to better align expertise and experience with program needs.

Specialized Equipment:

Specialized software is required for completing plan reviews, issuing permits, invoicing fees, and managing projects. New plan review software was purchased in 2025. Full implementation of this software solution will be completed in 2026.

Training and Certifications Completed:

Plan Review Program personnel continued to maintain and enhance technical competency through ongoing professional development in 2025. Staff completed specialized training provided by the National Fire Academy, Fire Marshals Association of Colorado (FMAC), International Code Council (ICC), American Fire Sprinkler Association (AFSA), Society of Fire Protection Engineers (SFPE), American Fire Alarm Association (AFAA), and the Colorado Division of Fire Prevention and Control. These training efforts focused on fire protection systems, code application, emerging building technologies, and best practices in plan review and inspections.

This continued investment in professional development ensures plan review staff remain current with evolving codes, standards, and construction practices, supporting consistent code interpretation, improved review quality, and enhanced life safety outcomes for the community.

Training and Certifications Needed:

The Plan Review Program continues to emphasize appropriate certification and technical specialization to support increasingly complex and diverse project types. A primary program goal is to ensure that all plan reviewers obtain and maintain Fire Plans Examiner III certification at a minimum. This credential represents the program's established benchmark for independent plan review competency.

Current plan review personnel will continue pursuing advanced certifications and specialized training related to fire alarm, fire sprinkler, and other life safety systems to maintain subject matter expertise and keep pace with evolving technologies and code requirements. The newly hired plan reviewer is actively working toward achieving the Fire Plans Examiner III certification through the International Code Council (ICC) and the State of Colorado. All other plan review personnel currently meet or exceed this base certification standard.

Facilities (if applicable):

Future staffing demands will likely necessitate the need for additional offices and/or workspace. Options for increasing the usable space within the Division are being reviewed and considered for the future.

Program Goals and Objectives:

Overall Strategic Focus:

The Life Safety Plan Review Program is strategically focused on ensuring that new construction, tenant improvements, and development projects within the District are designed in compliance with the IFC, adopted amendments, and applicable NFPA standards. By integrating fire and life safety requirements early in the design process, the program reduces risk to occupants, emergency responders, and property before a structure is built, modified, or occupied.

This program supports the Life Safety Division by advancing community risk reduction through proactive code enforcement, consistent technical interpretation, and collaboration with design professionals and partner agencies. The overall objective is to influence the built environment in a way that prevents fire-related injuries and fatalities, improves firefighter operational safety, and enhances long-term community resilience.

Significant Milestones:

During 2025, the Life Safety Plan Review Program achieved several key milestones that enhanced operational effectiveness, technical capability, and community risk reduction:

1. Leadership Integration – The program successfully transitioned leadership under a new deputy fire chief of the Life Safety Division. This milestone set up the Division for consistency and focus for the foreseeable future.
2. Full Staffing Achieved – The addition of two personnel brought the Plan Review Program to full staffing levels. This milestone improved service capacity, reduced turnaround vulnerabilities, and increased the program's ability to manage both routine and complex project workloads.
3. Technology Advancement Initiative – The program initiated the transition toward a new software platform for plan review, permitting, and building management. Establishing the foundation for this system marks a significant step toward improved workflow efficiency, better records management, more responsive customer service, and enhanced data collection for future performance analysis and accreditation reporting.
4. Residential Fire Sprinkler Policy Progress – Plan review staff played a key role in supporting the City of Wheat Ridge's move to include a residential fire sprinkler requirement for townhouse projects. This milestone represents a meaningful advancement in local fire and life safety policy and contributes to long-term reduction in residential fire risk, injuries, and property loss.

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority I Invest in Our People	Objective A	Continue to invest in human capital by supporting personal and professional goals. This is accomplished by recognizing a work-life balance and providing opportunities for professional growth and advancement. Succession planning/advancement and supporting training are paramount. **IN PROGRESS**
Priority III Operational Readiness	Objective A	Implement upgraded software that will streamline plan review, inspection, and invoicing. This software will also make it easier for our external stakeholders to track the progress of their projects. **IN PROGESS**
Priority I Invest in Our People	Objective A	Increase plan review staff by hiring an experienced FPE (Fire Protection Engineer) and continue the process of training fire inspectors to the plan review side of the division. This recent internal advancement/succession plan offers both opportunity and

		growth for inspectors aspiring to become plan reviewers. **PROGRESS COMPLETE, EVALUATION ON-GOING**

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority I Invest in Our People	Objective B	Identify opportunities for personnel to develop experience, qualifications, and technical expertise.
Priority I Invest in Our People	Objective B	Develop structured mentorship and leadership development opportunities.
Priority III Operational Readiness	Objective A	Continue the full implementation of new software to streamline plan review, inspection, and invoicing. This software will also make it easier for our external stakeholders to track the progress of their projects.
Priority IV Operational Readiness	Objective C	Provide plan reviews to District stakeholders in 10 business days or less 95% of the time.

Unexpected Results (positive or negative):

None

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

Yes. The Life Safety Plan Review Program directly supports the District's strategic priorities by influencing fire and life safety outcomes in all construction projects within the District. Through consistent, effective, and technically sound review of construction documents, the program ensures that commercial and residential projects comply with applicable codes and standards.

How Does this Program Meet the Needs of the Citizens?

By addressing hazards through design and construction, the program reduces long-term community risk, improves firefighter operational safety, and helps prevent fire-related injuries, fatalities, and property loss. The program also supports strategic priorities related to service excellence and organizational effectiveness by providing timely, professional, and consistent code interpretation to developers, design professionals, and partner agencies. This proactive approach reduces the likelihood and severity of fire incidents, supports faster and safer emergency response, and contributes to lower risk of injury, loss of life, and property damage. By influencing the built environment at the design stage and during construction, the program provides long-term safety benefits to residents, businesses, and visitors to the District. Through these efforts, the Plan Review Program plays a foundational role in building safer, resilient communities in support of the District's mission.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

None

Program Specific Measures or Metrics:

Year	2022	2023	2024	2025
Site Plans Reviewed	352	286	231	164
Building Related Plan Reviews	1,486	1,263	1,254	1,038
Permits issued	1,149	941	952	895
Construction Inspections	2,642	2,854	2,689	2,955

Expected Outcomes/Impacts:

The Life Safety Plan Review Program is intended to produce long-term, measurable reductions in community fire risk by ensuring that modern fire and life safety features are incorporated into the built environment. As adopted building and fire codes evolve and are consistently and effectively applied through the plan review process, the District expects to see stabilization or gradual reductions in fire-related property loss, improved survivability for occupants, and enhanced safety for responding firefighters.

Program Self-Assessment:

No changes to performance indicators in 2025.

SWOT Analysis:

Program Strengths:
The Life Safety Plan Review Program is supported by a cross-section of qualified, certified, and experienced personnel with strong technical knowledge bases in fire and life safety systems, building construction, and code application. Staff maintain professional credentials and participate in ongoing training to ensure consistent and accurate interpretation of applicable codes and standards.

The program also benefits from close coordination with code compliance and external partners, allowing for practical, field-informed plan reviews that support both occupant and firefighter safety. This depth of expertise and collaboration across the Life Safety Division and other District divisions contributes to reliable service delivery, sound decision-making, and a high level of credibility with design professionals and other community, municipal, and jurisdictional partners.

Program Weaknesses:
The Plan Review Program operates within a highly specialized technical space, which can present challenges in maintaining consistent capacity during periods of staff transition or increased workload. Developing proficiency in plan review and fire protection systems requires significant time, training, and applied experience, which can impact short-term flexibility.

As project complexity continues to increase, maintaining consistent workload balance and review timelines can be challenging. Continued focus on knowledge transfer, training, and process refinement will help strengthen overall program resilience, improve efficiency, and support consistent service delivery.

Program Opportunities:
The Plan Review Program can enhance effectiveness through improved processes, technology integration, and coordination with partner agencies. Full implementation of the new plan review and permitting software will streamline workflows, improve tracking, and support data-driven decision-making.

Opportunities also exist to strengthen consistency in code interpretation through standardized practices and internal coordination. Continued evaluation of workload distribution and resource allocation will help ensure the program remains responsive to increasing project complexity and maintains high-quality service delivery.

Program Threats:
The Plan Review Program is susceptible to service disruptions during periods of high workload, increased project complexity, or unanticipated staffing changes, which can impact review timelines and service delivery.

External factors, including evolving building technologies, changing code requirements, and reliance on technology systems, require ongoing adaptation and may present implementation or service level challenges. Proactive planning, process improvements, and continued coordination with stakeholders will be essential to maintain consistent, high-quality program performance.

West Metro Fire Rescue
Annual Program Appraisal

Program Name: Recruitment and Hiring Process

Program Manager: Morgan Hinton-Moreno

Appraisal Year: 2025

Date: 1/31/2026

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:

- Continued to update and improve the Firefighter Recruit Job Posting web page.
- Updated WMFR Academy web page to provide candidates with information needed prior to the start of the academy. This will ensure a smoother transition from backgrounds to academy while also reducing the workload for staff.
- Updated the check-in and tracking process for the PATs to make the process flow more efficiently and limit human error.

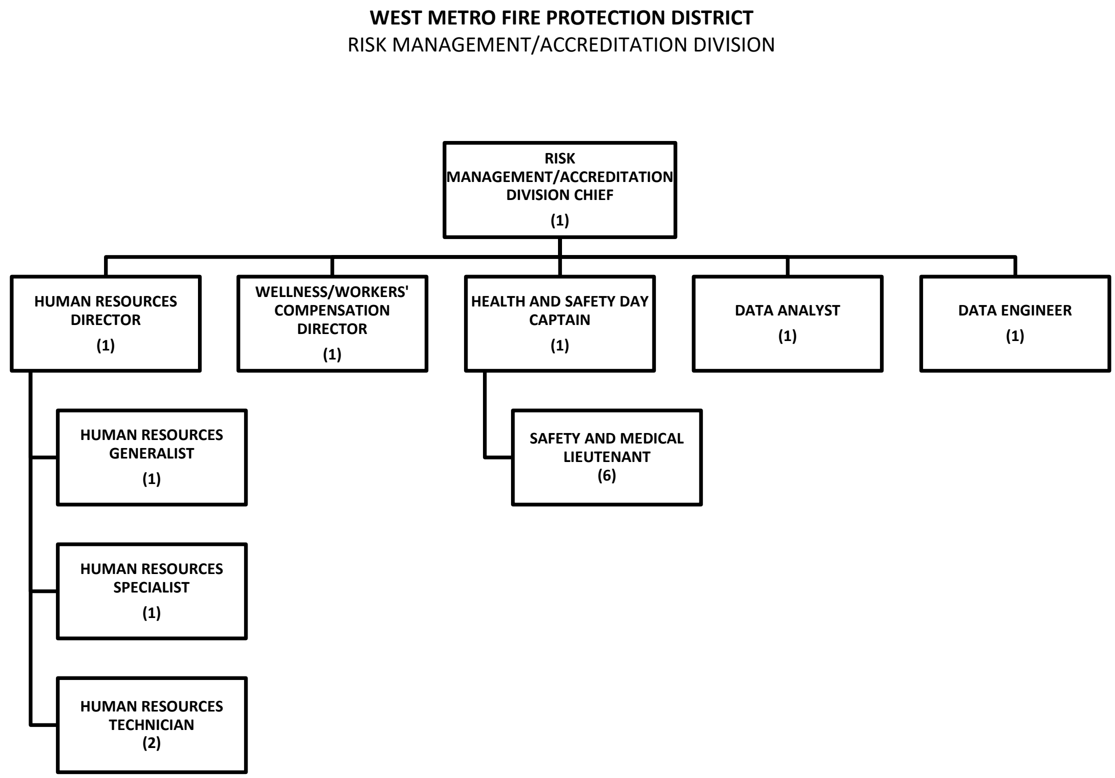
Program Description:

The District's firefighter recruiting process involves finding and attracting potential employees who are selected through a competitive hiring and testing process. Firefighter recruit candidates must pass a written test, a physical agility test, and oral boards and are then placed on a ranked hiring list. From there, applicants enter a rigorous background process before being selected to enter the 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.

List Sub-Programs:

None.

Human Resources Staffing (Click here for a complete display of the District's Organizational Chart):



Injuries/Exposures:

None.

Succession Planning:

Not applicable.

Specialized Equipment:

- NeoGov software
- Colorado.gov (WMFR website)
- Sign-Up Genius
- ADP
- ESO
- Samba
- TrackIt
- ImageSilo
- SharePoint (WMFR Resource Hub)
- ProctorU (written test proctor)
- CBI (mini background)
- AccessGov (mini background)
- Total Testing (interview skills tests)

Training and Certifications Completed:

Not applicable

Training and Certifications Needed:

None.

Facilities (if applicable):

- Administrative building.
- Training Center for testing.

Program Goals and Objectives:

Overall Strategic Focus:

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

Significant Milestones:

- Completed three hiring cycles and started the fourth cycle with the new firefighter recruit hiring process.
- Updated the WMFR Academy web page to provide candidates with all the information they may need prior to the start of the academy.
- Managed eight internal job postings, seven civilian applications, and one full firefighter recruit hiring cycle.
- Created three new semi-stock written exams with CPS-HR to be able to cycle through the upcoming firefighter recruit hiring cycles.
- Attended 13 career fairs, reaching approximately 6,000 people.

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority I Invest in Our People	Objective B, Item 4 - Explore emerging opportunities for recruitment and hiring practices to optimize the employment of exceptional and diverse talent.	Managed eight internal job postings, seven civilian applications, and one full firefighter recruit hiring cycles. • 20 recruits graduated academy 2025-01 • 19 recruits graduated academy 2025-02
Priority I Invest in Our People	Objective B	• Continued to update and improve the Firefighter Recruit Job Posting web page. • Updated the WMFR Academy web page to provide candidates with the information needed prior to the start of the academy.

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority I Invest in Our People	Objective B	Through the RCS, continue to update/improve the hiring/testing process to ensure higher inclusivity, ability to access, and opportunity to succeed in the process.
Priority I Invest in Our People	Objective B	Continue thinking about and improving the needs/interests of the future workforce and how expectations, background process, and onboarding/growth opportunities promote success for all.

Unexpected Results (positive or negative):

Implemented an updated check-in and tracking process for the PATs, resulting in improved efficiency and accuracy. The previous system relied heavily on manual data entry, calculations, and excessive paperwork; the revised process streamlined operations and reduced the potential for human error.

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, such as continuing to improve the recruiting/testing/background process while simultaneously creating more opportunities for growth in current positions.

How Does this Program Meet the Needs of the Citizens?

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

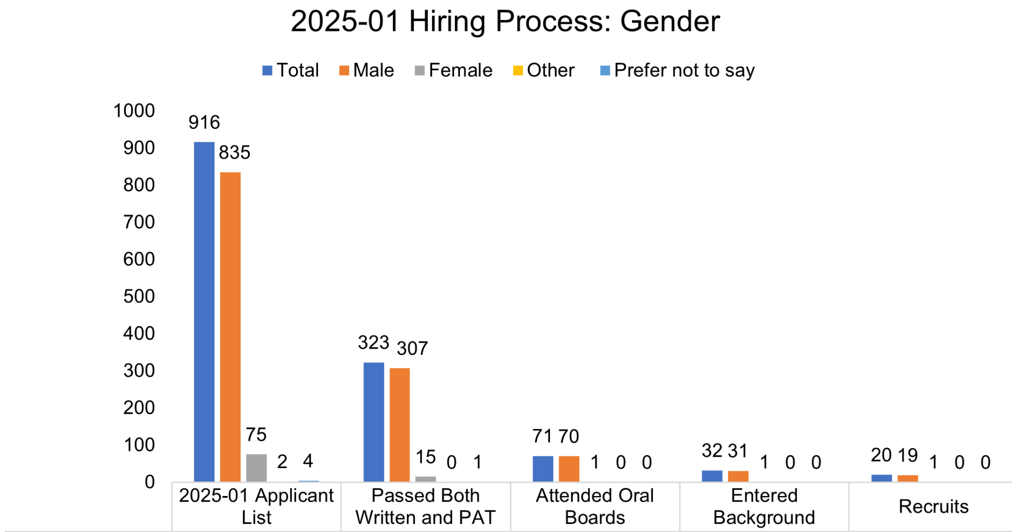
Program Results/Outcomes:

Significant Incidents or Events (if applicable):

Talked to the CU Boulder Football team about a career in fire service. Approximately 12 team members expressed interest in continuing the conversation and requested additional information about next steps.

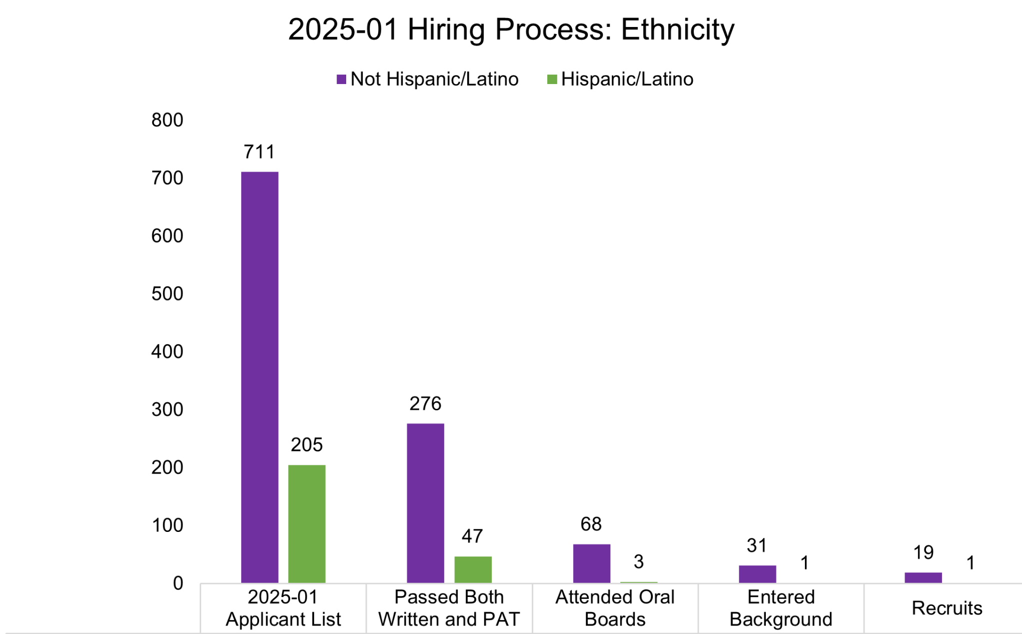
Program-Specific Measures or Metrics:

Figure 1. Hiring Process: Gender (2025-01)



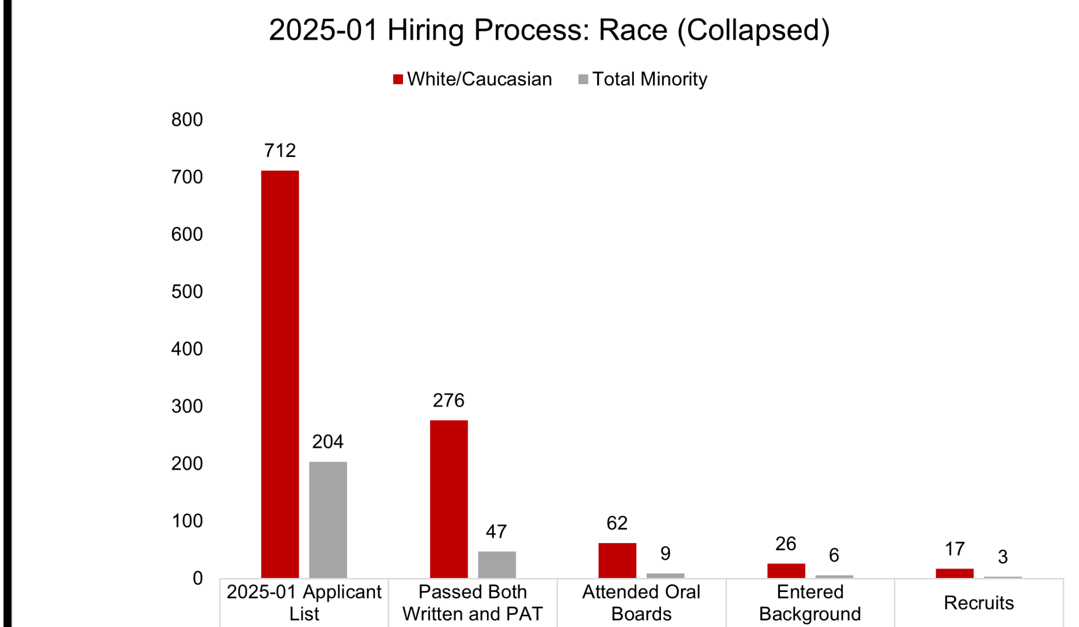
	2025-01 Applicant List	Passed Both Written and PAT	Attended Oral Boards	Entered Background	Recruits
Total	916	323	71	32	20
Male	835	307	70	31	19
Female	75	15	1	1	1
Other	2	0	0	0	0
Prefer not to say	4	1	0	0	0

Figure 2. Hiring Process: Ethnicity (2025-01)



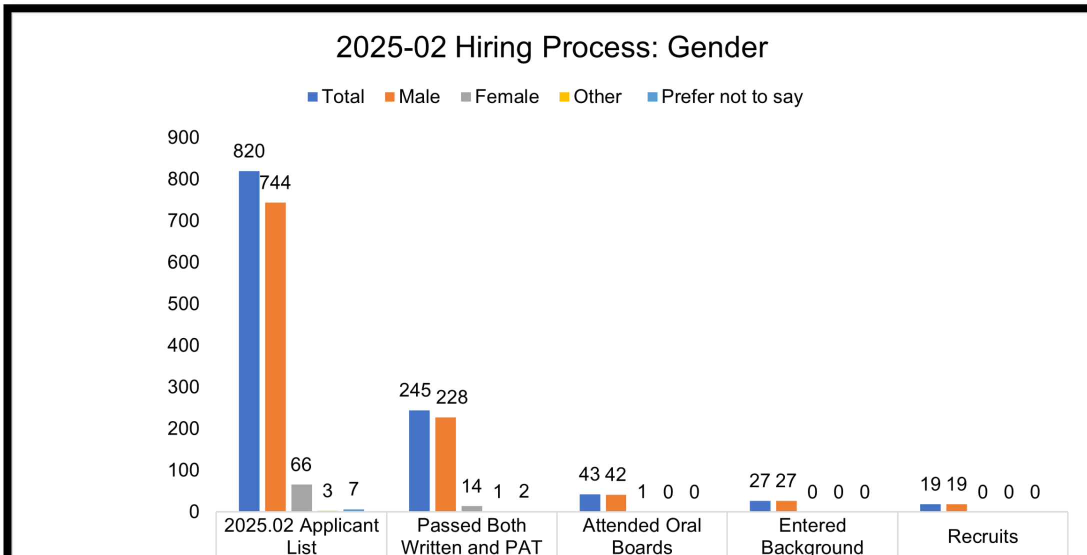
	2025-01 Applicant List	Passed Both Written and PAT	Attended Oral Boards	Entered Background	Recruits
Not Hispanic/Latino	711	276	68	31	19
Hispanic/Latino	205	47	3	1	1

Figure 3. Hiring Process: Race (2025-01)



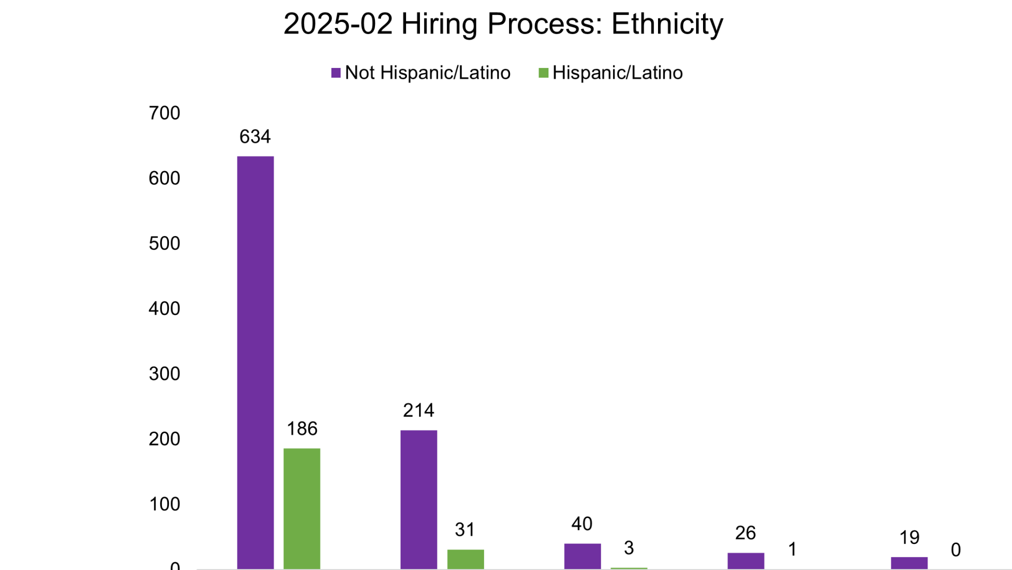
	2025-01 Applicant List	Passed Both Written and PAT	Attended Oral Boards	Entered Background	Recruits
White/Caucasian	712	276	62	26	17
Total Minority	204	47	9	6	3

Figure 4. Hiring Process: Gender (2025-02)



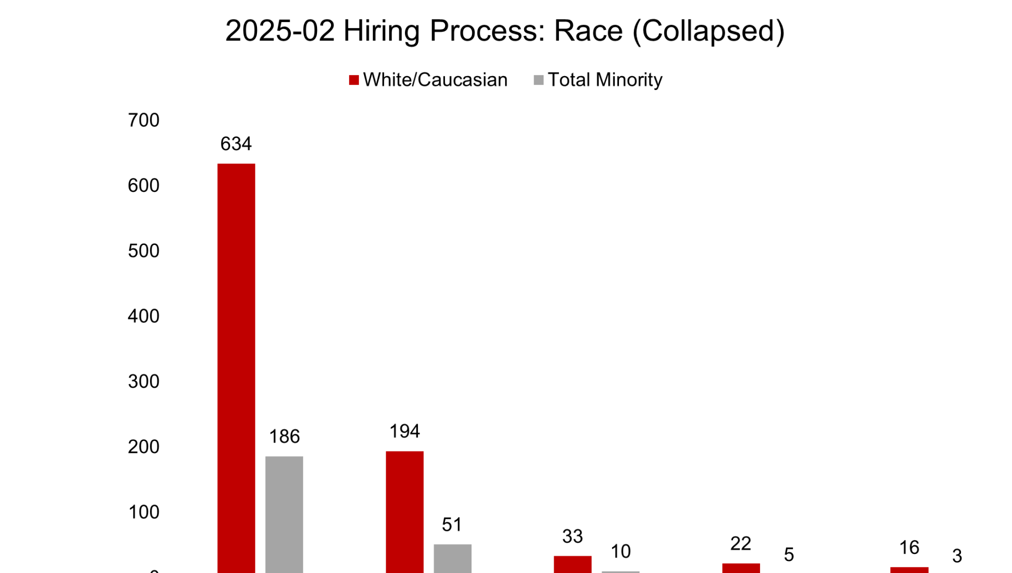
	2025.02 Applicant List	Passed Both Written and PAT	Attended Oral Boards	Entered Background	Recruits
Total	820	245	43	27	19
Male	744	228	42	27	19
Female	66	14	1	0	0
Other	3	1	0	0	0
Prefer not to say	7	2	0	0	0

Figure 5. Hiring Process: Ethnicity (2025-02)



	2025.02 Applicant List	Passed Both Written and PAT	Attended Oral Boards	Entered Background	Recruits
Not Hispanic/Latino	634	214	40	26	19
Hispanic/Latino	186	31	3	1	0

Figure 6. Hiring Process: Race (2025-02)



	2025.02 Applicant List	Passed Both Written and PAT	Attended Oral Boards	Entered Background	Recruits
White/Caucasian	634	194	33	22	16
Total Minority	186	51	10	5	3

Demographics for 2025-01 Hiring Process Spreadsheet Part 1 of 3

Demographics for 2025-01 Hiring Process	Recruits	Recruits %	Entered Background	Entered Background %	Passed Oral Boards	Passed Oral Boards %	Failed Oral Boards	Failed Oral Boards %	Attended Oral Boards	Attended Oral Boards %
Total	20		32		58		12		71	
Male	19	**95.00%**	31	**96.88%**	57	**98.28%**	12	**100.00%**	70	**98.59%**
Female	1	**5.00%**	1	**3.13%**	1	**1.72%**	0	**0.00%**	1	**1.41%**
Other	0	**0.00%**	0	**0.00%**	0	**0.00%**	0	**0.00%**	0	**0.00%**
Prefer not to say	0	**0.00%**	0	**0.00%**	0	**0.00%**	0	**0.00%**	0	**0.00%**
Hispanic/Latino	1	**5.00%**	1	**3.13%**	3	**5.17%**	0	**0.00%**	3	**4.23%**
Not Hispanic/Latino	19	**95.00%**	31	**96.88%**	55	**94.83%**	12	**100.00%**	68	**95.77%**
White/Caucasian	17	**85.00%**	26	**81.25%**	50	**86.21%**	11	**91.67%**	62	**87.32%**
Black/African American	0	**0.00%**	0	**0.00%**	0	**0.00%**	0	**0.00%**	0	**0.00%**
Native American or Alaskan Native	1	**5.00%**	1	**3.13%**	1	**1.72%**	0	**0.00%**	1	**1.41%**
Asian	2	**10.00%**	2	**6.25%**	2	**3.45%**	1	**8.33%**	3	**4.23%**
Native Hawaiian or Other Pacific Islander	0	**0.00%**	0	**0.00%**	0	**0.00%**	0	**0.00%**	0	**0.00%**
Two or More	0	**0.00%**	1	**3.13%**	3	**5.17%**	0	**0.00%**	3	**4.23%**
No Response/Other	0	**0.00%**	2	**6.25%**	2	**3.45%**	0	**0.00%**	2	**2.82%**
Total Minority	**3**	**15.00%**	**6**	**18.75%**	**8**	**13.79%**	**1**	**8.33%**	**9**	**12.68%**

Demographics for 2025-01 Hiring Process Spreadsheet Part 2 of 3

Demographics for 2025-01 Hiring Process	Passed Both Written and PAT	Passed Both Written and PAT %	Took Written & Failed or No-Showed PAT	Took Written & Failed PAT %	Written Test No Shows	Written Test No Shows %	Failed Written	Failed Written %	2025-01 Applicant List	2025-01 Applicant List %
Total	323		49		401		170		916	
Male	307	**95.05%**	41	**83.67%**	354	**88.28%**	155	**91.18%**	835	**91.16%**
Female	15	**4.64%**	8	**16.33%**	42	**10.47%**	15	**8.82%**	75	**8.19%**
Other	0	**0.00%**	0	**0.00%**	2	**0.50%**	0	**0.00%**	2	**0.22%**
Prefer not to say	1	**0.31%**	0	**0.00%**	3	**0.75%**	0	**0.00%**	4	**0.44%**
Hispanic/Latino	47	**14.55%**	15	**30.61%**	106	**26.43%**	48	**28.24%**	205	**22.38%**
Not Hispanic/Latino	276	**85.45%**	34	**69.39%**	295	**73.57%**	122	**71.76%**	711	**77.62%**
White/Caucasian	276	**85.45%**	34	**69.39%**	285	**71.07%**	134	**78.82%**	712	**77.73%**
Black/African American	6	**1.86%**	3	**6.12%**	32	**7.98%**	8	**4.71%**	46	**5.02%**
Native American or Alaskan Native	2	**0.62%**	2	**4.08%**	10	**2.49%**	2	**1.18%**	15	**1.64%**
Asian	4	**1.24%**	0	**0.00%**	2	**0.50%**	2	**1.18%**	8	**0.87%**
Native Hawaiian or Other Pacific Islander	1	**0.31%**	1	**2.04%**	3	**0.75%**	1	**0.59%**	5	**0.55%**
Two or More	21	**6.50%**	5	**10.20%**	29	**7.23%**	6	**3.53%**	60	**6.55%**
No Response/Other	13	**4.02%**	4	**8.16%**	40	**9.98%**	17	**10.00%**	70	**7.64%**
Total Minority	**47**	**14.55%**	**15**	**30.61%**	**116**	**28.93%**	**36**	**21.18%**	**204**	**22.27%**

West Metro Fire Rescue
Annual Program Appraisal

Demographics for 2025-01 Hiring Process Spreadsheet Part 3 of 3

Demographics for 2025-01 Hiring Process	August 2024 Applicant List	August 2024 Applicant List %	2022 Hiring List	2022 Hiring List %	2022 WMFR Employees	2022 WMFR Employees %	2022 District Census
Total	912		236		464		296,933
Male	827	90.68%	215	91.10%	422	90.95%	49.39%
Female	82	8.99%	24	10.17%	42	9.05%	50.57%
Other	1	0.11%	N/A	N/A	N/A	N/A	N/A
Prefer not to say	2	0.22%	N/A	N/A	N/A	N/A	N/A
Hispanic/Latino	182	19.96%	29	12.29%	28	6.03%	19.24%
Not Hispanic/Latino	730	80.04%	206	87.29%	436	93.97%	80.76%
White/Caucasian	700	76.75%	212	89.83%	421	90.73%	82.08%
Black/African American	50	5.48%	4	1.69%	3	0.65%	1.65%
Native American or Alaskan Native	12	1.32%	0	0.00%	0	0.00%	1.11%
Asian	19	2.08%	3	1.27%	6	1.29%	3.19%
Native Hawaiian or Other Pacific Islander	9	0.99%	1	0.42%	0	0.00%	0.11%
Two or More	54	5.92%	9	3.81%	21	4.53%	3.58%
No Response/Other	68	7.46%	9	3.81%	13	2.80%	6.20%
Total Minority	**212**	**23.25%**	**26**	**11.02%**	**43**	**9.27%**	**15.84%**

Demographics for 2025-02 Hiring Process Spreadsheet Part 1 of 3

Demographics for 2025-02 Hiring Process	Recruits	Recruits %	Entered Background	Entered Background %	Passed Oral Boards	Passed Oral Boards %	Failed Oral Boards	Failed Oral Boards %	Attended Oral Boards	Attended Oral Boards %
Total	19		27		27		16		43	
Male	19	100.00%	27	100.00%	27	100.00%	15	93.75%	42	97.67%
Female	0	0.00%	0	0.00%	0	0.00%	1	6.25%	1	2.33%
Other	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Prefer not to say	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Hispanic/Latino	0	0.00%	1	3.70%	1	3.70%	2	12.50%	3	6.98%
Not Hispanic/Latino	19	100.00%	26	96.30%	26	96.30%	14	87.50%	40	93.02%
White/Caucasian	16	84.21%	22	81.48%	22	81.48%	11	68.75%	33	76.74%
Black/African American	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Native American or Alaskan Native	0	0.00%	0	0.00%	0	0.00%	1	6.25%	1	2.33%
Asian	1	5.26%	1	3.70%	1	3.70%	1	6.25%	2	4.65%
Native Hawaiian or Other Pacific Islander	1	5.26%	1	3.70%	1	3.70%	0	0.00%	1	2.33%
Two or More	1	5.26%	2	7.41%	2	7.41%	2	12.50%	4	9.30%
No Response/Other	0	0.00%	1	3.70%	1	3.70%	1	6.25%	2	4.65%
Total Minority	**3**	**15.79%**	**5**	**18.52%**	**5**	**18.52%**	**5**	**31.25%**	**10**	**23.26%**

Demographics for 2025-02 Hiring Process Spreadsheet Part 2 of 3

Demographics for 2025-02 Hiring Process	Passed Both Written and PAT	Passed Both Written and PAT %	Passed Both Written and PAT 2025.02 cycle	Passed Both Written and PAT 2025.02 cycle %	Took Written & Failed or No-Showed PAT	Took Written & Failed or No-Showed PAT %	Written Test No Shows	Written Test No Shows %	Failed Written	Failed Written %
Total	245		150		52		433		91	
Male	228	93.06%	140	93.33%	48	92.31%	382	88.22%	85	93.41%
Female	14	5.71%	8	5.33%	4	7.69%	44	10.16%	6	6.59%
Other	1	0.41%	0	0.00%	0	0.00%	2	0.46%	0	0.00%
Prefer not to say	2	0.82%	2	1.33%	0	0.00%	5	1.15%	0	0.00%
Hispanic/Latino	31	12.65%	21	14.00%	11	21.15%	113	26.10%	31	34.07%
Not Hispanic/Latino	214	87.35%	129	86.00%	41	78.85%	320	73.90%	60	65.93%
White/Caucasian	194	79.18%	115	76.67%	38	73.08%	332	76.67%	66	72.53%
Black/African American	5	2.04%	2	1.33%	5	9.62%	20	4.62%	3	3.30%
Native American or Alaskan Native	2	0.82%	2	1.33%	2	3.85%	5	1.15%	3	3.30%
Asian	4	1.63%	4	2.67%	0	0.00%	3	0.69%	0	0.00%
Native Hawaiian or Other Pacific Islander	2	0.82%	1	0.67%	0	0.00%	5	1.15%	1	1.10%
Two or More	17	6.94%	13	8.67%	3	5.77%	27	6.24%	7	7.69%
No Response/Other	21	8.57%	13	8.67%	4	7.69%	41	9.47%	11	12.09%
Total Minority	**51**	**20.82%**	**35**	**23.33%**	**14**	**26.92%**	**101**	**23.33%**	**25**	**27.47%**

Demographics for 2025-02 Hiring Process Spreadsheet Part 3 of 3

Demographics for 2025-02 Hiring Process	2025.02 Applicant List	2025.01 Applicant List %	2025.01 Applicant List	2025.01 Applicant List %	August 2024 Applicant List	August 2024 Applicant List %	2022 Hiring List	2022 Hiring List %	2022 WMFR Employees	2022 WMFR Employees %	2022 District Census
Total	820		916		912		236		464		296,933
Male	744	90.73%	835	91.16%	827	90.68%	215	91.10%	422	90.95%	49.39%
Female	66	8.05%	75	8.19%	82	8.99%	24	10.17%	42	9.05%	50.57%
Other	3	0.37%	2	0.22%	1	0.11%	N/A	N/A	N/A	N/A	N/A
Prefer not to say	7	0.85%	4	0.44%	2	0.22%	N/A	N/A	N/A	N/A	N/A
Hispanic/Latino	186	22.68%	205	22.38%	182	19.96%	29	12.29%	28	6.03%	19.24%
Not Hispanic/Latino	634	77.32%	711	77.62%	730	80.04%	206	87.29%	436	93.97%	80.76%
White/Caucasian	634	77.32%	712	77.73%	700	76.75%	212	89.83%	421	90.73%	82.08%
Black/African American	31	3.78%	46	5.02%	50	5.48%	4	1.69%	3	0.65%	1.65%
Native American or Alaskan Native	11	1.34%	15	1.64%	12	1.32%	0	0.00%	0	0.00%	1.11%
Asian	7	0.85%	8	0.87%	19	2.08%	3	1.27%	6	1.29%	3.19%
Native Hawaiian or Other Pacific Islander	8	0.98%	5	0.55%	9	0.99%	1	0.42%	0	0.00%	0.11%
Two or More	54	6.59%	60	6.55%	54	5.92%	9	3.81%	21	4.53%	3.58%
No Response/Other	75	9.15%	70	7.64%	68	7.46%	9	3.81%	13	2.80%	6.20%
Total Minority	**186**	**22.68%**	**204**	**22.27%**	**212**	**23.25%**	**26**	**11.02%**	**43**	**9.27%**	**15.84%**

Expected Outcomes/Impacts:

The RCS Committee continues to implement meaningful changes to improve the hiring and testing process, with a focus on increasing accessibility, inclusivity, and candidate success. Key anticipated impacts include:

- Expanded access to the hiring process
  - Removing the EMT prerequisite and eliminating application fees reduces barriers to entry, allowing a broader and more diverse pool of candidates to apply.
- Increased flexibility and candidate accessibility
  - Transitioning to a proctored online written exam and offering an ongoing, no-cost PAT (with up to three attempts and highest score retained) provides candidates with more opportunities to participate and perform at their best.
- Improved efficiency and consistency in hiring cycles

    - Moving to one hiring cycle per academy and implementing a live, rolling eligibility list (Written and PAT scores valid for two academies) streamlines the process and reduces wait time for potential candidates.
- Commitment to continuous improvement
    - Ongoing evaluation and refinement of the process ensures the program remains responsive to candidate needs and aligned with industry best practices.

Program Self-Assessment:

No changes to performance indicators.

SWOT Analysis:

Program Strengths:
- RCS Committee.
- Ability to make small improvements along the way.
- Utilized applicant tracking software for new hiring processes.
- Update the hiring process to help meet recruiting goals.
- Strategic marketing to reach a broader audience.

Program Weaknesses:
- Budget constraints reduce opportunities to attend large-scale career fairs, conferences, and professional events where the District could gain broader recruitment and exposure to emerging trends, best practices, and new tools that support program improvement.

Program Opportunities:
- Improve social media presence to expand recruiting efforts.
- Targeted recruiting efforts to increase opportunities for those under-represented.

Program Threats:
- Falling behind industry trends and recruitment practices can limit process improvements, and impact overall program effectiveness over time.
- Reduced competitiveness in attracting candidates since organizations with greater visibility at major recruiting events may have stronger access to diverse and high-quality candidate pools.

West Metro Fire Rescue
Annual Program Appraisal

Program Name: Risk Management and Accreditation

Program Manager: Division Chief Mike Parker

Appraisal Year: 2025

Date: 1/31/2026

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 District's 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) – 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 ensure 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 via the District's Strategic Plan Tracker.

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

Program Description:

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

The RMA Division seeks to minimize risk to the agency and 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 policies, and community expectations.

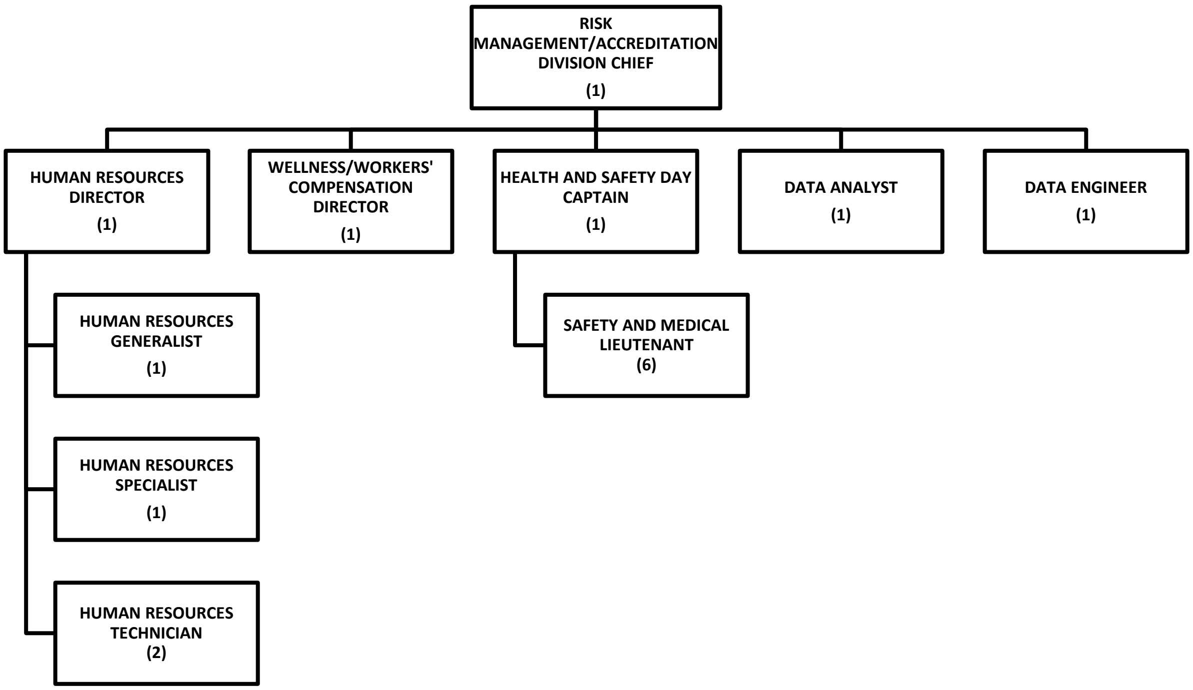
The District's Vision Statement reads, "West Metro Fire Rescue endeavors to be a high quality, responsive, adaptive, learning organization, anticipating and responding to evolving community needs." The RMA Division manages the collection and analysis of data to help achieve this vision. Key performance metrics are continuously monitored while information is gathered 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 on the ideology of continual improvement and is based on a robust self-assessment, community risk assessment, standard of cover, and strategic plan. The RMA Division is responsible for providing usable analytical tools for both internal and external stakeholders, allowing the District to make informed decisions based on accurate information.

List Sub-Programs:

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

Risk Management and Accreditation Staffing (Click here for a complete display of the District's Organizational Chart):

WEST METRO FIRE PROTECTION DISTRICT
RISK MANAGEMENT/ACCREDITATION DIVISION



Injuries/Exposures:

There were no RMA Division staff injuries in 2025. Complete District injury and exposure metrics can be found in the 2025 Wellness Division Program Appraisal.

Succession Planning:

The RMA Division provides succession planning by involving key personnel in decisions, programs, and acting opportunities.

- In August 2025, the deputy chief of administration was selected for the role of fire chief with the previous fire chief's retirement. Succession planning began in April 2025 when the new fire chief learned of his upcoming promotion. He spoke with all chief officers and developed a plan for the cascade of internal moves. This gave all parties several months to communicate with and learn from their incumbent and extended to parties promoting to all ranks because of the retirement. For example, the division chief of RMA was promoted to the deputy chief of life safety and handed off the RMA duties to the former District 3 A-Shift (D3A) assistant chief. A captain promoted into D3A with extensive succession planning via communication and training.
- HR utilizes acting opportunities and personnel development to assist with succession planning within the division.

- Program resiliency in data engineering and analysis was enhanced with the addition of a data analyst in 2024 and extended through 2025 as the analyst took on greater responsibilities with short and long-term project development.
- The Wellness Division remains a single resource, and the organization is in the planning phase of analyzing the best path forward for this position, to include the potential for bringing on a qualified successor who may serve initially as an assistant, then retaining the assistant position in the future.

Specialized Equipment:

None.

Training and Certifications Completed:

- The new division chief of RMA was the accreditation manager as a captain from 2014 through 2018 and took CPSE's QIFES course in December 2025 as a refresher.
- The data analyst also completed the QIFES course in 2025.
- The data engineer and data analyst attended NERIS training for the District's records management system (RMS) in 2025.

Training and Certifications Needed:

- Additional Society for Human Resource Management (SHRM) certifications with HR staff.
- The data engineer and data analyst are seeking the Fire and Emergency Services Analyst (FESA) designation through CPSE.
- The division chief of RMA is pursuing the chief fire officer (CFO) credential and the FESA credential.

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 by informing data driven decisions while supporting the continual improvement of all District services.

Significant Milestones:

- The former D3A chief transferred into the division chief of RMA position in late July 2025.
- Submitted Annual Compliance Report for Accreditation.
- Updated the Risk Assessment (RA) and Standard of Cover (SOC).
- Maintained a District Dashboard available both externally and internally.
- Launched a dashboard for mutual aid and automatic aid received.

- Trained uniformed personnel on the National Emergency Response Information System (NERIS) in preparation for cutover on January 1, 2026.
- The District conducted multiple apparatus moves beginning in fall 2025 to enhance District coverage, and logistics were managed for additional moves in the first quarter of 2026.
- Local 1309, West Metro Fire Rescue firefighters, voted to move their shift start time from 7 am to 9 am beginning in January 2026. Staffing software updates and other logistics were organized in fall 2025 to ensure a smooth transition.

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority I Invest in Our People	Objective A	Continue restorative sleep, sleep debt, and recovery research in firefighters including the exploration of contingent strategies for lowering risk and exposure for personnel in these areas. **Progress: Complete.**
Priority I Invest in Our People	Objective B	Further integrate the Tenzinga Platform throughout the District. **Progress: Tenzinga efficacy was evaluated and the District chose to end its use on 12/31/2025. A new employee evaluation system will be developed internally in 2026.**
Priority II Communication	Objective A	Update and submit the Annual Compliance Report to CPSE. **Progress: Completed.**
Priority II Communication	Objective A	Complete risk stratification for fire and EMS calls based on recent research and recommendations for deployment. **Progress: Research completed. Recommendations forwarded to the Standard of Cover Strategic Planning Team for review in 2026.**
Priority II Communication	Objective A	Initiate compliance for the 11th edition of the CPSE Self-Assessment Model. **Progress: In fall 2025, set up an MS Planner plan to track FESSAM 11 progress. District authors will be educated and incorporated into the plan starting in March 2026.**
Priority III Operational Readiness	Objective A	Complete remaining recommendations from the CPSE District Accreditation Report. **Progress: All nine recommendations have been completed or are completed/ongoing.**
Priority IV Relationships	Objective B	Complete the transition to National Emergency Response Information System (NERIS). **Progress: Complete. NERIS cutover will occur on 1/1/2026.**
Priority II Communication	Objective A	Converted the Safety Strategic Planning Team to a Safety Committee with the goal of ongoing organizational safety review. **Progress: Complete with ongoing review.**
Priority II Communication	Objective A	Incorporate AI systems for administrative tasks. **Progress: In 2025, the District began testing the capabilities of AI systems such as MS Copilot to speed up document development, including, for example, the creation and revision of job descriptions. In November 2025, the District**

		implemented an AI policy, Administrative Procedure #7010 – Artificial Intelligence to support and guide this effort.

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority II Communication	Objective A	Update and submit Annual Compliance Report to CPSE.
Priority II Communication	Objective A	Ensure compliance with the 11th Edition of the CPSE Self-Assessment Model. Work with District authors via MS Planner and one-on-one meetings to develop the FESSAM 11 in preparation for the 2027 peer team site visit.
Priority II Communication	Objective A	Convert the SOC, RA, and strategic plan documents to an ESRI story map.
Priority IV Relationships	Objective B	Refine the ESO/NERIS user interface to suit the District's needs via communication with ESO. Employ the Snowflake Reader to obtain incident data from the new system.
Priority II Communication	Objective A	Review the effectiveness of the new Safety Committee.
Priority II Communication	Objective A	Continue testing the capabilities of AI systems while maintaining accountability and information accuracy in adherence with the District's AI policy and CPSE AI policy.

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 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. Support of HR, safety, wellness, data management, and accreditation aligns community expectations with agency actions.

The District's vision references being a learning and adaptive organization, which is supported by the RMA Division's ever-expanding data and visualization tools available to inform key stakeholders when making policy and/or deployment decisions that impact community service and safety. The District remains one of the 125 accredited agencies in the world with an Insurance Service Office (ISO) Class 1 rating.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

The retirement of the former fire chief was a major event in August 2025. Much of the organization chart changed as personnel took on new roles. Succession planning was intentional and extensive.

Program Specific Measures or Metrics:

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

Expected Outcomes/Impacts:

In 2026, RMA will focus on the transition to FESSAM 11. Additionally, converting the strategic plan, CRA, and SOC to ESRI story maps will require a huge effort for the data team, but will offer a rich, interactive, and engaging format for the information.

Program Self-Assessment:

The RMA Division distributed the 11th Edition of the CPSE Self-Assessment Model to appropriate writers in the second quarter of 2025. This started the District's transition from the 10th to the 11th Edition, which the District will be utilizing in its next accreditation process.

SWOT Analysis:

Program Strengths:

- Multiple sub-programs offer a diverse portfolio of employee support.
- Ability to synthesize complex data into usable information.
- CPSE accreditation model provides a continual improvement structure.
- Centralized safety program has enabled the implementation of several safety initiatives and programs.
- The ability to conduct research has resulted in valuable and usable information for the District that will likely drive policy, programs, and deployment for many years.

Program Weaknesses:
The Wellness Division rests within a single individual's skillset. This is being addressed as the District analyzes current and future needs of this division.

Program Opportunities:

- Expand the implementation and utilization of real-time dashboards.
- Continue to automate processes to increase accuracy and efficiency.
- Continue to work towards obtaining a workforce that is more reflective of the community.

Program Threats:
The self-improvement process is deeply engrained in the organization, yet the RMA Division recognizes the risk of accreditation reverting to a word rather than being maintained as a culture.

West Metro Fire Rescue
Annual Program Appraisal

Program Name: Safety

Program Manager: Captain Dustin Horn

Appraisal Year: 2025

Date: 1/31/2026

Category: Category 11

Criterion (if required): 11A

Recommendations (if applicable):

None

Progress Made on Recommendations:

Not applicable

Program Description:

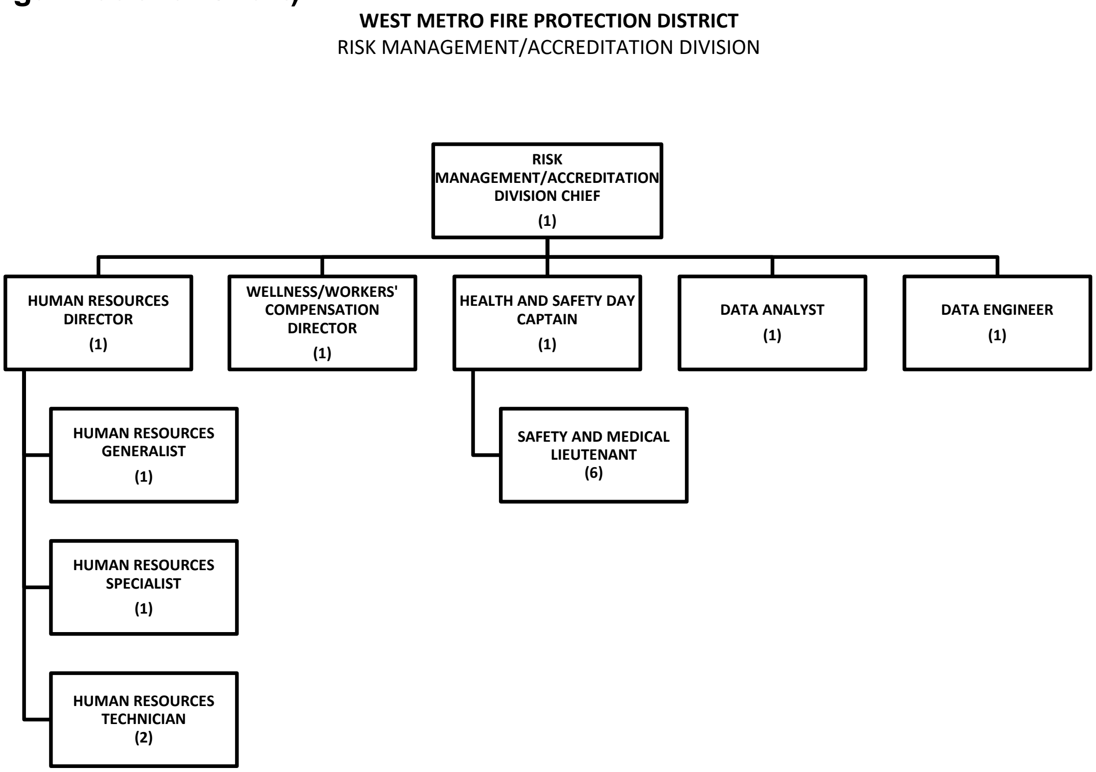
The District operates a centralized safety program that shares responsibility between line operations and administrative functions. Strategic priorities are guided by the Safety Committee. Specific tasks and functions are then administered by the Risk Management and Accreditation (RMA) Division through the health and safety captain and then to safety and medical (SaM) officers on each shift. The Safety Committee is chaired by the safety captain with representatives from labor, the Training Division, the EMS Division, the Wellness Division and the Human Resources Division. Participation in the Safety Committee 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 2 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:

Safety and Medical Officers: SaM officers responsibilities include the administrative duties associated with the SaM position (e.g., EMS quality assurance, accident investigation, injury investigation, post incident drug screening, safety program management, paramedic field internship program management and mentoring, and in the third quarter of 2026 will manage components of delivery and storage of the Whole Blood Pilot Program).

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

Risk Management and Accreditation Staffing (Click here for a complete display of the District's Organizational Chart):



Injuries/Exposures:

There were no injuries or exposures within this program for 2025.

Succession Planning:

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

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 carbon monoxide exposures and Cyanokits to treat patients exposed to cyanide which is commonly found in structure fires.

Training and Certifications Completed:

The health and safety captain attended a safety symposium locally. One SaM officer attended the annual Fire Department Safety Officers Association (FDSOA) safety symposium. One SaM officer attended Fire Department Instructors Conference (FDIC).

Training and Certifications Needed:

SaM certification will be continued to support succession planning in the SaM position.

Facilities (if applicable):

All District fire stations and facilities have been built into PSTrax® and have a facility safety inspection that is customized for the facility. Non-fire station facilities were added in 2024.

Program Goals and Objectives:

Overall Strategic Focus:

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

Significant Milestones:

In the second quarter of 2025, the District successfully implemented a random substance testing program for all contract employees. One group of personnel is randomly selected by a third-party contractor each month with equal probability of any contract personnel being selected during each round.

The District successfully completed an internal audit of NFPA 1500 and 1550 standards. West Metro demonstrated strong compliance with these standards while also identifying key areas for improvement to achieve full compliance in the future. Buildout and use of PSTrax® continued to expand with many inspection and maintenance checks for extrication equipment, rapid extraction module support (REMS) ropes and other equipment being added to the system.
In 2025, the District continued documentation of vehicle and property damage data in the Vector EHS® system and PSTrax®. This marks four years of real-time data collection, assisting with risk reduction efforts.

West Metro Fire Rescue
Annual Program Appraisal

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals here
Priority I Invest in Our People	Objective B	Support the continuing education of the officers assigned to SAM positions. **Progress: SaM officers attended training as noted previously.**
Priority I Invest in Our People	Objective A	Continue cancer prevention and detection efforts through training and department physicals. **Progress: The District continued age-based blood-based cancer screening as well as ultrasounds for all contract employees. The District continues to explore the best and most current screening methods.**
Priority III Operational Readiness	Objective A	Continue to review near misses, accidents, exposures, and act to make meaningful change, resulting in prevention of future occurrences, ensuring the safety of responders and civilians. **Progress: The Accident Workgroup meets quarterly to review motor vehicle accidents involving District vehicles, as well as exposures and property damage incidents. The Workgroup assigns training tasks to involved parties and makes recommendations to leadership.**
Priority IV Relationships	Objective B	Support relationships with external stakeholders through TIMS and other organizations with health and safety missions. **Progress: The District continues to maintain relationships with external stakeholders.**
Priority III Operational Readiness	Objective A	**Continue buildout and development of PSTrax® to increase efficiency, accountability, and safety. Progress: As noted above, PSTrax® continues to be expanded to account for asset inventory and maintenance checks of many items and programs within the District.**
Priority III Operational Readiness	Objective A	Implement an NFPA 1500/1550 audit process, utilizing either in-house or third-party resources. This may be a one-time or ongoing program. **Progress: Audit completed in-house by the safety captain. Results will be shared with the organization to close gaps and for future goal setting.**

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority I Invest in Our People	Objective B	Support the continuing education of the officers assigned to SAM positions.
Priority I Invest in Our People	Objective A	Continue cancer prevention and detection efforts through training efforts, and annual NFPA physicals.
Priority III Operational Readiness	Objective A	Continue to review near misses, accidents, exposures, and act to make meaningful change resulting in the prevention of future occurrences, ensuring the safety of responders and civilians.

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 District invests in the physical and mental wellbeing of its employees to keep them healthy. This results in detecting conditions early which reduces lost time, major medical cost, workers' compensation claims and ultimately quality of life for the employee. By keeping emergency responders safe, safety officers ensure emergency service to citizens of the District and reduce the financial impact of injuries. The role of safety within District operations is essential to maintaining the ability to consistently respond. The quality assurance program contributes to the continual improvement of EMS response services throughout the District, and the management of the field instructor program ensures adequate staffing of paramedics necessitated by attrition. Accident work group activities lead to strategies to reduce loss and injury, thus reducing potential cost or exposure to the citizens of the District.

Program Results/Outcomes:

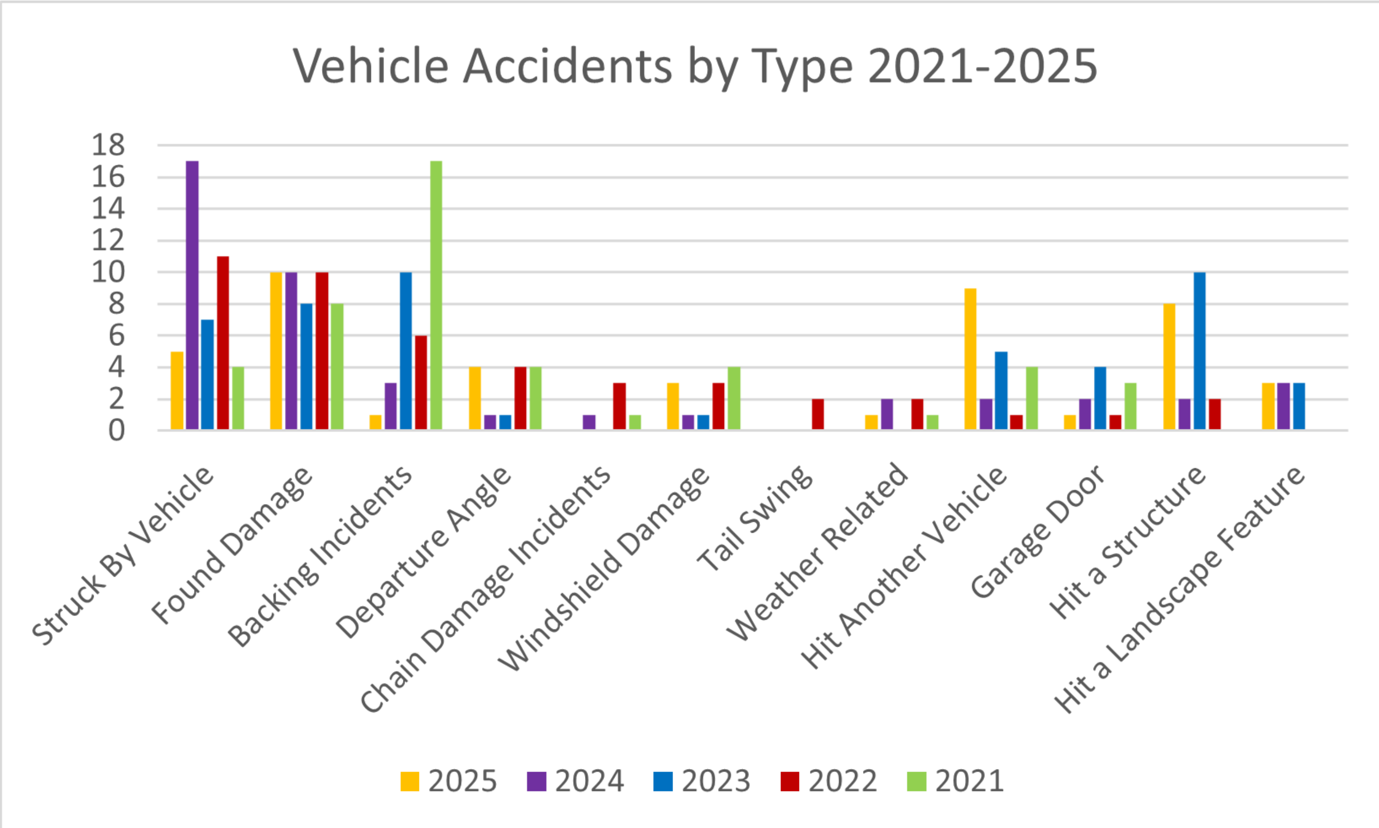
Significant Incidents or Events (if applicable):

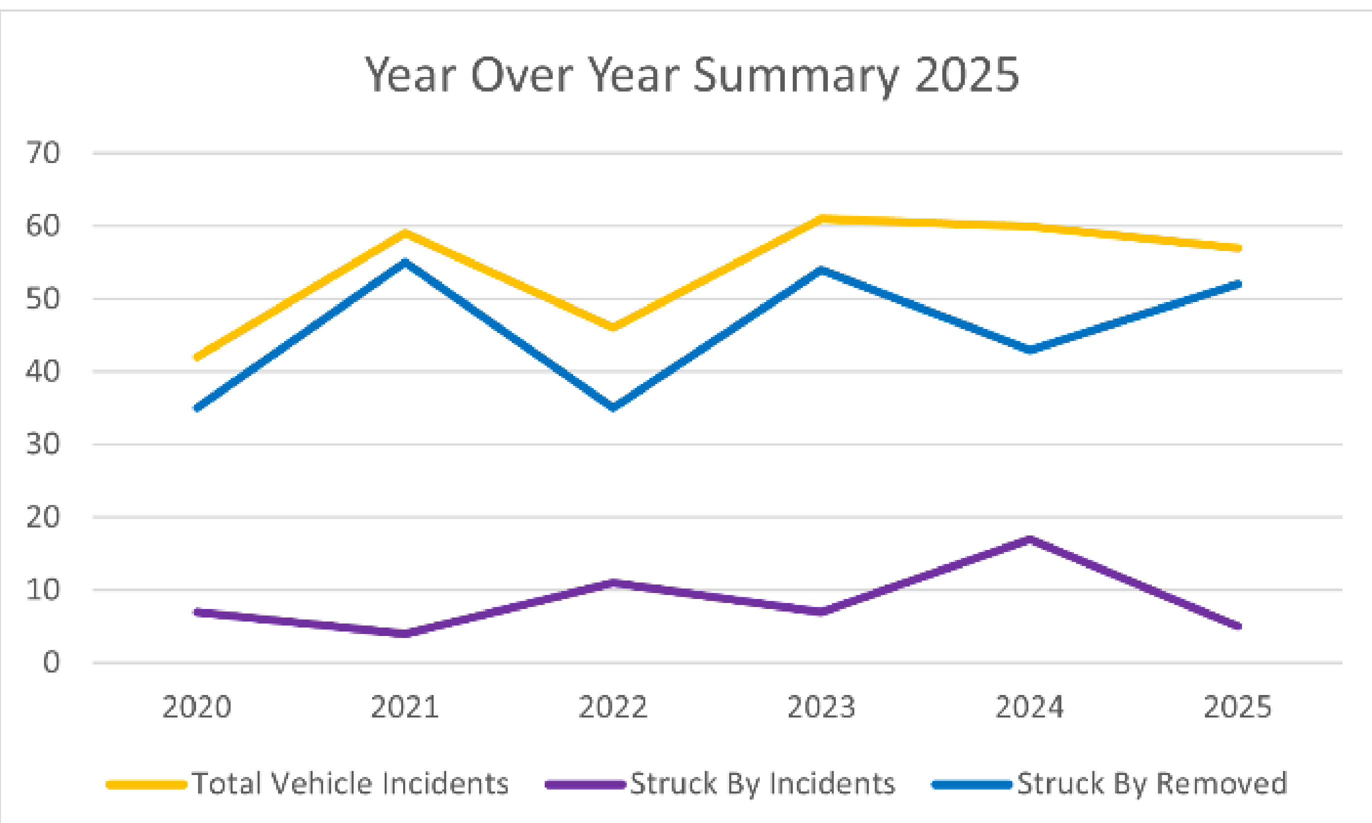
None

Program Specific Measures or Metrics:

Frequency of Motor Vehicle Incidents by Apparatus Type:

Unit Type	Frequency 2025	Frequency 2024	Frequency 2023	Frequency 2022	Frequency 2021
Engines	20	17	25	16	13
Medics	19	18	19	16	23
Aerial	7	4	1	5	6
Rescues	2	1	2	0	3
Chief/SAM	3	3	2	0	6
Staff Vehicles	4	10	11	5	5
USAR			0	0	0
Other	3	7	3	4	3
Total	**58**	**60**	**63**	**46**	**59**


Vehicle Accidents by Type 2021-2025
18
16
14
12
10
8
6
4
2
0
Struck By Vehicle
Found Damage
Backing Incidents
Departure Angle
Chain Damage Incidents
Windshield Damage
Tail Swing
Weather Related
Hit Another Vehicle
Garage Door
Hit a Structure
Hit a Landscape Feature
2025
2024
2023
2022
2021


Year Over Year Summary 2025
70
60
50
40
30
20
10
0
2020
2021
2022
2023
2024
2025
Total Vehicle Incidents
Struck By Incidents
Struck By Removed

Expected Outcomes/Impacts:

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

Program Self-Assessment:

No changes to performance indicators in 2025.

SWOT Analysis:

Program Strengths:
The Safety Committee 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:
2026 offers a great opportunity for the District to participate in, deliver, and possibly show the successful implementation of a Whole Blood Pilot Program in the field.

Program Threats:
None.

West Metro Fire Rescue
Annual Program Appraisal

Program Name: Special Operations/Emergency Management

Program Manager: Division Chief Sean Jewell

Appraisal Year: 2025

Date: 1/31/2026

Category: Category 5

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

Recommendations (if applicable):

None

Progress Made on Recommendations:

Not applicable

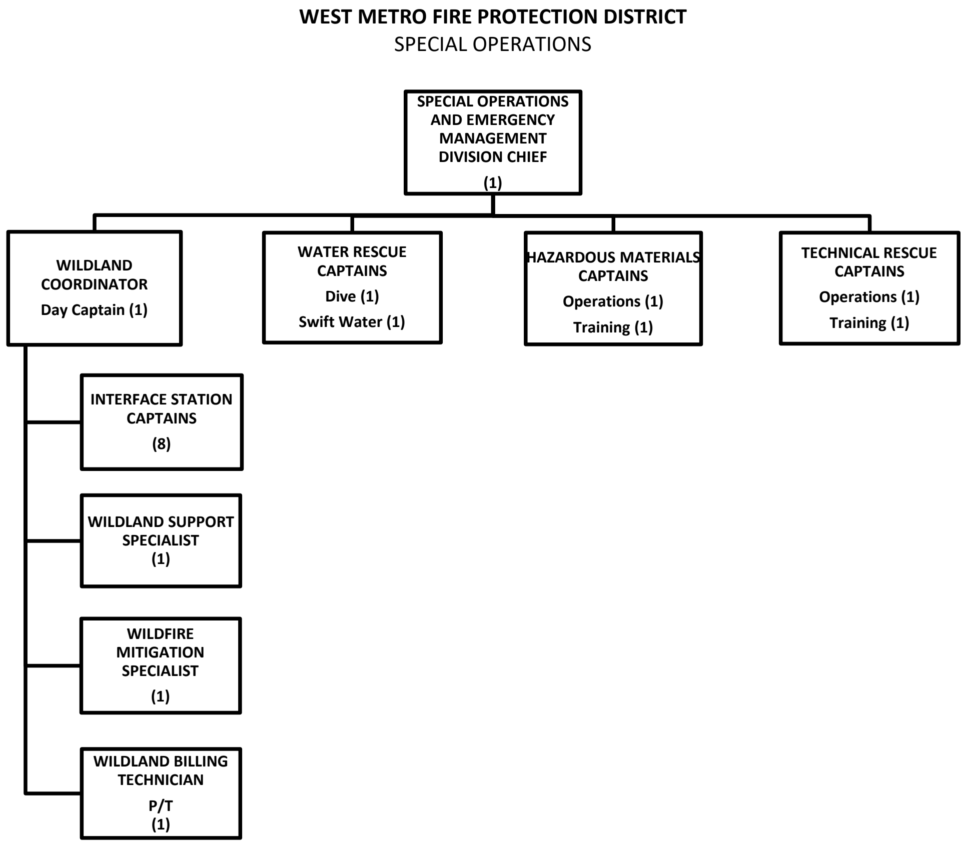
Program Description:

The Special Operations Division is responsible for a variety of emergency response tasks, including wildland firefighting, wildfire mitigation, technical rescue, hazardous materials response, dive rescue, emergency management, and the operation of small unmanned aerial systems (sUAS). In addition, the division serves as the designated emergency response authority (DERA) for hazardous substances. This role underscores the division's specialized expertise and unique responsibilities. The division chief of special operations and emergency management also serves as the District's representative, working alongside other county and city emergency managers who operate within the District.

List Sub-Programs:

Wildland Fire (including Wildfire Mitigation), Technical Rescue, Hazardous Materials including the Designation Emergency Response Authority (DERA), and Dive Rescue.

Special Operations Staffing (Click here for a complete display of the District's Organizational Chart):



Injuries/Exposures:

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

Succession Planning:

The wildland coordinator has acted as the division chief of special operations and emergency management throughout the year and has continued to develop in the disciplines under the division chief's responsibility. The wildland coordinator is briefed regularly on the division's significant changes and challenges.

Specialized Equipment:

Specialized equipment includes a total of six sUAS platforms:

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

Training and Certifications Completed:

- As of 12/31/2025, three individuals hold FAA part 107 licensure and have completed all continuing education. Each individual maintained proficiency throughout the year with training and scene flight time.
- Division chief of special operations Fire Officer IV.
- Evacuation Management for Law & Fire Service Leaders.
- Bio-Terrorism Exercise - Operation Crimson Spore.
- Wildfire Initiated Community Conflagration Workshop.

Training and Certifications Needed:

Additional emergency management courses as they are offered.

Facilities (if applicable):

Not applicable

Program Goals and Objectives:

Overall Strategic Focus:

To enhance the special operations response model and provide depth of knowledge through partnerships with the District's neighboring agencies.

Significant Milestones:

- Collaborated with South Metro Fire Rescue (SMFR) and the Training Division to align the special operations team training effectively in January 2025.
- Collaborated with SMFR and Castle Rock Fire Rescue (CRFR) to provide a 12-day technical rescue course, aligning operations and sharing costs.
- The Special Operations and Emergency Management Division was approved to add a wildland support specialist who will be supporting the wildland coordinator and will be starting on January 6, 2025.
- The District's Special Operations staff has had preliminary discussions with the Insurance Institute for Business & Home Safety about becoming a pilot project for the Western Fire Chiefs Association (WFCA) Wildland Urban Interface (WUI) Insurance Alignment in Colorado.
- Developed a plan for the fire chief's organizational changes that included adding a Type 3 engine to Station 14, moving swiftwater from Station 8 to Station 10, and decreasing staffing for the dive response.

West Metro Fire Rescue
Annual Program Appraisal

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority IV Relationships	Objective A	Continue enhancing the special operations auto-aid response and training with SMFR by adding technical rescue capabilities and evaluating opportunities for wildland firefighting. **Progress: Discussions continue regarding opportunities to collaborate and enhance the auto-aid response and training.**
Priority III Operational Readiness	Objective A	Ensure the District plans for organizational changes by promoting attendance at technician classes and by purchasing budgeted equipment in the first quarter to enhance employee safety. **Progress: Special Operations Teams have replaced end-of-life equipment and PPE, enhancing employee safety.**
Priority IV Relationships	Objective A	Continue to build partnerships with neighboring fire and law enforcement agencies, as well as key external stakeholders of target hazard facilities. Seek opportunities for a drone response from law enforcement partners. **Progress: Partnerships with neighboring fire and law enforcement agencies have resulted in collaborative solutions. The deputy chief of staff has collaborated with the Lakewood Police Department on drone response.**

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority IV Relationships	Objective A	Continue enhancing the special operations auto-aid response and training with SMFR.
Priority III Operational Readiness	Objective A	Ensure we plan for organizational changes by promoting member attendance at technician classes, implementing training task books, and purchasing budgeted equipment in the first quarter to enhance employee safety.
Priority IV Relationships	Objective A	As the Insurance Institute for Business & Home Safety (IBHS) WUI Insurance Alignment pilot project for Colorado, implement the IBHS Wildfire Preparedness programs to enable citizens in the WUI to obtain and maintain homeowners' insurance.

Unexpected Results (positive or negative):

The reception of the special teams automatic aid agreement with SMFR remains positive. The hazmat, dive, and technical rescue team coordinators from both organizations have taken ownership of the training and operational guidelines that have assisted in the success of the new response model.

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

Yes.

How Does this Program Meet the Needs of the Citizens?

Yes. The program accomplishes the all-hazard response it is designed to deliver.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

- The wildland support specialist, the special operations/emergency management division chief, and other District resources responded to the Airport Fire to assist SMFR. The wildland support specialist was assigned air operations, and District 3 and the special operations/emergency management division chief were assigned divisions.
- District was within Colorado's first Red Flag-Potentially Dangerous Situation (PDS).

Program Specific Measures or Metrics:

Not applicable

Expected Outcomes/Impacts:

- Improved efficiency through collaboration and communication with the special teams captains.
- Improved special teams response model by enhancing the auto-aid agreement with SMFR to include special teams.

Program Self-Assessment:

No changes to performance indicators in 2025.

SWOT Analysis:

Program Strengths:
- Collaboration with SMFR has resulted in an enhanced response model for special operations.
- Building relationships with SMFR, City of Lakewood emergency management, Jefferson County emergency management, Jefferson County fire management officer, and Douglas County emergency management.
- The addition of the wildfire mitigation specialist has positively impacted the community.
- Addressing outdated equipment and developing replacement plans.
- Building depth at the technician level and cost sharing from the special operations auto-aid agreement with SMFR.

Program Weaknesses:
- Succession planning beyond the wildland captain.
- Lack of a consistent sUAS response.
- The District's influence, logistics for the auto-aid with SMFR, organizational changes, and legislation have increased the workload for the division chief and captains.

Program Opportunities:

- Collaboration with law enforcement partners on sUAS response to District incidents.
- Engaging all ranks in special operations opportunities for succession planning.
- Leveraging partnerships with neighboring agencies to continue to improve operational and training efficiency and capability.

Program Threats:

- Apparatus replacement for dive, hazmat, technical rescue, and wildland due to costs and the reflex time to receive new apparatus.
- Changes at the federal or state level could affect funding or operational effectiveness.
- State wildfire resiliency code, board recommendations and regulations will require additional education and enforcement by the District, with limited staff.
- Ensuring enough technicians are assigned to special operation stations (notably dive and swiftwater rescue) to fulfill the initial actions for special operations incidents within the District.

West Metro Fire Rescue
Annual Program Appraisal

Program Name: Support Services

Program Manager: Division Chief Jay Jackson

Appraisal Year: 2025

Date: 1/31/2026

Category: Category 6

Criterion (if required): 6E, 6F

Recommendations (if applicable):

None

Progress Made on Recommendations:

Not Applicable

Program Description:

The Support Services Division ensures that the District is consistently equipped with the tools, equipment, and resources necessary to maintain operational readiness and safety. The program oversees the support services annual budgeting process, manages the repair and replacement of damaged or end-of-life items, and plans for future needs in support of the District's mission, vision, and values.

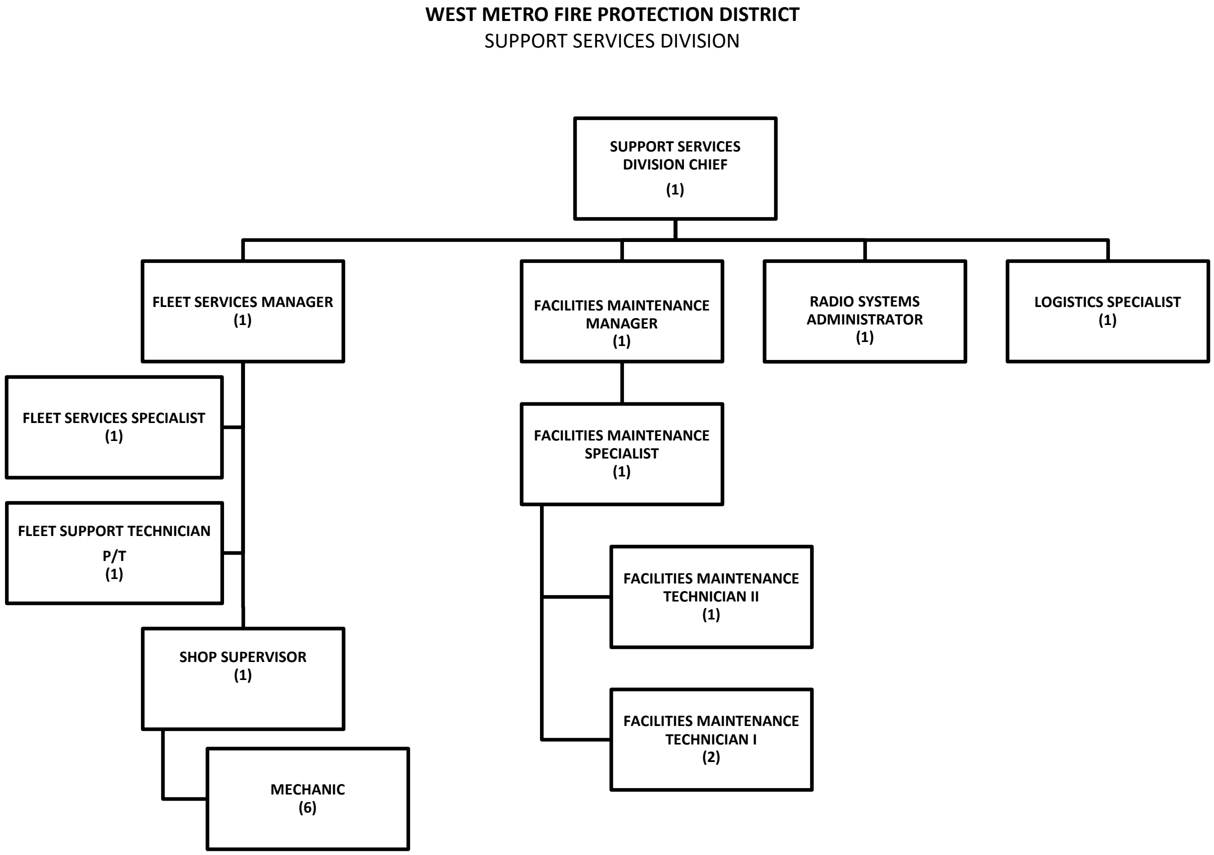
New fire apparatus is fully equipped upon purchase and placed into service, ready for immediate operational use. Critical safety equipment, including self-contained breathing apparatus (SCBA) and personal protective equipment (PPE), is routinely inspected, tested, and repaired through a contracted third-party service provider to ensure reliability and compliance.

Tools, safety equipment, PPE, SCBA, and uniforms are distributed through the District's quartermaster using internal inventory or established vendor sources as needed. Fire hose is inspected internally and replaced from the District's cache when damage is identified, ensuring compliance with NFPA standards without disrupting service delivery.

List Sub-Programs:

- Hose
- Equipment and tools
- Uniforms
- PPE
- SCBA

Support Services Staffing (Click here for a complete display of the District's Organizational Chart):



Injuries/Exposures:

None

Succession Planning:

Succession Planning is ongoing.

Specialized Equipment:

Not Applicable

Training and Certifications Completed:

Not Applicable

Training and Certifications Needed:

Not Applicable

Facilities (if applicable):

Facilities are adequate to meet needs.

Program Goals and Objectives:

Overall Strategic Focus:

The Support Services Division ensures that the equipment and resources necessary for operational readiness and safety are available to support District operations. The program manages both long-term planning through the annual budgeting process and short-term supply needs to support timely emergency response. Long-term goals guide proactive resource allocation, while immediate needs are met through internal inventory management and just-in-time ordering with established vendors. This approach maintains equipment availability while controlling inventory costs and minimizing delays.

Significant Milestones:

In 2025, Support Services completed a comprehensive upgrade of all frontline thermal imaging cameras (TICs) to the SEEK Pro series, significantly enhancing firefighter safety and operational effectiveness. This upgrade provided improved image clarity, reliability, and performance in low-visibility and high-heat environments, directly supporting more informed decision-making during fire suppression, search and rescue, and overhaul operations. Standardizing TIC technology across the fleet also improved training consistency, maintenance efficiency, and overall readiness, reinforcing the Division's commitment to equipping personnel with modern, dependable tools to support safe and effective firefighting operations.

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority III Operational Readiness	Objective A	Develop a method of collecting data to evaluate the use and project inventory needs of supplies, equipment, and PPE. **Progress: Support Services partnered with vendors, including Gear Wash, to enhance software and systems that track PPE cleaning and maintenance. These improvements increase visibility into repair needs and lifecycle performance, supporting more informed, value-driven decisions for reliable equipment.**
Priority V Financial Stability	Objective A	Forecast and address supply and inventory issues associated with the supply chain, product availability, extended delivery times and the supplier's diminished workforce. **Progress: Support Services began developing a system to evaluate and track warehouse inventory, improving supply-chain forecasting and inventory management to proactively address product availability issues and extended delivery times.**
Priority III Operational Readiness	Objective A	Build interagency relationships that will help address identified issues of increased costs of equipment, unavailable supplies, and extended delivery times.

		Progress: The division chief of support services attended multiple national conferences and summits with peer agencies to share best practices and industry trends. These professional networks will support the District by informing decisions related to equipment procurement, project planning, and supply chain challenges.
Priority V Financial Stability	Objective A	Maintain a balanced budget and prioritize and control escalating costs associated with maintaining adequate supplies needed by the District. **Progress: The District negotiated with vendors to expand bulk purchasing options, reduce costs, and participate in rebate programs for station equipment and supplies.**

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority III Operational Readiness	Objective A	Building on the 2025 implementation of enhanced PPE tracking and maintenance software, Support Services will expand data collection and analysis to evaluate usage trends, lifecycle costs, and inventory requirements for supplies, equipment, and PPE. The goal is to use reliable, data-driven insights to improve inventory forecasting, support value-engineering decisions, reduce downtime caused by equipment shortages or repairs, and ensure the District maintains safe, compliant, and cost-effective equipment levels.
Priority V Financial Stability	Objective A	Develop methods to better forecast and address supply and inventory issues associated with the supply chain, product availability, extended delivery times, and the supplier's diminished workforce.
Priority IV Relationships	Objective A	Continue to build interagency networks and relationships that will help find proactive approaches to the issues of increased costs of equipment, unavailable supplies, and extended delivery times.
Priority V Financial Stability	Objective A	Evaluate contractors and vendors for station cleaning supplies to take advantage of bulk purchasing and reduce overhead associated with full-service vendors.

Unexpected Results (positive or negative):

The program experienced unanticipated increases in costs and extended delivery timelines for essential materials and equipment, resulting in procurement delays that impacted planned schedules and budget expectations. These conditions placed additional strain on the Division's ability to meet operational objectives within established timelines. Industry forecasts indicate that these challenges are likely to persist, requiring continued attention and adaptive management strategies. To mitigate levels and impacts, the Division must remain agile by evaluating alternative sourcing options, optimizing inventory levels, and closely monitoring market trends to sustain effective support of District operations.

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

Yes.

How Does this Program Meet the Needs of the Citizens?

The citizens of the District benefit from a highly efficient and cost-effective Support Services Program, which plays a crucial role in ensuring seamless operations. This program is committed to maintaining an accurate and up-to-date inventory of all essential supplies, equipment, and resources required for daily operations. By carefully tracking inventory levels, the logistics team is able to anticipate needs and ensure that supplies are delivered in a timely manner, minimizing delays and avoiding shortages. This proactive approach not only supports the operational needs of the District but also ensures that resources are utilized in a fiscally responsible manner, ultimately contributing to the overall efficiency and effectiveness of the District's services. Through careful management and a strong commitment to service excellence, the Support Services Division continues to play an integral part in meeting the needs of the community and maintaining the District's high standards of service delivery.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

Not Applicable

Program Specific Measures or Metrics:

The Support Services Program budget is the primary source for metrics across the Hose, Equipment and Tools, Uniforms, PPE, and SCBA sub-programs; however, these sub-programs involve frequent daily interactions and numerous small-scale equipment and component replacements, creating operational complexity that does not lend itself to discrete performance metrics or effective tracking through software-based inventory or task-ticket systems. Expenses are controlled to meet budget guidelines.

Expected Outcomes/Impacts:

The expected outcomes of the program's strategic mission, along with its specific goals and objectives, are designed to ensure that uniforms, PPE, and other essential firefighting equipment are consistently maintained to meet the evolving needs of the District. This approach guarantees that the District can provide a safe, well-equipped, and appropriate environment for its personnel, enabling them to perform their duties effectively and efficiently.

The program's impact will significantly enhance the District's overall operational readiness, ensuring that all equipment and gear remain in optimal condition to support rapid response capabilities. By maintaining the operational readiness of District personnel, the program directly contributes to the District's ability to respond to emergencies swiftly and effectively, ensuring the safety of both firefighters and the community they serve. This proactive strategy also bolsters the District's long-term ability to deliver high-quality, reliable services in the face of ongoing challenges and increasing demands.

Program Self-Assessment:

No significant changes to program performance indicators in 2025.

SWOT Analysis:

Program Strengths:
The program operates with a high level of efficiency and effectiveness in forecasting the District's operational and equipment needs. Through strategic planning and data-driven analysis, it anticipates future requirements and ensures that necessary resources are identified and acquired in a timely manner. By taking a proactive approach, the program not only addresses emerging needs but also mitigates potential challenges before they impact operations. This forward-thinking methodology enables the District to maintain optimal readiness, enhance firefighter safety, and allocate resources in a fiscally responsible manner, ultimately supporting the delivery of high-quality emergency services to the community.

Program Weaknesses:
Ensuring the safety of the District's firefighters remains a top priority, and maintaining compliance with NFPA standards is essential. NFPA regulations establish a maximum service life of 10 years for bunker gear, necessitating the systematic replacement of aging equipment. The District previously procured bunker gear in large quantities to accommodate the needs of fire academies, facilitate the merger with Wheat Ridge, and enhance safety standards by equipping each firefighter with two sets of gear. As a result, a significant portion of this gear is now reaching the end of its service life and must be replaced. To proactively address this requirement, 76 replacement sets were ordered in 2025 for delivery in 2026, with an additional 75 sets scheduled for purchase in 2026 for delivery in 2027. This replacement cycle will become increasingly critical as academy classes that were issued two sets of gear upon hiring approach the end-of-life threshold for both sets simultaneously. This replacement is a necessary investment in firefighter safety and operational readiness. While the replacement schedule will place demands on both the procurement process and the Division's budget, it is imperative to uphold the District's commitment to providing firefighters with the protective equipment they need to perform their duties safely and effectively.

Similarly, the District's frontline SCOTT SCBAs are approaching the end of their service life. In January of 2026 the updated NFPA standards released the specifications and requirements for the next generation of SCBAs. Now that these standards are finalized and SCOTT completes the corresponding design updates, the District will initiate the replacement process for all SCBA units across the organization. This replacement initiative is a critical and costly priority to ensure compliance with evolving SCBA standards and to maintain firefighter safety. District staff is continuously monitoring the timing of the standards release, assessing equipment availability, and exploring potential grant funding opportunities to strategically plan and secure the necessary resources for this essential investment.

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

Program Opportunities:
Support Services has an opportunity to further strengthen inventory management through continued evaluation of stored equipment and tools to reduce surplus and obsolete stock, including excess PPE and outdated fire equipment. Optimizing inventory levels will improve the effective use of warehouse space and better align storage capacity with District needs. Additionally, refining forecasting and purchasing strategies to balance overstock with adequate supply allows the Division to capitalize on

bulk purchasing of high-use items, secure more favorable pricing, and mitigate the impacts of inflation while maintaining operational readiness.

Program Threats:
Evolving industry standards for firefighting equipment and PPE continue to increase design complexity, procurement challenges, and overall costs, with limited opportunities to reduce expenses without compromising quality or firefighter safety. These pressures are compounded by persistent inflation, tariffs, labor shortages, and market volatility, which continue to drive higher costs and constrain the availability of critical resources, including hose, equipment and tools, uniforms, PPE, and SCBA. Although supply chain conditions have generally improved since the COVID-19 pandemic, elevated pricing, extended lead times, and limited vendor and contractor capacity remain ongoing concerns. Collectively, these factors pose sustained risks to budget stability, inventory management, equipment readiness, and the Support Services Division’s ability to effectively support operations and maintain safe, reliable service to the community.

West Metro Fire Rescue
Annual Program Appraisal

Program Name: Technical Rescue

Program Manager: Division Chief Sean Jewell, Captain Brett Burke and Captain Shawn Duncan

Appraisal Year: 2025

Date: 1/31/2026

Category: Category 5

Criterion (if required): 5G

Recommendations (if applicable):

None

Progress Made on Recommendations:

None

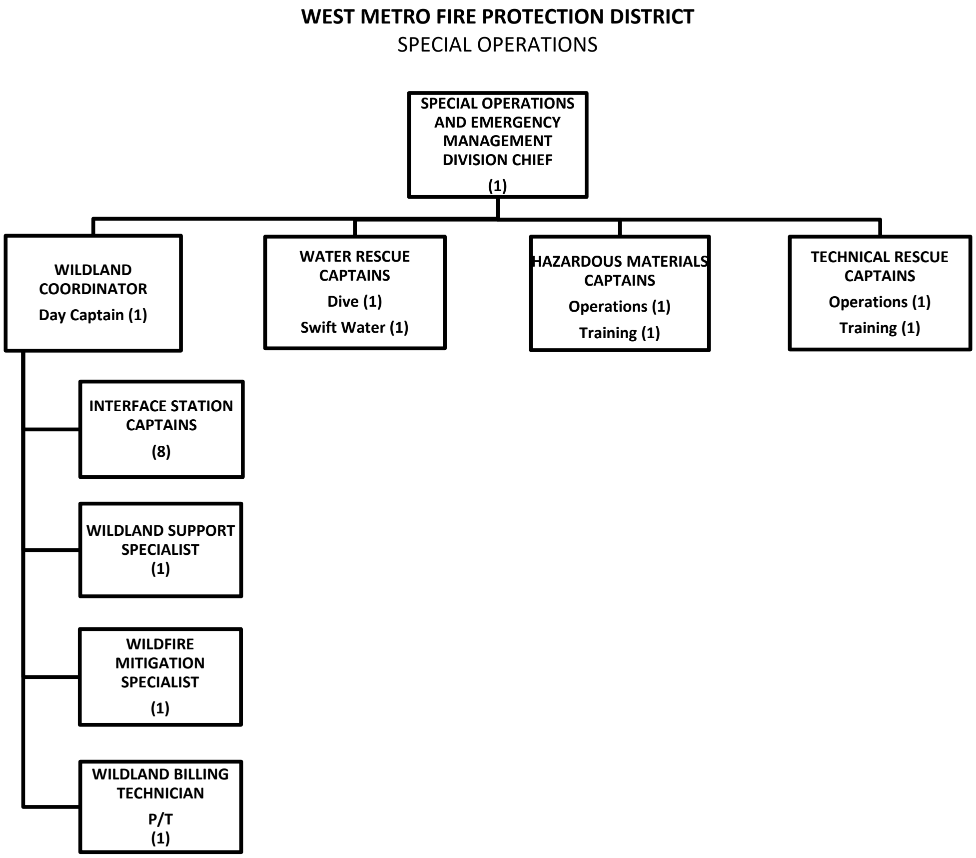
Program Description:

The District's Technical Rescue Team (TRT) is a specialized unit comprised of highly trained personnel from Stations 10 and 14. Their mission is to ensure the community's safety and well-being in critical situations, and they are equipped to handle a range of technical rescue scenarios. Their expertise in rescue operations in challenging environments, advanced medical response, and collaborative efforts with other fire agencies is a testament to their commitment. This dedicated team's services include building collapse/shoring, confined space entry, wilderness and urban rope rescue, trench rescue, and light- and heavy-vehicle/machinery extrication.

List Sub-Programs:

Not applicable

Special Operations Staffing (Click here for a complete display of the District's Organizational Chart):



Injuries/Exposures:

No injuries related to technical rescue were noted in 2025.

Succession Planning:

The team is dedicated to fostering the professional development of employees at all levels within the organization. Various classes were conducted to expand the knowledge base of existing members while facilitating the onboarding of new members to our strategic approaches and tactics. The team is committed to supporting the professional development of all members across the organization. Several classes are designed to enhance current members' knowledge and help new members quickly understand our team's strategies and tactics.

Specialized Equipment:

The team has a significant inventory of specialized equipment, including airbags, shoring equipment, confined-space equipment, and rope equipment, to complete assigned tasks. This equipment is carried on several vehicles and is primarily housed at Stations 10 and 14.

Training and Certifications Completed:

- Rigging for Rescue

- Arvada Auto-X
- UTV Drivers' training
- Advance Con-space
- Rock protection
- High and low-angle rescue
- Collapse
- Trench rescue
- Burning/breaking/breaching
- Heavy vehicle lifting/extrication

Training and Certifications Needed:

- Continued specialized training in all TRT disciplines
- Musar Trench (or equivalent)
- Heavy extrication
- Man vs. Machine
- Tower Rescue Operations

Facilities (if applicable):

Not applicable

Program Goals and Objectives:

Overall Strategic Focus:

The primary objective of the TRT is to conduct safe, effective rescues and remove victims from hazardous situations. The District's TRT is committed to providing comprehensive education, training, equipment, and logistical support to its members, while also taking on additional duties related to swiftwater rescue and wildland firefighting, both of which were added to the TRT's responsibilities at the end of 2025.

Significant Milestones:

Not applicable

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority IV Relationships	Objective A	Continue to foster relationships with neighboring agencies and explore opportunities to collaborate on training and responding to technical rescue incidents. **Progress: The inaugural Joint TRT academy, in conjunction with South Metro Fire Rescue and Castle Rock Fire Department, was held in 2025 and will continue as an annual course with ongoing improvement. The District is moving toward mutual response for technical rescue incidents to**

		provide a higher level of response capabilities, personnel, and equipment. This will eventually be fully incorporated in SOP #106 - Response.
Priority III Operational Readiness	Objective A	Ensure the training provided is relevant to the District's operations and improves readiness to respond to all incidents in the District. **Progress: Ongoing evaluation of the TRT response capabilities and identifying needs throughout 2025. The TRT can adapt training to align with emerging community needs and industry best practices. Members of the team have been sent to the highest-level training available, nationwide, to expand the TRT's knowledge base and maintain the highest possible level of response readiness.**
Priority III Operational Readiness	Objective A	Develop a succession plan that anticipates leadership changes and attrition among experienced TRT team members. **Progress: As members leave the TRT through attrition, promotion, or station moves, we continue to identify members who have demonstrated a desire to train and lead the TRT. We have placed these identified members into shadow or team-instructor roles to support knowledge and skill transfer and maintain succession planning. The division chief of special operations has built and maintains a roster of certifications and instructors for the TRT. Along with this roster, he has identified employees who have expressed interest in joining the TRT, as well as current team members who will be next in line to take over as instructors and leaders for the team.**

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority IV Relationships	Objective A	Strengthening and deepening the District's relationship with neighboring agencies through continued joint training, collaboration, and joint response.
Priority III Operational Readiness	Objective A	Continue evaluating training opportunities and current practices to ensure the team remains committed to providing the highest level of service and response.
Priority III Operational Readiness	Objective A	Solidify a strong succession plan for the training and leadership of the TRT by identifying and empowering team members to shadow and move to higher levels of instruction and leadership within the TRT.

Unexpected Results (positive or negative):

- Positive – With many changes affecting the organization, the TRT has been tasked with taking on additional responsibilities such as swiftwater response and wildland fire response. In preparation for these upcoming changes, the TRT has maintained a positive attitude and willingness to succeed and has welcomed them with open arms. The organization and the community have fully supported the logistical needs related to these changes, including apparatus redistribution, personnel transfers between stations, and the financial impacts on the technical rescue stations.

- Negative – The ever-increasing cost of top technical rescue courses offered throughout the country and the increasing cost of initial TRT certification. This has been effectively managed through prudent collaborative scrutiny of the TRT's needs for training and certification to continually maintain the highest possible level of readiness and service. Evaluating the needs of the TRT continues to be done while ensuring that the TRT is a good steward of the funds entrusted by the District. Equipment costs continue to rise, and with support from the organization and the community, the TRT effectively budgets for and updates equipment to keep pace with industry best practices and emerging technologies.

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

This program effectively meets the District’s strategic priorities.

How Does this Program Meet the Needs of the Citizens?

By collaborating with neighboring agencies to conduct training and responses, the program meets the needs of the citizens by ensuring that the capabilities, knowledge, skill sets, and equipment of the TRT meet or exceed the anticipated needs. Collaboration ensures training and response are conducted with the lowest possible financial impact and that the highest possible operational readiness is achieved for the community.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

- Multiple significant and complex collapse rescue responses have taken place this year on every shift. All these incidents have been mitigated effectively and safely, using best practices, with zero injuries or lost work time.
- There have been several significant auto extrications within the District that have required a high level of expertise. Many of these auto extrications have occurred on major roadways in the District, including Highway 285, C-470, Kipling Parkway, and Wadsworth Boulevard.
- Rope rescue remains one of the highest levels of technically complex responses that we are called to mitigate. The TRT maintains some of the industry’s leading knowledge and skill sets in rope rescue. Given the District's proximity to the Front Range and the many open spaces, such as Red Rocks Park, the TRT regularly responds to these areas for complex rope-rescue situations.

Program Specific Measures or Metrics:

- Rescue-related responses: 210
- Technical Rescue Incidents: 14

Expected Outcomes/Impacts:

- To continue to improve response capabilities through training and joint response with neighboring agencies. This ensures we can provide the highest level of service and remain not only leaders in technical rescue in the Denver Metro area, but also throughout the country.
- Improved technical rescue response with the addition of three personnel to Station 10.
- Widening of the team's scope of knowledge and skill sets with the addition of swiftwater response and wildland fire response.

Program Self-Assessment:

No changes to performance indicators in 2025.

SWOT Analysis:

Program Strengths:
The TRT has recently benefited from the addition of three new members, increasing overall staffing and future capacity. The acquisition of an additional engine and tower to replace an aging and overworked rescue apparatus strengthens operational readiness and improves reliability during complex incidents. New team members also bring enthusiasm, fresh perspectives, and the potential for innovative ideas that can enhance team culture, problem-solving, and long-term sustainability.

Program Weaknesses:
While new members bring potential, they currently lack the training and experience of seasoned team members, which may limit operational effectiveness. The loss of several long-time members has significantly reduced institutional knowledge and expertise built over years of service. Additionally, the rescue is cross-staffed, along with several other specialized apparatus, which can delay response times and increase the daily workload associated with checking, staffing, and maintaining multiple units.

Program Opportunities:
Expanding the team's scope to include swiftwater rescue and wildland firefighting presents an opportunity to broaden the team's skill set, increase overall capabilities, and enhance regional response readiness. These additions expand the team's knowledge base and enhance versatility across a range of emergency scenarios. New team members also offer opportunities to introduce updated practices, training approaches, and creative solutions to longstanding operational challenges.

Program Threats:
Limited availability of specialty trucks District-wide reduces built-in redundancies, creating staffing and response vulnerabilities. With two of the three trucks responding to technical rescue calls and T10 committed to dive responses, there is an increased likelihood that either the dive team or the TRT will not be fully staffed when needed. Furthermore, the addition of swiftwater rescue at Station 10 and wildland firefighting at Station 14 places additional strain on an already taxed special operations team, reducing the time available to train, maintain proficiency, and respond effectively across the seven disciplines now assigned to the team.

West Metro Fire Rescue
Annual Program Appraisal

Program Name: Training Center

Program Manager: Captain Andy Jensen

Appraisal Year: 2025

Date: 1/31/2026

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 conducted an NFPA 1403 (now 1402) 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. 2024 UPDATE: This inspection program continues, and inspections will be conducted, and records maintained at the prescribed NFPA intervals. The Training Center has also added a periodic and annual inspection program which is logged through PSTrax. 2025 UPDATE: All periodic inspections were added for all three burn buildings. Annual inspections which are still manually entered into the spreadsheet and will be entered into PSTrax for 2026.

Program Description:

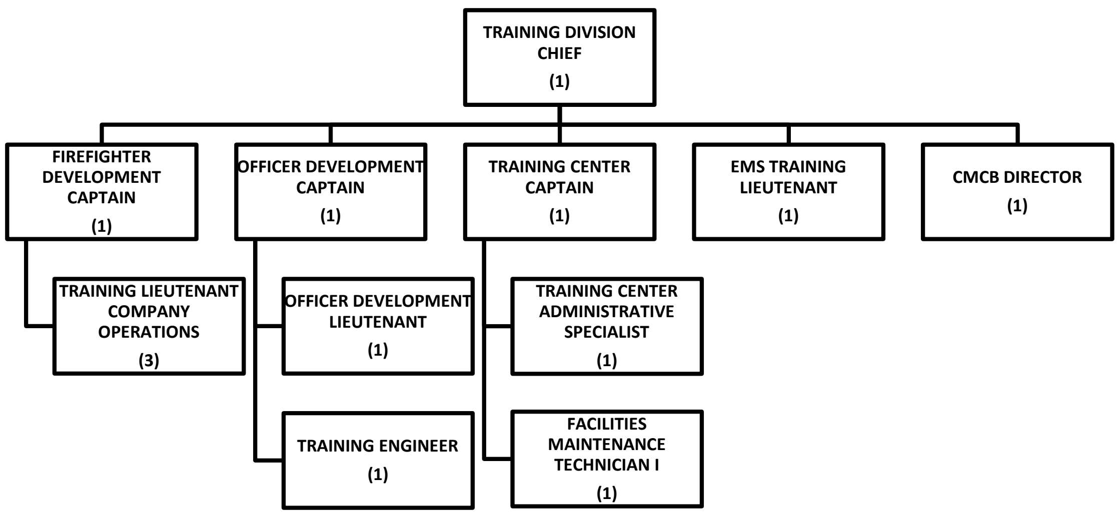
The vision of the Training Center is to provide readily available, pertinent, and well-maintained training props, facilities, and programs in support of the Training Division. The Training Center operates as an internal service fund (ISF) allowing for the active use and management of the facility as a business activity. The benefit of this structure is that 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 making adjustments for economic and market demands is an important component to the success of the Training Center's fiscal health. Equally important to the sustainability of the Training Center is the ability to actively manage the depreciation of the facility and associated props.

List Sub-Programs:

1. The District's Recruit Academy.
2. Non-Fire related clients, room, and facility rental.
3. Fire-related clients, room, prop, facility rentals, and education/training.
4. Urban Search and Rescue/Colorado Task Force 1 (CO-TF1) through an intergovernmental agreement.

Training Division Staffing (Click here for a complete display of the District's Organizational Chart):

WEST METRO FIRE PROTECTION DISTRICT
TRAINING DIVISION



Injuries/Exposures:

There were eleven injuries to District personnel at the Training Center in 2025, all of which were minor in nature. The inherent risk of firefighting leads to training injuries during both organized and scheduled training, as well as crews utilizing the Training Center for company officer led training.

Succession Planning:

Succession planning 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 Center has had success with employees desiring to be part of the Training Center staff. Part of this success has come from training opportunities such as being an SME or adjunct instructor, Blue Card, and EMS training opportunities.

Specialized Equipment:

The Training Center maintains all equipment, tools, and hose for firefighter academies as well as the associated programs. This includes a fleet of staff and heavy equipment vehicles, two engines, and one medic unit. The Training Center maintains all AV equipment, classroom needs, office needs, computers, a new Class A burn structure in 2026, both Class B burn structures, and all associated props (ventilation, forcible entry, vehicle fire, etc.).

Training and Certifications Completed:

Not applicable

Training and Certifications Needed:

Not applicable

Facilities (if applicable):

1. The kitchen was expanded to accommodate an increase in Training Center staff and an increase in adjunct instructors using the kitchen area.
2. Outdated floor tile was replaced with ultra-durable flooring throughout the Training Center.
3. Simulation Lab was converted to a staff office for an additional training lieutenant.
4. Two used Kubotas purchased from CO-TF1, and both Polaris UTVs sold.
5. Water delivery system maintenance – Replaced three large check valves in pump the house, and several hydrants were rebuilt.
6. Three swamp coolers replaced at the Training Center and CO-TF1.
7. New whiteboards in all Training Center classrooms.

Program Goals and Objectives:

Overall Strategic Focus:

- Operationalize depreciation and replacement schedules.
- Enhancements to existing props and drill ground areas to provide relevant training opportunities; key areas of focus include Class A, Class B Commercial, and driver operator areas.
- Continue relationship building to enhance key outside funding sources while being able to meet internal District training requirements and the needs of our collaborative stakeholders.
- Seek collaborative fire training opportunities with partner fire agencies

Significant Milestones:

The District was able to conduct two professional recruit academies as well as conducting the 2025 Engineer and Assistant Chief Promotional Exams. Also provided the prerequisite programs for all promotional requirements, and provided EMS, company drills, and multi-company Class A scenarios. Camp Ember was hosted at the Training Center in June of 2025. The District was also heavily involved in the planning and executing of a multi-agency, large-scale, multi-casualty incident exercise held within the District.

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority III Operational Readiness	Objective A	Item 3 - Create meaningful training in support of a new and changing workforce: This integrates with the Training Division's increased emphasis on professional development. The Training Center will facilitate and assist with this long-term objective. **Progress: Created an additional maze conex and began**

		fabrication of a new Class A burn building to be finished and installed in 2026.
Priority IV Relationships	Objective A	Item 3 - Develop cooperative training with external stakeholder partners: The Training Division's cadre has met with partner fire agencies and is in the process of planning cooperative recruit academy training scenarios. **Progress: The Training Center continues to host a number of multi-agency classes and trainings, often at no cost.**
Priority V Financial Stability	Objective A	Item 2 - Maintain a balanced budget that allocates resources based on operational priorities: The Training Center will continue to maintain a balanced budget that prioritizes equipment and expenditures that are in line with the strategic direction of the Training Division and the organization. **Progress: Most expenditures came in under budget despite the overall increase in cost of materials and labor while still accomplishing the Training Division's goals and objectives.**

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority III Operational Readiness	Objective A	Item 3 - Create meaningful training in support of a new and changing workforce: Maintain and improve existing Training Center classrooms and props. New Class A building to be installed in the summer of 2026.
Priority IV Relationships	Objective A	Item 3 - Develop cooperative training with external stakeholder partners: Support and facilitate District partners with drill-ground and classroom space for collaboration and training.
Priority V Financial Stability	Objective A	Item 2 - Maintain a balanced budget that allocates resources based on operational priorities: The Training Center will continue to maintain a balanced budget that prioritizes equipment and expenditures that are in line with the strategic direction of the Training Division and the organization.

Unexpected Results (positive or negative):

There were no unexpected results, negative or positive during 2025.

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

The Training Center and the associated programs are effective and in support of the District's strategic priorities in addition to 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 Training Center is the primary platform for the workforce to become and stay operationally ready, in addition to training in the field. This is accomplished through the Training Center providing continued support so that the Training Division can deliver relevant and realistic training. Examples of this include the current, relevant, and functional training props, AV support, simulation labs, and operational space.

The Training Center desires to actively manage its customers so that sustainable relationships are built to help offset the cost of depreciation. The Training Center understands the value of community partnerships and will continue to work with the District's community partners with a common vision.

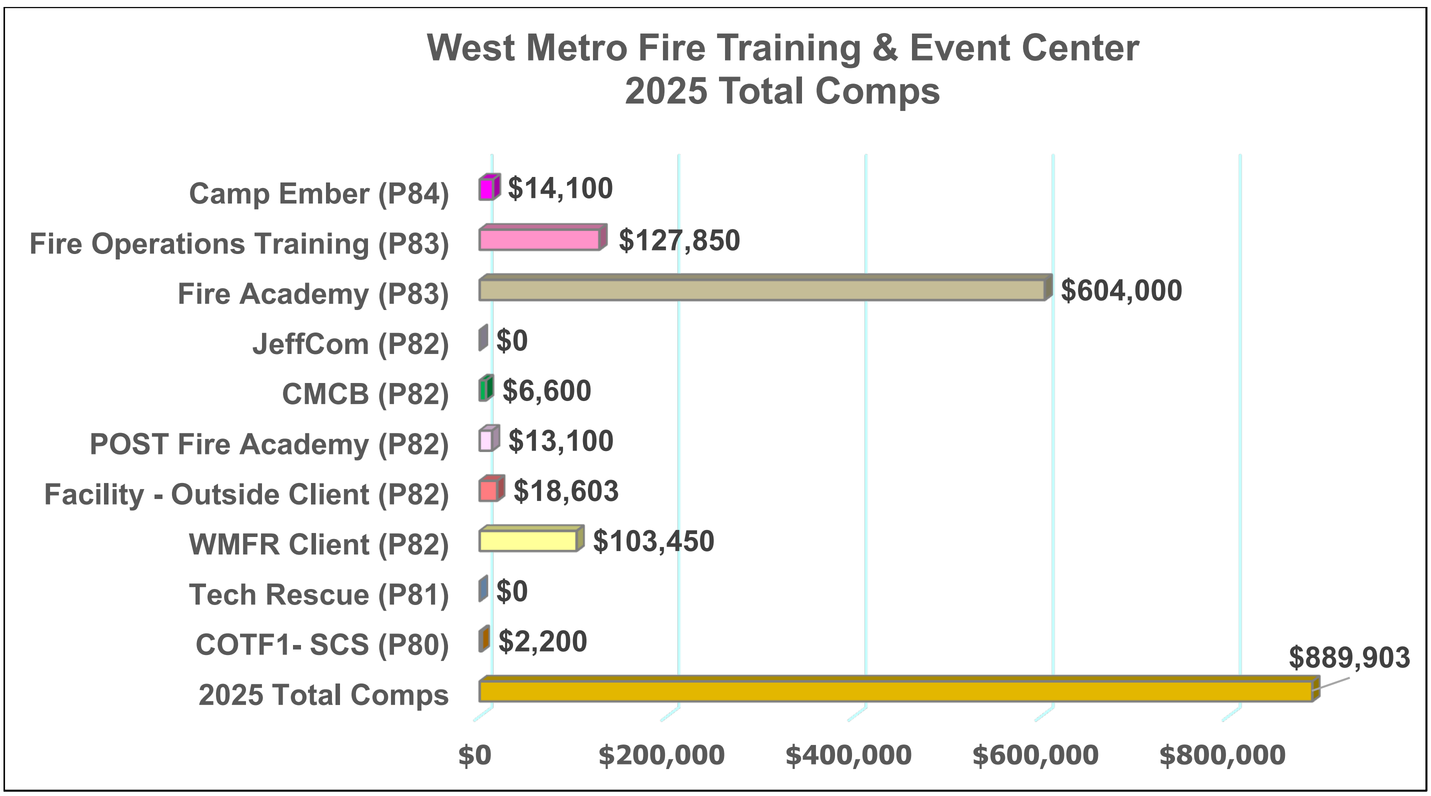
Program Results/Outcomes:

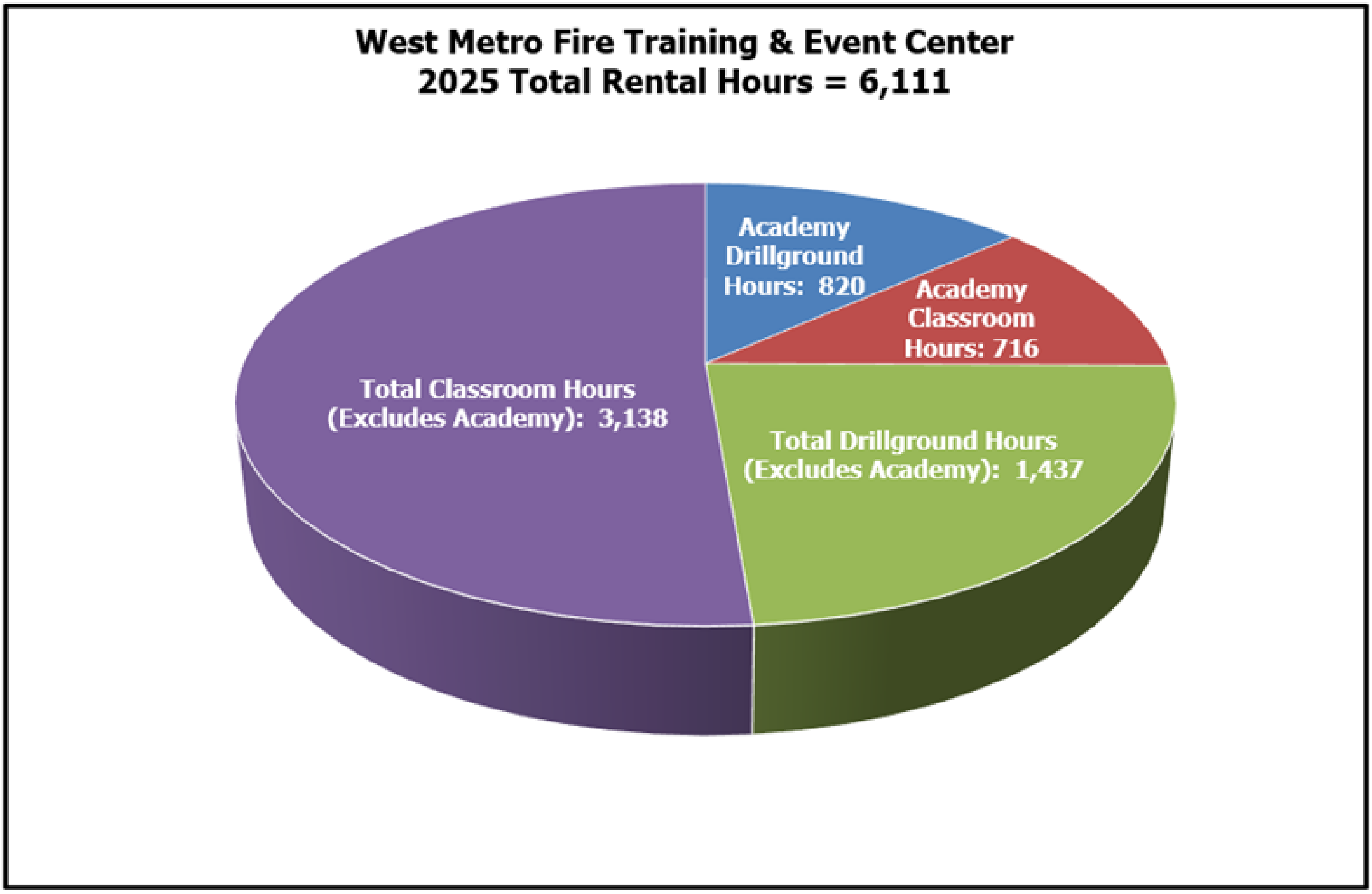
Significant Incidents or Events (if applicable):

There were no significant events or incidents in 2025.

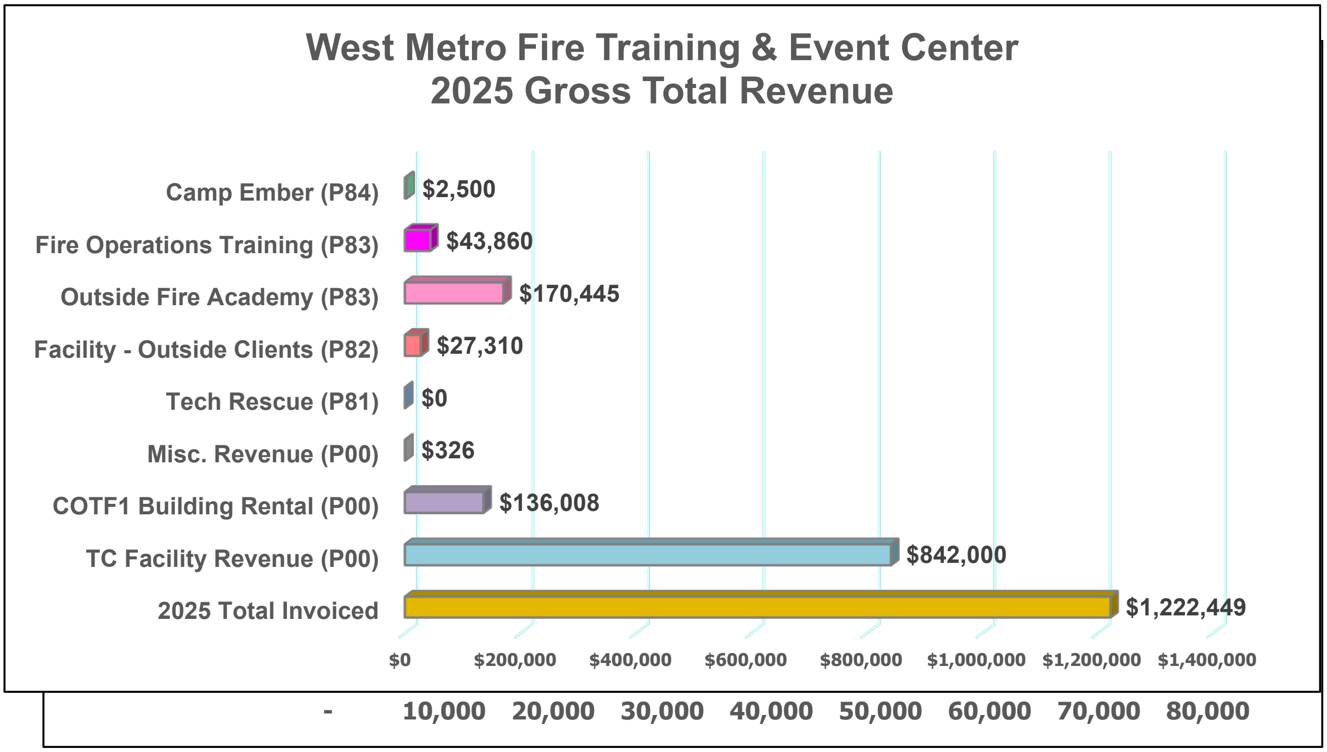
Program Specific Measures or Metrics:

The Training Center can measure some success through the number of users (19,844) as well as the amount of gross income brought in. The charts below depict gross revenue, the amount of rental space we provided free of charge in support of collaboration and/or relationships, and the usage of the Training Center based on hours. It should be noted that in order to further the regional public safety mission and develop partnerships, the Training Center provides cost-free facility support to some of its public safety partners such as the Colorado Metropolitan Certification Board, Colorado Department of Public Health and Safety, and the Fire Marshall's Association of Colorado.




West Metro Fire Training & Event Center
2025 Total Rental Hours = 6,111
Academy Drillground Hours: 820
Academy Classroom Hours: 716
Total Classroom Hours (Excludes Academy): 3,138
Total Drillground Hours (Excludes Academy): 1,437

West Metro Fire Rescue
Annual Program Appraisal



Expected Outcomes/Impacts:

The expected outcome for the Training Center is that it serves as a District, local, and regional training facility available to both government and private organizations. The District seeks to build partnerships and relationships with all its stakeholders. This philosophy has led to a positive relationship with the community and area public safety partners.

Program Self-Assessment:

Minor changes/updates were made to performance indicators 8B.1, 8C, 8C.1, 8C.2, and 8C.5., including personnel and equipment counts.

SWOT Analysis:

Program Strengths:
- Management of the Training Center
- Infrastructure of the Training Center
- Collaboration with neighboring agencies

Program Weaknesses:
- Space available at the Training Center is at times problematic, driving prioritization of training activities.
- Must space out capital improvements to reduce budget impacts for any single year.

Program Opportunities:
- Continued collaboration and rental with key stakeholders.
- Continued and enhanced training opportunities for District firefighters.
- 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 B and Class A props.
- Space available as the organization grows and/or more outside entities request time at the Training Center.
- Maintenance and sustainability of the internal water delivery system.

West Metro Fire Rescue
Annual Program Appraisal

Program Name: Training Division

Program Manager: Division Chief Doug Hutchinson

Appraisal Year: 2025

Date: 1/31/2026

Category: Category 8

Criterion (if required): 5D, 8A, 8B, 8C

Recommendations (if applicable):

None

Progress Made on Recommendations:

Not applicable

Program Description:

The vision of the Training Division is to provide professional training to employees so they are safe, consistent, competent, and confident emergency service providers. This is accomplished through aligning training curriculum, methodology, instruction, and delivery with District's operational goals, the District's Strategic Plan, and the performance indicators of accreditation.

Aligning initial firefighter and ongoing 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.

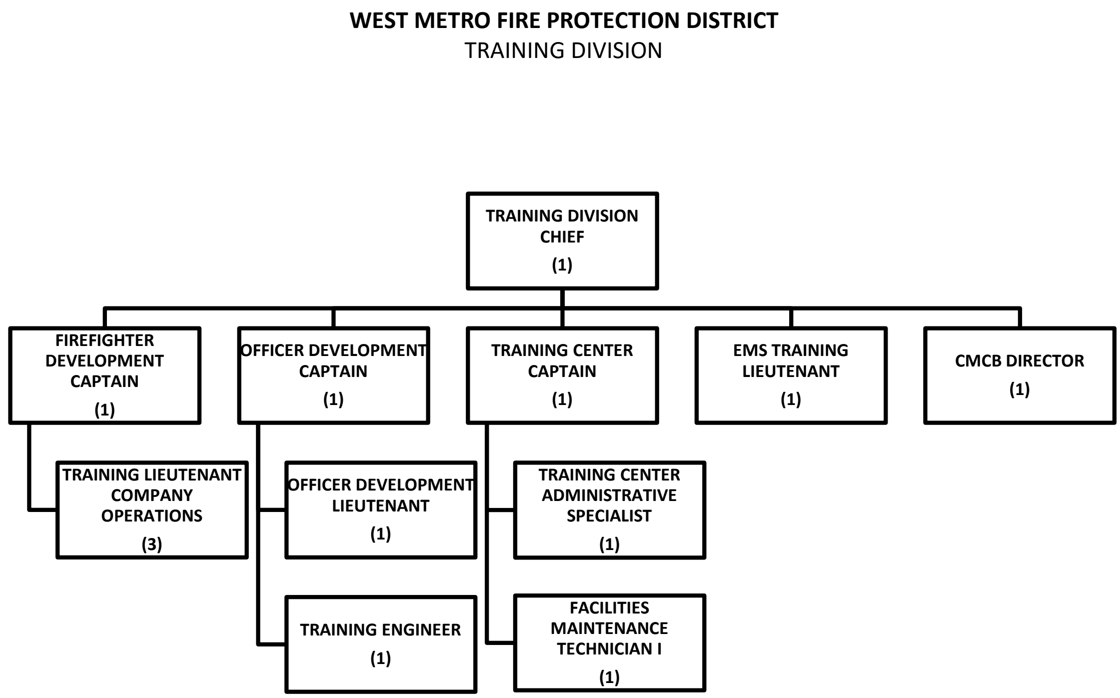
Formal evaluations provide the organization with the ability to improve operational effectiveness, fill operational gaps, and engage in the continual quality improvement (CQI) concept. Emerging needs, along with reviewing current practices, allow the organization to be mindful of the professional landscape. 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
- Officer Development Academy
- Fire Instructor I
- Blue Card Incident Command System

- Support for all special teams (wildland, technical rescue, dive, and hazardous materials)
- Driver Operator Pumper and Aerial
- Driver Operator UTV
- Colorado Metropolitan Certification Board (CMCB), a ProBoard accredited organization
- Promotional Exams/West Metro Fire Rescue Civil Service Committee

Training Division Staffing (Click here for a complete display of the District's Organizational Chart):



Injuries/Exposures:

There were eleven injuries to District personnel at the Training Center in 2025, none of which were serious. The inherent risk of firefighting leads to training injuries both during organized and scheduled training, as well as crews utilizing the Training Center for company officer led training.

Succession Planning:

Utilizing the divisional assignment administrative procedure, the days list, promotional registers, Training Division subject matter expert (SME) opportunities, and through forecasting, the District's Training Division has had success with members wanting to be part of the Training Division. Part of this success has come from being an SME or adjunct instructor, or from Blue Card and emergency medical services (EMS) training opportunities. It should be noted 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, such as fire simulators and firefighting equipment. 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 processes.

Training and Certifications Completed:

WMFR Officer Academy (one week), Live Fire (NFPA 1403 compliant), Blue Card Trainer, Fire Officer I & II, Fire Instructor I, International Academy of Professional Drivers Trainer, Driver Operator Pumper, and Driver Operator Aerial. Recruits receive CMCB Firefighter I and II; CMCB Hazardous Materials Awareness and Operations; CMCB Driver Operator Rescue/Utility and Ambulance.

Training and Certifications Needed:

All certifications listed above are offered on a continual basis to support operations, support professional development, and prepare members for promotional opportunities.

Facilities (if applicable):

See the 2025 Training Center Annual Appraisal.

Program Goals and Objectives:

Overall Strategic Focus:

- Develop training programs in support of recognized training gaps and competencies.
- Enhance coordination with special team training needs and 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 2025 Assistant Chief and 2025 Engineer Promotional Exams; delivered a full week long officer academy; delivered one Firefighter 3rd Grade exam; delivered a Colorado Metropolitan Certification Board Fire Instructor I class; facilitated multiple company-officer led trainings; delivered Driver Operator Pumper and Driver Operator Aerial classes; sent three members through the International Academy of Professional Driving train-the-trainer course; sent ninety members through the Insights Communication and Leadership class; conducted two recruit academies; hosted a week of National Wildfire Coordinating Group (NWCG) wildland classes; hosted and facilitated RT-130 wildland refresher and CPR recertification; delivered a Blue Card ICS class; delivered live fire multicompany drills to all companies; delivered acquired structure training for all companies; delivered EMS training multiple times to all companies; and hosted a hazardous materials technician certification class. The Training Division led the planning and delivery of a full-scale active threat exercise involving more than a dozen agencies and hundreds of participants.

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority I Invest in Our People	Objective B	The recruit academy recently revised its schedule to reflect the need to leave time for cadre planning and additional curriculum development/delivery. The goal in 2025 will be to implement the new schedule and then assess any intended or unintended consequences (positive or negative). **Progress: The recruit academies were shifted to a four-day week, with occasional fifth days added if the drill schedule or weather issues dictated. This allowed cadre and staff the time to better organize and prepare for the daily and weekly schedules. The academy also runs a bit longer to facilitate this change. The two academies that were conducted under this new schedule were a success, with fewer recruits leaving the academy and fewer injuries. Academic and drill ground performance were not affected.**
Priority I Invest in Our People	Objective B	The Training Division in 2025 added an additional lieutenant with the sole purpose of professional development, particularly among the officer ranks. In conjunction with the professional development captain, the Training Division seeks to greatly enhance its delivery of officer development content, specifically by adding a week-long officer development class as well as an officer development program through Columbia Southern University. **Progress: The week-long officer development class (officer academy) was held in May 2025 with twenty students. A wide range of content was delivered by various District subject matter experts, as well as an external speaker who delivered leadership content. Additionally, the professional development captain and lieutenant delivered numerous in-station deliveries on various topics. The addition of the professional development lieutenant has been instrumental in creating additional opportunities and trainings that were delivered to District officers and acting officers.**
Priority IV Relationships	Objective A	The Training Division continues to seek training opportunities with its public safety and EMS partners. In 2025, a full-scale active threat exercise will be conducted with numerous fire, EMS, and hospital system partners to enhance interagency cooperation and effectiveness. **Progress: The 2025 full-scale active threat exercise was conducted on August 6, 2025. More than a dozen public safety and healthcare partner agencies took part in the exercise. Overall, around 200 participants and volunteer victims contributed to the success of the exercise. Lessons learned from the exercise will contribute to future policy and operational improvements in this area.**

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority III Operational Readiness	Objective A	With a new burn building scheduled for 2026, the Training Division will deliver live fire training to all crews that include numerous new and available scenarios to enhance firefighting skills.
Priority IV Relationships	Objective A	The Training Division will continue to seek joint training with external stakeholders and partners in order to strengthen partnerships and enhance operational effectiveness.
Priority IV Relationships	Objective B	The Training Division will send numerous personnel to external conferences and classes in order to assess if there are policies and practices that may benefit or enhance those of the District.

Unexpected Results (positive or negative):

Not applicable

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

The Training Division and associated programs are effective and support the District's strategic priorities in addition to best practices, industry standards, and mandates.

How Does this Program Meet the Needs of the Citizens?

Professional fire and EMS standards indicate that a ready and well-trained workforce can effectively deliver emergency service needs. Being mindful of these standards and creating integrated training opportunities so that District firefighters are consistently competent, confident, and safe, enhances the chances that a ready and well-trained workforce exists. The Training Division will continue to utilize data in the form of internal and external stakeholder input, evaluations, and research/science to drive the training needs of the organization in support of positive community impacts. Likewise, the Training Division will support accreditation needs through data collection on the drill ground that can help drive standard of coverage and the effective firefighter force.

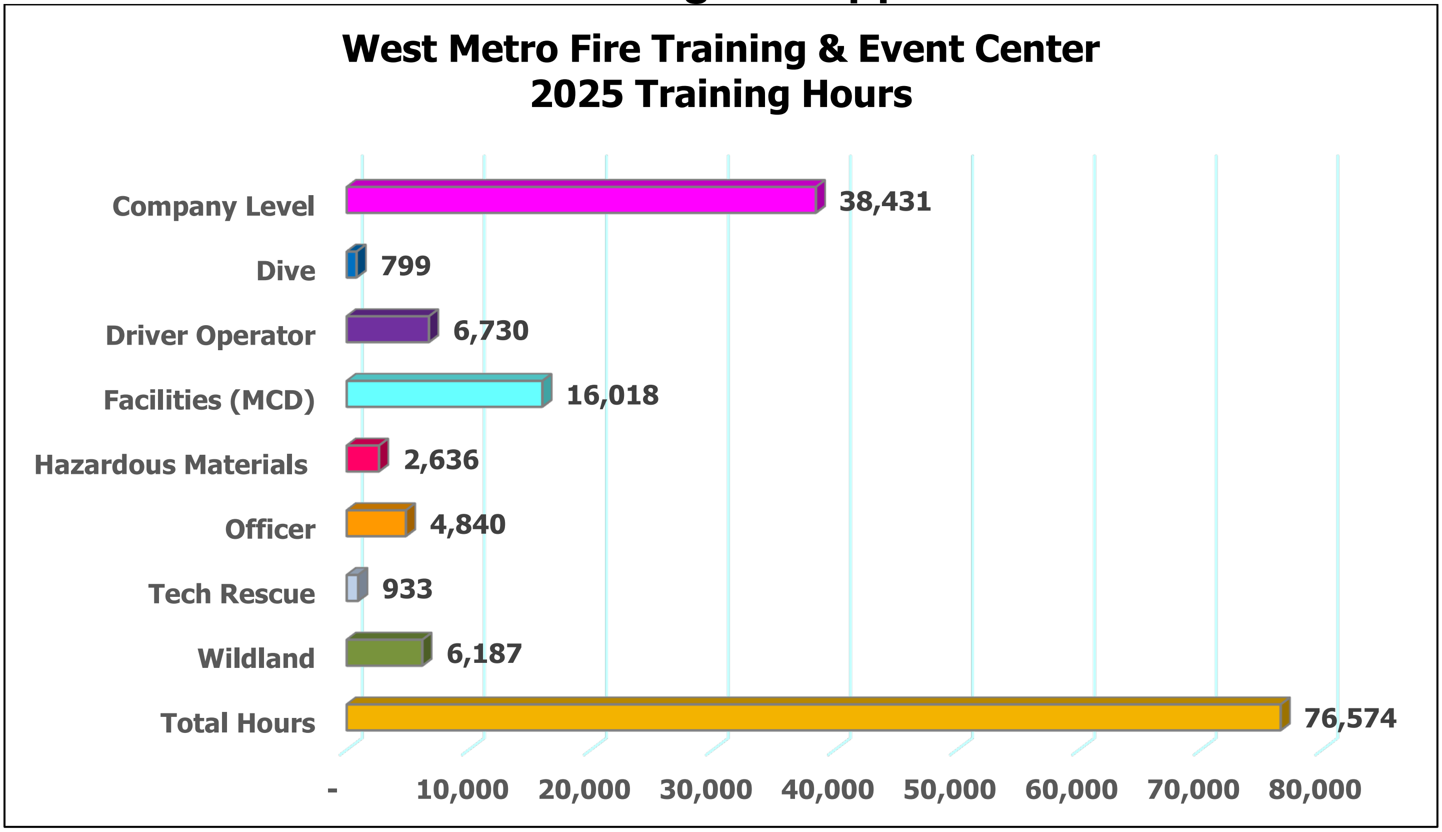
Program Results/Outcomes:

Significant Incidents or Events (if applicable):

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

Program-Specific Measures or Metrics:

Recruit Class 25-01 graduated with 20 West Metro Fire Rescue recruits; Recruit Class 25-02 graduated with 19 West Metro Fire Rescue recruits. See chart below for the District's training hours by category.



Expected Outcomes/Impacts:

The expected outcome of the Training Division's programs and deliveries is to increase the overall incident response capability of the District with better-trained and educated firefighters. Collectively, this provides a higher level of expertise and service delivery throughout the District. Continually increasing the knowledge, skills, and abilities of firefighting personnel of all ranks leads to a professional workforce that has the capability of delivering positive outcomes and positive impacts to the citizens.

Program Self-Assessment:

There were no significant program performance indicator updates or changes.

SWOT Analysis:

Program Strengths:

- Staff – the staff and cadre are exceptional and motivated.
- Succession interest – many uniformed employees 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 and continues to be strong.
- With the addition of a new burn building in 2026, the Training Division will be able to conduct and deliver first-rate live fire training well into the future.

Program Weaknesses:
- Staggering of academy cadre rotating in/out of the division sometimes lowers the experience level for academies.
- Having two academies per year limits the number of multi-company drills that can be conducted.

Program Opportunities:
- Switching to one academy per year creates a more efficient timeline for hiring, teaching, training, and sending recruits to the line.
- Increased officer development opportunities due to a new lieutenant position. This will facilitate both facility training opportunities as well as in-station officer development deliveries.
- When no academy is in session, the cadre and staff should be utilized to visit stations to conduct trainings that do not need training center props.

Program Threats:
- Demands for physical space at the Training Center continue to drive training priorities.
- Space for partner agency recruits attending academies has been limited. The District needs must be met first, particularly if a single academy per year model is adopted.

West Metro Fire Rescue
Annual Program Appraisal

Program Name: Wellness Bob

Program Manager: Stratman

Appraisal Year: 2025

Date: 1/31/2026

Category: Category 11

Criterion (if required): 11B

Recommendations (if applicable):

None.

Progress Made on Recommendations:

Not applicable.

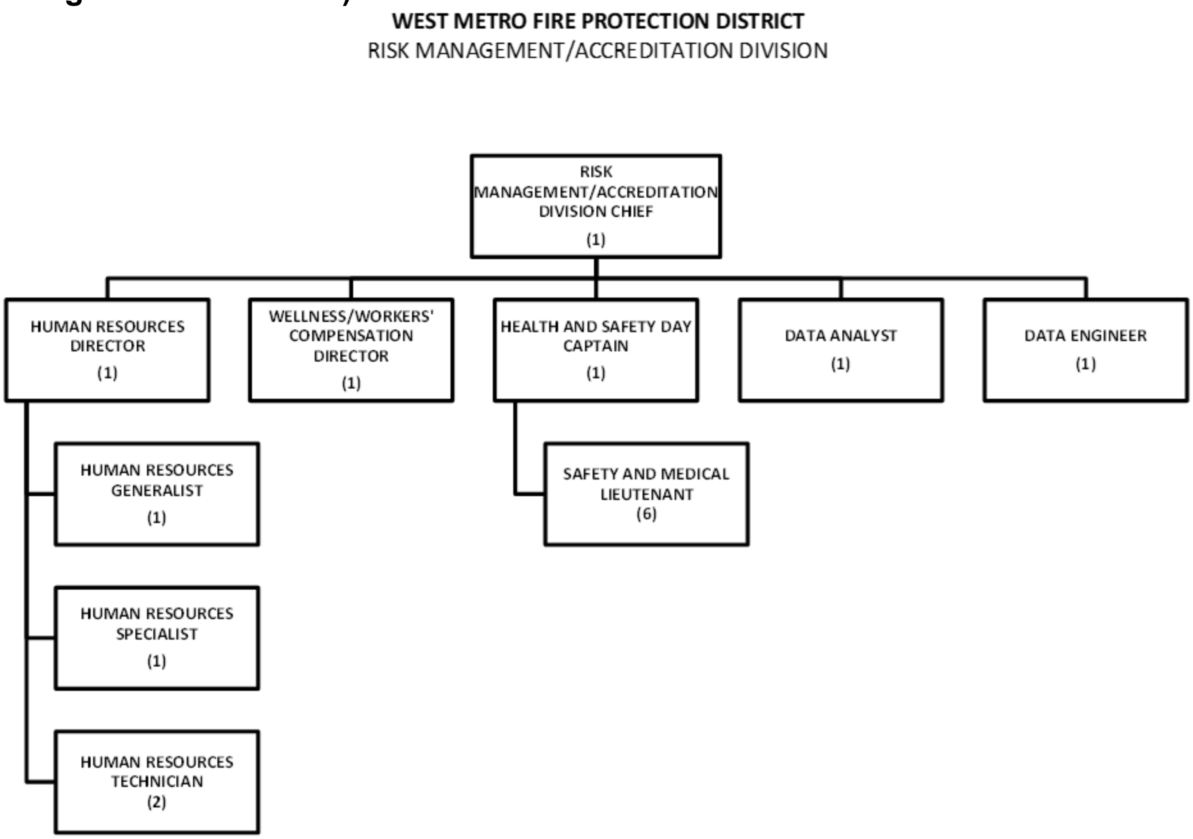
Program Description:

The Wellness Division is committed to improving the job performance, health, well-being, and quality of life of all 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

Risk Management and Accreditation Staffing (Click here for a complete display of the District's Organizational Chart):



Injuries/Exposures:

The District utilizes a prescreening process for minor injuries to lower the number of claims that would otherwise be submitted through the workers' compensation process. Individuals are evaluated and then either rehabilitated in-house or referred to a higher level of care. This process has resulted in a current MOD rate of .56 for the District. This is down from .94 in 2021 and is at a record low for fire districts.

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

District Injury/Exposures 2025	
W/C INJURY	**18**
DAY 1	**6**
DAY 2	**3**
OTHER (DAYS)	**9**
W/C EXPOSURE	**0**
DAY 1	**0**
DAY 2	**0**
OTHER (DAYS)	**0**
INJURY (NON-COMPENSABLE)	**84**

Injury Classification	Total
Operations	**34**
Emergency Medical Services	**17**
Training	**27**
Fleet Maintenance	**1**
Recruits	**21**
CO-TF1	**2**
Inspections	**2**
Civilian	**1**
TOTAL	

Injury by Shift	Total
A	**25**
B	**21**
C	**14**
Days	**38**
Academy	**27**
CO-TF1 WM	**2**
TOTAL	**105**

Most common cause of injury occurred during training scenarios. Random injuries were mostly caused by lack of awareness of obstacles that impeded the pathway. The result was a trip and fall or a miscalculated technique required to safely complete a task.

The second most frequent injury was reported by recruits in the academy. Primarily musculoskeletal due to overuse, learning new tasks, or lack of proper execution with tool.

Succession Planning:

Trained human resources director on civilian salary compensation process and successfully handed off the responsibilities of this program to that role.

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 2026.

Facilities (if applicable):

- PAT course/equipment upgrades were completed in 2025.
- Station 2, Station 13, and Station 16 had some minor gym/facility modifications to workout rooms in 2025.
- Wellness Center expanded in 2025 by adding a testing room in the northeast corner of the administration building basement space. Construction was completed in 2025.

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:

- The workers' compensation MOD rate for 2025 was the lowest in the last five years at .56. For comparison, 2021 was .94. Each tenth of a point represents significant savings for the District.
- It is estimated that the District saves over one million annually compared to other fire districts within the State of Colorado using comparative data and tools.
- 100 percent of members passed the District's standardized time for the PAT for the return-to-work process after rehabilitation.
- The Wellness Division performed 310 personal training appointments, 457 massage appointments, 459 rehabilitation appointments, 397 cupping appointments, and 322 cardio training sessions in preparation for employees to take the MET or testing MET.
- Successful completion of the 2025 applicant hiring cycle with respect to the PAT and the PAT preparation process.
- Rehabilitated 212 injuries/issues internally in 2025.
- Finalized civilian job description update and salary analysis review, and implemented changes.
- Through a 2025 CEBT wellness grant, the District utilized a new massage therapist with a structural rehab certification for the structural rehab program to aid in injury rehabilitation.

Previous Year's Goals and Progress:

Strategic Plan Linkage		Goals and Progress
Priority V Financial Stability	Objective A	Directed and managed workers' compensation in 2025. Despite major contributing factors that increase premiums, such as an aging population, an increase in total number of employees, and cancer/heart claims still being reflected in 2025 numbers, the 2025 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 .56, which is an industry low for like-size fire districts.

Priority I Invest in Human Capital	Objective B	The District implemented a trial fitness assessment using Frontline Mobile bike VO2 tests in 2025. Employees who did not achieve the standard were referred to the Wellness Division to complete a MET evaluation. Approximately 70% of District personnel were referred to complete a MET-evaluation as the Frontline Mobile bike VO2 test did not result in a reliable fitness assessment tool. All uniformed employees (who were not under injury script) completed the 12-MET 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 maximize the benefits of the Colorado Firefighter Heart, Cancer, and Behavioral Health Trust 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 importantly, potentially lifesaving outcomes. Lifesaving and early detection lead to the 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 2024/2025 to include treadmill-based cardiac stress testing, being made available to any employee aged 40 or above. The Wellness Division additionally added a contract for direct imaging through Health Images. The Wellness Division also started a pilot study with Boone Heart Health, Cleerly Health, and South Denver Cardiology, conducting cardiac computed tomography angiography (CCTA) scans. The CCTA scan was evaluated by artificial intelligence software to break down the results and identify various risks to the patient. Then the patient was counseled by a cardiologist, and a plan implemented.

Current Year's Goals:

Strategic Plan Linkage		Goals
Priority V Financial Stability	Objective A	Direct and manage workers' compensation process and utilize data to improve injury prevention programs. Applied and secured wellness grants over the last three years that reimbursed District approximately $162,375.00.

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 with discounted body scans and MRIs. A new pilot program offering CCTA scans to high-risk individuals in round two of the new process.
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 participated in the new medical physical model process for 2025. This took more time than was expected in the planning for 2025. Ultimately, the efforts were necessary and successful in helping the organization navigate through the new improved medical physicals program.

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

Yes

How Does this Program Meet the Needs of the Citizens?

The program meets citizens' needs in several ways. First, by actively managing employee health and injuries, there is a positive effect to short-term and long-term costs, reduction of injuries, and potential for premature death. This results in an increase in the ability for firefighters to sustain higher levels of output, expend energy on EMS calls and fires, which directly affects citizens' lives, property conservation, and residents' confidence.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

- The Workers' Compensation Program hit an industry-low MOD rate of .56, saving the District well over a million dollars when compared to like fire districts.
- West Metro has been on a twenty-five-year run of establishing the lowest workers' compensation mod rate and loss ratio for Colorado fire districts. The conservative accumulated savings to the District equates to over twenty-five million tax dollars saved.
- In 2025, the new medical physical program brought on a third-party company providing an in-house medical physical program. The program overall was effective with minor lessons learned.
- The structural rehabilitation program produced outstanding feedback and outcomes for members throughout 2025.
- The Wellness Program offered over 11 PAT practice sessions for the public in 2025. These efforts fostered relationships with the community and enhanced outcomes for future applicants of all backgrounds.

Program Specific Measures or Metrics:

Frequent repetitive injuries from the following categories decreased in 2025; trip and fall on ice, low back lifting injuries, and needlestick to self.

Expected Outcomes/Impacts:

Support cost-effective programs supporting an active and healthy workforce. The impact will be less lost work time and healthy employees from date of hire until retirement.

Program Self-Assessment:

There were no significant changes to the Wellness Program performance indicators in 2025.

SWOT Analysis:

Program Strengths:

- Cost-efficient.
- Utilization of modern technology to support innovation.
- National influence on firefighter wellness and programing.
- Regional influence on workers' compensation process and management.
- Increased employee morale, trust, and confidence.

Program Weaknesses:

- There are additional opportunities to increase employee wellness that are limited by funding and personnel to implement the programming.

Program Opportunities:

- Identify more high-risk employees with respect to cardiac health and implement life altering strategies. Introduce more advanced-technology scan options to employees to detect high-risk medical possibilities.

Program Threats:

- Cancer is an on-going threat to firefighters' health and longevity.

West Metro Fire Rescue
Annual Program Appraisal

Program Name: Wildland

Program Manager: Division Chief Sean Jewell, Captain Aaron Johnson

Appraisal Year: 2025

Date: 1/31/2026

Category: Category 5

Criterion (if required): 5K

Recommendations (if applicable):

None

Progress Made on Recommendations:

Not applicable

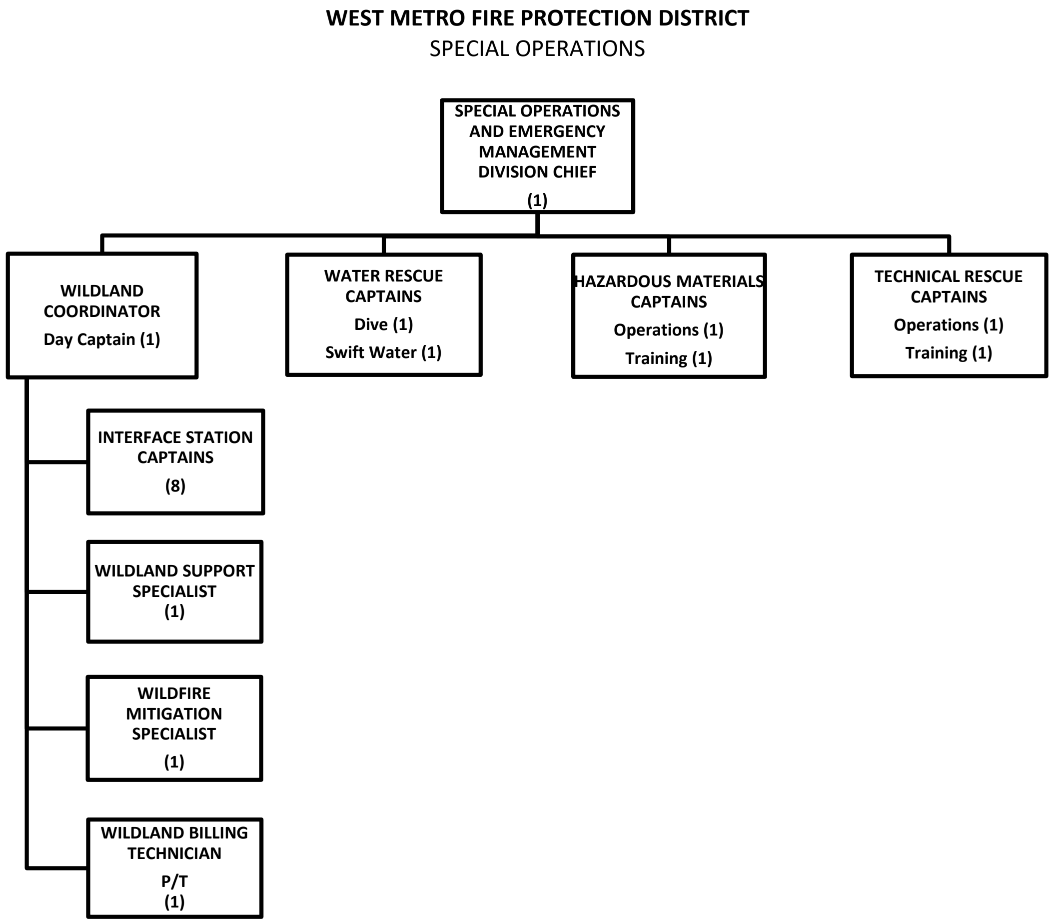
Program Description:

The Wildland Program operates under the overall management and oversight of the wildland coordinator (Captain). The program follows the national cohesive strategy on wildland fire management, addressing the needs of a safe, efficient, and effective emergency response force, resilient landscapes, and fire-adapted communities. The Wildland Program manages the wildland and Rapid Extraction Module Support (REMS) teams that handle local, state, and national wildland fire assignments. It is also responsible for training and maintaining federal qualifications for all District employees in wildland fire, and for providing further education for wildland team members to advanced levels. The program purchases and maintains all wildland tools, chainsaws, hoses, equipment, personal protective equipment (PPE), and VHF radios for the entire District, as well as for all wildland engines and support vehicles used for fire assignments. The Wildland Program continues to manage the District's supplemental resource program, which is integral to the success of wildland incidents nationally. Importantly, the program works closely and collaboratively with local mutual aid partners, local governments, and state and federal agencies (Jefferson County, Douglas County, Colorado State Forest Service (CSFS), Colorado Division of Fire Prevention & Control (DFPC), United States Forest Service (USFS)), ensuring a comprehensive approach to wildland fire management. The Wildland Program supports the Rocky Mountain Area Incident Management Teams (IMT) and the Jeffco Type 3 IMT.

List Sub-Programs:

- Wildland incident support for District operations
- Wildland Team
- Rapid Extraction Module Support (REMS) Team
- Prescribed fire and resilient landscapes
- Wildfire mitigation and fire-adapted communities
- Supplemental Resource Program

Special Operations Staffing (Click here for a complete display of the District's Organizational Chart):



Injuries/Exposures:

There were no injuries or exposures.

Succession Planning:

A full-time wildland coordinator position was implemented in 2021. This captain acts in the absence of the division chief of special operations and emergency management and is involved in succession planning for special operations. In addition, several assistant chiefs, captains, and lieutenants have extensive wildland experience making them well-qualified to fulfil roles within the program. The addition of the wildland support specialist in 2025, added further depth to succession while learning the administrative functions of the wildland coordinator position.

Specialized Equipment:

- Six Type 6 Engines (Brush Trucks) at Stations 4, 5, 9, 13, 15, 17.
- Three Type 3 Engines (Brush Engines) at Stations 9, 11, 14.
- One Tactical Tender (2000 gallons) at Station 6.

The following equipment is located at Station 9:

- One UTV (UTV-1) This unit is primarily assigned to REMS and has patient extraction capability with an enclosed trailer.
- One Cache trailer – This trailer has hose, tools, equipment, porta-tanks, generator, maps, logistic supplies, whiteboard, and can function as a Type IV IMT support trailer.
- Two ¾-ton pickup trucks (C112, C156).
- Two 1-ton pickup work body trucks (C101, P68).
- Three SUVs (C92, C109, C110).

Training and Certifications Completed:

- The Wildland Program completed 4,789 hours of training in 2025 that included 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.
- The District hosted an in-house wildland training week in May 2025 covering advanced firefighter, fireline medic, L-280 Followership to Leadership course, and REMS 2-day rope operations refresher.
- 48 members attended 24 outside class offerings and five prescribed fires, focusing on skills for advanced firefighters, engine bosses, incident command, aviation, strike team/task force leaders, and advanced leadership courses.
- Many position task books were completed. Some notable books were two engine bosses, one REMS Boss, and two Firefighter Type 1s.

Training and Certifications Needed:

- The benefits of having all District members Red Card certified continues to be a strength and further realized with successful management of fire activity in 2025. The model of annual District-wide RT-130 safety refresher and red card certification will continue.
- Work continues on District-wide officer training built upon engine boss responsibilities through Blue Card and additional training.
- All Wildland Team members are required to obtain advanced firefighter (FFT1) certification within three years of appointment to add depth to the pool of wildland subject matter experts (SMEs) for the District. The required core classes for advanced firefighters are saws, pumps, and firing operations, which continue with at least one offering per year.
- Training opportunities in the engine boss, task force leader, and division supervisor ranks for team members will continue to add depth to the upper management pool of wildland SMEs and succession planning for the program.

Facilities (if applicable):

Not applicable

Program Goals and Objectives:

Overall Strategic Focus:

- 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 wildland fire response.
- Provide wildland training to all firefighters of the District.
- Participate in national wildland fire assignments for personal growth and experience, and to increase the wildland qualifications of the team and District.
- Provide public outreach and education to District residents to prepare for wildland fires.
- Provide direction and collaboration on wildfire mitigation of public and private property.

Significant Milestones:

- All in-District wildland fires were contained to less than one acre.
- The Wildland Program documented 17,903 personnel hours on fire assignments in 2025.
- Wildfire mitigation had a successful year, with project work being completed in nearly all of the District's response areas.
- There are eight National Fire Protection Association (NFPA) Firewise sites with an additional three pending.
- The second year with the wildfire mitigation specialist has dramatically enhanced our efforts and paid dividends.
- The Special Operations Division staff has had preliminary discussions with the Insurance Institute for Business & Home Safety about becoming a pilot project for the Western Fire Chiefs Association (WFCA) Wildland Urban Interface (WUI) Insurance Alignment in Colorado.

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority III Operational Readiness	Objective B	Continually evaluate the current Community Wildfire Protection Plan through a science-based approach to better address wildfire risk. **Progress: 2025 will begin updating our Community Wildfire Protection Plan (CWPP) with the most current data layers and applying new scientific recommendations as we work to complete our five-year update.**
Priority I Invest in Our People	Objective B	Identify and implement creative solutions to manage increased workload, additional ancillary duties, and opportunities for organizational growth. **Progress: Adding a full-time wildland support specialist in 2025 is an additional step in workload balance in the Wildland Program. This position will assist in operations, training, and wildfire mitigation activities.**
Priority IV Relationships	Objective A	Continue evaluating partnerships and strengthening relationships with external partners. **Progress: Shared training opportunities are already scheduled both internally and externally. The Wildland Program will continue to evaluate the opportunity for shared resources for wildland fire assignments as needed.**

West Metro Fire Rescue
Annual Program Appraisal

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority III Operational Readiness	Objective B	• Complete CWPP update and implement recommendations where possible. • Implement wildland interface station taskbooks for all three shifts. • Participate in Wildland Initiated Community Conflagration (WICC) workshops and help develop recommendations.
Priority I Invest in Our People	Objective B	• Evaluate workflows to minimize unnecessary impact to line personnel and team members. • Clean up internal communication.
Priority IV Relationships	Objective A	• Continue evaluating partnerships and strengthening relationships with external partners.

Unexpected Results (positive or negative):

There was turnover at the wildland coordinator position mid fire season. This caused some disruption to the program as there are a wide variety of responsibilities of that position. Fortunately, the previous wildland coordinator and special operations chief are always available for questions.

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, especially to wildfires. The Wildland Program staff has worked hard to develop a level of expertise that has made the District a relied upon agency both locally and nationally. The Wildland Program staff has been successful in responding to citizen requests and hope to evolve into a more proactive/outreach-based model. All uniformed employees are trained on basic wildland firefighting. Nine of 17 stations are doing monthly wildland interface trainings. The Wildland Program has started to see an increase in requests for home assessments and community education in response to challenges with homeowner's insurance. The Wildland Program is a trusted and responsive entity to support the District's citizens with these needs.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

Automatic aid request to the Airport Fire in SMFR's district near Louviers, CO. This was 130 acres spread across a long area next to train tracks. The District assisted with engines, division supervisors, and air-to-ground contacts.

Program Specific Measures or Metrics:

- 79 assignments billed.
- 5 apparatus assignments.
- 4 REMS assignments.
- $2,247,613 in total expenses billed with a $743,704 net advantage to the District.
- In-district wildland fires: 90
- In-district or local mutual aid wildland team responses: 33

Expected Outcomes/Impacts:

- The cumulative effects of increased training and wildfire deployment experience have increased the SME pool and, in turn, increased all department members' knowledge, skills, and abilities. This has resulted in streamlined incident management and significant fires being contained during initial attack.
- Partnerships have been maintained with our external stakeholders of neighboring fire departments, cities, counties, state DFPC, CSFS, and the USFS.

Program Self-Assessment:

No changes to performance indicators in 2025.

SWOT Analysis:

Program Strengths:

- Training and experience of the Wildland Team members.
- Full organization participates in annual certification to the minimum National Wildfire Coordinating Group (NWCG) Red Card standards as FFT2 or above.
- Appropriate combination and allocation of wildland apparatus across nine WUI stations.
- Professionalism, willingness to work hard, and desire to be a leader in the field.
- Recognized as a model program at the local, state, and regional level that many organizations reach out to for direction and guidance as they develop their own (full-time positions of wildland coordinator, wildfire mitigation specialist, wildland support specialist, REMS team, supplemental resources, prescribed fire, engine/single resource/IMT deployments, incident business management/wildland billing specialist).

Program Weaknesses:

- Workload on team members, specifically the coordinator and those assigned to Station 9, detracts from primary job responsibilities related to structure fire, EMS response, training, and pre-planning.
- Age of some wildland apparatus and support vehicles, specifically four older brush trucks.
- Lack of full VHF radios (mobile & portables) on all apparatus for wildland operations or as a backup system for continuity of operations.
- Number of qualified engine bosses at the officer rank across the WUI stations.
- Long-term availability of captains with wildland qualifications across WUI stations, as those individuals are also needed in other areas of the organization with future staffing changes.

Program Opportunities:

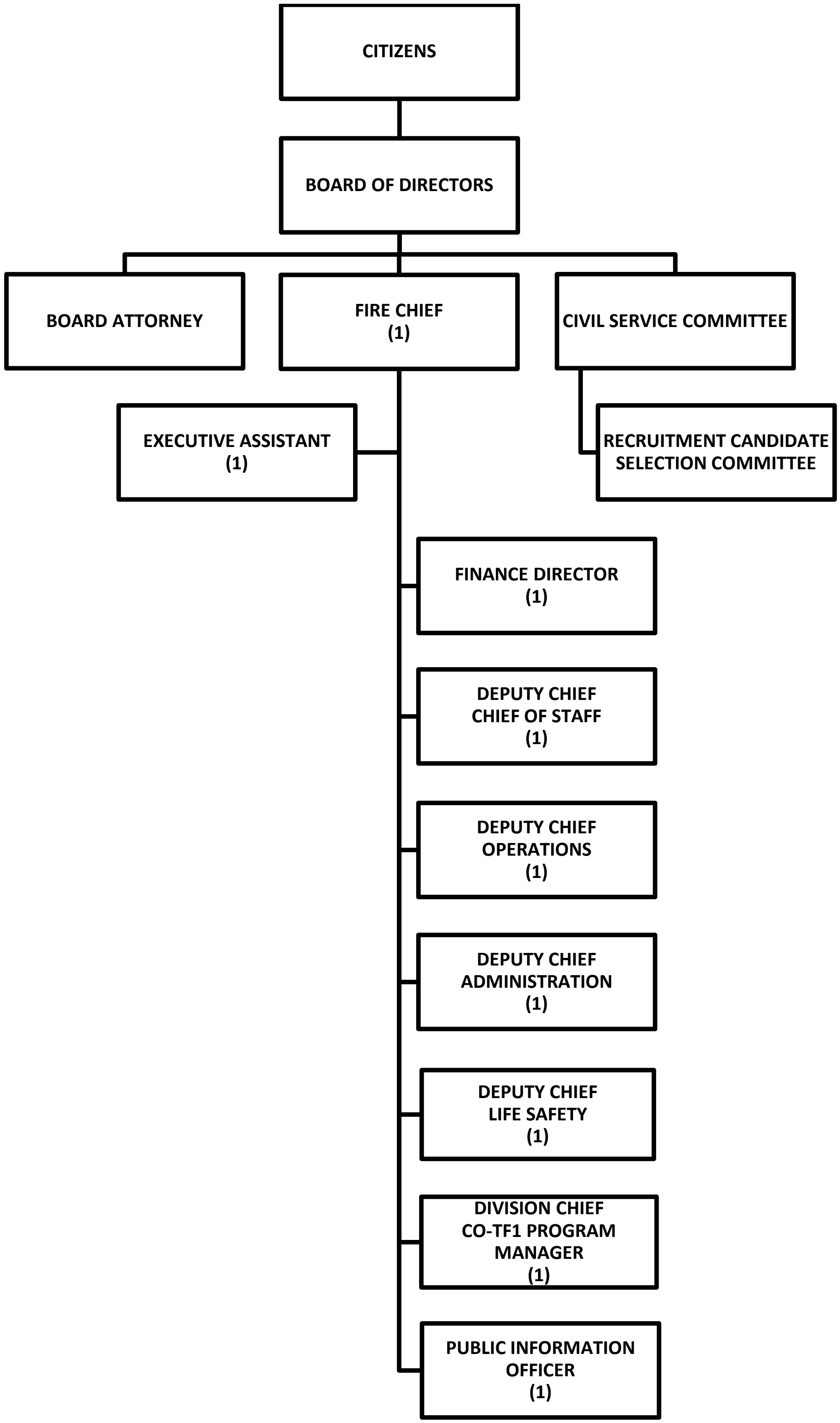
- The addition of the full-time wildland support specialist in 2025 has the momentum and direction to help properly distribute workload across all wildland disciplines, but most importantly, for operations, training, and wildfire mitigation activities.
- Continue educating and engaging the public in light of numerous high-profile wildfire incidents (Marshall, Maui, Ruidoso, Los Angeles, and Quarry locally).
- Engaging existing public partners to better prepare and mitigate within the District and seek out other partners in identified high wildfire hazard risk zones to do the same.
- Building depth and training of all company officers in engine boss skills utilizing NWCG Recognition of Prior Learning (RPL).
- Funding opportunities from the state and federal levels.
- Strengthening partnerships at the county level with the recent addition of a county CWPP, re-defining of the county wildland-urban interface, and Simtable training platform.

Program Threats:

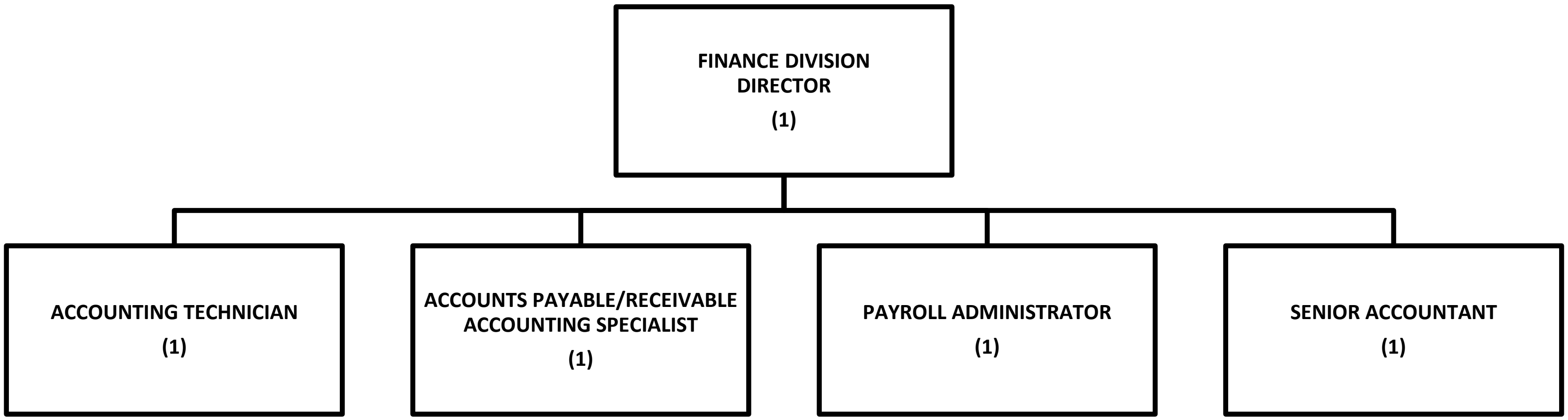
- Risk of not staying up on the ever-changing current events, industry standards, best practices, policy, protocol at the state, regional, and national levels.
- Changes at the federal or state level that could affect funding or operational effectiveness.
- Wildfire insurance issues and risk to policy owners being dropped, triggering the need for fire department intervention with limited staff for thorough property assessments.
- State wildfire resiliency code board recommendations and regulations will require additional education and enforcement by the District, with limited staff.
- The inclusion of White Deer Valley has added a new wildland interface area of responsibility to the District.
- Designating an additional WUI station and apparatus would provide more training and depth to our overall wildland fire preparedness and response.

WEST METRO FIRE PROTECTION DISTRICT

Organizational Chart

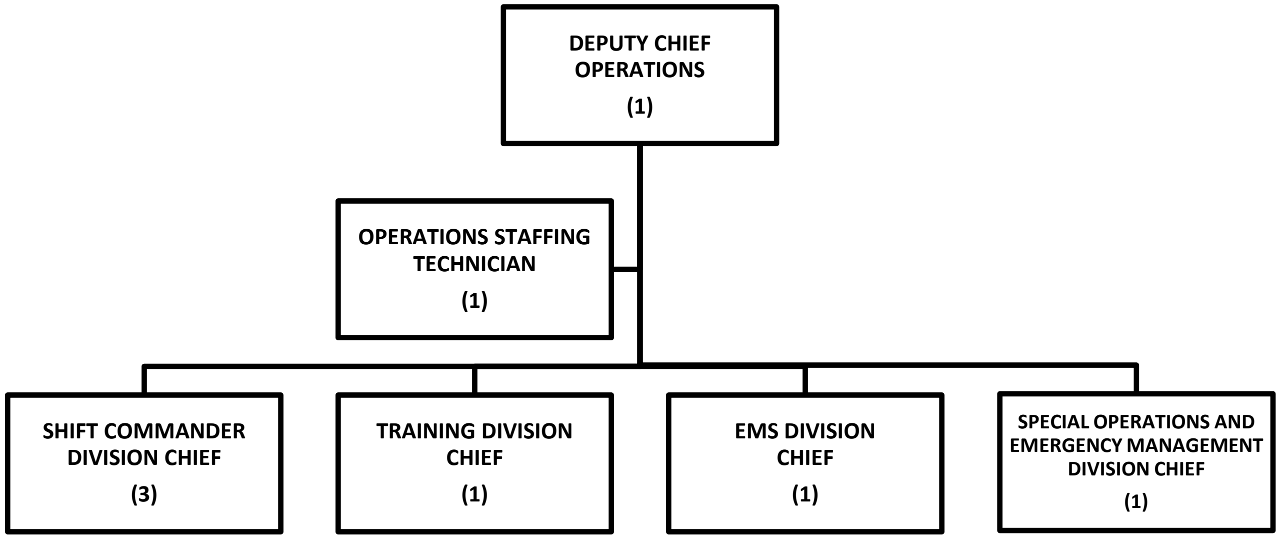


WEST METRO FIRE PROTECTION DISTRICT
FINANCE DIVISION



WEST METRO FIRE PROTECTION DISTRICT

OPERATIONS



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WEST METRO FIRE PROTECTION DISTRICT

FIELD OPERATIONS DIVISION

Minimum Daily Staffing

- **DISTRICT 2** — **DIVISION CHIEF (Shift Commander) (3)**
  - **DISTRICT 1 DISTRICT CHIEF (3)**
    - **STATION 1**: Engine, Medic (2), SaM
    - **STATION 2**: Engine, Tower
    - **STATION 5**: Engine, Medic
    - **STATION 6**: Engine, Tactical Tender
    - **STATION 16**: Engine, Medic
    - **STATION 17**: Engine, Medic
  - **STATION 3**: Engine, Medic (2)
    - **STATION 4**: Engine, Medic
    - **STATION 7**: Engine, Medic, ARM
    - **STATION 8**: Engine, Tower, Medic
    - **STATION 9**: Engine
  - **DISTRICT 3 DISTRICT CHIEF (3)**
    - **STATION 10**: Rescue, Medic, SaM
    - **STATION 11**: Engine
    - **STATION 12**: Engine, Medic
    - **STATION 13**: Engine, Medic
    - **STATION 14**: Truck
    - **STATION 15**: Engine, Medic

WEST METRO FIRE PROTECTION DISTRICT
DISTRICT 1
Minimum Daily Staffing

DISTRICT 1
(Station 16)
DISTRICT CHIEF
(3)

MDS: 1

STATION 1	**STATION 2**	**STATION 5**	**STATION 6**	**STATION 16**	**STATION 17**
1 CAPTAIN	1 CAPTAIN	1 CAPTAIN	1 CAPTAIN	1 CAPTAIN	1 CAPTAIN
2 LIEUTENANTS	5 LIEUTENANTS	2 LIEUTENANTS	2 LIEUTENANTS	2 LIEUTENANTS	2 LIEUTENANTS
3 ENGINEERS	6 ENGINEERS	3 ENGINEERS	6 ENGINEERS	3 ENGINEERS	3 ENGINEERS
18 FIREFIGHTERS	9 FIREFIGHTERS	9 FIREFIGHTERS	3 FIREFIGHTERS	9 FIREFIGHTERS	9 FIREFIGHTERS
3 LIEUTENANT SaMs					
MDS: 8 (OPS) 1 (Health & Safety)	MDS: 7	MDS: 5	MDS: 4	MDS: 5	MDS: 5

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WEST METRO FIRE PROTECTION DISTRICT

DISTRICT 2

Minimum Daily Staffing

DISTRICT 2
(Station 4)

DIVISION CHIEF
(Shift Commander)

(3)

MDS: 1

STATION 3

1 CAPTAIN
2 LIEUTENANTS
3 ENGINEERS
15 FIREFIGHTERS

MDS: 7

STATION 4

1 CAPTAIN
2 LIEUTENANTS
3 ENGINEERS
9 FIREFIGHTERS

MDS: 5

STATION 7

1 CAPTAIN
2 LIEUTENANTS
3 ENGINEERS
9 FIREFIGHTERS
6 ACP
2 APP
1 APP (PT)
MDS: 5 (OPS)
3 (EMS)

STATION 8

1 CAPTAIN
5 LIEUTENANTS
6 ENGINEERS
15 FIREFIGHTERS

MDS: 9

STATION 9

1 CAPTAIN
2 LIEUTENANTS
3 ENGINEERS
6 FIREFIGHTERS

MDS: 4

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WEST METRO FIRE PROTECTION DISTRICT

DISTRICT 3

Minimum Daily Staffing

DISTRICT 3
(Station 14)
DISTRICT CHIEF
(3)

MDS: 1

STATION 10

1 CAPTAIN
2 LIEUTENANTS
3 ENGINEERS
12 FIREFIGHTERS
3 LIEUTENANT SaMs
3 INVESTIGATORS
MDS: 6 (OPS)
1 (Health & Safety)

STATION 11

1 CAPTAIN
2 LIEUTENANTS
3 ENGINEERS
6 FIREFIGHTERS

MDS: 4

STATION 12

1 CAPTAIN
2 LIEUTENANTS
3 ENGINEERS
9 FIREFIGHTERS

MDS: 5

STATION 13

1 CAPTAIN
2 LIEUTENANTS
3 ENGINEERS
9 FIREFIGHTERS

MDS: 5

STATION 14

1 CAPTAIN
2 LIEUTENANTS
3 ENGINEERS
6 FIREFIGHTERS

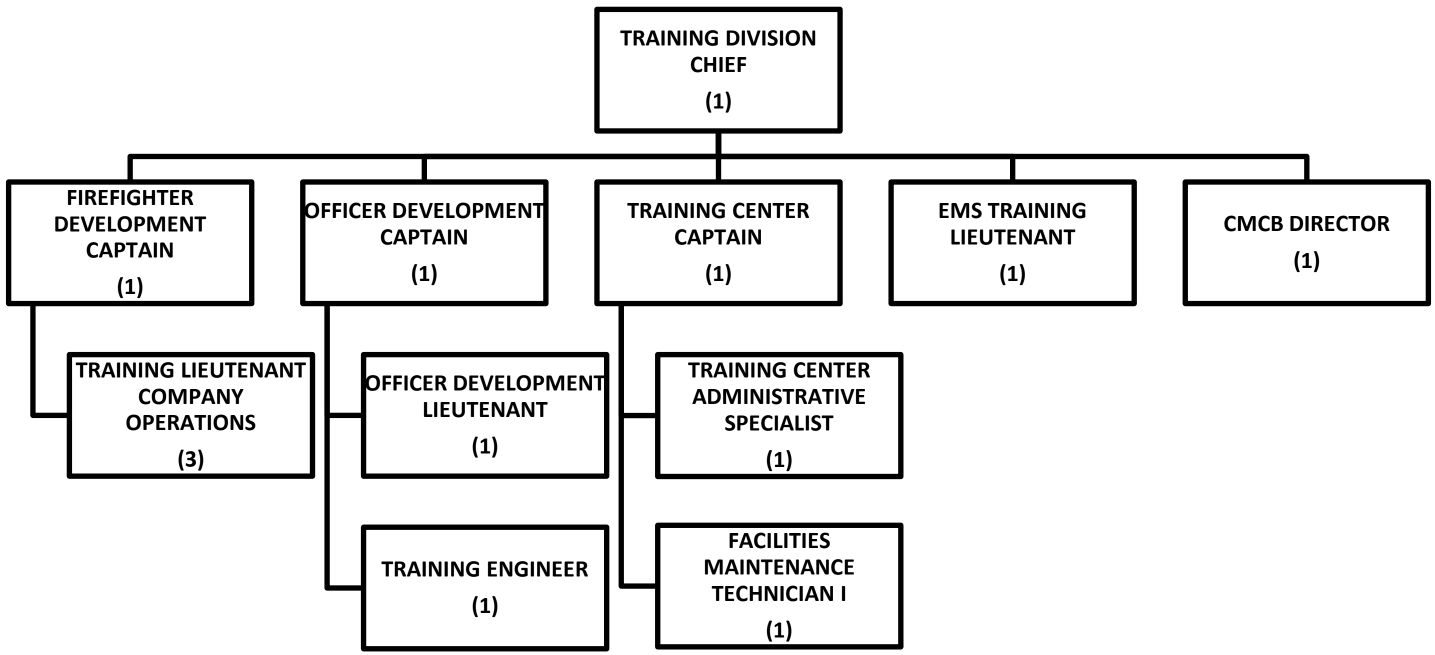
MDS: 4

STATION 15

1 CAPTAIN
2 LIEUTENANTS
3 ENGINEERS
9 FIREFIGHTERS

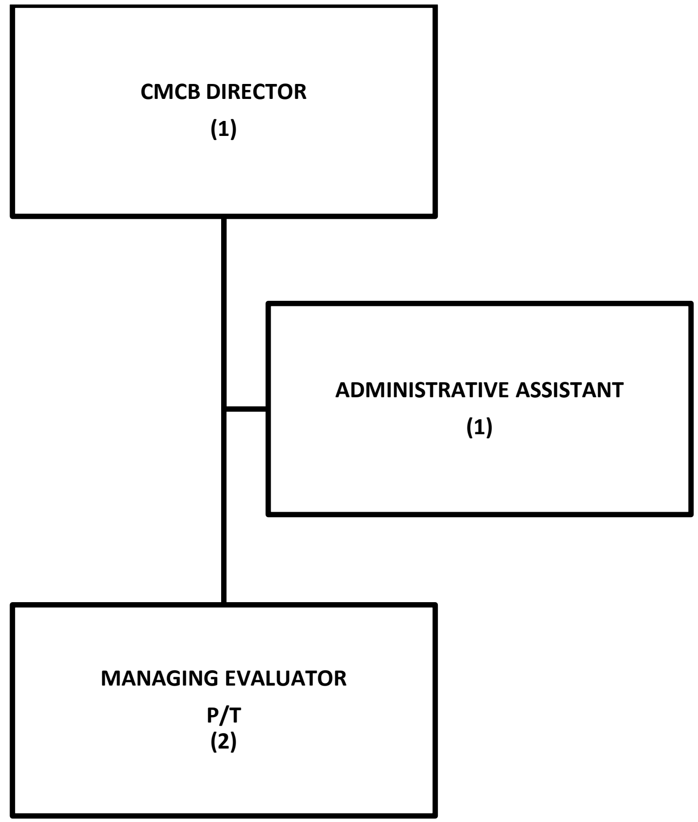
MDS: 5

WEST METRO FIRE PROTECTION DISTRICT
TRAINING DIVISION



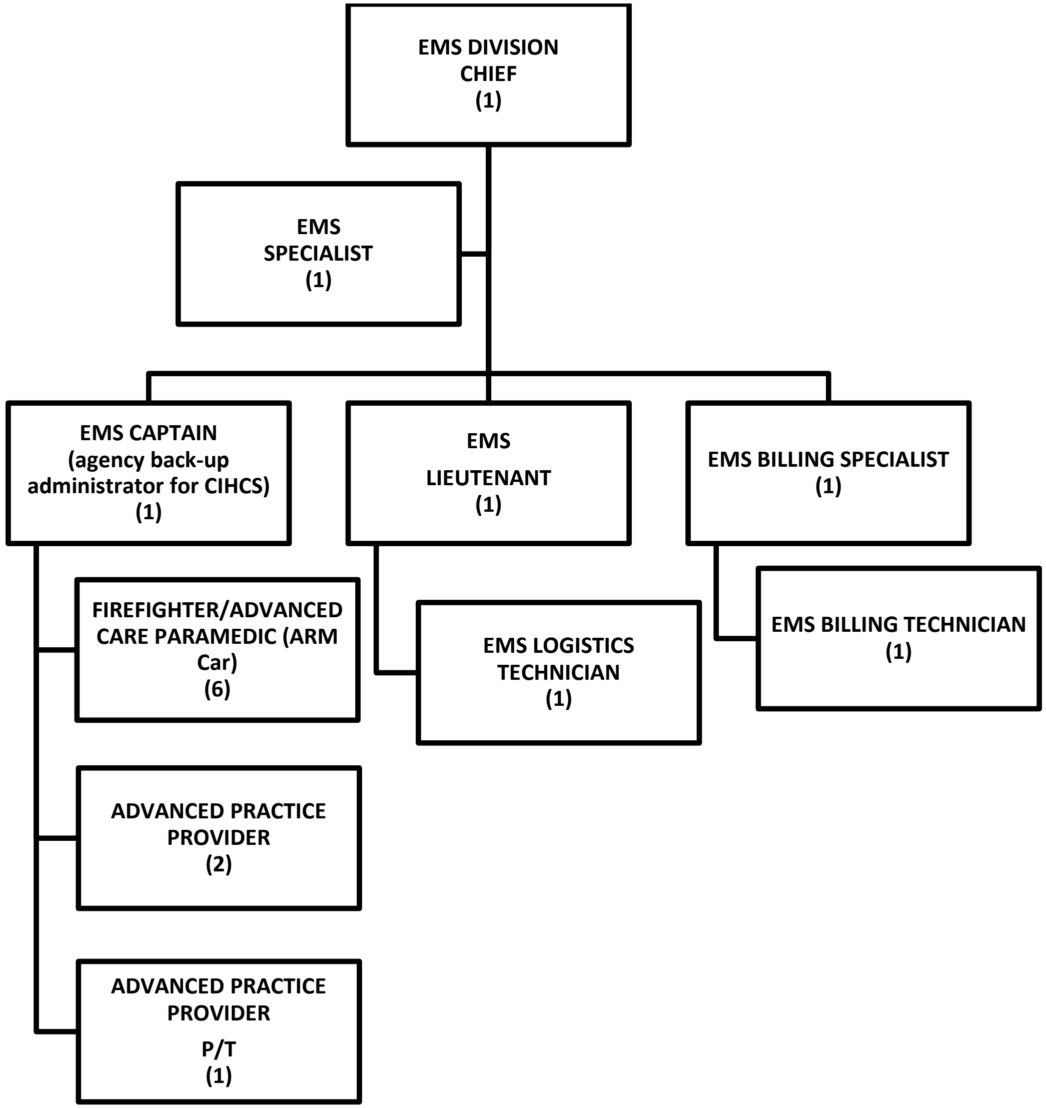
WEST METRO FIRE PROTECTION DISTRICT

COLORADO METROPOLITAN CERTIFICATION BOARD (CMCB)

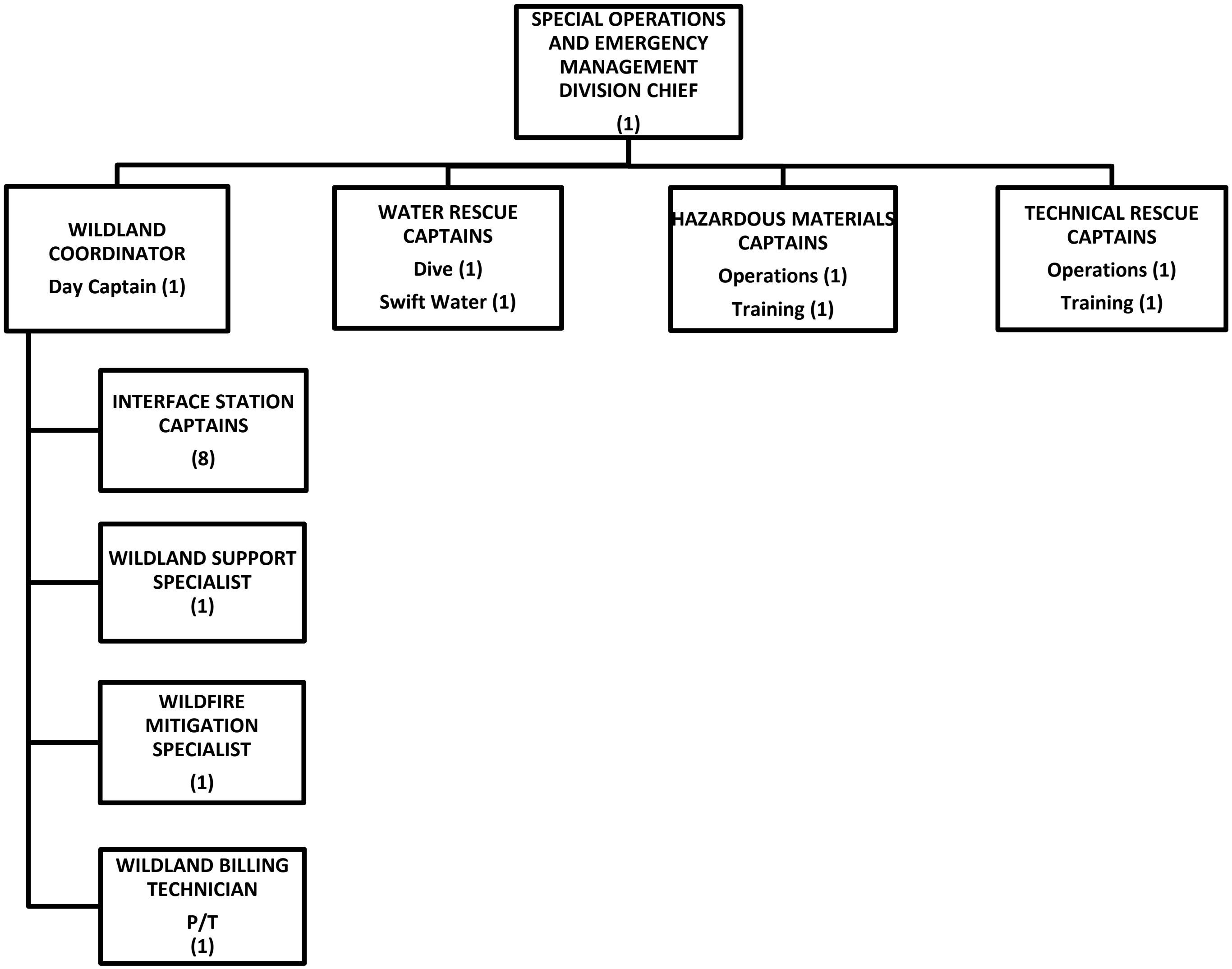


WEST METRO FIRE PROTECTION DISTRICT

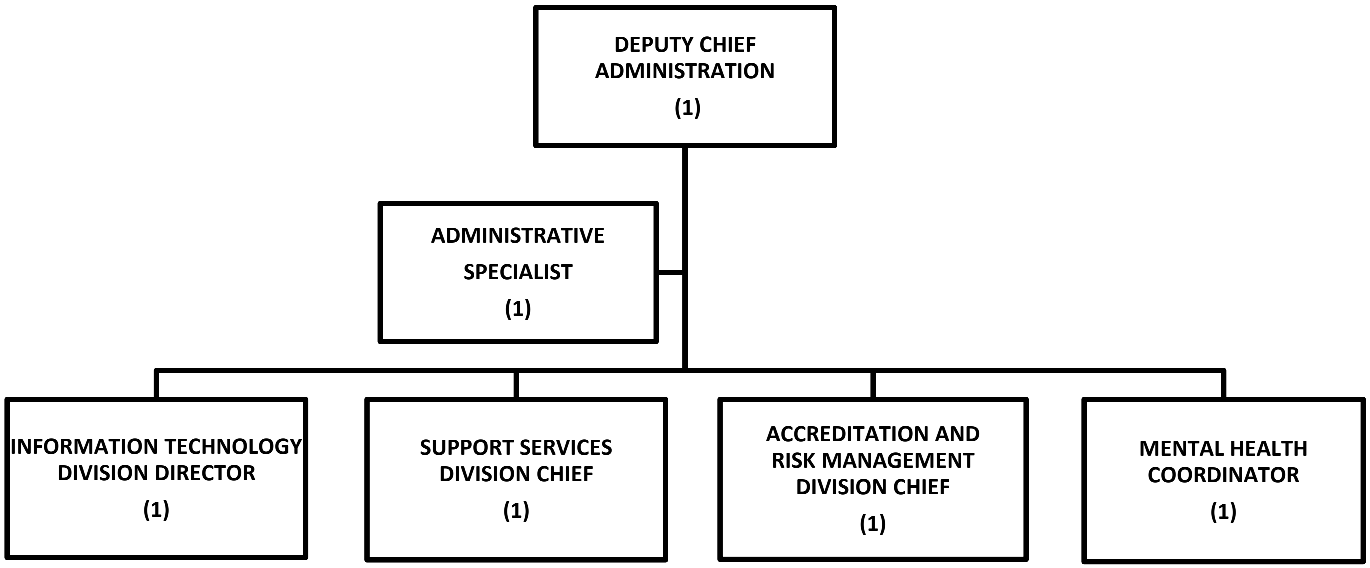
EMERGENCY MEDICAL SERVICES DIVISION



WEST METRO FIRE PROTECTION DISTRICT
SPECIAL OPERATIONS

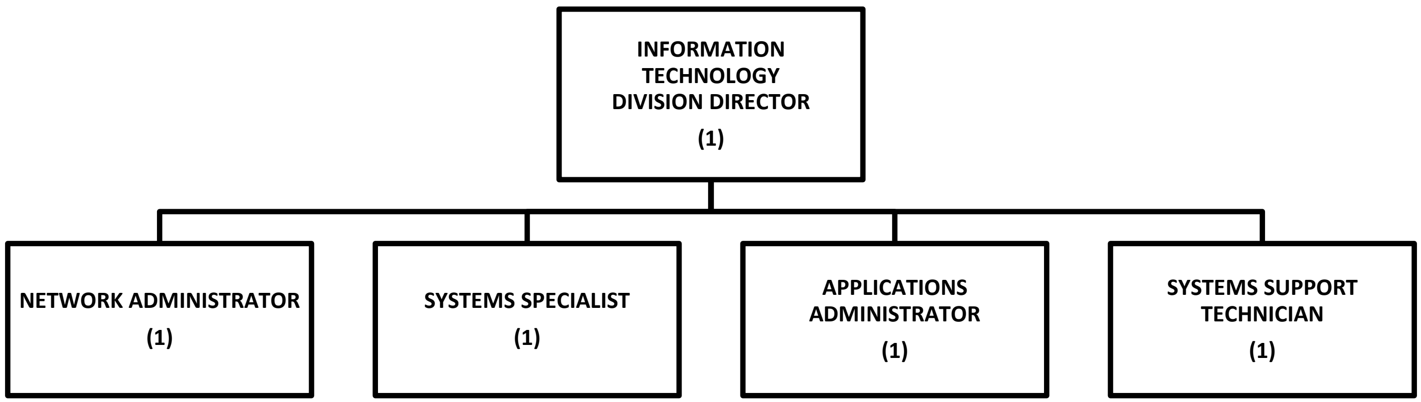


WEST METRO FIRE PROTECTION DISTRICT
ADMINISTRATION



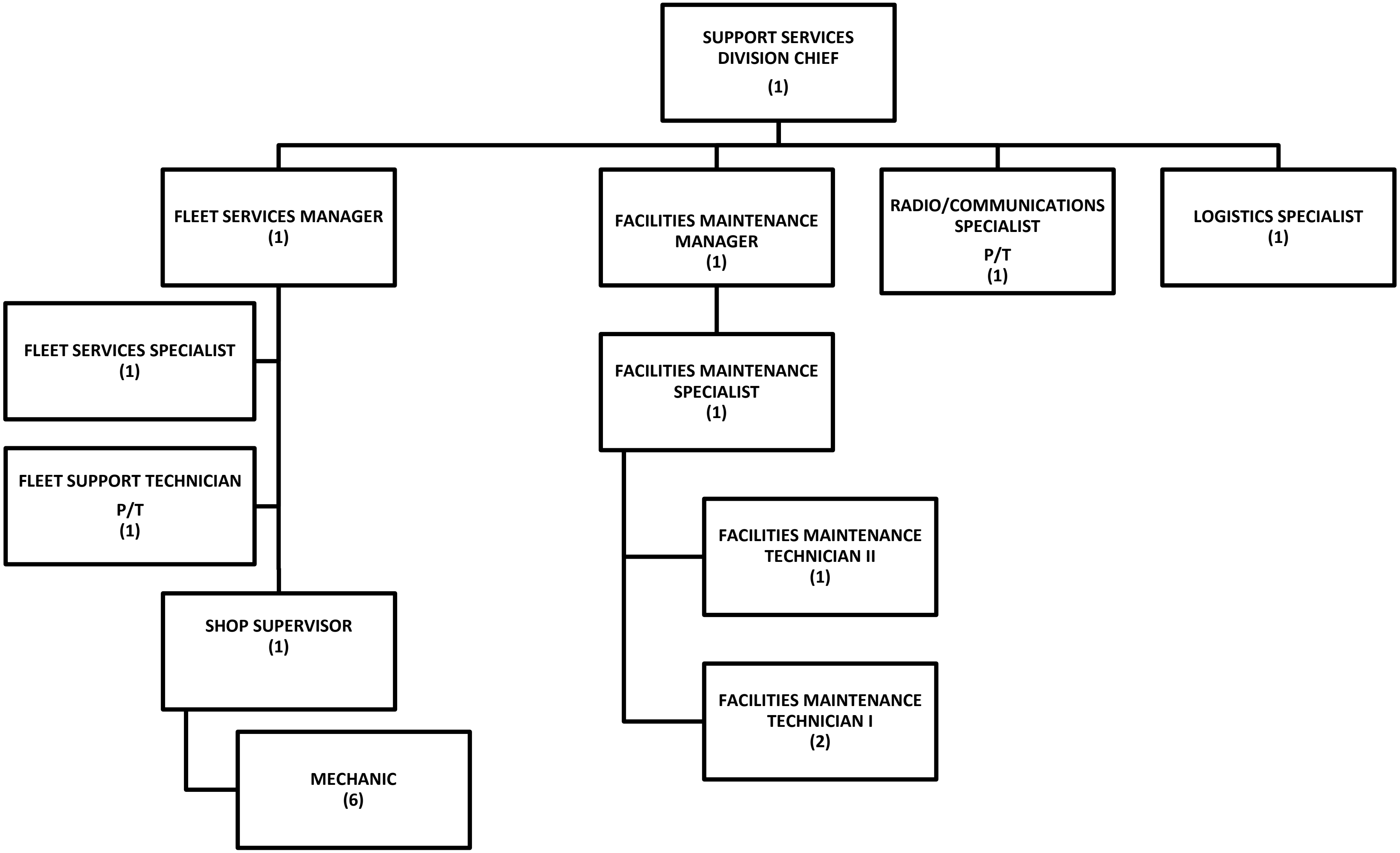
WEST METRO FIRE PROTECTION DISTRICT

INFORMATION TECHNOLOGY DIVISION



WEST METRO FIRE PROTECTION DISTRICT

SUPPORT SERVICES DIVISION



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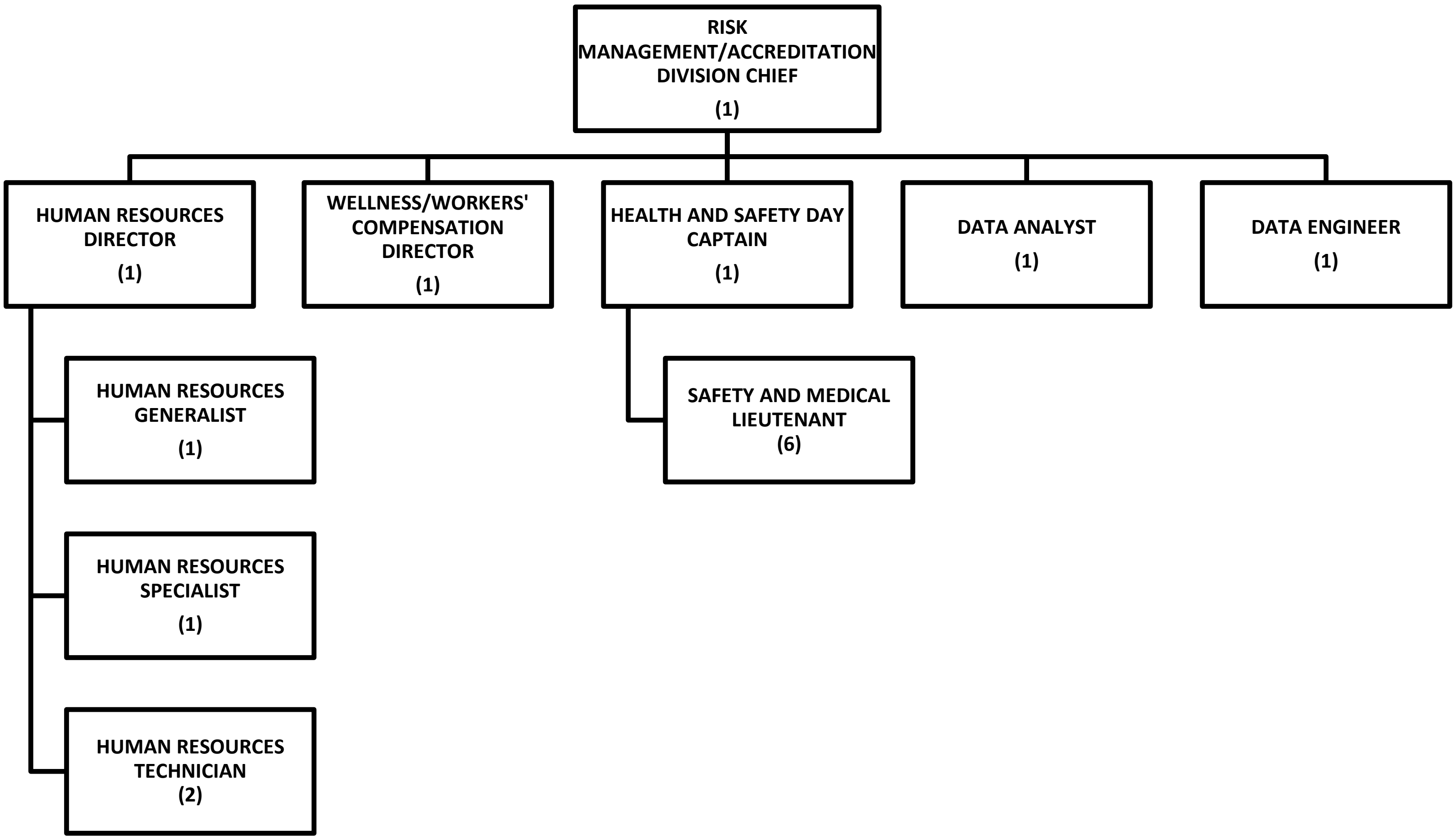
WEST METRO FIRE PROTECTION DISTRICT
RISK MANAGEMENT/ACCREDITATION DIVISION



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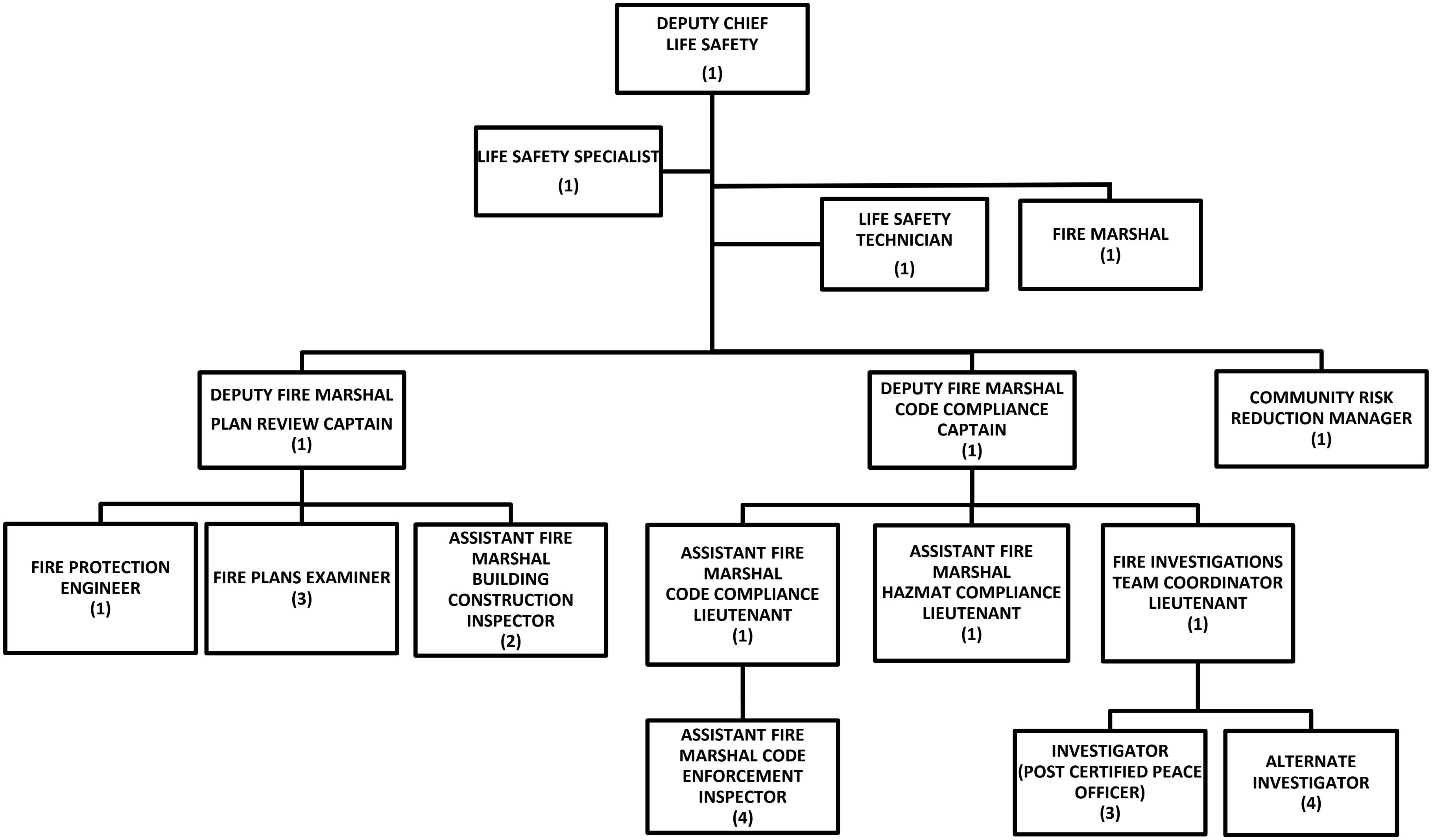
WEST METRO FIRE PROTECTION DISTRICT

LIFE SAFETY



WEST METRO FIRE PROTECTION DISTRICT
URBAN SEARCH & RESCUE

- **CO-TF1 PROGRAM MANAGER DIVISION CHIEF (1)**
  - **TRAINING MANAGER CAPTAIN (1)**
  - **LEAD CACHE MANAGER (1)**
  - **GRANT MANAGER P/T (1)**
  - **USAR ADMINISTRATIVE SPECIALIST (1)**