

West Metro Fire Rescue

Standard of Cover



West Metro
Fire Rescue

2026

Document Revalidation Log

REVALIDATION DESCRIPTION	ORIGINATOR	VERSION	DATE
Updated with 2011 Data	Capt. Anderson, AM	One	March 20, 2012
Updated with 2008 - 2012 Data	Capt. Anderson, AM	Two	March 28, 2013
Updated with 2009 - 2013 Data	Capt. Parker, AM	Three	June 18, 2014
Updated with 2010 - 2014 Data	Capt. Parker, AM	Four	May 21, 2015
Updated with 2011 - 2015 Data	Capt. Parker, AM	Five	May 17, 2016
Updated with 2012 - 2016 Data	Capt. Parker, AM	Six	March 1, 2017
Updated with 2013 - 2017 Data	Division Chief Fey, AM	Seven	March 1, 2018
Updated with 2014-2018 Data	Division Chief Fey, AM	Eight	March 1, 2019
Updated with 2015-2019 Data	Division Chief Aseltine, AM	Nine	June 1, 2020
Updated with 2016-2020 Data	Division Chief Aseltine, AM	Ten	July 8, 2021
Updated with 2017-2021 Data	Division Chief Aseltine, AM	Eleven	July 19, 2022
Updated with 2018-2022 Data	Division Chief Aseltine, AM	Twelve	June 20, 2023
Updated with 2019-2023 Data	Division Chief Aseltine, AM	Thirteen	June 1, 2024
Updated with 2020-2024 Data	Division Chief Aseltine, AM	Fourteen	June 1, 2025
Updated with 2021-2025 Data	Division Chief Parker, AM	Fifteen	June 1, 2026

Table of Contents

	Page
Executive Summary.....	6
Section 1 – Description of the Community Served.....	8
History.....	8
Funding	12
Topography.....	16
Climate	18
Population.....	19
Water Districts	23
Facilities and Apparatus.....	24
Urban Search and Rescue	26
Wildland Deployments	26
Section 2 – Services Provided	28
Apparatus Staffing	28
Emergency Call Back	29
District 1.....	29
District 2.....	30
District 3.....	31
Types of Apparatus	32
Fire Stations	37
Live Routing.....	38
Effective Response Force	38
Structural Fire Response.....	39
Emergency Medical Response	40
Major Highway Response	40
Mass Casualty Response	40

Table of Contents (Continued)

	Page
Hazardous Materials Response.....	41
Wildland Fire Response	42
Technical Rescue Response	44
Water Rescue Response	44
Urban Search and Rescue	45
Automatic and Mutual Aid.....	46
Communication Center	46
Section 3 – Community Expectations and Performance Goals	47
Community Expectations	47
Community Baselines and Benchmarks.....	48
Resource Drawdown.....	49
Fire Outcomes.....	50
EMS Outcomes.....	52
Call Density by Incident Categorization	53
Station Reliability	58
Multiple Alarms.....	59
Section 4 – Community Risk Assessment	60
Physical Risk Factors	60
Growth	60
Population.....	61
Infrastructure Limitations	62
Disaster Exposure Risk Factors	63
Section 5 – Critical Task Analysis – Effective Response Force	67
Fires.....	69
Emergency Medical Service	70

Table of Contents (Continued)

	Page
Wildland Fires	71
Hazardous Materials	73
Rescue	74
High-Risk Technical Rescue	75
Water Rescue	77
Alarms	78
Section 6 - Historical Perspective and Summary of System Performance	79
Distribution	79
Concentration	81
Section 7 - Performance Objectives and Measurement.....	83
Benchmarks.....	83
Benchmark Objectives	84
Baseline Performance	85
Fires.....	89
Emergency Medical Service	97
Wildland Fires	104
Hazardous Materials	113
Rescue	119
Alarms	128
Station Performance	132
Section 8 - Compliance Methodology.....	135
Overall Evaluation and Recommendations.....	137
Appendix A	140
Appendix B	142
Signature Page	145

Executive Summary

In the fall of 2008, West Metro Fire Protection District (District), also known as West Metro Fire Rescue (WMFR), began the process of becoming accredited by the Center for Fire Accreditation International (CFAI). This process began based on the recommendations from a Blue-Ribbon Panel's letter of recommendations to the District board of directors stating, "... we believe pursuing accreditation will benefit both the Department and the citizens of the District by establishing measurable goals concerning improved response times, incident management, appropriate apparatus deployment, and the delivery of quality services¹." The Blue-Ribbon Panel was established to assist with a bond and tax election in 2006. The District has recognized accreditation as a tool to strengthen the continuous pursuit of excellence the citizens of the community have come to expect.

The following Standard of Cover document is required for accreditation by CFAI. CFAI defines the Standard of Cover process, known as "deployment analysis," as, *those written policies and procedures that establish the distribution and concentration of fixed and mobile resources of your organization*².

This process uses a systems approach for deployment rather than a prescriptive formula. This means the District will evaluate data in the records management system and the computer-aided dispatch (CAD) software, and then set standards based on that data. National Fire Protection Association (NFPA) standards³ will be used as a goal. In a comprehensive approach, the District will be able to match community needs (risks and expectations) with appropriate levels of service to operate in a safe, efficient, and effective manner. Utilizing this information, the District's leadership should be able to assist the community, through the board of directors, in adopting appropriate and affordable service levels.

The purpose of this document is to assist the District in ensuring a safe and effective response force for fire suppression, emergency medical services, and special team response. In addition, it provides a baseline tool for defining emergency performance standards, a basis for continually measuring performance improvements over time, and to guide policy decisions dealing with resource procurement and allocation.

As the community changes, District leaders will have a valuable tool to assist with defining appropriate levels of service. There have been many attempts in the fire service to create a

¹ West Metro Fire Protection District; Blue Ribbon Advisory Panel; Final Report and Recommendations; Spring 2006

² Center for Public Safety Excellence (CPSE); Quality Improvement for the Fire and Emergency Services; 2025

³ (2021-2025) National Fire Protection Association Standard 1710; *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*. (Post 2025) NFPA 1225; *Standard for Emergency Services Communications*. NFPA 1750; *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Services, Special Operations, and Fire Prevention Activities*.

standard methodology for determining the exact number of firefighters, fire stations, or fire inspectors the community needs. However, the differences in fire service challenges in each community have made it clear that there is not a “one-size-fits-all” solution. The variety of risks and levels of hazards that exist in the community have made it clear that the District needs to conduct a risk assessment and then design and develop an “all-hazards” response system that identifies service levels that are safe, efficient, and effective. Attempting to control an emergency before it has reached its maximum intensity requires geographic dispersion and clustering of resources near service delivery points for maximum effectiveness against the greatest number and types of risk.

Not all areas or exposures within the District are equal. Some types of emergencies, such as multiple vehicle collisions or hazardous materials incidents, require significant numbers of resources to control the scene, perform rescue operations, and provide medical care. A high-risk occupancy requires timely arrival of fire companies to rescue occupants or to control the emergency. Fires in high-risk buildings with high occupancy loads require more resources than fires in low-risk buildings with low occupancy loads. Fires in large, heavily loaded structures require more resources than fires in small buildings with limited contents.

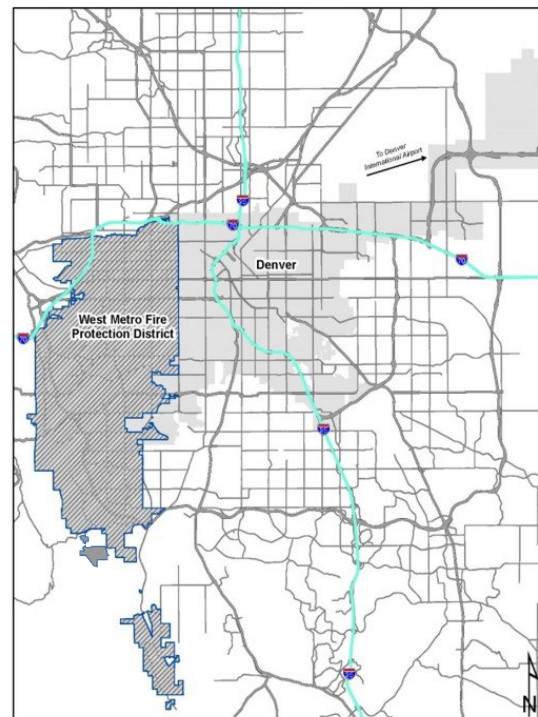
Creating a Standard of Cover consists of an evaluation of the placement of resources (number, type, and location) in relation to the potential demand placed on them by the type of risk and historical needs in the community. Furthermore, if the Standard of Cover is to be meaningful to the community, the outcome must demonstrate that lives are saved, and properties are protected.

The Standard of Cover is a living document, updated annually.

Section 1 – Description of the Community Served

The District is a special district organized under Colorado Revised Statutes Title 32 to provide fire protection for the areas west and southwest of the city of Denver, Colorado, and west up to the foothills. The District covers approximately 109 square miles within Jefferson and Douglas Counties, including the city of Lakewood, the city of Wheat Ridge, and the towns of Morrison, Edgewater, Mountain View, and Lakeside. The District is 8.4 miles wide from east to west and over 26 miles long from north to south. The District is bounded by Clear Creek on the north, the city of Golden and the foothills on the west, the city and county of Denver and the city of Littleton on the east, and Roxborough Park on the south.

Denver Metro Area



Map 1A

History

The Lakewood-Mountain Fire Department was founded in 1937. The Lakewood Fire Protection District was established through the consolidation of smaller fire departments during the late 1940s. The Bancroft Fire Protection District was formed in 1947.



The District was consolidated from the Lakewood and Bancroft Fire Protection Districts on January 1, 1995. These two fire protection districts were managed as the Lakewood/Bancroft Combined Fire Authority from 1990 to 1995. In 1995, the Authority then became the West Metro Fire Protection District.



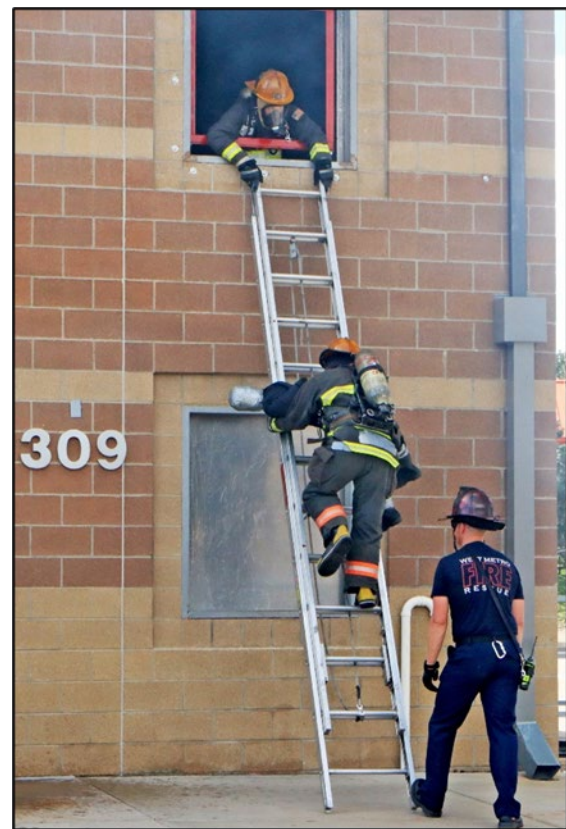
The Roxborough Metropolitan District was formed in 1972 and its volunteer fire department was established in 1980. The Roxborough Fire Protection District was added to the District in 1998. These mergers allowed the District to provide additional services, such as an additional station and a second tower, and deferred the need for additional revenue until 2006.



In 2006, the District passed a mill levy increase (from 11.382 mills to 12.382 mills) and a \$43 million bond for capital projects that included a training center, five station replacements, and a new aerial tower. Four of these five stations were replaced at their current locations (Stations 4, 5, 7, and 8), while Station 10 was moved to the new Training Center site located at West Hampden Avenue and South Kipling Street. Station replacements were needed due to building age and serviceability.

The District's Training Center is centrally located and provides training for all employees. The Training Center provides modern classrooms, office space, locker rooms, and fire academy facilities. The Training Center grounds encompass over 10 acres and include two residential-type burn buildings, a commercial-type building for fire attack and search training, multiple vehicles for motor vehicle accident and fire training, as well as props for technical rescue and hazardous materials training.

The District is the sponsoring agency for the FEMA Urban Search and Rescue Colorado Task Force One, which is also in the Training Center building.



In May 2014, the District held an election for a mill levy increase to address the budget deficit due to continued reductions in tax revenue. The election was not successful. To deal with the ongoing deficits on a long-term basis, preparations for service delivery reduction and reorganization took place throughout the remainder of 2014. The reorganization was implemented on January 3, 2015, which included staffing level changes, impacts to promoted positions, and apparatus response reductions.

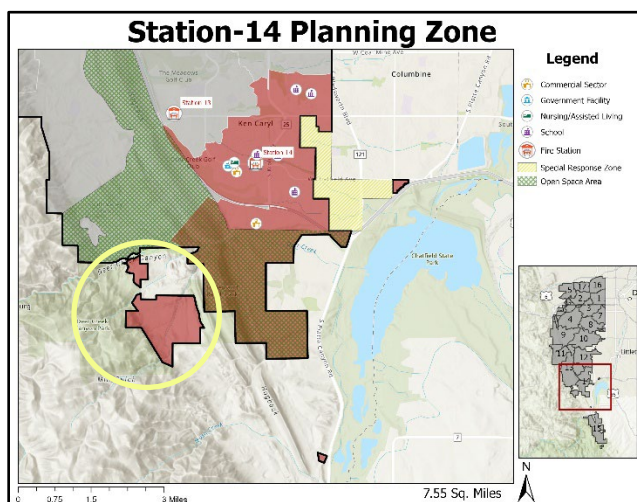
The Wheat Ridge Volunteer Fire Department was founded in 1926 and became the Wheat Ridge Fire Protection District (WRFPD) in 1942. In the 1970s, Prospect Valley and Columbia Heights Volunteer Fire Departments were included in WRFPD. The city of Edgewater voted to merge with WRFPD in 2013.



In 2016, voters approved a merger between WRFPD and the District, which brought fire-based ALS and an all-hazards response model to Wheat Ridge. During this merger, 32 of the WRFPD personnel were hired, and two of its fire stations became West Metro Fire Stations 16 and 17. One WRFPD fire station was closed due to age.



In November 2018, the District held an election to exempt from a Colorado constitutional amendment that reduced tax revenues. The election was successful with nearly 69% of voters supporting the measure.



Map 1B

In 2024, after voting to exclude from a neighboring fire district, 53 White Deer Valley residents and 13 adjacent properties petitioned for inclusion into the District. These properties, shown in the circle to the left, form a discontinuous area on the southwest corner of the District and were formally included on January 29, 2025, becoming part of the Station-14 Planning Zone. Map 1B is shown in full-page form in the Risk Assessment document.

The District is rated as a Class 01/1X organization by the Insurance Services Office (ISO). This rating was achieved in late 2017, which was an improvement from the past rating of Class 3/9. The Class 01/1X rating was achieved again in July 2025.



In 2025, the District experienced a financial shift where revenues fell below expenses. This occurred due to multiple factors, including legislative changes that reduced Medicaid reimbursement and affected property tax revenues as described in the Funding Section below, as well as

increasing health care costs. In the fourth quarter of 2025, the District began preparing for significant operational changes. These preparations were informed by the budget impacts and opportunities to improve coverage, as outlined in the 2024 Deployment Resource Analysis, the 2025 ISO review, a unit reliability analysis, and a firefighter wellness analysis. Revenue projections face additional pressure by the expiration of a Staffing for Adequate Fire and Emergency Response Grant (SAFER) in 2026.



Changes began at Station 10 in late December 2025, with Rescue 10 becoming a cross-staffed unit and Engine 10 being placed in service. Tower 8 was moved to Station 10 as Tower 10, shown at right, and the Swift Water Team was moved to Station 10 as part of the Technical Rescue Team, with Station 17 retaining Swift Water capabilities. Station 8 retained Dive Team responsibilities.

Apparatus relocations continued in early 2026 with the rotation of brush trucks among stations to accommodate a new brush truck purchase. Safety and Medical 1 (SaM1) moved from Station 1 to Station 2, allowing the placement of a new unit, called Squad 1, shown at left, in service at Station 1, and the District 2 chief moved from Station 4 to Station 8. In June of 2026, the

Advanced Resource Medic (ARM1) changed to a day-only (excluding holidays) status based on analysis of demand.

Currently, the District is a full-service emergency response agency providing emergency medical services and advanced life support (ALS) transportation to a diverse response area that includes high-rise buildings, wildland urban interface, open space, major highways, light-rail, primary employers, medical manufacturing, concert venues, a prison, schools, light industrial, retail, multi-family structures, single-family homes, higher education facilities, and federal facilities.

Funding

In 2025, the majority of District revenue, 68.13%, came from property taxes, with the next-highest portion, 14.81%, generated from medical services. The District also receives revenues from specific ownership tax, contracts, permits, grants, interest, fees, and donations. Figure 1 shows the percentage of revenues received by the District.

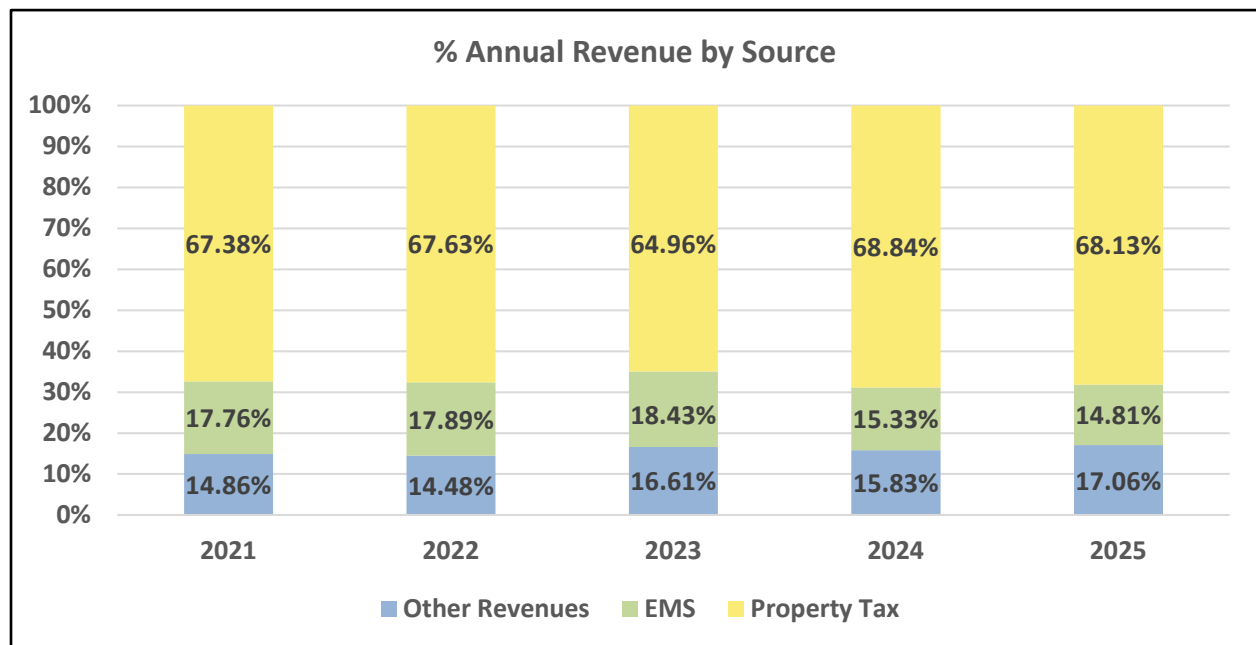


Figure 1

In Colorado, counties reassess residential and commercial property values in odd-numbered years, while commercial property can be reassessed anytime by the owner initiating a process with the county. Figure 2 shows the property tax revenue changes from 2015 through 2025, reflecting the increase in property values over the years and the effect of legislative changes in 2024 and 2025.

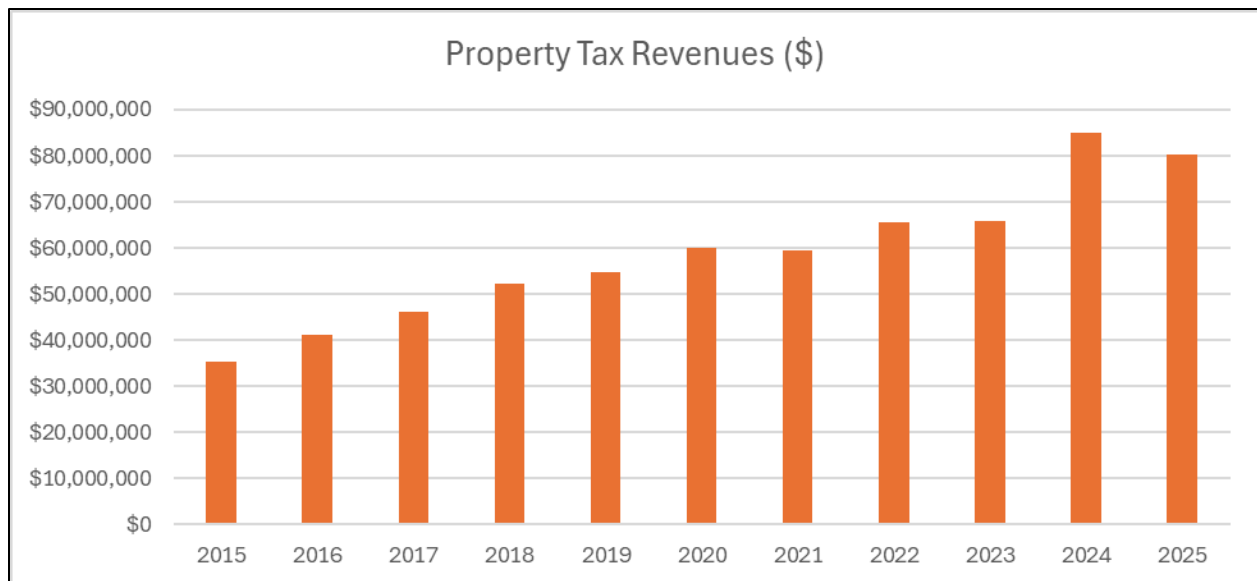


Figure 2

In 2024, Colorado state legislature passed [House Bill 24B-1001](#), reducing the future assessment rates and taxable values as shown below:

Tax Year	Residential (Single-Family)	Non-Residential
2024	6.7% x (actual value minus \$55K)	27.9% x (actual value minus \$30K)
2025	6.15% if actual value change is > 5% 6.25% if actual value change is < 5%	27% for most nonresidential 27.5% for vacant land
2026	6.7% if actual value change is > 5% 6.8% if actual value change is < 5% 10% of the first \$700K value exempt	25% for improved commercial and agri 26% for most others 27.5% for vacant land

In addition to the reduction in taxable assessed values, HB 24B-1001 sets a maximum limit of 10.5% increase in property tax revenues collected by local taxing authorities over the 2-year reassessment period, with any amount exceeding the cap to be refunded back to the taxpayers.

For budget year 2024, the state provided a one-time reimbursement of \$7.87 million to the District in the form of backfill for the revenue reduction caused by this house bill. No backfill was received in 2025, while the District experienced a \$5 million tax revenue reduction. The bill will continue to negatively impact the property tax revenue in future years.

With limited undeveloped land remaining, densification has emerged as a primary driver of District growth, directly amplifying the demand for emergency services. Population growth was 5% from 2017 to 2025, and the District estimates 8% growth through 2035, resulting in an estimated 56% increase in call volume from 2017 to 2035, highlighting the need for revenues to match service delivery requirements.

There are also several urban renewal projects or areas with tax incremental financing (TIF) under development within the District. Under a TIF, the existing level of property tax in a project area is set as a base, with an estimate then determined for the level of future expected tax revenues. The difference between the base and the expected level of increased taxes at the end of the project is how the 'tax increment' is determined. The base, the valuation prior to the project, continues to be paid to the District, while the increment is used to pay the developer or reimburse bonds on the project. All TIFs within the District are scheduled for 25 years. Upon expiration, District TIF tax revenues follow standard property tax procedures, with revenues realized in the second year after the end date. Map 2 shows the current District TIF areas as cataloged by Jefferson County. The map label numbers correspond with the Map Label column in Table 1.

Map 2

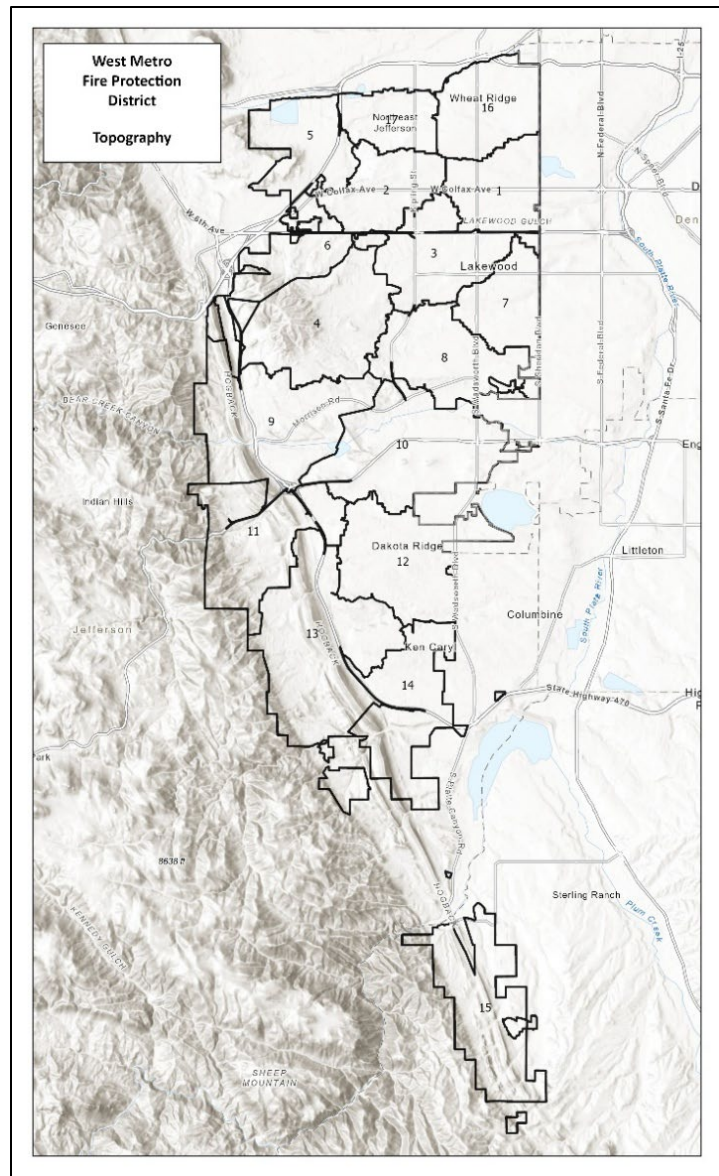
Table 1 lists each TIF as of 2025, its expiration date, the amount of 2025 refund revenue received by the District, and the estimated annual tax revenue the District would have realized without the TIF in place. Refund revenue is the amount collected by the District to offset the loss of property tax revenue for the District. The \$681,193.17 listed in refunds is \$1,036,445.83 short of the \$1,717,639.00 the District would have received if the TIFs were not in place.

Map Label	Name	Start Date	End Date	Refund Checks Received from Cities	Estimated Tax Revenue
1	I-70 Kipling Corridors Urban Renewal	2014	2039	\$29,604.00	\$30,326.00
4	West Colfax Ave Corridor Reinvestment	2005	2030	\$439,081.17	\$445,648.00
8	Edgewater Redev Urban Renewal Auth	1999	2024		\$100,206.00
16	CoFax-Wadsworth Urban Redev	1999	2024		\$69,745.00
21	38th Corridor Redev 4 Mod	2013	2038		\$6,208.00
22	Thirty Eighth Avenue Corridor Redev Dist	2003	2028		\$3,276.00
23	Wadsworth Blvd Corr Redev	2015	2040	\$76,304.00	\$85,176.00
24	West End 38th Urb Renw	2015	2040	\$59,292.00	\$59,687.00
25	38th Ave Corridor Redev Sub Mod	2015	2040		\$7,066.00
29	West Alameda Ave Corridor Urban Redev Ph1	1999	2023		
30	West Alameda Ave Corridor Urban Redev Ph2	2000	2025		\$780,934.00
31	I-70 Kipling Corridors 2	2015	2040	\$76,912.00	\$129,367.00
TBD	Lutheran Legacy Campus (Pending TIF revenue)	2025	2050	\$0.00	\$0.00
TBD	The Bend Properties (Pending TIF revenue)	TBD	TBD	\$0.00	\$0.00
Totals				\$681,193.17	\$1,717,639.00

Table 1

Topography

The topography varies from flat urban areas in the central and eastern portions of the District, to steep, undeveloped terrain in the western portions. Areas of Green Mountain, South Table Mountain, Willowbrook, Ken-Caryl, and Roxborough present access and egress challenges, especially during adverse weather conditions. The foothills of the Rocky Mountains are along the western border of the District and present a wildfire threat. There are three canyons that open out onto the plains: Waterton Canyon, with the Platte River, and Waterton Canyon Road providing seasonal access with heavy hiking/biking use; Turkey Creek Canyon, with US Highway 285, a major access route to Southwestern Colorado, and Bear Creek Canyon, leading into Bear Creek Lake Park.



Map 3

There are several open space parks within the District. These areas include Roxborough Park, Green Mountain, Bear Creek Lake Park, Mount Falcon, Matthews/Winters, and Red Rocks. Ownership includes the state of Colorado, Jefferson County Open Space, the city of Lakewood, and Denver Mountain Parks. There are multiple small parks scattered throughout the District. The Pike National Forest, part of the United States Forest Service, shares a border with the District in Roxborough Park and Waterton Canyon.

Red Rocks Park, located on the western border of the District's boundary, has a 9,525-seat amphitheater that hosted 236 events in 2025. The District has provided paramedic coverage for events through a contract with the city and county of Denver in the past; however, this contract was not renewed for 2020 and beyond. The District provides mutual aid to Red Rocks Park, including during events if requested, but



Photo courtesy of Red Rocks Park and Amphitheater

no longer provides on-site staffing. Due to third-party medical event coverage at the venue, Red Rocks has a very low impact on daily District operations.

There are four major traffic corridors within the District: I-70, 6th Avenue, Highway 285, and C-470. I-70 and 6th Avenue are major access corridors to the downtown Denver area. Highway 285 serves as an access route for mountain communities to the cities of Englewood and Littleton. C-470 is a highway designed as a beltway between I-70 on the north and I-25 on the south.

A wildfire urban interface threat exists throughout the many greenbelts and open spaces within the District. These areas have brush and grass with the potential to burn and damage adjacent structures when a wildfire is present. The northern, western, and southern portions of the District each have exposure to large open space areas. These areas are defined in the West Metro Fire Rescue Risk Assessment (RA) and are further characterized in the District's Community Wildfire Protection Plan (CWPP) and include the Clear Creek Greenbelt, South Table Mountain, Willowbrook, Ken-Caryl, White Deer Valley, Willow Springs, Green Mountain, Rolling Hills, and areas around Morrison and Roxborough.

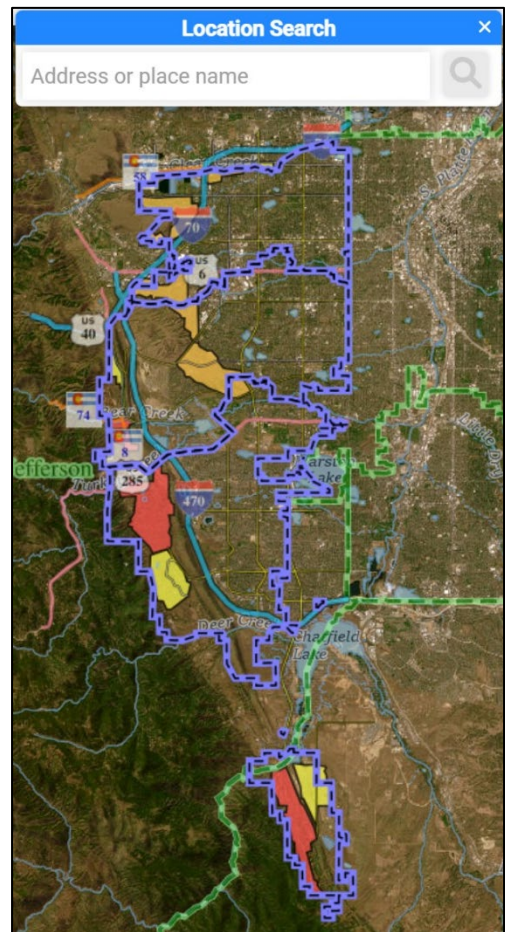
In 2006, the District completed a CWPP that outlined wildfire risk assessment, a mitigation plan, and emergency operations. The District's CWPP was updated and adopted in 2021. The CWPP's

recommended actions for the District in the urban interface include continued emphasis on mitigation work and defensible space with homeowners, completing existing and identifying new fuel mitigation projects, evaluating and improving limited water supply for suppression in threatened areas, and improving the address labeling of properties and street markers for evacuation routes. In 2025, the District began its five-year revision of the CWPP, with completion scheduled for 2026.

There are three additional CWPPs pertinent to the District. The first is for Douglas County as a whole. The second is the Roxborough area in Douglas County, which addresses specific community needs for the Roxborough community and is largely focused on fuel mitigation and local community efforts. The third is the Jefferson County CWPP, which addresses goals and objectives pertinent to wildfire risk at the county level.

To assist the public, cities, towns, communities, developments, and organizations in planning, the District has developed and launched a Wildfire Risk Assessment Map on the District's website. Shown in the screenshot at right, any user can identify wildfire risk by entering an address into the map search. The tool also allows users to submit feedback or questions regarding the tool.

There are multiple lakes, ponds, and creeks within the District, yet there are no commercial airports, heavy rail, or navigable waterways. There is a light rail line along the Colfax corridor that transects the District east to west.



Climate

The climate varies from severe winter weather to hot, dry summers. Winter storms can produce multiple feet of snow, though these are rare. In March 2003, Denver recorded a 31.8-inch snowstorm, with portions of the District receiving up to four feet, making it the snowiest month on record. March of 2021 recorded the fourth-largest snowstorm, with over 27 inches, and the second snowiest month on record. In summer, one of the most common weather occurrences is severe thunderstorms, which can produce hail, flooding, and high winds.

Drought is an ongoing concern for the District since it increases the chances of a major wildland fire. The Front Range of Colorado is considered an arid climate with an annual moisture average of 16.17 inches and an average snowfall of 55.8 inches. In 2025, the District experienced

moderate drought, and extreme drought conditions developed by early 2026, according to the National Integrated Drought Information System.

Large wildland fire growth is not common but has happened in the past, such as with the Murphy Gulch Fire in 1978, consuming 3,300 acres, and the Cherokee Ranch Fire in 2003, consuming 2,500 acres. A wildland fire in Bear Creek Lake Park in February of 2021 consumed 535 acres.

Population

The District population in 2025 was 301,904 ⁴ (Figure 3 and Table 2), and there was very little commuter-adjusted population shift. The District's population density is urban, yet there are some undeveloped and lower-density areas along the western portions.

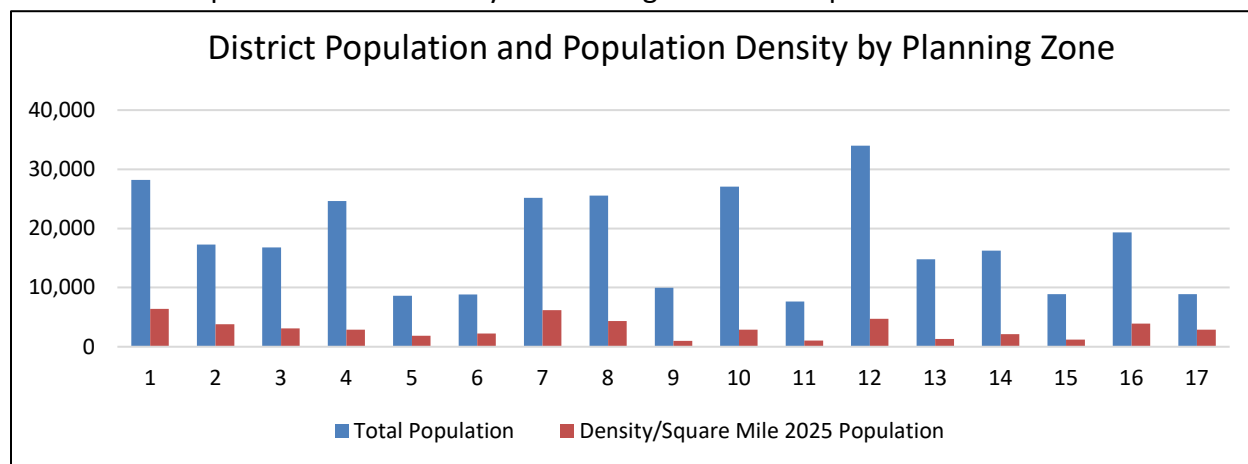


Figure 3

⁴ 2025 ESRI Community Survey

Area Covered based on Planning Zone				
Area Covered	Area (Square Miles)	Total Population	Population Percentage of District	Density/Square Mile 2025 Population
Planning Zone 1	4.42	28,200	9.34%	6,380
Planning Zone 2	4.55	17,254	5.72%	3,792
Planning Zone 3	5.44	16,803	5.57%	3,089
Planning Zone 4	8.47	24,622	8.16%	2,907
Planning Zone 5	4.63	8,614	2.85%	1,860
Planning Zone 6	3.95	8,834	2.93%	2,236
Planning Zone 7	4.08	25,172	8.34%	6,170
Planning Zone 8	5.9	25,527	8.46%	4,327
Planning Zone 9	9.9	9,977	3.30%	1,008
Planning Zone 10	9.35	27,077	8.97%	2,896
Planning Zone 11	7.44	7,652	2.53%	1,028
Planning Zone 12	7.16	33,982	11.26%	4,746
Planning Zone 13	11.1	14,787	4.90%	1,332
Planning Zone 14	7.55	16,271	5.39%	2,155
Planning Zone 15	7.21	8,881	2.94%	1,232
Planning Zone 16	4.97	19,351	6.41%	3,894
Planning Zone 17	3.09	8,900	2.95%	2,880
Total	109.21	301,904	100%	2,764

Table 2

Figure 4 and Table 3 show District ethnicity by planning zone.

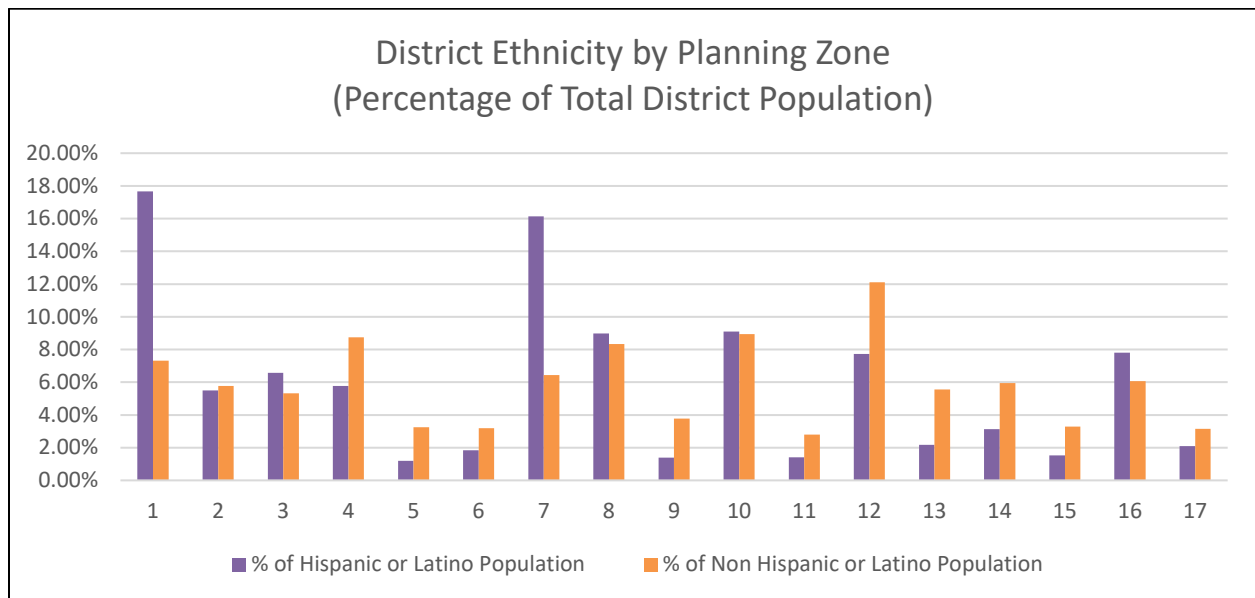


Figure 4

Planning Zone	Population Total		Ethnicity			
	Total Population	% of Total Population	Hispanic or Latino	% of Hispanic or Latino Population	Non Hispanic or Latino	% of Non Hispanic or Latino Population
1	28,200	9.34%	10,455	17.66%	17,745	7.31%
2	17,254	5.72%	3,251	5.49%	14,003	5.77%
3	16,803	5.57%	3,888	6.57%	12,915	5.32%
4	24,622	8.16%	3,418	5.77%	21,204	8.74%
5	8,614	2.85%	711	1.20%	7,903	3.26%
6	8,834	2.93%	1,091	1.84%	7,743	3.19%
7	25,172	8.34%	9,553	16.14%	15,619	6.44%
8	25,527	8.46%	5,310	8.97%	20,217	8.33%
9	9,977	3.30%	828	1.40%	9,149	3.77%
10	27,077	8.97%	5,384	9.10%	21,693	8.94%
11	7,652	2.53%	837	1.41%	6,815	2.81%
12	33,982	11.26%	4,574	7.73%	29,408	12.12%
13	14,787	4.90%	1,282	2.17%	13,505	5.56%
14	16,271	5.39%	1,853	3.13%	14,418	5.94%
15	8,881	2.94%	907	1.53%	7,974	3.29%
16	19,351	6.41%	4,618	7.80%	14,733	6.07%
17	8,900	2.95%	1,235	2.09%	7,665	3.16%
Total	301,904	100.00%	59,195	** 19.61%	242,709	** 80.39%

Table 3

Table 4 shows District race by planning zone.

Planning Zone	Population Total		Race													
	Total Population	% of Total Population	White	% of White Population	Black	% of Black Population	American Indian / Alaskan Native	% of American Indian / Alaskan Population	Asian	% of Asian Population	Pacific Islander	% of Pacific Islander Population	Other	% of Other Population	Multiple Races	% of Multiple Races Population
1	28,200	9.34%	16,809	7.47%	1,100	21.35%	685	17.99%	558	4.96%	66	18.28%	4,409	23.21%	4,572	12.30%
2	17,254	5.72%	12,836	5.70%	469	9.10%	308	8.09%	546	4.85%	57	15.79%	1,031	5.43%	2,008	5.40%
3	16,803	5.57%	12,167	5.40%	306	5.94%	233	6.12%	478	4.25%	19	5.26%	1,254	6.60%	2,346	6.31%
4	24,622	8.16%	19,431	8.63%	368	7.14%	249	6.54%	914	8.12%	16	4.43%	827	4.35%	2,817	7.58%
5	8,614	2.85%	7,283	3.23%	86	1.67%	59	1.55%	212	1.88%	6	1.66%	215	1.13%	753	2.03%
6	8,834	2.93%	6,900	3.06%	172	3.34%	87	2.29%	387	3.44%	9	2.49%	319	1.68%	961	2.58%
7	25,172	8.34%	14,631	6.50%	530	10.29%	534	14.03%	1,496	13.29%	20	5.54%	3,758	19.79%	4,204	11.31%
8	25,527	8.46%	18,647	8.28%	312	6.06%	291	7.64%	1,431	12.71%	25	6.93%	1,636	8.61%	3,186	8.57%
9	9,977	3.30%	8,307	3.69%	43	0.83%	44	1.16%	477	4.24%	1	0.28%	169	0.89%	935	2.51%
10	27,077	8.97%	19,893	8.84%	646	12.54%	403	10.59%	1,365	12.13%	37	10.25%	1,425	7.50%	3,308	8.90%
11	7,652	2.53%	6,393	2.84%	54	1.05%	48	1.26%	170	1.51%	6	1.66%	196	1.03%	785	2.11%
12	33,982	11.26%	27,282	12.12%	366	7.10%	245	6.44%	1,414	12.56%	23	6.37%	1,049	5.52%	3,604	9.69%
13	14,787	4.90%	12,507	5.55%	96	1.86%	66	1.73%	417	3.70%	16	4.43%	253	1.33%	1,431	3.85%
14	16,271	5.39%	13,384	5.94%	118	2.29%	84	2.21%	518	4.60%	14	3.88%	424	2.23%	1,729	4.65%
15	8,881	2.94%	7,349	3.26%	62	1.20%	66	1.73%	227	2.02%	10	2.77%	192	1.01%	974	2.62%
16	19,351	6.41%	14,094	6.26%	340	6.60%	337	8.85%	447	3.97%	23	6.37%	1,484	7.81%	2,626	7.06%
17	8,900	2.95%	7,246	3.22%	84	1.63%	68	1.79%	200	1.78%	13	3.60%	352	1.85%	938	2.52%
Total	301,904	100.00%	225,159	** 74.58%	5,152	** 1.71%	3,807	** 1.26%	11,257	** 3.73%	361	** 0.12%	18,993	** 6.29%	37,177	** 12.31%

Table 4

** Percentages based on the total District population

Figure 5 shows the District's population over 65 by planning zone. Figure 6 and Table 5 show that aging adults live throughout the District, however, the two planning zones with the highest percentage of this demographic group are Station 8 and Station 12.

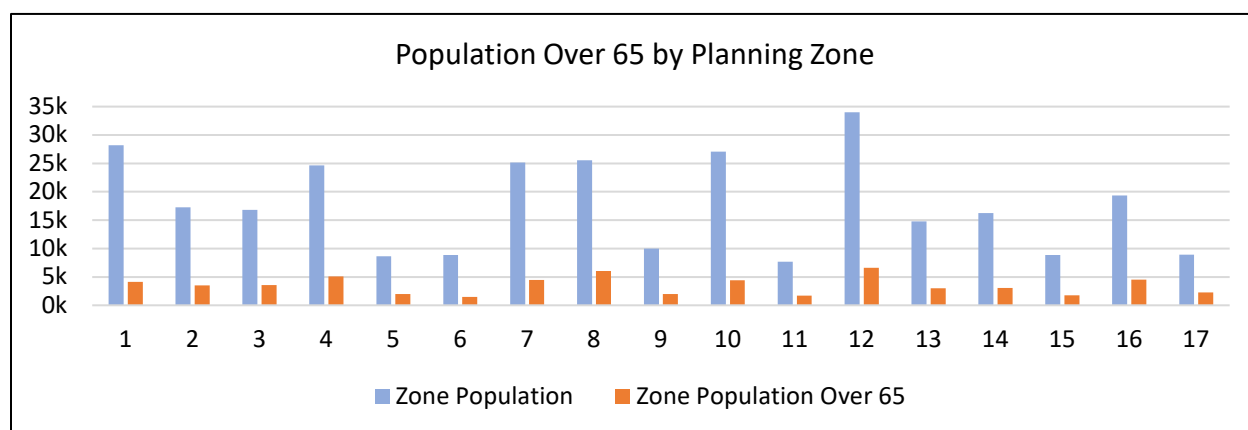


Figure 5

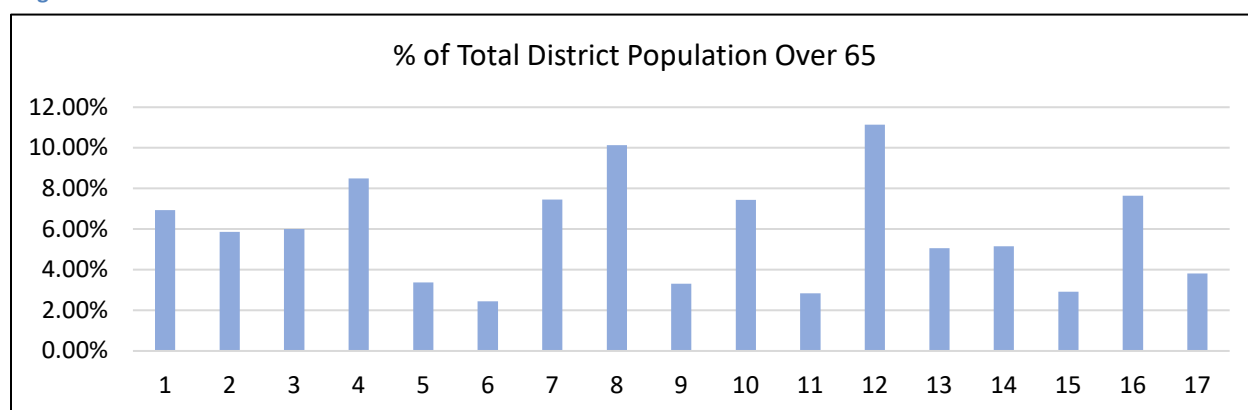


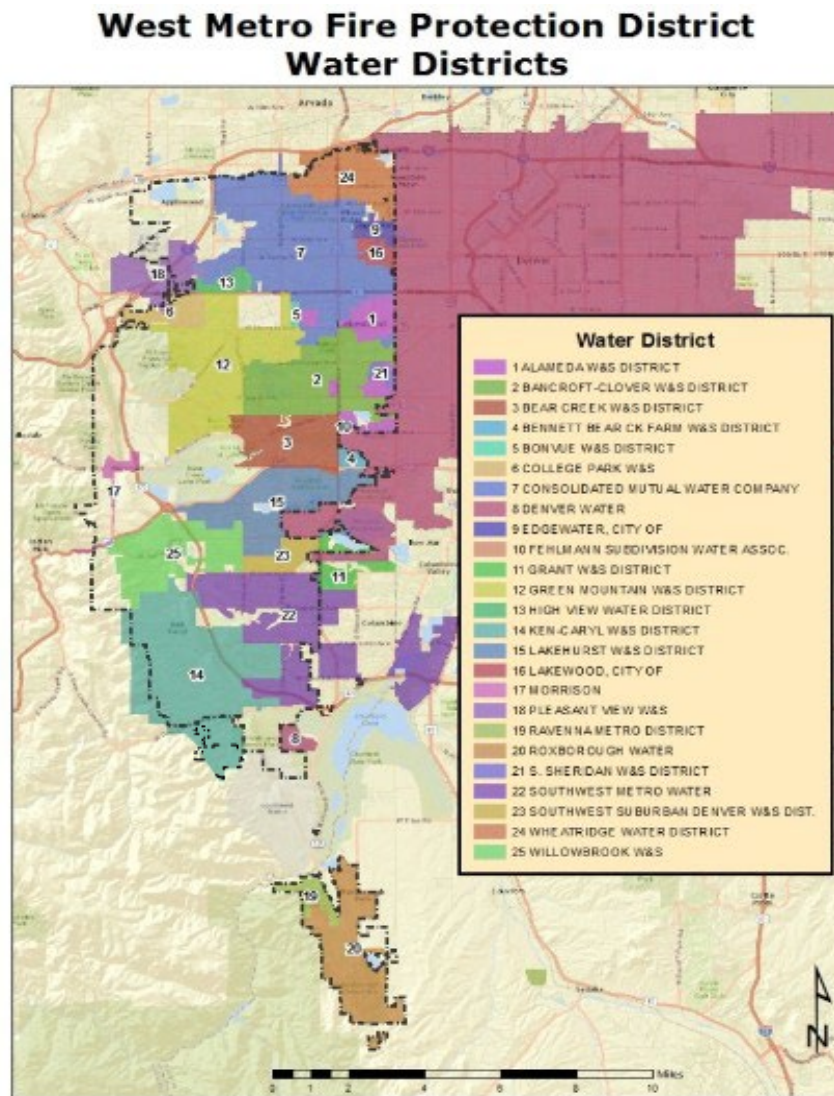
Figure 6

Planning Zone	Zone Population	Zone Population Over 65	% of Zone Population Over 65	% of Total District Population Over 65
1	28,200	4,125	14.63%	6.93%
2	17,254	3,488	20.22%	5.86%
3	16,803	3,572	21.26%	6.00%
4	24,622	5,057	20.54%	8.49%
5	8,614	2,007	23.30%	3.37%
6	8,834	1,457	16.49%	2.45%
7	25,172	4,442	17.65%	7.46%
8	25,527	6,035	23.64%	10.14%
9	9,977	1,970	19.75%	3.31%
10	27,077	4,428	16.35%	7.44%
11	7,652	1,693	22.12%	2.84%
12	33,982	6,631	19.51%	11.14%
13	14,787	3,016	20.40%	5.06%
14	16,271	3,065	18.84%	5.15%
15	8,881	1,737	19.56%	2.92%
16	19,351	4,549	23.51%	7.64%
17	8,900	2,274	25.55%	3.82%
Total	301,904	59,546	19.72%	100.00%

Table 5

Water Districts

There are 29 water districts within the District, each of which developed as the area grew. The availability of water was the deciding factor in large-scale growth; thus, the growth was generally from the edge of available water. Most of the growth was prior to the establishment of the city of Lakewood in 1969, therefore these districts do not operate a municipal water system. The town of Morrison, which has its own municipal water system, was established in 1874. The water supplies in the metropolitan areas of Denver are generally managed by Denver Water.



Map 4

There are four types of water districts within District boundaries: total service, read and bill, master meter, and municipal service. Total service, read and bill, and master meter water districts purchase water from Denver Water, while the municipal service in the town of Morrison has a private water supply. The town of Morrison is the only municipal service and

draws its water from Bear Creek. All the districts have maintained a distribution system for firefighting.

Total service water districts contract with Denver Water to provide water, meter reading, billing, and operations of the distribution system. Total service districts are difficult to contact, generally do not maintain staff, and maintain little or no information on their distribution systems.

Read and bill water districts contract with Denver Water to read the meters and bill customers, but Denver Water does not operate the distribution system. Read and bill districts are also difficult to contact, generally do not maintain staff, and maintain little or no information on their distribution systems.

Master meter districts purchase the water through a master meter, and the water district provides the meter reading, billing, and operations of the distribution system. Master meter districts generally maintain offices and have staff for contacts on the status of their system.

Facilities and Apparatus

The District has 17 fire stations, an apparatus maintenance facility, which opened in October 2000, an administration building, which opened in September 2004, and a Training Center/Colorado Task Force 1 (CO-TF1) headquarters, which opened in October 2009. The District purchased a plot next to Station 7 in 2024 for the development of a reserve apparatus storage facility, which is scheduled to be completed in 2026. The District purchased a plot on 5th Avenue near Wadsworth Boulevard in 2025 for the future construction of planned Station 18.

Table 6 shows the number of District front-line engines, tower and ladder companies, medic units, district chief apparatus, safety and medical officer apparatus, squad unit, and advanced resource medic unit. Additional cross-staffed equipment includes a combination heavy rescue/pumper, an air truck, Type 3 brush engines, Type 6 brush trucks, a tactical tender (water tender), a hazardous materials apparatus, water rescue apparatus, a collapse apparatus, UTVs, an e-bike, and a fleet of support vehicles. The District also maintains a reserve apparatus fleet to ensure adequate deployment and concentration.

Staffing Category	Apparatus / Vehicle Type	Count
Fully Staffed	Engine	16
Fully Staffed	Medic Unit	14
Fully Staffed	District Chief	3
Fully Staffed	Tower Company	2
Fully Staffed	Safety and Medical Officer	2
Fully Staffed	Ladder Company	1
Fully Staffed	Squad Unit	1
Fully Staffed	Advanced Resource Medic Unit	1
Cross-Staffed	Type 6 Brush Truck	6
Cross-Staffed	Type 3 Brush Engine	3
Cross-Staffed	UTV	2
Cross-Staffed	Combination Heavy Rescue/Pumper	1
Cross-Staffed	Tactical Tender (Water Tender)	1
Cross-Staffed	Hazardous Materials Apparatus	1
Cross-Staffed	Water Rescue Apparatus	3
Cross-Staffed	Air Truck	1
Cross-Staffed	Collapse Apparatus	1
Cross-Staffed	E-Bike	1
Apparatus Reserve	Engine	5
Apparatus Reserve	Medic Unit	7
Apparatus Reserve	District Chief/Safety Officer/Squad	3
Apparatus Reserve	Tower Company	2

Table 6

Urban Search and Rescue

The District is the sponsoring agency for CO-TF1 Urban Search and Rescue, which is housed at the Training Center. The District receives funding from the Federal Emergency Management Agency (FEMA), which pays for CO-TF1 administration and equipment. Multiple District employees are members of the team, and FEMA fully reimburses the District for extra duty and line backfill of deployed employees. Through 2025, the District provided one full-time assistant chief, one full-time captain, and three support personnel for the management of the team. In 2026, the District changed the staffing model to one full-time captain, one full-time lieutenant, and three support personnel for management of the team. The change was driven by federal budget limitations.

Urban search and rescue involves the location, rescue, and initial medical stabilization of victims from natural and human-caused disasters. Due to the frequency of events and needs of the country, the mission scope of the urban search and rescue system has expanded beyond the original focus of structural collapse, transportation accidents, mines, and collapsed trenches to now include additional multi-hazard capabilities. Urban search and rescue resources now frequently deploy to disasters including earthquakes, hurricanes, tornadoes, floods, dam failures, technological accidents, terrorist activities, hazardous materials releases, and wildfires.

Wildland Deployments

The wildland team provides engines and single resources for federal fire deployment throughout the fire season. The positions are filled by on-duty personnel and are fully reimbursed for all costs, including replacement personnel. Due to staffing requirements, the District limits the number of personnel available for deployment to 15 individuals at any given time. Officers are limited to 28 days of deployment during any calendar year. This ensures that minimum District staffing can be maintained.

The District has three types of engines available for deployment: Type 1 front-line engines, Type 6 brush trucks, and Type 3 brush engines. Regardless of deployments, three wildland apparatus (Type 3 or Type 6) must remain available in the District, with one of the resources housed at Station 9. Single resources include command and general staff positions, mid-level management, such as task force or strike team leaders, a Rapid Extraction Module (REMS) crew, and individual firefighters deploying on hand crews or as fire line medics.

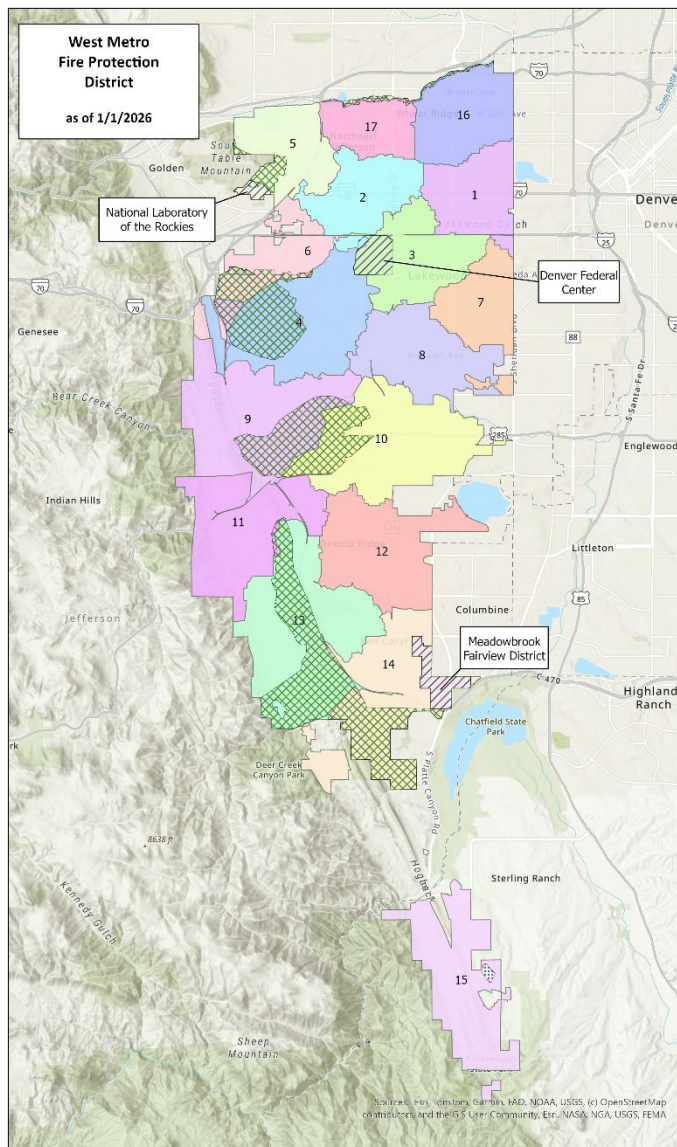
The District also participates in the Metro Denver Fire Chief Response Group, which supports strike team or task force deployments for initial attack and/or immediate need. The resources are deployable outside the District, considered mutual aid, available for all risk types, and normally only operate for the initial operational period – not to exceed 12 hours. The agreement is in place to provide rapid response and is not meant to usurp state or federal

resource ordering. As a participant in this process, the District can also request appropriate resources when necessary.

In 2025 and 2026, the District participated in a series of workshops to study Wildland Initiated Community Conflagration (WICC). Sponsored by the North Central All-Hazards Region (NCR), multiple agencies including law enforcement, communication centers, utilities, and civic leaders gathered to understand the risk and develop a shared operating framework for alerting, response, and command and control.

Section 2 – Services Provided

West Metro Fire Protection District is a full-service, all-risk fire district. Services include all aspects of emergency response, including structural firefighting, advanced life support (ALS), ALS transportation, mobile integrated healthcare, hazardous materials response and mitigation, technical rescue, water rescue, wildland fire suppression, community wildfire mitigation, and fire investigations. The District maintains ALS on all apparatus except chief vehicles, with



approximately 270 paramedics throughout the ranks, representing 65% of all uniformed personnel. The District also provides community risk reduction (CRR) services, including injury prevention education, car seat installation, business safety, and other education and prevention programs.

Apparatus Staffing

The District has set a minimum staffing level of three firefighters per engine when assigned to a multiple-company station. Single-engine stations are set at a minimum of four firefighters. Each tower/ladder is staffed with a minimum of four firefighters. Each engine, tower, and rescue has full ALS capability, including a certified paramedic, heart monitor/defibrillator, and ALS medications. Each medic unit is staffed, at a minimum, with one firefighter/paramedic plus one firefighter/EMT. All medic units are considered fire medic units, staffed by

Map 5

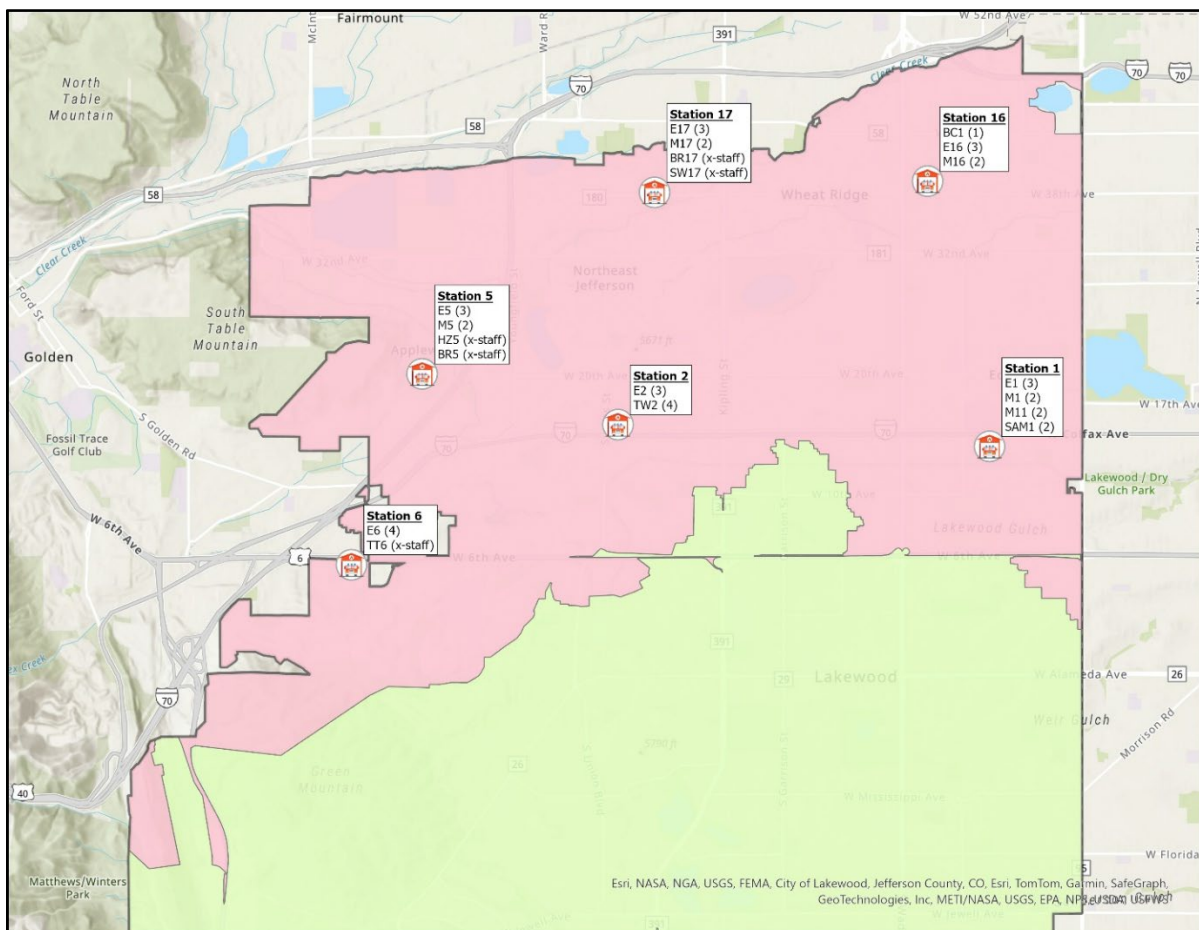
firefighters with full personal protective equipment, and can function as either an EMS transport unit or fire ground operations unit.

Emergency Call Back

The District has a policy in place to bring back personnel as needed. Special team personnel can be called back to augment operations during times of anticipated need. During periods of high wildland fire danger around the Fourth of July, the District increases brush truck coverage by one additional unit, staffed with wildland team members, in addition to the normally cross-staffed brush truck resources.

District 1

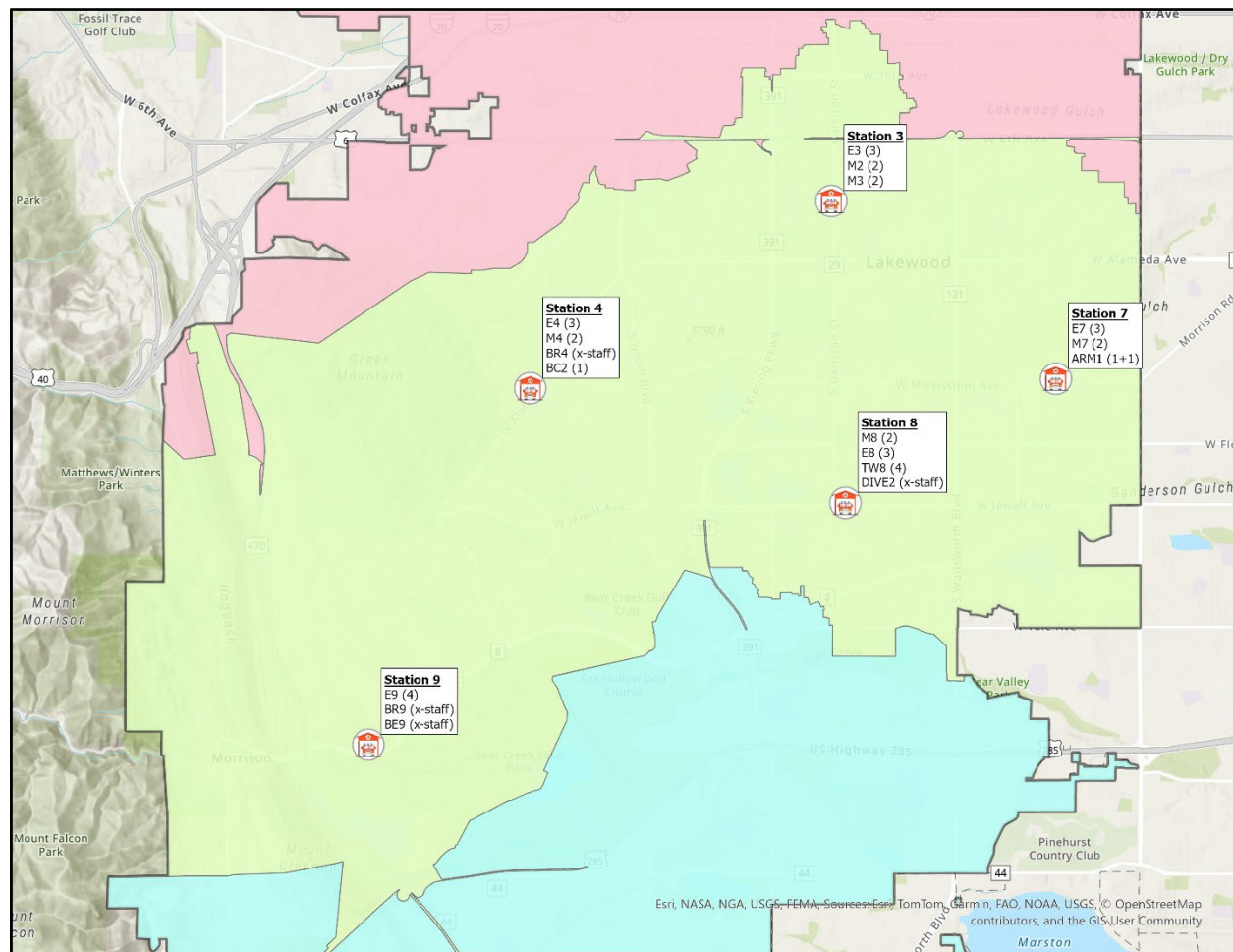
District 1 is comprised of the first-in areas for Stations 1, 2, 5, 6, 16, and 17. It is bounded on the north by Clear Creek and the geographic District boundary, on the east by Sheridan Boulevard, on the south by parts of 6th Avenue and the southern boundaries of Stations 1, 2, and 6, and on the west by the District's geographic boundary. District 1 contains some of the District's busiest response areas, including portions of Colfax Avenue that have a high volume of calls for service. The district chief (D1) operates out of Station 16.



Map 6

District 2

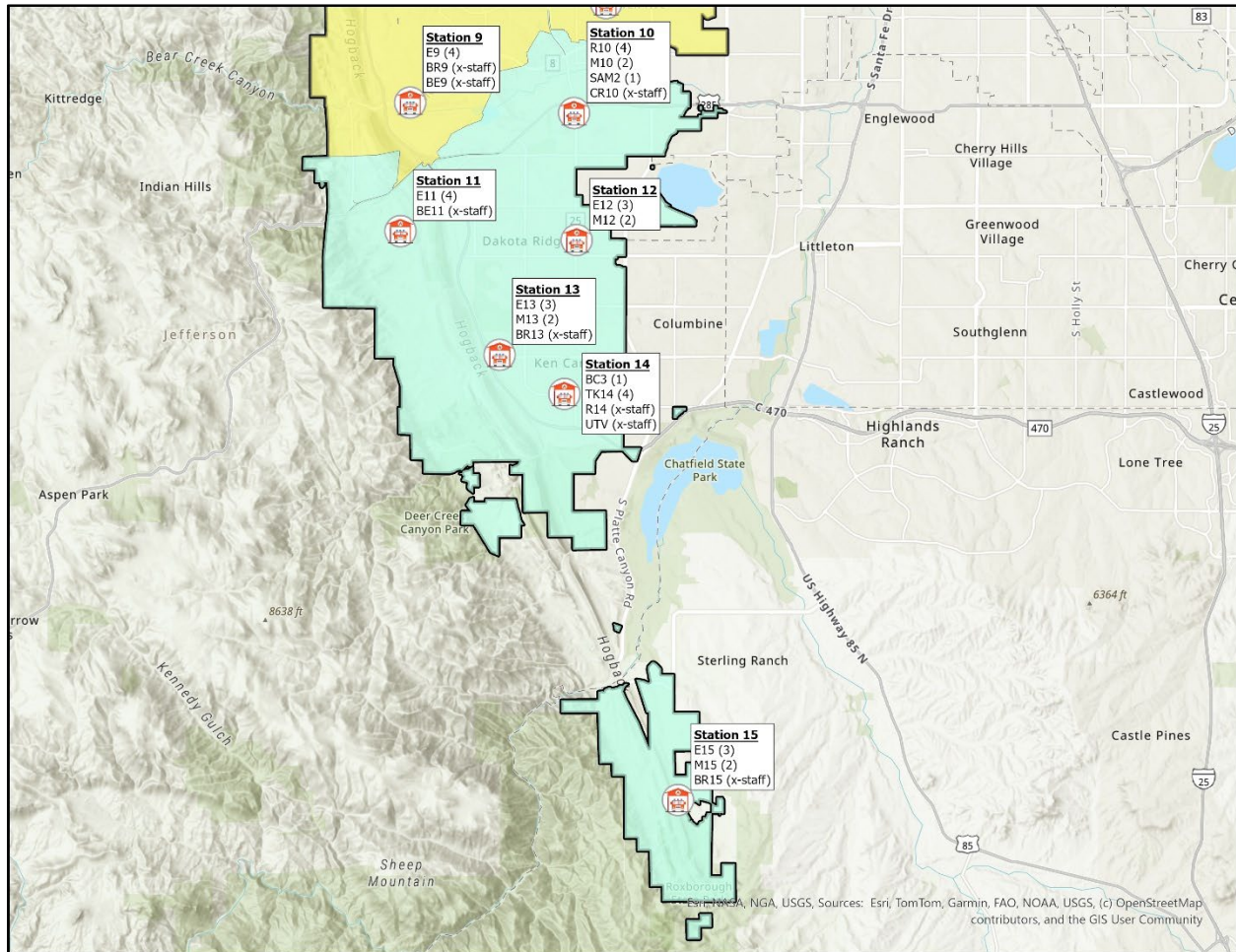
District 2 is comprised of first-in areas for Stations 3, 4, 7, 8, and 9. It is bounded on the north by portions of 6th Avenue and the northern boundaries of Stations 3, 4, and 7, on the east by Sheridan Boulevard, on the south by the southern boundaries of Stations 8 and 9, and on the west by the District's geographic boundary. The western half of the District includes two major open space areas, Green Mountain and Bear Creek Lake State Park, as well as the District's administrative building. The shift commander (D2) moved from Station 4 to Station 8 in early 2026.



Map 7

District 3

District 3 is comprised of first-in areas for Stations 10, 11, 12, 13, 14, and 15. It is bounded on the north by the northern boundaries of Stations 10 and 11, on the east by Marston Reservoir, Wadsworth Boulevard, and the District's eastern geographic boundary, on the south by the District's southern geographic boundary, and on the west by the District's western geographic boundary. The first-in area for Station 15, Roxborough Park, is also included. This area is geographically separated from the rest of the District. The district chief (D3) operates out of Station 14.



Types of Apparatus

To provide the highest level of service available to the community and meet the mission of protecting the community by providing an all-hazards emergency response, the District deploys different types of apparatus. Apparatus distribution is based on the Risk Assessment. The following section summarizes the types of apparatus utilized to meet response needs.

Fire Engine (Type 1):

- 16 engines deployed throughout the District
- Staffed with one officer, one engineer, and one or two firefighters
- Advanced life support capable (one member must be a paramedic)
- Carries:
 - 500 or 750 gallons of water
 - 1250 gallons per minute pumping capacity
 - Preconnected handlines (minimum of two)
 - 1000 feet of five-inch supply line
 - Self-contained breathing apparatus
 - Ground ladders
 - Firefighting tools and equipment



Tower:

- Two deployed (Station 2 and Station 10)
- Staffed with one officer, one engineer, and two firefighters
- Advanced life support capable (one member must be a paramedic)
- 100' aerial platform
- Auto extrication capable
- Classified as a truck company
- Carries:
 - 300 gallons of water
 - 2000 gallons per minute pumping capacity
 - Preconnected handlines (minimum of two)
 - 1000 feet of five-inch supply line
 - Self-contained breathing apparatus
 - Ground ladders
 - Firefighting tools and equipment



Truck (107' ladder truck):

- One deployed at Station 14
- Staffed with one officer, one engineer, and two firefighters
- Advanced life support capable (one member must be a paramedic)
- 107' straight ladder truck
- Auto extrication capable
- Classified as a truck company
- Carries:
 - 500 gallons of water
 - 1500 gallons per minute pumping capacity
 - Preconnected handlines (minimum of two)
 - 1000 feet of five-inch supply line
 - Self-contained breathing apparatus
 - Ground ladders
 - Firefighting tools and equipment



Rescue Pumper:

- One deployed at Station 10
- Cross-staffed from Engine 10 or Tower 10, with one officer, one engineer, and one or two firefighters
- Advanced life support capable (one member must be a paramedic)
- Auto extrication capable
- Classified as a truck company
- Equipped with specialized technical rescue equipment
- Carries:
 - 500 gallons of water
 - 1250 gallons per minute pumping capacity
 - Preconnected handlines (minimum of two)
 - 1000 feet of five-inch supply line
 - Self-contained breathing apparatus
 - Ground ladders
 - Firefighting tools and equipment



Medic Unit:

- 14 deployed throughout the District
- Staffed with two firefighters (with firefighting equipment)
- Advanced life support capable (one member must be a paramedic)
- Equipped for transporting patients
- Equipped to support firefighting activities
- Carries:
 - Patient monitoring and transport supplies
 - Self-contained breathing apparatus
 - Firefighting tools



Advanced Resource Medic (ARM):

- Deployed at Station 7 from 8 a.m. to 6 p.m. (excluding holidays)
- Mobile urgent care to treat patients at home and avoid emergency room visits
- Staffing:
 - One Advanced Care Paramedic (ACP) or single-role EMT B/P
 - One Advanced Practice Provider (APP) (physician assistant or nurse practitioner)
- Advanced life support capable
- Expanded medical practice capabilities
 - Labs
 - Imaging (Utilizing a third-party mobile unit)
 - Advanced wound care (suturing)
 - Expanded medication administration and prescription capabilities



Brush Trucks (Type 6 engines):

- Six deployed throughout the District
- Cross-staffed with two or three firefighters
- Four-wheel drive
- Pump-and-roll capacity
- Available for deployment out of District
- Carries:
 - 300 gallons of water
 - 300 gallons per minute pumping capacity
 - Equipped with lightweight wildland hose
 - Fixed booster line
 - Winch



Brush Engine (Type 3 engines):

- Three deployed (Station 9, Station 11, and Station 14)
- Cross-staffed with three firefighters
- Four-wheel drive
- Pump-and-roll capacity
- Available for deployment out of the District
- Carries:
 - 500 gallons of water
 - 1200 gallons per minute pumping capacity
 - Lightweight wildland hose
 - Fixed booster line

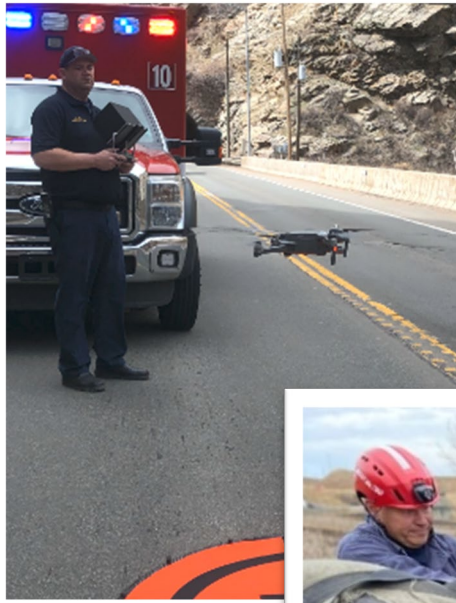


Tactical Tender:

- One deployed (Station 6)
- Cross-staffed with four firefighters
- Four-wheel drive
- Pump-and-roll capacity
- Carries:
 - 2000 gallons of water
 - Able to draft from static water supply
 - Rear-mounted water chute
 - Lightweight wildland hose



Other Specialty Apparatus:



Fire Stations

The District has 17 fire stations. Detailed profiles of each fire station can be found on the District's [website](#).

Station 1 - 9

STATION	APPARATUS	MINIMUM STAFFING	CROSS STREETS	SPECIALTY
Station 1 6401 West 14 th Ave. Lakewood, CO 80214	Engine 1 Medic 1 Medic 11 Squad 1	3 2 2 2	14 th & Lamar	
Station 2 1545 Robb St. Lakewood, CO 80215	Engine 2 Tower 2 SaM 1	3 4 1	Colfax & Robb	Hazardous Materials
Station 3 95 Garrison St. Lakewood, CO 80226	Engine 3 Medic 3 Medic 2	3 2 2	1 st & Garrison	
Station 4 13155 West Alameda Pkwy. Lakewood, CO 80228	Engine 4 Medic 4 Brush 4	3 2 Cross-staffed	Alameda & Green Mountain	Wildland Urban Interface
Station 5 14055 West 20 th Ave. Golden, CO 80401	Engine 5 Medic 5 Hazmat 5 Brush 5	3 2 Cross-staffed Cross-staffed	20 th & Eldridge	Hazardous Materials
Station 6 15100 West 6 th Ave. Golden, CO 80401	Engine 6 Tender 6	4 Cross-staffed	6 th & Indiana	Wildland Urban Interface
Station 7 6315 West Mississippi Ave. Lakewood, CO 80226	Engine 7 Medic 7 ARM 1	3 2 1+1	Mississippi & Kendall	ARM 1 is staffed from 0800-1800
Station 8 9001 West Jewell Ave. Lakewood, CO 80232	Engine 8 Medic 8 District 2 Dive 2	3 2 1 Cross-staffed	Jewell & Garrison	Water Rescue
Station 9 101 Red Rocks Business Dr. Morrison, CO 80465	Engine 9 Brush 9 Brush Engine 9	4 Cross-staffed Cross-staffed	Morrison Road & C-470	Wildland Fire

Table 6A

Stations 10 - 17

STATION	APPARATUS	MINIMUM STAFFING	CROSS STREETS	SPECIALTY
Station 10 3535 South Kipling Street Lakewood, CO 80227	Engine 10 Tower 10 Medic 10 SaM 2 Rescue 10 Collapse Air Truck	3 4 2 1 Cross-staffed Cross-staffed Cross-staffed	Hampden & Kipling	Technical Rescue
Station 11 15629 West Belleview Ave. Morrison, CO 80465	Engine 11 Brush Engine 11	4 Cross-staffed	Belleview & C-470	Wildland Urban Interface
Station 12 9900 West Alamo Pl. Littleton, CO 80123	Engine 12 Medic 12	3 2	Kipling & Alamo	
Station 13 12613 West Indore Pl. Littleton, CO 80127	Engine 13 Medic 13 Brush 13	3 2 Cross-staffed	C-470 & Ken-Caryl	Wildland Urban Interface
Station 14 10305 West Chatfield Littleton, CO 80127	Truck 14 District 3 Brush Engine 14 Rescue 14 w/ UTV	4 1 Cross-staffed Cross-staffed	Chatfield & Kipling	Technical Rescue
Station 15 6220 N. Roxborough Park Rd. Littleton, CO 80125	Engine 15 Medic 15 Brush 15	3 2 Cross-staffed	Rampart Range & Roxborough	Wildland Urban Interface
Station 16 3880 Upham Street, Wheat Ridge, CO 80033	Engine 16 Medic 16 District 1	3 2 1	38 th & Wadsworth	
Station 17 10901 West 38th Avenue, Wheat Ridge, 80033	Engine 17 Medic 17 Brush 17 Swift Water 17	3 2 Cross-staffed Cross-staffed	38 th & Owens	Swift Water Rescue Wildland Urban Interface

Table 6B

Live Routing

All units are dispatched using the nearest apparatus. Each apparatus has an Automatic Vehicle Locator (AVL) connected to Computer Aided Dispatch (CAD) software, enabling the dispatching of the nearest appropriate unit.

Effective Response Force

The effective response force (ERF) is the type and number of resources the District has determined to be the minimum response necessary to mitigate the incident. This is the standard response that can mitigate the majority of incidents. The ERF may not be able to suppress every emergency, but provides a layered response, such as first alarm and second alarm, that provides a standard modular group designed to layer additional resources into the emergency until resolution. The District establishes an ERF for all emergencies including structure fires, wildland fires, medical incidents, extrications, technical rescues, hazardous materials, and special operations. These ERFs have been identified through real-world operations and validated by the experience of responders.

Structure Fire Response

The District has multiple levels of response, depending on the incident and its severity. The philosophy behind this multi-level system is to protect community members from motor vehicle accidents when responding, and to keep units available in their first-due area as much as possible.



The first-due fire apparatus is pre-alerted and considers the call emergent until proven otherwise. Additional units are added to the response based on predetermined response procedures built into the CAD system. Officers are empowered to respond emergent (lights and sirens) or non-emergent (using normal speeds and obeying all traffic laws) based on call notes, dispatch information, or additional community reports. The dispatcher, first-due officer, or district chief can upgrade the response based on verification of a confirmed structure fire. The ERF consists of the resources the District has identified as necessary to be on scene at an emergency to effectively mitigate the incident, including structure fires.

The initial support force is the safety and medical (SaM) officer and fire investigator. This force is not counted as a part of the ERF and is not counted in the analysis. These resources are not considered essential to the outcome of the incident. In the absence of these resources, the incident commander takes direct responsibility for (or delegates) these functions to on-scene personnel. Table 7 shows the makeup of a first alarm assignment.

Effective Response Force (Full Response) (non-commercial structure)		
Apparatus	Mode	Staffing
Four Engines	Emergent	12 to 15
Two Medic Units	Emergent	4
Two District Chiefs	Emergent	2
Two Towers/Trucks	Emergent	8
Total		26 to 29
Effective Response Force (Full Response) (confirmed commercial structure fire)		
Apparatus	Mode	Staffing
Four Engines	Emergent	12 to 15
Two Medic Units	Emergent	4
Two District Chiefs	Emergent	2
Two Towers/Trucks	Emergent	8
Total		26 to 29

Table 7

A second alarm consists of three engines, a district chief, one medic unit, a tower or truck, and an air truck/rehab truck which has an air compressor for filling air bottles. Additionally, overhead staff, a public information officer, and an investigations supervisor will be notified to respond. A third alarm consists of three engines, a tower or truck, and a medic unit. Resources beyond a third alarm would be ordered as needed by the incident commander.

Emergency Medical Response

Response to a standard medical emergency consists of an engine or tower/truck, depending on the location of unit, with the exception of the Station 1 Planning Zone, where Squad-1 will respond in lieu of an engine for low-acuity incidents. A medic unit is also included in the response.



From 2021-2025, emergency medical service (EMS) incidents accounted for 63.50% of District call volume (62.37% in 2025). The District requires all new personnel to become paramedics, which necessitates completion of ECG education and an anatomy and physiology prerequisite course. This education and certification help to support ALS services on first-response apparatus throughout the District. Twenty-one new paramedics graduated from paramedic school in 2025.

Major Highway Response

Response to auto accidents on major highways (I-70, Highway 285, 6th Avenue, and C-470)



includes a highway safety unit consisting of an additional engine to act as a blocking unit for traffic. The engine is positioned to physically block any traffic from impacting the accident scene. This crew is available to assist in operations if necessary. Multiple incidents have occurred nationally, as well as within the District, which illustrate the critical need for this unit.

Mass Casualty Response

A mass casualty incident (MCI) protocol is implemented per District SOPs or if the officer on scene determines that the number of patients at an event or emergency requires enhanced overhead scene management and a significant increase in medical personnel for treatment and transport. The classification of an incident as an MCI will initiate a response of four or more

medic units above the initial response, one additional engine, a district chief, and a SaM officer. An MCI can be encountered at any type of emergency response.

Hazardous Materials Response

The District has two levels of hazardous materials response. The first level is designated as a hazardous condition. Incidents of this type require one or two engines (depending on the incident type and size of structure) and include incidents such as carbon monoxide alarms, downed wires/tree limbs, fuel spills of less than ten gallons, and unknown odors. Hazardous conditions are expected to be managed by the initial arriving crew without the assistance of specialized apparatus or hazardous materials technicians.

The second level is a hazardous materials release incident. Incidents of this type include the first level response plus additional hazardous materials apparatus and technicians. The District's response includes Company 2, Company 5 with Haz Mat 5, a district chief and SaM unit. Additionally, South Metro Fire Rescue (SMFR) will respond with Haz Mat 17, Haz Mat 38, and a Haz Mat medic unit.

When a hazardous materials incident exceeds the capabilities of the District and its auto or mutual aid partners, the District can coordinate with the Civilian Support Team (CST) from Buckley Space Force Base for support with state and federal resources.

All uniformed personnel are required to maintain an operations and awareness level certification in hazardous materials, based on state law. The District maintains 11 hazardous materials technician personnel on each shift, split between Stations 2 and 5, to maintain adequate hazardous materials response capabilities. Hazardous materials response capability and personnel training levels are based on the U.S. Code of Federal Regulations 1910-120. In addition, all hazardous materials technicians must meet the NFPA 470 Hazardous Materials/Weapons of Mass Destruction (WMD) Standard for Responders.

Wildland Fire Response

The District has six Type 6 brush trucks, three Type 3 brush engines, a combination structural/interface Type 1 engine at Station 15, a tactical tender, and a wildland Rapid Extraction Module (REMS) UTV with chase vehicle. The Type 6 brush trucks are assigned to Stations 4, 5, 9, 13, 15, and 17. The Type 3 brush engines are available for federal assignments and District use and are located at Stations 9, 11, and 14. The tactical tender is located at Station 6. The REMS unit is located at Station 9 and is available for District use when not deployed on a federal assignment. The District has identified Stations 4, 5, 6, 9, 11, 13, 14, 15, and 17 as wildland interface stations. These stations have specialized equipment and receive additional training. The remaining frontline engines throughout the District have wildland fire initial attack capability with personnel trained for structural protection, safety, and wildfire tactics.

The District maintains a wildland fire team that is responsible for staffing engines, the REMS unit, and single resource positions during federal wildland fire deployments. Wildland



deployments are based on two types of operations: local mutual aid and national federal deployments. Local mutual aid is generally for the first 12 hours of an incident to help a neighboring fire department or county. If the incident is extended, the requesting agency may pay for the costs of the resources exceeding the first 12 hours.

During mutual aid requests, district chiefs may move team

members into the apparatus assigned to the mutual aid response. If this is not feasible, then deployed crews will handle the initial response until wildland team members can replace them.

Federal deployments generally last up to 14 days but can extend to 21 days. Apparatus may be employed nationally for periods lasting months, utilizing crew swaps at two-week intervals. The District has Type 6 brush trucks, Type 3 brush engines, structural engines, a REMS UTV, and medic units available.

Federal and extended mutual-aid deployments are reimbursed by the authority having jurisdiction and are financially cost-neutral. They also provide valuable experience supporting wildland operations within the District. The reimbursement covers a base rate for the apparatus

and covers the expenses of the firefighters, including base salary, overtime, benefits, and backfill.

All firefighters assigned to the wildland team must meet the National Wildfire Coordinating Group's (NWCG) Wildland Fire Qualification System (310-1) standards. This includes single resources and firefighters assigned to the engines. Standards vary based on the position. All District personnel are trained to the basic wildfire firefighter type 2 level per the 310-1 standard and must meet the yearly refresher safety training and the physical fitness requirement. All wildland team members are required to attend additional training to achieve the NWCG firefighter type 1 level, within three years.

In 2021, the District implemented a daily Wildland Preparedness Level (WPL) classification. The WPL classification determines when wildland apparatus should be cross-staffed and mobilized for routine operations via "brush truck following," where the brush truck is brought along during daily tasks such as building inspections. The WPL classification is also used to upstaff interface stations and additional wildland apparatus at the discretion of the deputy chief of operations.

The WPL is established using a combination of two data sources to determine risk. The first source is the fire danger rating as determined by the United States Forest Service and the second is the hot dry windy index for the District's response area. The WPL classifies wildland risk into three tiers that affect daily staffing models for wildland-specific apparatus. Modified and up-staffed wildland apparatus will assist the District with providing the appropriate ERF and reducing reflex and response times to wildland fire incidents.



Technical Rescue Response

Due to the diverse response area of the District and the need for an all-hazards response, Station 10 is staffed with nine technical rescue team members, and Station 14 is staffed with four technical rescue team members. Personnel permanently assigned to these stations are required to meet the special team requirements, including technician level for Trench Rescue, Confined Space Rescue, Rope Rescue, as well as operational level for Structural Collapse Rescue as outlined in NFPA 1006 2027 Edition, within one year of assignment. When regular staffing levels fall below acceptable minimum technician staffing requirements for special team stations, the district chiefs can move certified members from around the District into the special team stations to ensure mission readiness.



Each technical rescue response starts with the closest engine company and expands to include specialized personnel and apparatus necessary to ensure a safe, efficient, and effective response. The first-due engine company accomplishes initial response and size-up on all technical incidents. The initial predetermined response can be expanded or contracted based on the nature of the incident by the first-in company officer. Dispatch personnel are also trained to recognize the potential for technical rescues and are empowered to deploy additional apparatus and crews.

Specialized resource mobilization is currently accomplished through the tower, the collapse truck, and the air truck (with confined space equipment) at Station 10, and the UTV (with rope equipment) at Station 14.

Water Rescue Response

Within the District there are multiple lakes, ponds, creeks, and rivers. Water rescue capabilities include underwater rescue and recovery, swift water rescue and recovery, and ice rescue. In 2025, the District added SMFR units to the water rescue, surface ice rescue, and swift water rescue response plans.

A water rescue or surface ice rescue response is comprised of Company 8 (responding with five personnel, including Dive 2 and Boat 2), Tower 10 (responding with four personnel), and a first-due engine, medic unit, district chief, and safety officer. Units responding as automatic aid from



SMFR include a dive unit (four personnel), a dive medic (two personnel), a battalion chief, and a safety officer. The total ERF is 24 or 25. All fire companies are trained and equipped for ice rescue as well as shore-based swift water rescue (throw ropes).

A swift water rescue response is comprised of Company 10 (responding with nine personnel), Company 17 (responding with four personnel, including SW17 and E17), and a first-due engine, medic unit, district chief, and safety officer. Units responding as automatic aid from SMFR include a dive unit (four personnel), a dive medic (two personnel), a battalion chief, and a safety officer. The total ERF is 28 or 29.

All personnel assigned to the dive team at Station 8 and Station 10 must be certified as Public Safety Diver, Dive Rescue 1, Swift Water 1, and Swift Water 2 as outlined by Dive Rescue International. Personnel assigned to Station 17 must be certified to Swift Water 1 and Swift Water 2. All certifications must be obtained within one year of assignment at these stations.

Urban Search and Rescue

The District is the sponsoring agency for Colorado Urban Search and Rescue Task Force One (CO-TF1), a national FEMA resource, which is also considered a state asset. FEMA provides funding, overall direction, and control while the District provides management, recruiting, and training. Through 2025, one dedicated full-time chief, one dedicated full-time captain, two full-time civilian employees, and one part-time civilian employee are assigned to the team. In 2026, management changed to one full-time captain and one full-time lieutenant along with the rest of the staff as listed. The change was driven by flat funding from FEMA over the years, requiring a more streamlined administrative model. Full team membership is distributed throughout 23 participating agencies throughout Colorado. The District provides personnel during deployments and all expenses are covered by FEMA under the Department of Homeland Security.

Automatic and Mutual Aid

The District entered into automatic aid and mutual aid agreements with two neighboring agencies in 2019. Map 9 displays the area covered by these two agreements. The agreements have provided more consistent emergency response coverage by dispatching the closest appropriate unit regardless of the location from where the unit is responding. The agreement with the SMFR was implemented in January 2019 and the agreement with the Arvada Fire Protection District (Arvada) became effective in July 2019.

The agreement with Arvada was amended to be a limited automatic aid agreement in 2021

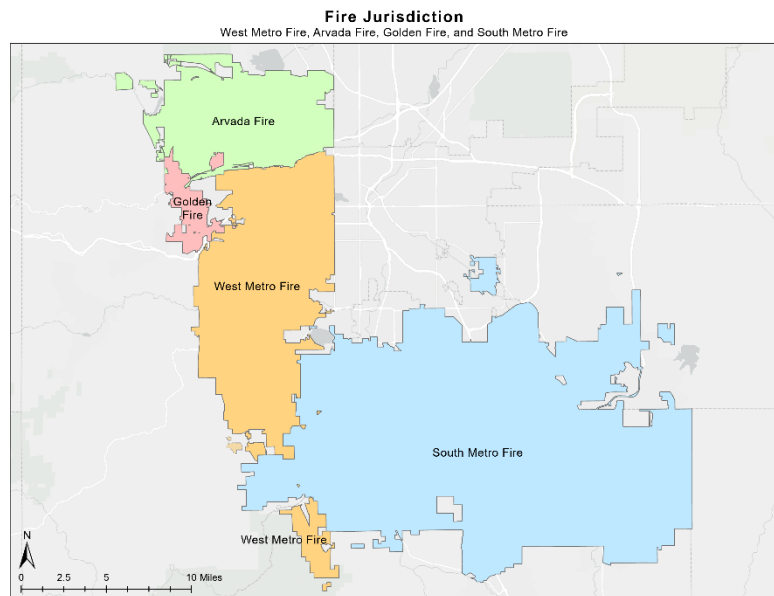
to account for an imbalance in the frequency of automatic aid given versus automatic aid received. Moving forward, the District and Arvada have agreed to provide automatic aid only for structure fires, vegetation fires, water rescues, and a limited number of EMS call types, including cardiac arrest, choking, drowning, electrocution, penetrating trauma, and stroke. Analysis has shown that these modifications to the agreement with Arvada have reduced the frequency of District automatic aid responses in Arvada's area by 76%.

The agreement between the District and SMFR delineates automatic aid for initial responses across each district's entire response area and mutual aid for additional requested resources. SMFR also pays the District an annual fee to provide automatic aid into the Meadowbrook-Fairview Metropolitan District.

In 2026, the District entered into an enhanced mutual aid agreement with the City of Golden and Pleasant View Metropolitan District that establishes automatic dispatch of the closest appropriate units for defined incident types and areas, including first-alarm structure fires and specified highway corridors, while maintaining the existing regional mutual aid framework for additional requested resources.

Communications Center

All District resources are dispatched through the Jeffcom communications center (Jeffcom). Jeffcom is a primary public safety answering point (PSAP) and was formed from the consolidation of eight PSAPs in Jefferson County, Colorado. These PSAP's include Arvada Fire, Arvada Police, Evergreen Fire Rescue, Golden Police, Lakewood Police, Jefferson County Sheriff,



Map 9

Wheat Ridge Police, and West Metro Fire Protection District. Prior to the formation of Jeffcom, the District was reliant upon multiple PSAPs for directing 911 calls to the communications center. Today, all 911 calls received in the Jefferson County portion of the District are processed at Jeffcom. Calls originating within Douglas County are initially received at the Douglas County PSAP and then routed to Jeffcom.

The District and Jeffcom have adopted the use of priority dispatch and Jeffcom is certified for Emergency Medical Dispatch (EMD) and Emergency Fire Dispatch (EFD) by the National Academies of Emergency Dispatch. Priority dispatch is a medically approved, unified system used to dispatch appropriate aid to medical emergencies. The system starts with the dispatcher asking the caller key questions. These questions allow the dispatchers to categorize the call by chief complaint and set a determinant level ranging from A (minor) to E (immediately life-threatening) relating to the severity of the patient's condition. This system provides the appropriate resources to be dispatched and improved information gathering for personnel to determine the proper response mode to the incident. The District has modified the priority dispatch system to ensure that the closest units are dispatched quickly while the balance of the ERF is dispatched. In addition to moving away from priority dispatch and in an effort to shorten call processing times, the District added pre-alerting on all call types in December 2019. Analysis has demonstrated that this change significantly improved alarm handling times.

Section 3 – Community Expectations and Performance Goals

Understanding community expectations and developing performance goals to meet those expectations are important components of the process within the Standard of Cover. The District is committed to incorporating the needs and service expectations of the community.

Community Expectations

In 2017 and 2023, the District conducted resident surveys of external stakeholders as a portion of a District SWOT analysis (strengths, weaknesses, opportunities, threats). The members of the community were asked to list services in order of importance. The community members support the services presently provided:

1. Medical Response
2. Fire Response
3. Special Response (water or rope rescue)
4. Life Safety Services (fire and injury prevention)
5. Community Risk Reduction (tours and school visits)

Community Baselines and Benchmarks

Establishing community baselines is essential for understanding the current performance of the delivery system. According to CPSE's 2025 *Quality Improvement for the Fire and Emergency Services 2nd Edition* (QIFES), a "baseline" is the "measurement of actual performance in an organizational context" and the "activities that are currently in place to achieve the organization's goals and objectives." Baseline statements are provided for all risk classes (low, medium, and high) and categories, or "program areas" such as EMS, and address the following time measurements: alarm handling time, turnout time, first-due travel time, ERF travel time, first-due total response time, and ERF total response time.

A "benchmark," as defined by QIFES, is "a standard from which something can be judged." Benchmarks establish the response time goals the District is striving to achieve. The gap between baseline performance and benchmark targets is evaluated to identify needed improvements and inform action steps that move performance toward desired outcomes. These performance measurements are applied both districtwide and within individual station planning zones to guide modifications to the Standard of Cover.

Alarm handling times and turnout times are subject to changes in policies that may reduce these times but should reach a saturation point where there will be little or no improvement, while travel time improvements are budgetary in nature and may involve moving stations or installing traffic light preemption devices. Due to these limitations, the gap between baselines and benchmarks may widen as population increases and traffic flow devices are installed in congested areas.

For this edition of the WMFR Standard of Cover and its five-year lookback at District data, the District references the 2020 edition of the National Fire Protection Association 1710: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments as a goal for defining community benchmarks.

Moving forward from 2026, and based on the 2025 updates from the NFPA Emergency Response and Responder Safety Consolidation Project (ERRS), the District has identified two NFPA standards as goals for defining community benchmarks: the 2022 edition of NFPA 1225, Standard for Emergency Services Communications; and the 2026 edition NFPA 1750, Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Services, Special Operations, and Fire Prevention Activities.

Performance benchmarks, and their associated baselines, are shown in Section 7 - Performance Objectives and Measurement.

Resource Drawdown

The District has developed response plans based on historical incidents. These plans evolve as hazards change, technology improves equipment and apparatus, and changes in operational techniques are identified and incorporated. For each type of incident, an ERF has been identified assigning apparatus and personnel to provide an initial level of operations. These plans are scalable and can provide additional apparatus, equipment, or staffing and allow a reduction of the response as needed.

Historically, the District has had events that stress resource availability. Generally, these periods have been initiated by a wildland fire or a single weather event, usually a severe thunderstorm. During these events, a chief officer may assist the dispatchers with prioritizing incidents. These incidents are rare, and all incidents have been appropriately handled.

During normal daily operations, any one resource may be out of service on another incident, training, or receiving routine maintenance. The District has policies in place to limit out-of-service times. Most of the unavailable time is based on a resource being out of service due to an incident. District chiefs will relocate resources to cover areas with a heavy incident volume or to cover the outlying stations when a resource is out of service for an extended period. Automatic vehicle location (AVL) technology is used on every response apparatus and ensures that the closest units are sent to incidents, regardless of their fire station affiliation. Automatic aid with both Arvada and SMFR includes AVL information for dispatching the closest available resource.

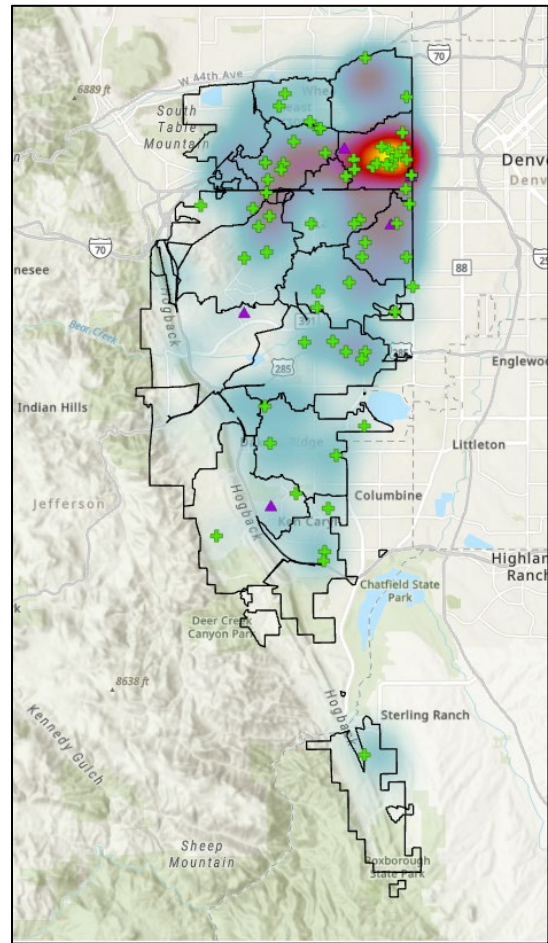
Large incidents occur and have been mitigated using on-duty resources with occasional mutual aid. These incidents have generally been wildland fires, such as the 2016 and 2017 Green Mountain Fires and the 2021 Bear Creek Fire. The Denver Metro and the Front Range area have a mutual aid agreement in place that would bring additional resources as needed.

Historically, catastrophic incidents are rare. If one occurred, the District would provide the initial response and command structure while automatic/mutual aid would bring additional resources. Depending on the complexity and scope of the incident, county resources can be used. Jefferson County has a Type III incident management team utilizing local personnel which could be brought in quickly to manage an incident. If the incident exceeds county resources, then state and federal resources can be brought in to assume responsibility for the incident.

Fire Outcomes

Over the past five years, 2021-2025, the District experienced 82 fire-related civilian casualties, seven of which were deaths and 75 injuries. Map 10 shows the location of each casualty overlaid on a heatmap of fire incident location density for the past five years. The only notable cluster of both fire incidents and casualties is in the northeastern portion of the District that includes Colfax Avenue and is consistent with the area containing the highest call volume.

The District's goal for civilian injuries is no greater than 5% of the total number of fire incidents for the year. For example, in 2025 the District experienced 161 structure fires with 16 civilian fire-related injuries. This results in a 9.9% injury rate for civilian fire-related injuries in 2025. Over the past five years, the District has experienced a 9% civilian fire-related injury rate.



Map 10

Tables 8, 9, and 10 look at fire-related civilian casualties, for both deaths and injuries, by year and cause of ignition, property use type, and age of individual.

Cause of Ignition: Of the seven civilian fire deaths in the District over the last five years, the cause of ignition was determined to be intentional for three of the total seven civilian fire deaths.

Fire Civilian Casualties by Cause of Ignition							
	Cause Of Ignition	2021	2022	2023	2024	2025	Total
Death	Cause under investigation	1	-	-	-	-	1
	Cause undetermined after investigation	-	1	-	-	-	1
	Intentional	-	2	-	-	1	3
	Unintentional	-	-	1	-	1	2
	Total Deaths	1	3	1	-	2	7
Injury	Cause under investigation	-	-	-	1	-	1
	Cause undetermined after investigation	2	-	-	-	1	3
	Cause, other	-	-	-	1	1	2
	Failure of equipment or heat source	-	1	1	-	-	2
	Intentional	-	10	-	1	1	12
	Unintentional	11	6	15	10	13	55
Total Injuries		13	17	16	13	16	75
Total Casualties		14	20	17	13	18	82

Table 8

Property Use: The Multifamily dwelling property use type is the most common location where civilian fire-related casualties (deaths and injuries) occurred over the past five years. 1 or 2 family dwellings are next. Other categories include a wide range of property use types for which there are no discernible patterns.

Fire Civilian Casualties by Property Use							
	Property Use Type	2021	2022	2023	2024	2025	Total
Death	1 or 2 family dwelling	1	1	-	-	2	4
	Highway or divided highway	-	-	-	-	-	-
	Multifamily dwelling	-	2	1	-	-	3
	Vehicle parking area	-	-	-	-	-	-
	Total Deaths	1	3	1	-	2	7
Injury	1 or 2 family dwelling	8	4	7	5	2	26
	Multifamily dwelling	3	11	5	2	9	30
	Hotel/motel, commercial	-	-	-	-	-	-
	Highway or divided highway	-	-	-	-	2	2
	Other	2	2	4	6	3	17
	Total Injuries	13	17	16	13	16	75
Total Casualties		14	20	17	13	18	82

Table 9

Fire Civilian Casualties by Age							
	Age Bracket	2021	2022	2023	2024	2025	Total
Death	0-18	-	1	-	-	-	1
	35-64	-	1	-	-	1	2
	65+	1	1	1	-	1	4
	Total Deaths	1	3	1	-	2	7
Injury	0-18	-	5	-	1	2	8
	19-34	6	5	2	3	4	20
	35-64	6	6	8	5	5	30
	65+	1	1	6	4	5	17
	Total Injuries	13	17	16	13	16	75
Total Casualties		14	20	17	13	18	82

Table 10

Age: Of the seven civilian fire deaths over the last five years, one was in the infant/children bracket (0-18). Most fire deaths occurred in the 65+ age range, whereas most fire injuries occur in the 35-64 age range.

Figure 7 shows the percentage of total property and content value that has been lost each year for the past five years. The District maintains a goal of limiting property and content loss to less than two percent of the total property and content value prior to the incident. The average property and content loss over the last five years was 2.52%.

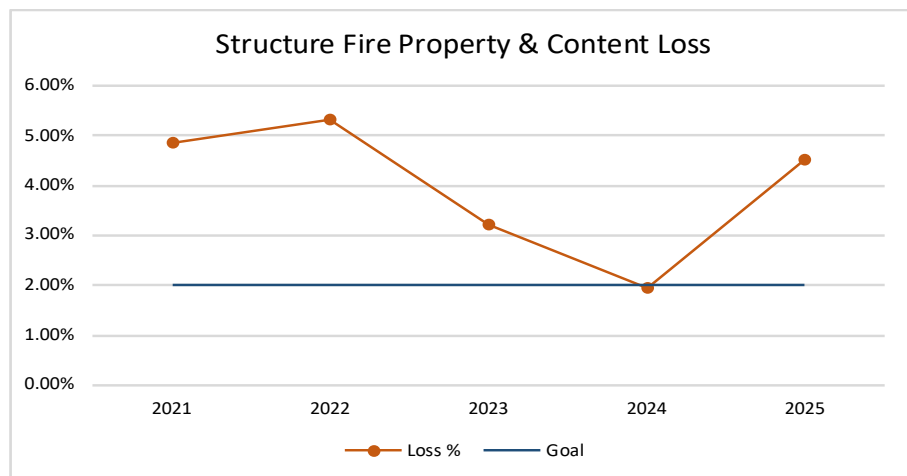


Figure 7

Table 11 provides information on the District's structure fires for the last five years. Working fires are defined as fires where direct action from District personnel was necessary to extinguish the fire. The District has contained 61.96% of all structure fires to the room of origin in the past five years.

YEAR	STRUCTURE FIRES	WORKING BUILDING FIRES	FIRES CONTAINED TO ROOM OF ORIGIN	% OF WORKING FIRES CONTAINED TO ROOM OF ORIGIN	DETECTOR ACTIVATIONS	SPRINKLER HEAD ACTIVATIONS	TOTAL PROPERTY & CONTENT PRE-INCIDENT VALUE	TOTAL PROPERTY & CONTENT LOSS	TOTAL PROPERTY & CONTENT SAVED	PROPERTY & CONTENT LOSS %
2021	182	108	63	58.30%	41	5	\$225,339,069	\$10,947,469	\$214,391,600	4.86%
2022	180	96	81	84.38%	64	11	\$236,001,687	\$12,512,201	\$223,489,486	5.30%
2023	164	94	58	61.70%	56	11	\$203,813,506	\$6,547,795	\$197,265,711	3.21%
2024	187	97	57	58.76%	63	11	\$339,755,630	\$6,643,539	\$333,112,091	1.96%
2025	131	92	18	19.57%	47	11	\$130,038,980	\$5,880,049	\$124,158,931	4.52%
Total	844	487	277	56.88%	271	49	\$1,134,948,872	\$42,531,053	\$1,092,417,819	3.75%

Table 11

EMS Outcomes

The District assesses EMS outcomes by analyzing EMS pre-hospital alerts and the rate of return of spontaneous circulation (ROSC) achieved by District responders. A hospital alert occurs when a paramedic notifies a receiving hospital that a patient needs specialized services. These totals are shown in Table 12. The rate of ROSC, which helps communities measure performance and identify how to improve cardiac arrest survival rates is shown in Table 13 and Figure 8.

EMS PRE-HOSPITAL ALERTS	2021	2022	2023	2024	2025	Total
*Sepsis Notification	141	320	521	626	646	2,254
STEMI (ST Elevation Myocardial Infarction) Alert	105	101	72	62	66	406
Stroke Alert	251	342	359	427	454	1,833
Trauma Alert	80	101	98	88	65	432
Total Alerts	577	858	1,050	1,203	1,231	4,919

Table 12

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

CARDIAC ARREST RETURN OF SPONTANEOUS CIRCULATION	2021	2022	2023	2024	2025	Total
No Return of Spontaneous Circulation	193	282	251	258	257	1,241
Yes, Prior to ED Arrival Only	88	86	84	72	88	418
Yes, at Arrival at the ED	8	10	5	11	9	43
Yes, Sustained for 20 Consecutive Minutes	13	9	7	18	16	63
Total Arrests	302	387	347	359	370	1,765

Table 13

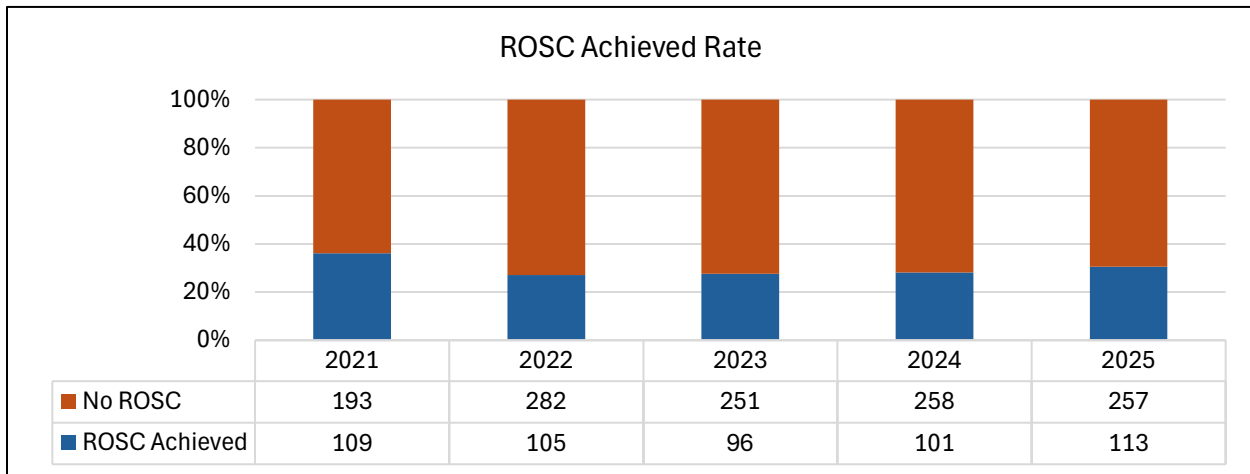


Figure 8

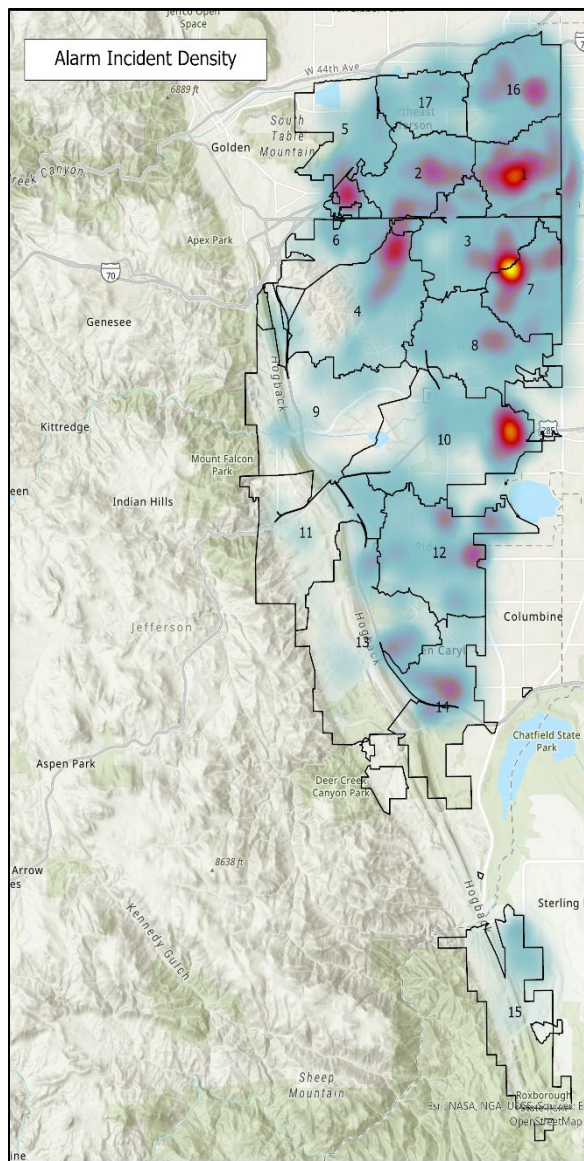
There were 4,919 pre-hospital alerts in the past five years (2021-2025): 2,254 sepsis notifications, 406 STEMI alerts, 1,833 stroke alerts, and 432 trauma alerts. ROSC was achieved in 489 out of 1,666 cardiac arrests (29.69%).

Call Density by Incident Categorization

The District captures and documents emergent and non-emergent service demands for incident categories over the past five years. An analysis of this information provides the District insight into the probability of the type and location of incidents that are likely to occur in the future. Table 14 shows the categorization of incidents over the past five years, and the heat maps that follow show the distribution density of each category.

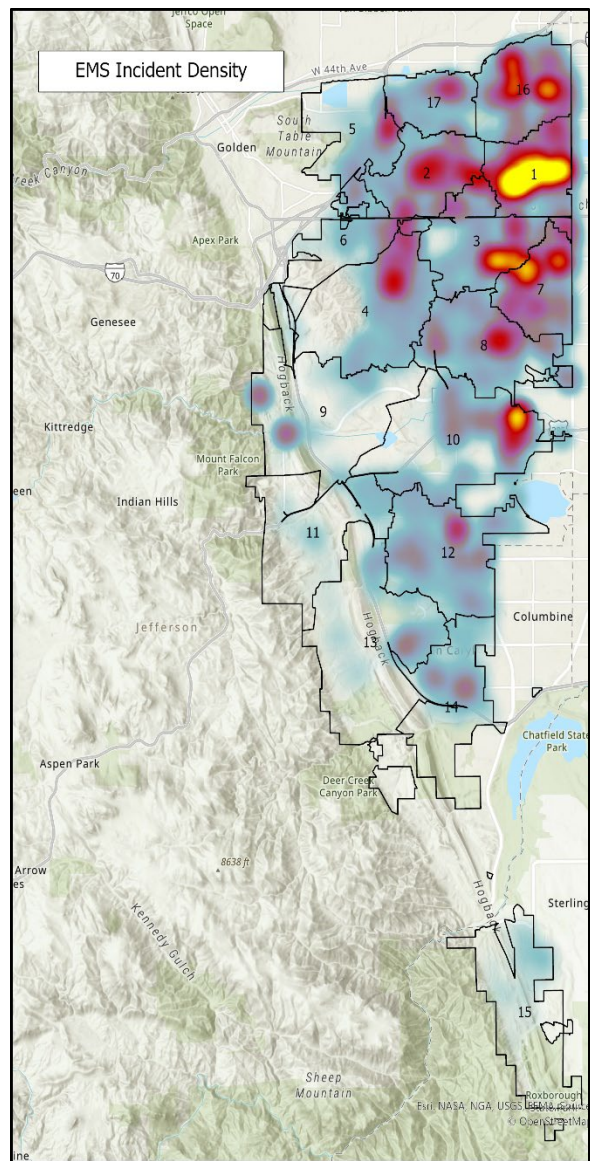
Five Year Incident Type Summary							
Year	Alarm	EMS	Fire	Public Assist	Special Ops	Other	Total
2021	3,977	25,280	648	3,322	611	5,601	39,439
2022	4,088	26,710	607	3,968	667	5,615	41,655
2023	3,836	26,355	487	4,073	677	5,681	41,109
2024	3,921	26,900	594	4,288	728	6,360	42,791
2025	3,738	26,372	557	4,399	714	6,499	42,279
Total	19,560	131,617	2,893	20,050	3,397	29,756	207,273
Percent	9.44%	63.50%	1.40%	9.67%	1.64%	14.36%	100.00%

Table 14



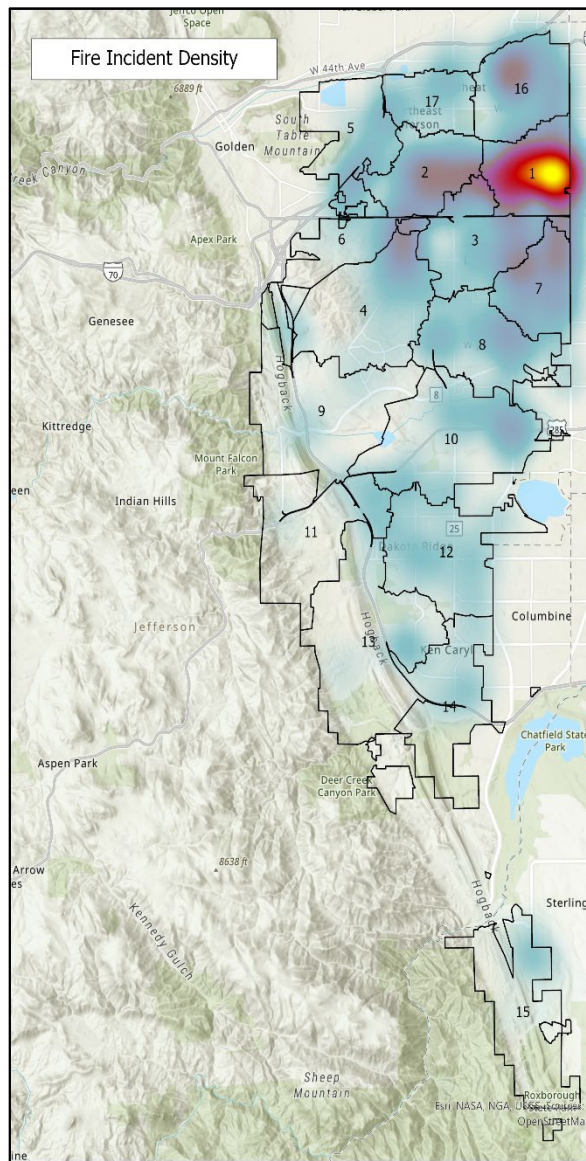
Map 11

The major clusters of alarm incidents are all concentrated in areas of the District that are primarily committed to commercial businesses.



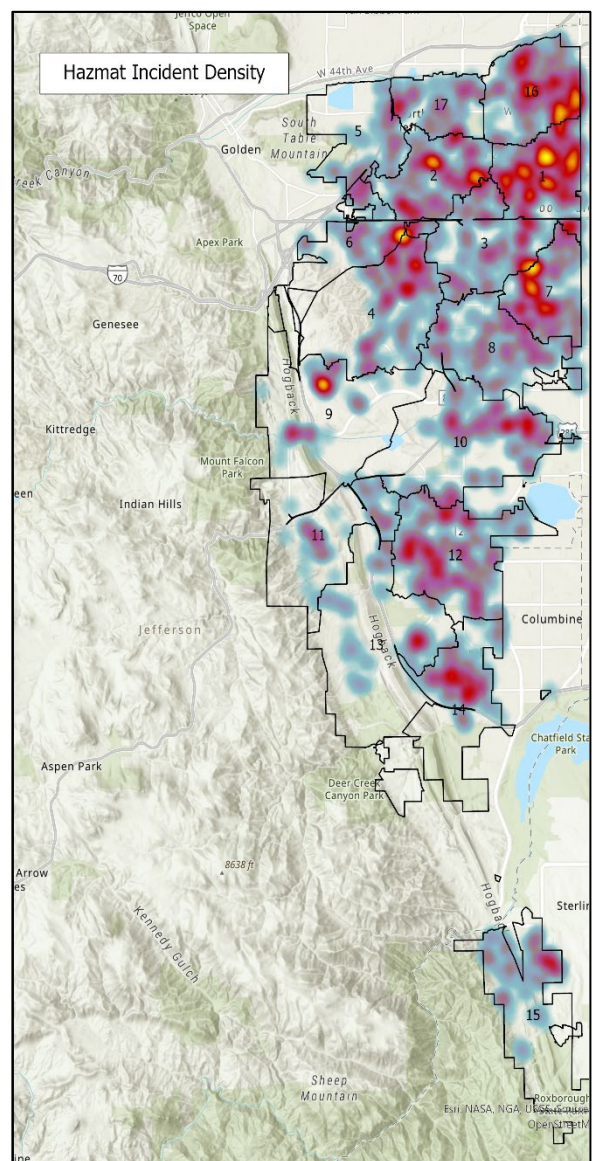
Map 12

EMS incidents are concentrated in the northeastern portion of the District where urban population density is higher, and there are more areas lower on the socio-economic scale.



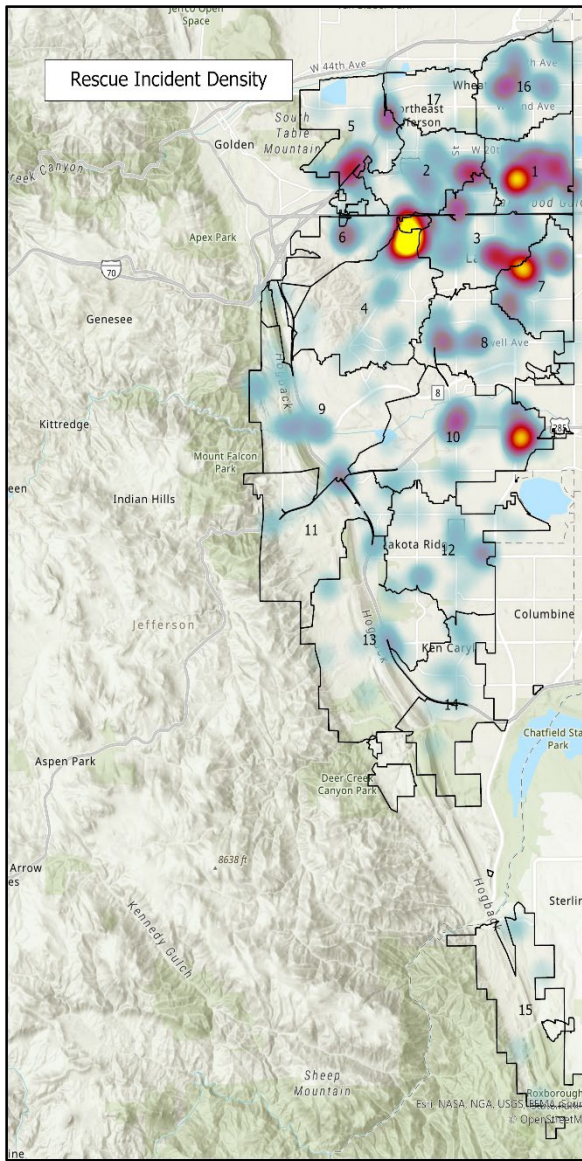
Map 13

Fire incidents are experienced throughout the District in both residential and commercial areas. The major cluster of fire incidents is located within Station 1's first-in area.



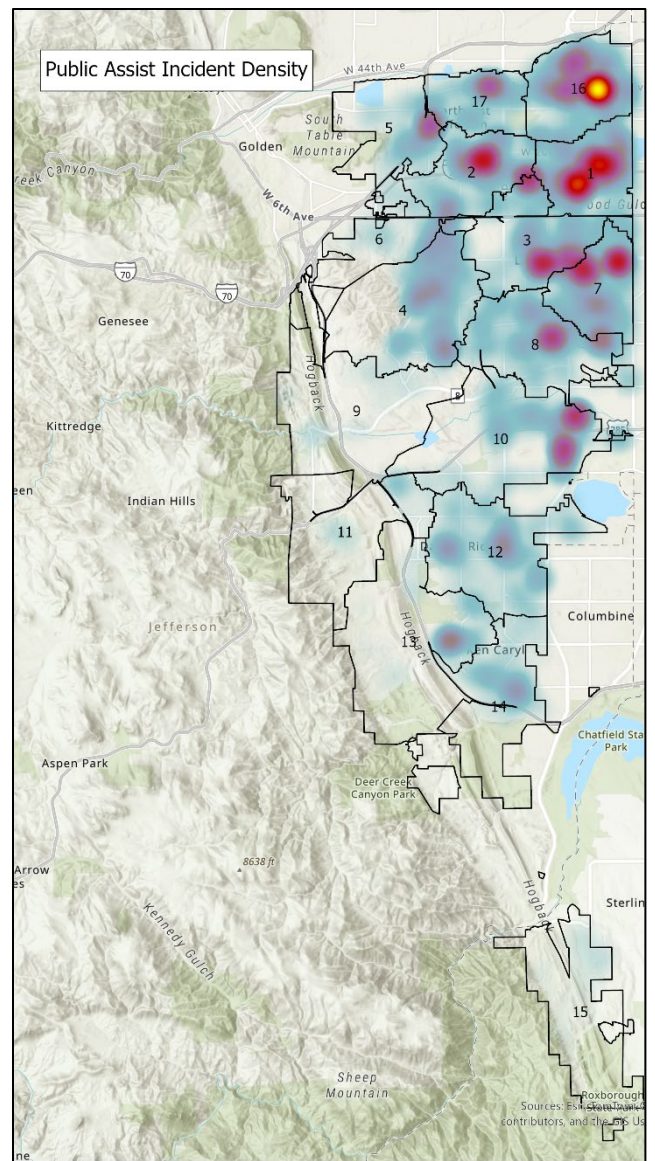
Map 14

HazMat incidents have a relatively low volume when compared to other incident types, however, these incidents tend to be spread evenly throughout the District boundaries.



Map 15

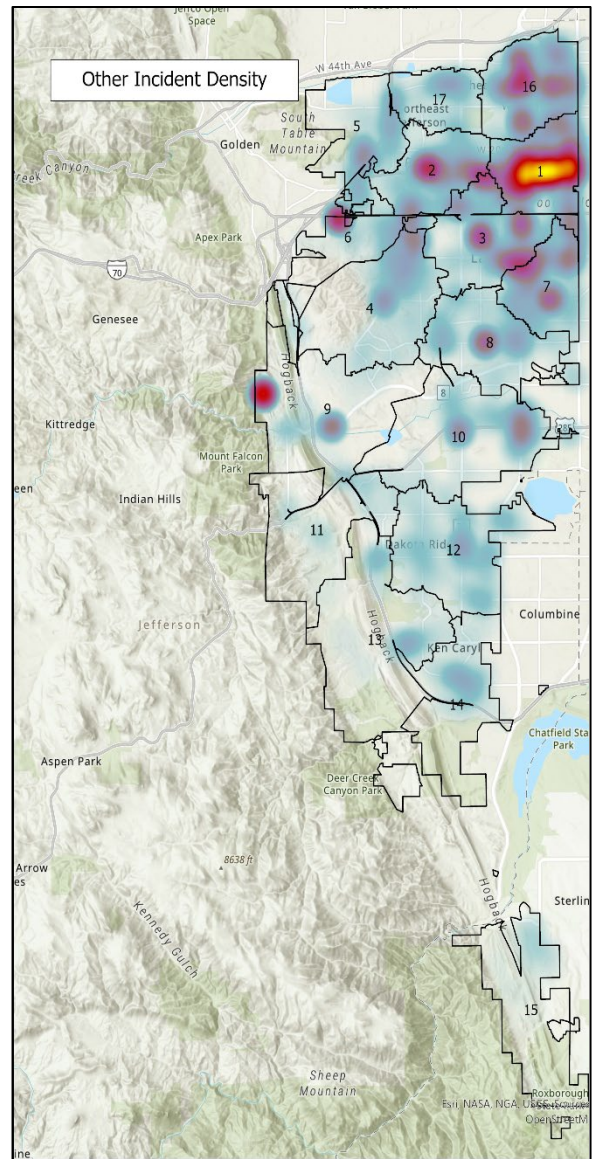
Major clusters of rescue incidents take place in areas with multi-story buildings with elevators where rescues from stalled elevators occur.



Map 16

Public assist incidents frequently involve lift-assists and tend to be grouped around areas with assisted living facilities (ALF).

All incident responses categorized as “other” tend to take place within the District’s busiest response areas in the northeastern portion of the District, especially within Station 1’s area. The cluster on the western edge of the District within Station 9’s area is the Red Rocks Amphitheater, where the District previously provided EMS staffing for special events. This agreement ended early in 2020, and the District no longer staffs Red Rocks events.



Map 17

Station Reliability

The District calculates overall station reliability over the last five years as the percentage of incidents for which the primary response unit for that station planning zone is the first to arrive on scene. Primary response units are defined as an engine, Tower 2, Tower 8, Tower 10, Truck 14, or Squad 1. This does not consider incidents where only a medic unit or ARM1 is dispatched. Figure 9 and Table 15 show station reliability for all call types over the past five years in aggregate. This validates the distribution of District resources. A more detailed breakdown of station apparatus is available in Tables 6A and 6B.

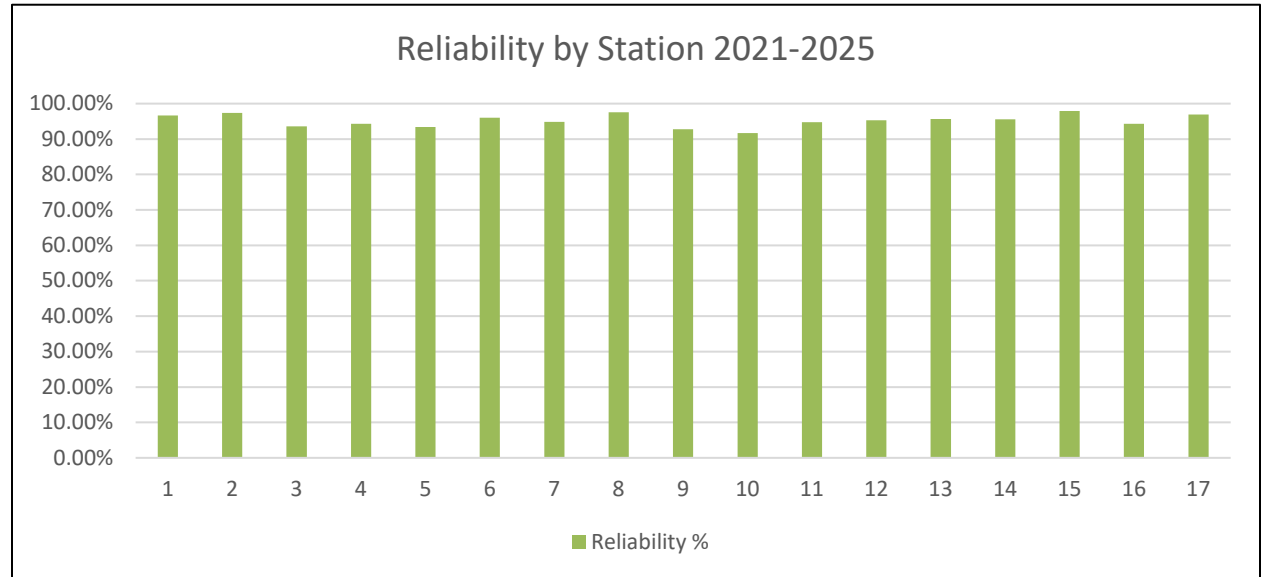


Figure 9

Station	Incident Count	Station Arrived First	Reliability %
Station-01	35,418	34,229	96.64%
Station-02	16,865	16,417	97.34%
Station-03	16,963	15,878	93.60%
Station-04	12,326	11,628	94.34%
Station-05	5,129	4,790	93.39%
Station-06	4,719	4,532	96.04%
Station-07	16,485	15,643	94.89%
Station-08	14,510	14,150	97.52%
Station-09	3,753	3,481	92.75%
Station-10	15,367	14,088	91.68%
Station-11	2,454	2,325	94.74%
Station-12	13,886	13,238	95.33%
Station-13	5,327	5,096	95.66%
Station-14	6,221	5,943	95.53%
Station-15	2,400	2,351	97.96%
Station-16	18,004	16,974	94.28%
Station-17	6,792	6,585	96.95%

Table 15

Multiple Alarms

The District had 15 multi-alarm fires during the 2021-2025 planning period: eight structure fires, six wildland fires, and one multi-vehicle highway fire.

DATE	ADDRESS	TYPE OF ALARM	TYPE/AREA
2/7/2021	Bear Creek Fire	Wildfire	Open Space Park
7/17/2021	10368 Totem Run	Structure Fire	Single-Family
12/27/2021	Oak Fire	Wildfire	Open Space
2/11/2022	1805 S. Balsam Way	Structure Fire	Skilled Nursing
7/12/2022	Snow Creek Fire	Wildfire	Open Space
10/31/2022	5255 W. 9 th Avenue	Structure Fire	Multifamily
3/31/2023	13795 W. Kentucky	Wildfire	Single-Family
3/31/2023	1101 Hwy 93	Wildfire	Open Space
6/22/2023	9497 W. 14 th Avenue	Structure Fire	Multifamily
8/19/2023	Waterton Canyon Fire	Wildfire	Open Space
9/29/2023	5490 W. 13 th Avenue	Structure/Passenger Vehicle Fire	Residential Street
1/15/2024	6001 W. Colfax Avenue	Structure Fire	Commercial
2/3/2025	5950 W. Alameda Avenue	Structure Fire	Commercial
3/13/2025	8309 S. Independence Circle	Structure Fire	Multifamily
5/19/2025	5830 W. Colfax Avenue	Structure Fire	Multifamily

Table 16

Section 4 – Community Risk Assessment

This section is an assessment of the community risks and potential risks. The District analyzed the physical, economic, and sociologic demographics of the community to assess the hazards and risks threatening the community members. This includes exposure to natural and human-made disasters as well as public health emergencies like COVID-19.

Physical Risk Factors

This section documents those features that may increase demand, adversely affect the capability to respond, increase the probability of an emergency, or increase the consequences of life safety and economic impact upon the community.

Growth

Growth within the District is based on two factors: undeveloped land and redevelopment. There are infill areas that would have a low impact on service demands if developed, while redevelopment may result in negative financial impacts to the District. Due to the process of urban renewal, property valuations may be reduced to encourage redevelopment, which reduces the property tax revenue for the District. In this scenario, services must still be provided. The following areas are in various stages of development, and their growth will impact service demand.

Rooney Valley – The Rooney Valley is located along C-470 in the Alameda/Morrison Road area. Developments include large residences, mixed commercial/industrial, and multi-family dwellings.

Lakewood Center – This area includes the Belmar district and Lakewood Commons, near the intersection of Alameda Avenue and Wadsworth Boulevard. The Lakewood Center is an ongoing project that is adding multiple large multi-story buildings, mixed commercial and residential.

C-470/Bowles/Belleview – This area is being developed with mixed commercial occupancies, including large box stores, hotels, and mixed residential.

Population

Figure 10 shows the population growth of the District since 1999. The intergovernmental agreement to provide service to the Wheat Ridge Fire Protection District began on April 15, 2016, becoming a merger on October 24, 2016. This resulted in a 10.85% service area population increase.

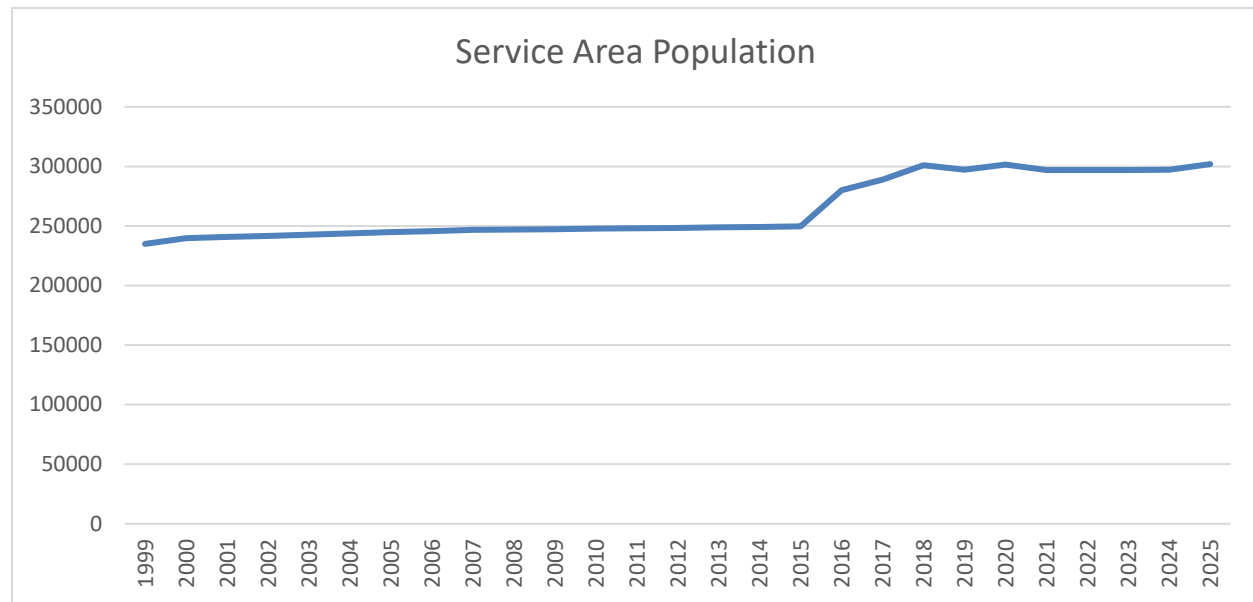


Figure 10

The population had grown at an average rate of 2.15%⁵ between 1989 and 2000. The growth rate flattened to less than 1% after 2000⁶ and continued at that rate until 2019, when the District experienced a slight drop in population. Population growth was 5% from 2017 to 2025 and the District estimates 8% growth through 2035.

The District analyzes population density to determine response time benchmarks and baselines. Using GIS information as defined by the 2020 U.S. Census Bureau guidelines, the District determined that its response area is “urban.” Geospatial modeling was used to download 2020 census data to determine population densities and pull response data based on an urban profile for the entire District. Areas with greater population densities are generally in the northern and eastern portions of the District, while lower population densities are in the southern and western sections. Communities on the western edge of the District have the lowest population densities. The District’s Risk Assessment document provides a breakdown of the number of incidents each station responded to in the last five years.

⁵ *South Jefferson County Community Plan*

⁶ Based on 2000, 2010, and 2020 census, and the District Annual Compliance Report

Infrastructure Limitations

Water Supply – Within the District, there are 29 water districts. The majority provide adequate water supply for fire protection, but some small areas have limited access to hydrants.

Rural Firefighting – Rural firefighting areas (non-hydrant) are along the west edge of the District. These areas include Red Rocks Park and Amphitheater and adjoining residential areas, areas south of the town of Morrison – north of Highway 285, and the area northwest of the intersection of C-470 and Bowles.

Waterton Canyon – While the District is responsible for responding to four properties within Waterton Canyon, most of the canyon and the surrounding area are outside of District boundaries. Nonetheless, the District has responded to numerous incidents in this area, which remains a risk for the District. The area is a popular recreation spot with a large trail network, and it can be a challenge to remove people when injured. There is difficult access on the steep slopes, and some areas are heavily forested. Some areas have thick and mature oak brush which can have an explosive nature when burning.

Red Rocks Amphitheater and Park – Red Rocks Park is a Denver Mountain Park on the west side of the District's response area. The District provides emergency services to the park through an intergovernmental agreement with the City and County of Denver. There is a large 9,525-seat amphitheater within the park, recently hosting over 200 events per year. Concert medical services are managed by a third party. The District will provide mutual aid medical and technical rescue responses during these events if requested. The amphitheater itself is nestled between two massive rock formations that are attractive for concertgoers to climb on. Despite a ban on climbing, the District has performed numerous technical rescues in the area.

Major Structure Fire Exposures – The major exposures are wooden multi-story apartment complexes, ALFs, and commercial office structures. Fires in multi-story multi-family complexes are a concern and have resulted in most multiple-alarm structure fire incidents. The District also provides emergency services to several federal complexes, including the Denver Federal Center (DFC) and the National Laboratory of the Rockies (NLR). Both have high-tech labs containing numerous hazardous materials. The DFC also houses a 1.0 megawatt (MW) thermal power geological research nuclear reactor.

Weather Factors – There have been major snowstorms that stress the District's ability to provide services to all response areas. Generally, the storms are short in duration, but they can increase response times and decrease access during the winter months. The area has severe thunderstorms that can stress responses during such weather events. These storms produce lightning, hail, and flooding for short durations. The canyons along the western edge of the District have flooded in the past.

Disaster Exposure Risk Factors

Disaster risks are less likely to occur but have a much larger consequence when they do occur. FEMA defines risk as a combination of hazard, vulnerability, and exposure, saying, “It is the impact that a hazard would have on people, services, facilities, and structures in a community and refers to the likelihood of a hazard event resulting in an adverse condition that causes injury or damage.”

The disaster risk assessment is based on Jefferson County’s Hazard Mitigation Plan (JCHMP)⁷, 2021. The plan followed the methodology described in the FEMA publication “Understanding Your Risks-Identifying Hazards and Estimating Losses” (2002), which breaks the assessment down to a four-step process: (1) Identify Hazards; (2) Profile Hazards Events; (3) Inventory Assets; and (4) Estimate Losses.

For the SOC, a description of the event, the projected impact of the event, the probability of the event occurring, and the potential needs for those events will be discussed. Only the events that have an overall significance of medium or high will be analyzed.

The JCHMP evaluated 18 hazards: avalanche, dam and levee failure, drought, earthquake, erosion and deposition, expansive soils, extreme heat, flooding, fog, hailstorms, landslides, mud/debris flows, rock falls, lightning, subsidence, tornado, volcano, wildfire, windstorm, and winter weather. The JCMHMP identified four medium and four high hazards.

The classification of expansive soils has a higher potential for future occurrences within the District. In the southern sections of the District, there are areas with expansive soil that have led to a higher risk of broken gas lines and damaged homes.

There have been many federal emergency declarations since 1953 in Jefferson County, including wildland fires, winter storms, and floods. In Colorado, the top 12 costliest storms included eight due to hail, two due to tornadoes, one caused by heavy snow, and one caused by severe flooding. These criteria support the classification of the 10 most likely future disasters that may occur within the District:

High

- Severe thunderstorms
- Wildfire
- Winter weather
- Flooding/dam failure
- Earthquake
- Cyber attacks
- Pandemic/Public Health emergencies

Medium

- Windstorm
- Tornado
- Landslide, mud/debris flow, rock fall

⁷ The Douglas County Multi-Hazard Mitigation Plan is similar and covers the same hazards.

Wildfires – Wildfires are an ongoing concern for the District, Jefferson County, and the state of Colorado. Wildfires are most likely to occur during the traditional fire season (June through September) and March (prior to the monsoon season). However, the fire season’s duration is impacted by local fire conditions, and wildfires have occurred in every month of the year. Fire conditions are impacted by hot weather, wind, vegetation growth, and low moisture content in air and fuel. These conditions, especially when combined with high winds and years of drought, increase the potential for wildfire to occur.

The wildfire risk to the District is predominantly associated with the wildland urban interface (WUI). The WUI areas are where development is interspersed or adjacent to landscapes that support wildland fire. While traditionally associated with forested mountain areas, WUI areas are also present in grasslands, prairies, valleys, or in any area where sustained wildfire may occur and impact developed areas. Fires in the WUI may result in major losses of property and structures, threaten human lives, and incur larger financial costs. In addition, WUI fires may be more dangerous than wildfires that do not threaten developed areas, as firefighters may continue to work in more dangerous conditions to protect structures such as businesses and homes. As the development of WUI areas increases, the likelihood of severe wildfire also increases.

The District has many WUI areas throughout its response boundaries, such as green belts, parks/open space, and undeveloped prairie, mostly along the western District border where brush/timber fuel models are intermixed with steep, rugged terrain. The potential for a catastrophic wildfire is greatest along the western and southern areas of the District, particularly in the Willowbrook/Willow Springs, Red Rocks, and Roxborough areas. According to the JCHMP, since 1980, there have been 23 fire incidents in Jefferson County that have burned 10 or more acres. Utilizing a calculation for the probability of future occurrence, there is a 57.5% chance of a severe wildfire occurring in any given year. The September 1978 Murphy Gulch Fire burned approximately 3,300 acres in the West Metro, and Inter-Canyon fire districts and several structures were lost. This fire was in the foothills west of the Ken-Caryl Ranch subdivision. On August 4, 2008, a 363-acre fire burned on the north side of Green Mountain, damaging two structures. Several large fires have also occurred on Green Mountain since that time. In February of 2021, a high wind event fueled a 535-acre fire in Bear Creek Lake Park, requiring mutual aid responses from neighboring agencies. And, in December 2021, the 152-acre Oak Fire required multiple alarms, evacuations, and mutual/automatic aid.

The District’s plan for wildfire mitigation centers on prevention and reducing the impact of wildfires on the built environment. In 2012, the District identified the need to work directly with homeowners and homeowners’ associations (HOAs) to educate, assist, and implement home wildfire mitigation. Initial efforts began by working with HOAs in the Roxborough area,

Willowbrook neighborhood, and the Ken Caryl Valley. Crews at these WUI stations are engaged with homeowners and HOAs, helping to implement nationally recognized mitigation programs like “Ready, Set, Go!” and “Firewise USA” to reduce overall risk to private property. The District maintains a Community Wildfire Protection Plan (CWPP) that was updated in May 2021, establishing the special planning zones of South Table Mountain, Clear Creek, Green Mountain, Bear Creek Lake Park, and Hogback as described in detail in the Risk Assessment. The CWPP is undergoing a five-year revision with completion expected in 2026.

Because the District has seen an increase in the severity of wildfire incidents, a full-time wildland coordinator captain position was established in 2021, followed by a wildfire mitigation specialist position in 2024 and a wildland support specialist position in 2025. The wildfire mitigation specialist position is supported 50% by a Colorado State Forest Service Grant which expires on July 1, 2027, and the District continues to staff this position.

The District has prioritized the need to suppress wildfires with a safe and aggressive initial attack and incident command structure. Specialized wildland equipment has been strategically located throughout the District to facilitate this rapid response. The District assigns specially trained firefighters to staff stations in the eight identified wildland urban interface stations. Fighting wildfires requires special training and experience working in these difficult and dangerous conditions. Colorado’s sporadic fire seasons make gaining experience locally difficult. However, severe seasons have occurred in the past, notably in 1996, 2000, 2002, 2012, 2013, 2018, and 2020. Wildland team members are deployed on federal wildland fires to gain experience and promote this knowledge throughout the organization. Typically, these team members are assigned to WUI stations.

If incidents do become catastrophic, Jefferson County has a Type III incident management team (Jeffco IMT Team One) that can provide support with resources, an emergency operations center (EOC), and finances. If the size and complexity of a wildfire within either Jefferson or Douglas County expands to a point where county resources are unable to manage the incident, state and federal support is available. The Jeffco IMT averages about one deployment every other year.

Winter Weather - Winter storms along the Front Range, including strong winds and blizzard conditions, may cause localized power and phone outages, closures of streets, highways, schools, businesses, and nonessential government operations, and increase the likelihood of winter weather-related injury or death. People may become stranded in vehicles or other locations unsuitable for shelter, or isolated from essential services. A winter storm can escalate, creating life-threatening situations when emergency response is limited by severe winter conditions. Other issues associated with severe winter weather include the threat of physical

overexertion that may lead to heart attack or stroke. Snow removal costs can pose significant budget impacts, as can repairing the associated damage caused by downed power lines, trees, structural damage, etc. Heavy snowfall during winter can also lead to flooding or landslides during the spring if the area snowpack melts too quickly.

The damage caused by severe winter storms and blizzards varies depending on several factors: the duration of the storm, the extent of the area affected, temperature fluctuations, the time of year, and the advanced warning of the storm. Effects from the storm dictate the magnitude of the event, emphasizing that the amount of snow may not always directly correlate to the associated impact. Damaged power lines and dangerous or impassable roadways may delay the delivery of critical services such as medical and emergency assistance, the delivery of food supplies and medications, or even the provision of basic utilities such as heat, electricity, and running water.

When events happen with a long warning time, it is possible to pre-plan the effects, which may prevent some of the previously described impacts from occurring. Unanticipated storms increase the number of people stranded, both in cars and at public locations, which may increase the number of injuries and deaths attributed to the event and place uneven and unanticipated strains on public sheltering capacities. The weight of the snow, driven by the snow water equivalent, increases the potential for damage caused to structures and trees.

Winter storms which go through periods of thaw and freeze prolong dangerous icy conditions, increasing the likelihood of frozen and damaged water pipes, impassable or dangerous roadways, damaged electrical lines, or more extensive damage to infrastructure and structures caused by seeping water freezing under roofs, porches, patios, inside siding, or causing damage to vehicles. Since 2000, there have been four major snowstorms where snow totals exceeded 15 inches. The most severe storm was March 17–20, 2003, with a total of 31.8 inches. The recorded snowfall, in some areas, was more than three feet and caused extensive damage throughout the District. \$93.3 million in insurance claims were recorded in the region. The most recent large snowstorm occurred on March 13-15, 2024, with areas of the District recording almost two feet of snow. Demand on District resources is often strained during these events, as multiple storm-related calls occur simultaneously with regular emergency operations. Relief personnel may be delayed, resulting in additional work hours for on-duty personnel. Historically, these types of storms have triggered the activation of county and city EOCs and the activation of the Colorado National Guard.

Flooding/Dam Failure - Floods can be among the most frequent and costly natural disasters in terms of human hardship and economic loss. They are caused by several different weather events. Floods can cause injuries and deaths, and substantial damage to structures, landscapes, and critical infrastructure and services. Certain health hazards are also common in flood events. Standing water and wet materials in structures can become a breeding ground for

microorganisms such as bacteria, mold, and viruses. This can cause disease, trigger allergic reactions, and damage materials long after the flood event is over. There are three drainages with dams that may impact the District; Bear Creek, South Platte, and Clear Creek. Bear Creek has two dams, one upstream, Evergreen Lake Dam, which is a small overflow dam, and one in the District, Bear Creek Lake Dam, which is an earthen dam with flood control. South Platte has one upstream dam, Strontia Springs Reservoir, which is a concrete dam, and one just south of the District, Chatfield Reservoir, which is earthen with flood control. The Clear Creek drainage runs through the north end of the District in Wheat Ridge and is subject to flooding caused by snow melt run-off and heavy rainfall events.

Public Health Emergencies – In 2020, the COVID-19 virus exposed the District to a prolonged community emergency response. In anticipation of predicted global transmission, the District stood up an Incident Management Team (IMT) within its ranks to coordinate with local, state, and national resources to modify response vehicles, provide appropriate PPE and equipment, and train and educate responders. As the medical community developed safety measures and vaccines to protect the public and front-line healthcare workers, including fire and EMS personnel, the District implemented a vaccination plan with local public health agencies to protect District personnel. By the end of 2021, the nation had over 700,000 deaths related to COVID-19 and almost 15% of the population had been infected. By the end of 2021, only two employees had been hospitalized, and of the employees who contracted the illness, all recovered with no long-term adverse effects. For the duration of the pandemic, the services provided by the District to the community remained unaffected.

The District's response to the pandemic illustrated the adaptability necessary to continue providing uninterrupted emergency response services to the community while providing for the safety of the responders. However, the pandemic identified a critical need for the District to anticipate, plan, and prepare for future public health emergencies.

Section 5 – Critical Task Analysis – Effective Response Force

Critical task analysis (CTA) evaluates tasks necessary at the emergency scene to ensure life safety, incident stabilization, and property conservation. This evaluation includes all operations the District performs based on historical incidents and community expectations. These operations include structural fires, emergency medical services, wildland fires and wildland urban interface fires, hazardous materials, and technical rescue incidents. These incidents were identified using the District's risk assessment and historical response. Firefighter safety and the survivability of the victims are the priority at all incidents.

The Standard of Cover Strategic Planning Team (SOC SPT) evaluates the District's standard operating procedures (SOPs), deployment performance, and similar-sized fire departments' critical task analyses and risk assessments to determine the District's CTA. From this assessment, the ERF is developed and monitored. The ERF is the number of firefighters necessary to mitigate most emergencies. It is understood that not all emergencies will be fully mitigated, and some may escalate beyond the ability of the ERF. The District is equipped to support longer-duration and expanding incidents beyond the capabilities of the ERF using multiple alarm personnel and mutual aid requests. The following is a breakdown of incident types, critical tasks, and the number of personnel required for life safety, incident stabilization, and property conservation.

Fire Effective Response Force:

Low-Risk Fire - Cooking (contained), Vehicle, Recreational Vehicle, Chimney (contained), Rubbish, Smoke Investigations, and Attempts to Burn			
Unit	ERF	Task	CTA
First-Due Engine	3-4	Officer assumes command, size up, initial incident safety officer	1
		Engineer operates pump	1
		Officer and/or firefighter(s) deploy hoseline and suppress fire	1-2
Total Effective Response Force	3-4	Critical Task Analysis Staffing	3-4
Moderate-Risk Fire - Residential Structures, Outbuildings, and Structures Other Than Buildings			
Unit	ERF	Task	CTA
First-Due Engine	3-4	Assume command; size up, initial incident safety officer, develop IAP	1
		Engineer operates pump	1
		Officer and/or firefighter(s) extend appropriate hose line and begin initial fire attack or targeted rescue	1-2
Second-Due Engine	3-4	Water supply to first arriving engine; crew extends a second hose/backup line to assist with fire attack or primary search	3-4
Third-Due Engine	3-4	On-deck RIT or support other fireground functions	3-4
First-Due Tower	4	Secure secondary means of egress, ventilate, force entry and conduct primary search as needed	4
Second-Due Tower	4	Elevated master streams, elevated rescue, RIT, other assignments as necessary	4
First-Due Medic	2	Support firefighter operations	2
First-Due District Chief	1	Take command, provide continual size up, confirm accountability, refine IAP, account for incident safety	1
Total Effective Response Force	20-23	Critical Task Analysis Staffing	20-23
High-Risk Fire - Multi Family, Commercial, Skilled Nursing/Assisted Living Facility, and Road/Freight			
Unit	ERF	Task	CTA
First-Due Engine	3-4	Assume command, size up, initial incident safety officer, develop IAP	1
		Engineer operates pump	1
		Officer and/or firefighter(s) extend appropriate hose line and begin initial fire attack or targeted rescue	1-2
Second-Due Engine	3-4	Water supply to first arriving engine; crew extends a second hose/backup line to assist with fire attack or primary search	3-4
Third-Due Engine	3-4	Additional water supply, extend hoseline, search above/adjacent to fire room, or on-deck RIT	3-4
First-Due Tower	4	Secure secondary means of egress, ventilate, force entry, and conduct primary search as needed	4
Second-Due Tower	4	Elevated master streams, extend hoseline and search above/adjacent to fire, elevated rescue, RIT, other assignments as necessary	4
First-Due Medic	2	Support firefighter operations	2
First-Due District Chief	1	Take command, provide continual size up, confirm accountability, refine IAP, account for incident safety	2
Total Effective Response Force	20-23	Critical Task Analysis Staffing	20-23
Fire Support Functions			
Unit	Size	Crew	
Fourth-Due Engine	3-4	Secondary search, salvage and overhaul, rehab	
Safety and Medical (SaM)	1-2	Safety officer	
Fire Investigator	1-2	Fire investigations	
Second-Due District Chief	1	Operations section chief, division supervisor, or group supervisor	
Second-Due Medic	2	Medical group and rehab	
Total Support Functions	8-11		

Table 17

EMS Effective Response Force:

EMS incidents are classified as low-, moderate-, high-, or special-risk, based on CAD incident type. A detailed list of EMS incident types and their corresponding risk classifications is provided in Appendix B.

Low-Risk EMS Incident - Priority 3 (or lower) EMS incidents including Alpha, Bravo, Omega, and EMS incidents with No EHR			
Unit	ERF	Task	CTA
First-Due Engine, Tower, Truck, Rescue, Medic, or SaM	1	Assume command, size-up, provide incident documentation, complete patient care report	1
	1	ALS patient assessment, patient care, equipment management	1
Effective Response Force	2	Critical Task Analysis Staffing	2
Moderate-Risk EMS Incident - Priority 2 EMS Incidents and EMS Incidents Not Classified as Low, High, or Special Risk			
Unit	ERF	Task	CTA
First-Due Engine, Tower, Truck, Rescue, or SaM	1	Assume command, size-up, provide incident documentation	1
	1	ALS patient assessment, patient care, and equipment management	1
First-Due Engine Medic	2	Assume patient care, transport patient, complete patient care report	2
Effective Response Force	4	Critical Task Analysis Staffing	4
High-Risk EMS Incident - Priority 1 and Dispatched Medical 1 EMS Incidents Including Cardiac Arrests, Penetrating Traumas, Echo-Level Medicals (most critical life-threatening), Strokes, Chokings, Drownings, Technical Rescues, Second Alarm Fires, and Struck by Vehicle Incidents.			
Unit	ERF	Task	CTA
First-Due Engine, Tower, Truck, Rescue	1	Assume command, size-up, provide incident documentation	1
	1	ALS patient assessment and patient care	1
	1	Equipment management and patient care	1
First-Due Engine Medic	2	Assume patient care, transport patient, complete patient care report	2
Effective Response Force	5	Critical Task Analysis Staffing	5
Special-Risk EMS Incident - Mass Casualty Incident			
Unit	ERF	Task	CTA
First-Due Engine, Tower, Truck, or Rescue	3-4	Assume command, size up, initial incident safety officer, develop IAP	3-4
Second-Due Engine	3-4	Assist with patient care, lifting, and equipment shuttle	3-4
First-Due Medic	2	Triage and transport group supervisors	2
Additional four Medic Units	8	Treatment/Transport	8
First-Due District Chief	1	Take command, provide continual size up, confirm accountability, refine IAP, account for incident safety	1
Effective Response Force	17-19	Critical Task Analysis Staffing	17-19
Emergency Medical Service Support Functions			
Unit	Size	Crew	
Safety and Medical (SaM)	1-2	Safety officer or EMS Group Supervisor on MCI	
District Chief	1	Family Liaison, donor alliance, provide incident documentation	
Advanced Resource Medic	2	Treat in place	
Total Support Functions	4-5		

Table 18

Wildland Fire Effective Response Force:

Low-risk Wildland Fire (2022 and Beyond) - Grass and Natural Vegetation (not classified)			
Unit	ERF	Task	CTA
First-Due Engine, Tower, or Rescue	3-4	Assume command, size up, initial incident safety officer, develop IAP	1
		Engineer operates pump	1
		Firefighter(s) initiate initial extinguishment and/or confinement actions	1-2
First-Due Brush Company	3-4	Continue extinguishment and/or confinement actions (e.g., mobile attack or progressive hose lays)	3-4
District Chief	1	Take command, provide continual size up, confirm accountability, refine IAP, account for incident safety	1
Effective Response Force	7-9	Critical Task Analysis Staffing	7-9
Moderate-Risk Wildland Fire (2022 and Beyond) - Brush or Brush/Grass Mix			
Unit	ERF	Task	CTA
First-Due Engine, Tower, or Rescue	3-4	Assume command, size up, initial incident safety officer, develop IAP	1
		Engineer operates pump and secures a water supply (if available)	1
		Firefighter(s) initiate initial extinguishment and/or confinement actions	1-2
Two Brush Companies	6-8	Continue extinguishment and/or confinement actions (e.g., mobile attack or progressive hose lays)	6-8
Second-Due Engine	3-4	Secure water supply and continue extinguishment and/or confinement actions	3-4
Brush 9	4	Continue extinguishment and/or confinement actions (e.g., mobile attack or progressive hose lays)	4
First-Due Medic	4	Extinguishment and/or confinement actions	4
First-Due District Chief	1	Take command, provide continual size up, confirm accountability, refine IAP, account for incident safety	1
Tender	4	Water Supply	4
Effective Response Force	25-29	Critical Task Analysis Staffing	25-29
High-Risk Wildland Fire (2022 and Beyond) - 1 Acre or Greater			
Unit	ERF	Task	CTA
First-Due Engine, Tower, or Rescue	3-4	Assume command, size up, initial incident safety officer, develop IAP	1
		Engineer operates pump and secures a water supply (if available)	1
		Firefighter(s) initiate initial extinguishment and/or confinement actions	1-2
Two Brush Companies	6-8	Continue extinguishment and/or confinement actions (e.g., mobile attack or progressive hose lays)	6-8
Second-Due Engine	3-4	Secure water supply and continue extinguishment and/or confinement actions	3-4
Brush 9	4	Continue extinguishment and/or confinement actions (e.g., mobile attack or progressive hose lays)	4
First-Due Medic	4	Extinguishment and/or confinement actions	4
First-Due District Chief	1	Take command, provide continual size up, confirm accountability, refine IAP, account for incident safety	1
Tender	4	Water Supply	4
Effective Response Force	25-29	Critical Task Analysis Staffing	25-29

Table 19

Wildland Fire Effective Response Force Continued:

Wildland Fire Support Functions			
Unit	Size	Crew	
Safety and Medical (SaM)	1-2	Safety officer	
Fire Investigator	1	Fire investigations	
Second-Due District Chief	1	Operations section chief, division supervisor, or group supervisor	
Second-Due Medic	2	Medical group and rehab	
Total Support Functions	5-6		
2021 and Prior - ERF for Low, Moderate, and High-Risk Vegetation Fires			
Unit	ERF	Task	CTA
First-Due Engine, Tower, Rescue, or Brush	3-4	Assume command, size up, initial incident safety officer, develop IAP	1
		Engineer operates pump	1
		Firefighter(s) initiate initial extinguishment and/or confinement actions	1-2
Second-Due Engine, Tower, Rescue, or Brush	3-4	Continue extinguishment and/or confinement actions (e.g., mobile attack or progressive hose lays)	3-4
Third-Due Engine, Tower, Rescue, or Brush	3-4	Continue extinguishment and/or confinement actions (e.g., mobile attack or progressive hose lays)	3-4
Effective Response Force	9-12	Critical Task Analysis Staffing	9-12

Table 20

Hazardous Materials Effective Response Force:

Low-Risk Hazardous Materials - Carbon Monoxide W/O Medical Complaint, Downed Wires, Gas/Diesel Spill <10gal, Outdoor Smoke Investigation, Residential Natural Gas/Propane Leak or Investigation, Unknown Odor/Release, Smoke and Smoke Odor Investigation			
Unit	ERF	Task	CTA
First-Due Engine	3-4	Officer assumes command, size up, initial incident safety officer	1
		Engineer investigates area to determine source of alarm and clear structure	1
		Firefighter(s) conduct air monitoring and clear structure	1-2
Total Effective Response Force	3-4	Critical Task Analysis Staffing	3-4
Moderate-Risk Hazardous Materials - Commercial Natural Gas/Propane Leak or Investigation, Unknown Odor/Release, Smoke and Smoke Odor Investigation			
Unit	ERF	Task	CTA
First-Due Engine	3-4	Officer assumes command, size up, initial incident safety officer	1
		Engineer isolates site and denies entry	1
		Firefighter(s) assist with investigation and isolation of site	1-2
Second-Due Engine (non-emergent)	3-4	Assist with scene isolation and protective measures	3-4
Total Effective Response Force	6-8	Critical Task Analysis Staffing	6-8
High-Risk Hazardous Materials Incident – Release/Incident (Including Chemical Spill or Leak, Toxic Condition, and Biological Hazard)			
Unit	ERF	Task	CTA
First-Due Engine	3-4	Assume command, size up, initial incident safety officer, develop IAP, notify and call additional resources	1
		Line of sight (immediate) rescue, isolate site, deny entry, emergency decon if necessary	2-3
First-Due Medic	2	Medical team: pre-entry and post-entry vitals	2
First-Due Hazardous Materials Units: Company 2 (7) Company 5 with Hazmat 5 (5) SMFR Units: Haz Mat 17 (4) Haz Mat 38 (4) Haz Mat Medic (2)	22-24	Haz-Mat Group Supervisor	1
		Field Safety Officer (Haz-Mat certified)	1
		Entry Team	2
		Back-up Team	2
		Valets	2
		Decon Team	2-3
		Resource Team	1
		Research	1-2
First-Due District Chief	1	Take command, provide continual size up, confirm accountability, refine IAP, account for incident safety	1
Total Effective Response Force	28-31	Critical Task Analysis Staffing	18-21
Hazardous Materials Support Functions			
Unit	Size	Crew	
Safety and Medical (SaM)	1-2	Safety officer	
Total Support Functions	1-2		

Table 21

Low and Moderate-Risk Rescue Effective Response Force:

Low-Risk Rescue - Elevator Rescue, Electrical Hazards (lines down), Extrication from Equipment, Vehicle Accident (no injury)			
Unit	ERF	Task	CTA
First-Due Engine	3-4	Officer assumes command, size up, initial incident safety officer	1
		Engineer assists with investigation and rescue	1
		Officer and/or firefighter(s) removes person from hazardous situation	1-2
Total Effective Response Force	3-4	Critical Task Analysis Staffing	3-4
Moderate-Risk Rescue - Extrication			
Unit	ERF	Task	CTA
First-Due Engine	3-4	Assume command, size up, initial incident safety officer, develop IAP, notify and call additional resources	1
		Protection line	1
		Assists with patient care, lifting, and equipment shuttle	1-2
First-Due Medic	2	Attending paramedic and transport	2
First-Due Tower, Ladder, or Rescue	4	Extrication group supervisor	1
		Extrication group	3
First-Due District Chief	1	Take command, provide continual size up, confirm accountability, refine IAP, account for incident safety	1
Total Effective Response Force	10-11	Critical Task Analysis Staffing	10-11
Auto Accident with Extrication Support Force			
Unit	Crew	Task	
Second-Due Engine	3-4	Traffic safety, assist with protection line, or crew as necessary	3-4
Safety and Medical (SaM)	1-2	Safety officer	1-2
Total Support Force	4-6		

Table 22

High-Risk Technical Rescue Effective Response Force:

High-Risk Rescue - High or Low Angle Rescue			
Unit	ERF	Task	CTA
First-Due Engine	3-4	Assume command, size up, initial incident safety officer, develop IAP, notify and call additional resources	1
		Set up initial rope-lowering system and assist with hauling	1-2
		Set up and recon	1
First-Due Medic	2	Attending paramedic and transport	2
First-Due Rescue Company (Company 10 or Company 14)	6 (4)	Rescue group supervisor	1
		Field safety officer (tech qualified)	1
		Set up anchors/mainline/ belay line	2
		Line attendant	1
		Edge management	1-2
Second-Due Rescue Company (Company 10 or Company 14)	4 (6)	System set-up and haul team	4
First-Due District Chief	1	Take command, provide continual size up, confirm accountability, refine IAP, account for incident safety	1
Total Effective Response Force	16-17	Critical Task Analysis Staffing	16-17
High-Risk Rescue - Confined Space Rescue			
Unit	ERF	Task	CTA
First-Due Engine	3-4	Assume command, size up, initial incident safety officer, develop IAP, notify and call additional resources	1
		Lockout/tagout and establish perimeter	1-2
		Set-up and intelligence gathering	1
First-Due Medic	2	Attending paramedic and transport	2
First-Due Rescue Company (Company 10 or Company 14)	6 (4)	Rescue group supervisor	1
		Field safety officer (tech qualified)	1
		Rigging/rope/entry team and tenders	3
		Communications and air supply	1
Second-Due Rescue Company (Company 10 or Company 14)	4 (6)	Rigging/rope/back-up team and tenders	2
		Logistics	1
		Air monitoring and ventilation	1
First-Due District Chief	1	Take command, provide continual size up, confirm accountability, refine IAP, account for incident safety	1
Total Effective Response Force	16-17	Critical Task Analysis Staffing	16-17

Table 23

High-Risk Technical Rescue Effective Response Force Continued:

High-Risk Rescue - Collapse Rescue			
Unit	ERF	Task	CTA
First-Due Engine	3-4	Assume command, size up, initial incident safety officer, develop IAP, notify and call additional resources	1
		Establish perimeter	1-2
		Intelligence gathering	1
First-Due Medic	2	Attending paramedic and transport	2
First-Due Rescue Company (Company 10 or Company 14)	6 (4)	Rescue group supervisor	1
		Field safety officer (tech qualified)	1
		Rescue squad (team is 6 members with additional firefighter from second-due rescue company)	4
Second-Due Rescue Company (Company 10 or Company 14)	4 (6)	Rescue squad (team is 6 members with additional firefighter(s) to first-due rescue company)	4
First-Due District Chief	1	Take command, provide continual size up, confirm accountability, refine IAP, account for incident safety	1
Total Effective Response Force	16-17	Critical Task Analysis Staffing	16-17
High-Risk Rescue - Trench Rescue			
Unit	ERF	Task	CTA
First-Due Engine	3-4	Assume command, size up, initial incident safety officer, develop IAP, notify and call additional resources	1
		Establish perimeter	1-2
		Intelligence gathering	1
First-Due Medic	2	Attending paramedic and transport	2
First-Due Rescue Company (Company 10 or Company 14)	6 (4)	Rescue group supervisor	1
		Field safety officer (tech qualified)	1
		Panel shore team	4
Second-Due Rescue Company (Company 10 or Company 14)	4 (6)	Panel shore team	2
		Cut team/Rit team	2
First-Due District Chief	1	Take command, provide continual size up, confirm accountability, refine IAP, account for incident safety	1
Total Effective Response Force	16-17	Critical Task Analysis Staffing	16-17
Technical Rescue Support Functions			
Unit	Crew Size	Task	
Safety and Medical (SaM)	1-2	Safety officer	
Haz-Mat 1	3	Air monitoring/ventilation/communications	
Medic	2	Rehab group	
Total Support Force	6-7		

Table 24

High-Risk Water Rescue Effective Response Force:

High-Risk Rescue - Recovery, Dive Rescue, Ice Rescue			
Unit	ERF	Task	CTA
First-Due Engine	3-4	Assume command, size up, initial incident safety officer, develop IAP, notify and call additional resources	1
		Immediate rescue, recon, and intelligence	2-3
First-Due Medic	2	Medical	2
Company 8 with Dive 2 (5) Tower 10 (4) SMFR Units: Dive Unit (4) Dive Medic (2) Battalion Chief (1) Safety Officer (1)	17	Primary, secondary, and 90% divers	3
		Dive group supervisor	1
		Dive safety officer	1
		Communications	1
		Tenders, valets, runners, and shore support	1-3
First-Due District Chief	1	Take command, provide continual size up, confirm accountability, refine IAP, account for incident safety	1
Total Effective Response Force	23-24	Critical Task Analysis Staffing	17-20
High-Risk Rescue - Swift Water Rescue			
Unit	ERF	Task	CTA
First-Due Engine	3-4	Assume command, size up, initial incident safety officer, develop IAP, notify and call additional resources	1
		Immediate rescue, recon, and intelligence	2-3
First-Due Medic	2	Medical	2
Company 10 (9) SMFR Units: Dive Unit (4) Dive Medic (2) Battalion Chief (1) Safety Officer (1)	17	Water Rescue Group Supervisor	1
		Water Rescue Safety Officer	1
		Rigging Team	1-3
		Boat Team or Entry Team	1-2
		Tenders, valets, runners, and shore support	2
Swift Water 17	4	Boat Team or Entry Team	4
First-Due District Chief	1	Take command, provide continual size up, confirm accountability, refine IAP, account for incident safety	1
Total Effective Response Force	27-28	Critical Task Analysis Staffing	16-20
Water Rescue Support Functions			
Unit	Size	Crew	
Safety and Medical (SaM)	1-2	Safety officer	
Total Support Functions	1-2		

Table 25

Alarms Effective Response Force:

Low-Risk Alarms - All Alarms excluding Moderate-Risk			
Unit	ERF	Task	CTA
First-Due Engine	3-4	Officer assumes command, size up, initial incident safety officer	1
		Engineer operates pump and ties into the fire sprinkler system if appropriate	1
		Officer and/or firefighter(s) investigate area to determine source of alarm	1-2
Total Effective Response Force	3-4	Critical Task Analysis Staffing	3-4
Moderate-Risk Alarms - Water Flows, CommonSpirit St. Anthony and Intermountain Health Lutheran Hospital, and Calls Occurring in DFC or NLR Special Planning Zones			
Unit	ERF	Task	CTA
First-Due Engine	3-4	Officer assumes command, size up, initial incident safety officer	1
		Engineer operates pump and ties into the fire sprinkler system if appropriate	1
		Officer and/or firefighter(s) investigate area to determine source of alarm	1-2
Total Effective Response Force	3-4	Critical Task Analysis Staffing	3-4
Alarm Support Functions			
Unit	Size	Crew	
Second-Due Engine	3-4	Assist with investigation on larger/complex structures	
Total Support Functions	3-4		

Table 26

Section 6 - Historical Perspective and Summary of System Performance

A review of historical performance and the measurement of the current system performance are essential to the success of this document. The measurement of system performance factors is used to define how resources can be used in the most efficient and effective manner to provide the needed services. Modeling, via geographic information systems and the records management system, and statistical analysis have been utilized to prove that resources are being used to maximum efficiency. The results of the studies are presented here.

System performance is largely based on the distribution and concentration of resources. Distribution evaluates the placement of all first-due resources via fire station location for initial intervention in an emergency throughout the District, and concentration evaluates the placement of specific resources around the areas that show historical need or potential need. There are certain resources that are not practical to have in each station, such as towers, heavy rescue, brush engines, dive rescue apparatus, medic units, and specialty individual resources such as a district chief, safety and medical officer, fire investigator. These units are concentrated around historical or potential needs. Evaluation based on either historical or potential needs encompasses looking at where the incidents have happened and where a low-frequency/high-potential incident might escalate without quick intervention. For instance, the District's brush engines are concentrated along the western edge of the District in the urban interface areas. Effective concentration is based on getting the correct type of resource or a group of resources to the scene of the emergency prior to the incident escalating beyond the capability of those resources. While this is the goal, it is not always practical due to budget and other limiting factors.

Distribution

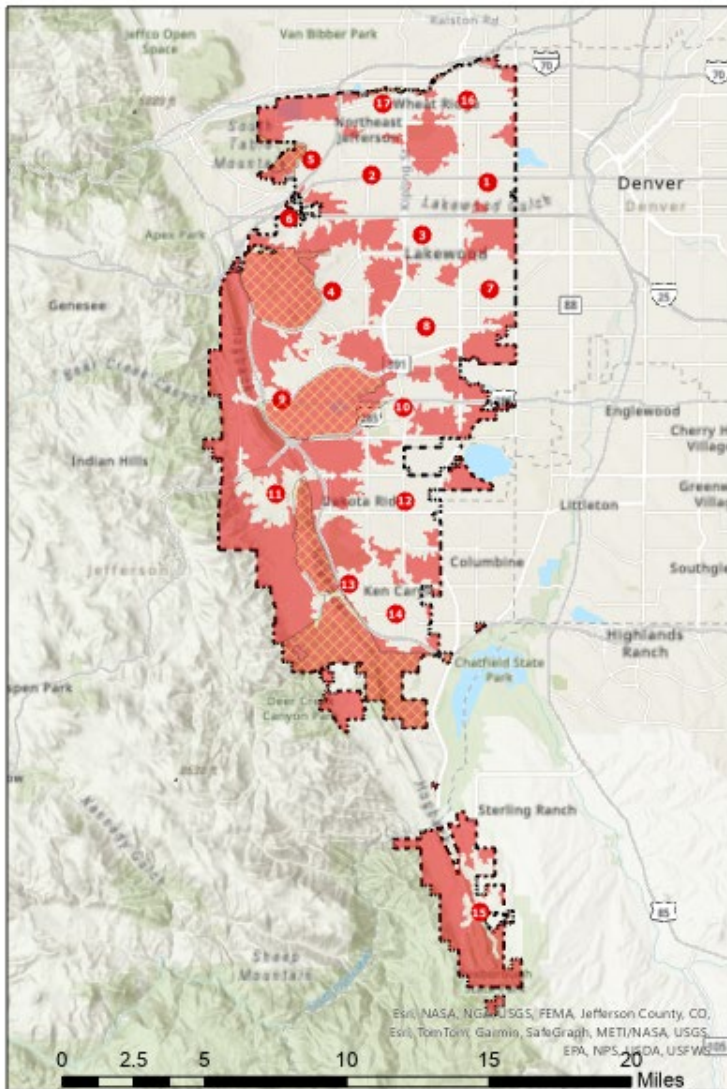
Distribution is defined as the geographic location of all first-due resources for initial intervention. Generally measured from fixed response points, such as fire station, and expressed as a measure of time⁸.

The District is a fire protection district formed from four merged fire districts: Bancroft, Lakewood, Roxborough, and Wheat Ridge. The Bancroft and Lakewood Fire Districts merged in 1995, Roxborough was added in 1998, and Wheat Ridge was added in 2016. Station 13 was added after the Lakewood/Bancroft merger to service the Ken-Caryl Valley. Station 15 was added with Roxborough. Stations 16 and 17 were added with Wheat Ridge. Station 10 was moved to the Training Center site in 2010.

⁸ Center for Public Safety Excellence (CPSE); Quality Improvement for the Fire and Emergency Services pg. 129; 2020

Generally, new stations were added as the population density reached a level that justified a station and its cost. The location was largely based on what site was available. This method placed some stations in areas that did not support the need. Stations 6 and 13 are examples.

West Metro Fire Protection District Area Not Covered in 4.5 Minutes



Map 18

Station 6 is located on the western edge of its planning zone. The location was selected because it was available. Response from Station 6 is enhanced due to rapid access to the intersection of 6th Avenue and Indiana Street. The location also services 6th Avenue West and the Colorado Mills Mall.

Station 13 was placed outside of the Ken-Caryl Valley due to opposition from the community members. Its placement is close to Station 14.

For the majority of the District, the station locations cover the District within a four-and-a-half-minute travel time. The areas outside of the four-and-a-half-minute travel time are open space or sparsely populated and are generally along the western edge of the District.

The areas outside of a four-and-a-half-minute travel time are:

- North Applewood – West of Indiana along 32nd Avenue, including the areas along the northern reaches of Station 5's Planning Zone
- Southeast Lakewood – Evans to Yale Avenue from Sheridan Boulevard to Pierce Street and east along Hampden Avenue from Sheridan Boulevard to Wadsworth Avenue
- Grant Ranch Subdivision

- Ken-Caryl Valley – North and southern reaches of the valley, including Lockheed Martin
- Willow Springs – Areas along the upper reaches of Willow Springs Drive and Sparrow Point Way
- Friendly Hills Subdivision – Belleview Avenue to Highway 285 from Simms to State Highway C-470, including areas to the west and east of Alkire Street from Bowles Avenue to Belleview Avenue
- Morrison – South of the town of Morrison to Willow Springs Road along State Highway 8 and north of the town of Morrison along County Road 93 to District boundary, including Red Rocks Park
- Rooney Valley, including Solterra Subdivision
- Roxborough – Western edges of the Roxborough Park subdivision
- Open Space areas:
 - Hayden Green Mountain Park; South Table Mountain
 - Bear Creek Lake Park (there are structures within the Bear Creek Lake Park area, including park headquarters, maintenance structures, campground and a handful of residential structures)
 - Meadows Golf Club and surrounding open space
- North Lakewood – Colfax Avenue to 26th Avenue from Wadsworth Boulevard to Kipling Street
- Smaller areas with extended response times:
 - 6th Avenue to 1st Avenue from Reed Street to Depew Street
 - Hutchinson Park area – Along Auburn Avenue east of Yale Avenue to the end of the cul-de-sac
 - Denver Botanic Gardens along Deer Creek Road

Concentration

The Center for Public Safety Excellence (CPSE) defines concentration as the “spacing of multiple resources arranged so that an initial ‘effective response force’ can arrive on scene within the time frames outlined in the on-scene performance expectations”⁹.

The hallmark of fire service response is based on the availability of a unit, generally an engine, to respond promptly to emergencies. However, the response is generally more complex than a single-engine response. To effectively suppress structure fires or other large emergencies, multiple units are required to perform safe and effective operations. During structure fire operations, the critical task analysis determined that in a single-family residence, the District uses two engines, a tower, a medic unit, and a district chief to suppress a fire. The response

⁹ Center for Public Safety Excellence (CPSE); Quality Improvement for the Fire and Emergency Services pg. 128; 2020

includes support apparatus and personnel that are not critical to the safe operations and mitigation of an incident.

Not all stations have a tower, medic unit, or a district chief. Additionally, not all stations have a heavy rescue, hazardous materials unit, dive rescue unit, or a brush engine. The cost of placing these units in each station is prohibitive. Because of this, these resources are clustered in areas with high incident frequency, increased risks, or superior access to multiple planning zones.

Towers/Ladders – The District has two towers, placed along a central corridor at Stations 2 and 10, and a truck at Station 14. Using an eight-minute total reflex time, they cover the majority of the District. For details on individual unit response, see the Risk Assessment document: Station 2, Station 10, and Station 14 Planning Zones. Each tower/ladder is staffed with four personnel, with a minimum of one paramedic per apparatus.

Medic Units – The District has fourteen medic units. The northeastern older sections of the District (Planning Zones 1, 3, and 16) have the highest concentration of medic units and the highest concentration of medical calls. The medic units covering this area include Medics 1, 11, 2, 3, and 16, supported by Medics 4, 7, and 17. Medics 5, 8, 10, 12, 13, and 15 cover the remainder of the District. Minimum medic unit staffing is one firefighter paramedic and a firefighter EMT; generally, two paramedics are staffed on each unit.

District Chiefs – The District has three district chiefs. They are located at Stations 16, 8, and 14. With modeling based on an eight-minute response time, the district chiefs cover the majority of the urban area within the identified ERF response times.

Heavy Rescue Pumper – The heavy rescue is cross-staffed at Station 10 and functions as both an engine and a heavy rescue. Truck 14 is also staffed with technical rescue personnel, cross staffing the light rescue at Station 14. The heavy rescue pumper is a single asset that was placed near the center of the District while the light rescue at Station 14 provides coverage to the open space areas at the south end of the District.

Hazardous Materials Units – The District has one cross-staffed hazardous materials unit, located at Station 5. The reasoning for this placement is the proximity to the NLR on South Table Mountain, and the DFC at 6th Avenue and Kipling Street. The modeling of the hazardous materials responses shows the incidents are scattered throughout the District; however, the greatest concentration of risk remains in the northern portion of the District. The District has an automatic aid agreement in place with SMFR to assist with any hazardous material release/incident.

Brush Engines – The District has one interface engine, six Type 6 brush trucks (cross-staffed with engines), three Type 3 brush engines (cross-staffed with engines), and one tactical tender (also cross-staffed). The brush trucks are located at Stations 4, 5, 9, 13, 15, and 17, the brush engines

are located at Stations 9, 11 and 14, and the tender is located at Station 6. The interface engine is a wildland modified Type 1 engine with all-wheel drive and pump-and-roll capability located at Station 15. The seven planning zones with brush trucks/engines have been identified as having an urban/interface exposure. All other front-line engines are outfitted with initial attack equipment to suppress minor grass or brush fires and provide structural protection.

Section 7 - Performance Objectives and Measurement

Benchmarks

Benchmarks are the goals the District has established to provide a metric for evaluating responses. The District's identified benchmarks are determined by national fire service standards based on NFPA 1710: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments.

The standard states that the first company apparatus needs to arrive within a travel time of 4:00 minutes and that all companies assigned on the first alarm must arrive within 8:00 minutes, 90 percent of the time. The standard also allows a 1:04 alarm handling time and a 1:20 turnout time for fires and special operations, and a 1:00 turnout time for EMS. Turnout time includes the time to receive the alarm at the station, don protective clothing, staff the apparatus, and go en route. Therefore, per NFPA 1710, the first unit should arrive at an EMS emergency within 6:04 of the emergency request, and at a fire/special operations emergency within 6:24 of the emergency request.

The District uses 1:04 as its alarm handling time benchmark for fires and alarms per NFPA 1710 but uses 1:30 as its alarm handling time for EMS, wildland fires, HazMat, and rescue based on analysis of actual alarm handling times for these program areas as describe in the Alarm Handling Time section that follows.

The District uses 4:30 as its travel time benchmark, rather than 4:00 as suggested by NFPA 1710. This is based on baseline data which shows that travel times met the benchmark 72% of the time for fires and 83% of the time for EMS between 2021 and 2025. This is an indicator that the 4:30 benchmark is realistic.

The total response time benchmark is therefore 6:54 for fires and alarms, 7:00 for EMS, and 7:20 for wildland, HazMat, and rescue incidents. The District seeks to meet these goals 90 percent of the time. A 5:30 travel time benchmark is utilized for moderate and high risk ERF medic unit responses because the District does not deploy a medic unit in every station.

Benchmark Objectives

The District's benchmarks determine how well the system is providing services based on response times. The metrics are based on urban responses. This provides an overview of the capability of the District to provide services within its response area. The District's benchmark objectives are reflected in Tables 27, 28, and 29.

Benchmark Performance Objectives Low-Risk			Fires	EMS	Wildland Fires	HazMat	Rescue	Alarms
Alarm Handling	Pick up to Dispatch	Urban	1:04	1:30	1:30	1:30	1:30	1:04
Turnout Time	Turnout Time 1st Unit	Urban	1:20	1:00	1:20	1:20	1:20	1:20
Travel Time	Travel Time 1st Unit Distribution	Urban	4:30	4:30	4:30	4:30	4:30	4:30
	Travel Time ERF Concentration	Urban	4:30	4:30	11:00	4:30	4:30	4:30
Total Response Time	Total Response Time 1st Unit On-Scene Distribution	Urban	6:54	7:00	7:20	7:20	7:20	6:54
	Total Response Time ERF Concentration	Urban	6:54	7:00	13:50	7:20	7:20	6:54

Table 27

Benchmark Performance Objectives Moderate-Risk			Fires	EMS	Wildland Fires	Hazardous Materials	Rescue	Alarms
Alarm Handling	Pick up to Dispatch	Urban	1:04	1:30	1:30	1:30	1:30	1:04
Turnout Time	Turnout Time 1st Unit	Urban	1:20	1:00	1:20	1:20	1:20	1:20
Travel Time	Travel Time 1st Unit Distribution	Urban	4:30	4:30	4:30	4:30	4:30	4:30
	Travel Time ERF Concentration	Urban	8:00	5:30	11:00	4:30	8:00	4:30
Total Response Time	Total Response Time 1st Unit On-Scene Distribution	Urban	6:54	7:00	7:20	7:20	7:20	6:54
	Total Response Time ERF Concentration	Urban	10:24	8:00	13:50	7:20	10:50	6:54

Table 28

Benchmark Performance Objectives High-Risk			Fires	EMS	Wildland Fires	HazMat	Rescue	Alarms	EMS Special Risk
Alarm Handling	Pick up to Dispatch	Urban	1:04	1:30	1:30	1:30	1:30	N/A	1:30
Turnout Time	Turnout Time 1st Unit	Urban	1:20	1:00	1:20	1:20	1:20	N/A	1:00
Travel Time	Travel Time 1st Unit Distribution	Urban	4:30	4:30	4:30	4:30	4:30	N/A	4:30
	Travel Time ERF Concentration	Urban	8:00	5:30	11:00	26:00	16:00	N/A	11:36
Total Response Time	Total Response Time 1st Unit On-Scene Distribution	Urban	6:54	7:00	7:20	7:20	7:20	N/A	7:00
	Total Response Time ERF Concentration	Urban	10:24	8:00	13:50	28:50	18:50	N/A	14:06

Table 29

Baseline Performance

In support of continuous improvement, the District seeks to close the gap between baselines and benchmarks through the planning of future Station 18, which will be located on 5th Avenue near Wadsworth Blvd. The 2024 Deployment Resource Analysis (third-party study) indicated that resources positioned at this location would be able to improve baseline response times and reliability for the surrounding planning zones.

Alarm Handling Time:

With the 2018 transition to Jefferson County Communications Center Authority (Jeffcom), a regional dispatch center, a significant change was noted in alarm handling times. Previously, the District was only able to track alarm handling from the point a call was transferred to the West Metro Fire Rescue dispatch center to the time it was dispatched. With Jeffcom, the agency now tracks alarm handling from the initial keystroke when the call is answered by Jeffcom.

Alarm handling times are calculated from the first keystroke in Jeffcom to the time the dispatch signal is received in the fire station. The District utilizes pre-alerting for some incident types to make sure the first-in unit is dispatched prior to call processing being completed. Previous research has validated that pre-alerting can save up to a minute of alarm handling time for each call where it is utilized. Several strategies are being utilized to improve alarm handling times, such as agency collaboration, dispatch SOP changes, and technological advances, but further research and analysis is needed and will continue in order to better understand additional opportunities for improvement in this area.

Wildland Fire:

The District changed wildland fire deployment in 2021 to increase the initial response to wildland fires and align responses with automatic aid partners. This change altered the response for low, moderate, and high-risk wildland fires. These changes have been implemented with the communications center and are documented in the Critical Task Analysis and ERF tables; the results are included in benchmark and baseline statements for 2023 onward.

Hazardous Materials:

The District defines low-, moderate-, and high-risk hazardous material responses. A single-engine is deployed to low-risk hazardous materials incidents, two engines, as a single-engine ERF, are deployed to moderate-risk hazardous materials incidents, and a full hazardous materials response is deployed to a high-risk hazardous materials incident. SMFR automatic aid is utilized on high-risk hazardous materials incidents; however, these resources are cleared quickly if they are not necessary to manage the incident.

Response Tables:

Table 30, below, is a list of baseline tables covering the different types of responses for the District. Each type of response is categorized as low, moderate, or high-risk based on the District's RA. The District does not categorize any incidents as low or moderate-risk water rescues or high-risk alarms, which is highlighted in Table 30, because there is insufficient call volume to support statistical analysis*.

All tables adhere to the District's Outlier Policy and only include emergent responses, where the units respond emergent for the entire response, for the designated first-in unit and the ERF. In addition, mutual and automatic aid responses are included in the data set, and all calculations are based on aggregate data. There are six general areas for call types: Fires, EMS, Wildland Fires, Hazardous Materials, Rescues, and Alarms.

Low-Risk	Moderate-Risk	High-Risk
Low-Risk Fire	Moderate-Risk Fire	High-Risk Fire
Low-Risk EMS	Moderate-Risk EMS	High-Risk EMS
Low-Risk Wildland Fire	Moderate-Risk Wildland Fire	High-Risk Wildland
Low-Risk Hazardous Materials	Moderate-Risk Hazardous Materials	High-Risk Hazardous Materials
Low-Risk Rescue	Moderate-Risk Rescue	High-Risk Technical Rescue
*Low-Risk Water (No Table)	*Moderate-Risk Water (No Table)	High-Risk Water/Dive Rescue
Low-Risk Alarm	Moderate-Risk Alarm	*High-Risk Alarm (No Table)

Table 30

Table 31, on the next page, shows the frequency versus risk for the number of incidents for different types of responses from 2021 to 2025. The incidents are categorized as low, moderate,

and high-risk and then classified as either low or high frequency. Incidents occurring 150 or more times in the previous five years are considered high frequency. The table demonstrates the probability and frequency of potential future events based on historical analysis. Call types are classified by incident outcomes as categorized by the National Fire Incident Reporting System (NFIRS) coding applied in the final incident report.

Frequency -v- Risk 2021-2025 (Number of Incidents)						
	Low Risk		Moderate Risk		High or Special Risk	
	Type	Count	Type	Count	Type	Count
High Frequency	Low Risk EMS	38,428	Moderate Risk EMS	82,738	High Risk EMS	7,259
	Alarms	19,114	Unknown odor or hazmat investigation; no hazmat found	770	Multi-Family Structure Fire	137
	Outside smoke investigation	1,392	Natural gas or LPG leak	1,272		
	Carbon monoxide incident	797	Electrical hazard, short circuit, overheated motor, ballast, arcing	946		
	Outside rubbish, trash, or waste fire	570	Alarms in: DFC & NLR, St. Anthony Hospital, Lutheran Hospital	371		
	Elevator rescue	680	Structure fire involving an enclosed building	326		
	Passenger vehicle fire, other than motor home	398	Gasoline or other flammable liquid spill	205		
	Dumpster or other outside trash receptacle fire	291				
	Electrical hazard, lines down	370				
	Outside rubbish fire, not otherwise classified	194				
Low Frequency	Grass fire	171	Brush, or brush and grass mixture fire	117	Commercial Structure Fire	62
	Natural vegetation fire, not otherwise classified	168	Fire in a structure other than a building	63	Water or ice related rescue	42
	Cooking fire, confined to container	127	Vehicle Extrication	43	High angle rescue	5
	Chimney or flue fire, confined to chimney or flue	11	Oil or other combustible liquid spill	27	Chemical spill or leak	51
	Self-propelled recreational vehicle fire	2	Other hazardous condition or radioactive	62	Nursing/Assisted Living Fires	4
	Attempted burning or illegal action other	41	Chemical hazard (no spill or leak)	29	Toxic condition, other	10
	Vehicle Accident (no injury), other accident	24	Flamm/comb gas or liquid condition, other	36	Biological hazard, confirmed or suspected	4
	Recreational vehicle non-self-propelled fire	16	Refrigeration leak	10	Brush/Grass Fire > 100 acres	2
	Extrication of victims from equipment	9	Explosive, bomb removal	0	Confined space rescue	3
					Multi-Alarm Road or Freight Fire	0
					Mass Casualty Incidents	1

Table 31

Low-Risk Fires

Call Types: Cooking Fires (contained), Dumpster Fires, Vehicle Fires, Recreational Vehicle Fires, Chimney Fires (contained), Rubbish Fires, Smoke Investigations, and Attempts to Burn.

Low-Risk Fires Benchmark Statements:

For 90 percent of all low-risk fires, the total response time for the arrival of the first-due suppression unit, staffed with a minimum of three firefighters, shall be 6:54. The first-due unit shall be staffed with a minimum of three firefighters and shall be capable of establishing command, sizing up the incident, utilizing safe operational procedures outlined in the SOPs, developing an initial incident action plan, extending an appropriate hose line, and accomplishing fire suppression. These operations shall be done in accordance with District SOPs while providing for the safety of responders and the general public.

The total ERF for low-risk fires is three or four personnel. Because of this, the ERF shown in Table 31 is the same as the first-due unit response.

Low-Risk Fire Baseline Statements:

The District's baseline statements reflect actual performance from 2021 to 2025. The District expanded automatic aid in 2019 and continues to utilize mutual aid from neighboring fire districts to support its ERF complement of personnel. The District's actual baseline service level performance for low-risk fires is as follows:

For 90 percent of all low-risk fires, the total response time for the arrival of the first-due suppression unit, staffed with a minimum of three firefighters, is 9:15. The first-due unit is staffed with a minimum of three firefighters and is capable of establishing command, sizing up the incident, utilizing safe operational procedures outlined in the SOPs, developing an initial incident action plan, extending an appropriate hose line, and accomplishing fire suppression. These operations are done in accordance with District SOPs while providing for the safety of responders and the general public.

Table 32 and Figure 11, on the next page, show baseline performance for low-risk fires.

Low Risk Fire 90th Percentile Times - Baseline Performance			2021-2025	2025	2024	2023	2022	2021	Benchmark	Delta
Alarm Handling	Pick-up to Dispatch	Urban	02:51	02:36	02:45	02:54	02:58	02:59	01:04	01:47
Turnout Time	1st Unit	Urban	02:00	01:55	02:01	02:00	01:58	02:03	01:20	00:40
Travel Time	1st Unit Distribution	Urban	05:57	06:01	06:31	05:43	06:13	05:40	04:30	01:27
	ERF Concentration	Urban	05:56	06:01	06:32	05:43	06:13	05:40	04:30	01:26
Total Response Time	1st Unit Distribution	Urban	09:15	09:12	09:36	09:02	09:30	09:03	06:54	02:21
		Num Incidents	1,979	352	375	407	451	394	-	-
	ERF Concentration	Urban	09:15	09:12	09:36	09:02	09:30	09:03	06:54	02:21
		Num Incidents	1,967	352	374	407	442	392	-	-

Table 32



Figure 11

Moderate-Risk Fires

Call Types: Residential Structure Fires, Outbuildings, and Structure Fires other than in a Building.

Moderate-Risk Fire Benchmark Statements:

For 90 percent of all moderate-risk fires, the total response time for the arrival of the first-due suppression unit, staffed with a minimum of three firefighters, shall be 6:54. The first-due unit shall be staffed with a minimum of three firefighters and shall be capable of establishing command, sizing up the incident, utilizing safe operational procedures outlined in the SOPs, developing an initial incident action plan, extending an appropriate hose line, and beginning initial fire attack or rescue. These operations shall be done in accordance with District SOPs while providing for the safety of responders and the general public.

For 90 percent of all moderate-risk fires, the total response time for the arrival of the ERF, staffed with 20 to 23 firefighters and officers shall be 10:24. The ERF shall be capable of establishing command, providing an uninterrupted water supply, advancing an attack and backup line for fire control, maintaining two in-two out, completing forcible entry, searching and rescuing at-risk victims, ventilating the structure, controlling utilities, and performing salvage and overhaul. The ERF for moderate-risk fires shall also be capable of placing elevated streams into service from aerial ladders. These operations shall be done in accordance with District SOPs while providing for the safety of responders and the general public.

Support functions for moderate-risk fires are provided by a fourth-due engine, safety and medical unit, fire investigator, second-due district chief, and second-due medic. These units are not included in the ERF.

Moderate-Risk Fire Baseline Statements:

The District's baseline statements reflect actual performance from 2021 to 2025. The District expanded automatic aid in 2019 and continues to utilize mutual aid from neighboring fire districts to support its ERF complement of personnel. The District's actual baseline service level performance for structure fires is as follows:

For 90 percent of all moderate-risk fires, the total response time for the arrival of the first-due suppression unit, staffed with a minimum of three firefighters is 8:15. The first-due unit is staffed with a minimum of three firefighters and is capable of establishing command, sizing up the incident, utilizing safe operational procedures outlined in the SOPs, developing an initial incident action plan, extending an appropriate hose line, and beginning initial fire attack or rescue. These operations are done in accordance with District SOPs while providing for the safety of responders and the general public.

For 90 percent of all moderate-risk fires, the total response time for the arrival of the ERF, staffed with 20 to 23 firefighters and officers is 21:40. The ERF for moderate-risk fires is capable of establishing command, providing an uninterrupted water supply, advancing an attack line and a backup line for fire control, two in-two out, completing forcible entry, searching and rescuing at-risk victims, ventilating the structure, controlling utilities, and performing salvage and overhaul. The ERF for moderate-risk fires is also capable of placing elevated streams into service from aerial ladders. These operations are done in accordance with District SOPs while providing for the safety of responders and the general public.

Table 33 and Figure 12, on the next page, show baseline performance for moderate-risk fires.

Moderate Risk Fire 90th Percentile Times - Baseline Performance			2021-2025	2025	2024	2023	2022	2021	Benchmark	Delta
Alarm Handling	Pick-up to Dispatch	Urban	02:23	02:47	02:47	02:36	02:04	02:19	01:04	01:19
Turnout Time	1st Unit	Urban	02:03	02:14	01:49	01:57	01:57	02:19	01:20	00:44
Travel Time	1st Unit Distribution	Urban	05:18	05:10	05:18	05:05	05:22	05:41	04:30	00:48
	ERF Concentration	Urban	14:12	12:30	14:06	14:59	13:58	14:35	08:00	06:12
Total Response Time	1st Unit Distribution	Urban	08:15	08:35	08:23	08:07	07:34	08:06	06:54	01:21
		Num Incidents	316	39	70	70	72	65	-	
	ERF Concentration	Urban	21:40	18:56	22:02	20:57	17:12	21:12	10:24	11:16
		Num Incidents	90	12	22	20	24	12	-	

Table 33



Figure 12

High-Risk Fires

Call Types: Commercial Fires, Multi-family Fires, Skilled Nursing Facilities (SNF) Fires, ALF Fires, and Road/Freight Fires.

High-Risk Fire Benchmark Statements:

For 90 percent of all high-risk fires, the total response time for the arrival of the first-due suppression unit, staffed with a minimum of three firefighters, shall be 6:54. The first-due unit shall be staffed with a minimum of three firefighters and shall be capable of establishing command, sizing up the incident, utilizing safe operational procedures outlined in the SOPs, developing an initial incident action plan, extending an appropriate hose line, and beginning initial fire attack or rescue. These operations shall be done in accordance with District SOPs while providing for the safety of responders and the general public.

For 90 percent of all high-risk fires, the total response time for the arrival of the ERF, staffed with 20 to 23 firefighters and officers, shall be 10:24. The ERF shall be capable of establishing command, providing an uninterrupted water supply, advancing an attack line and a backup line for fire control, maintaining two in-two out, completing forcible entry, searching and rescuing at-risk victims, ventilating the structure, controlling utilities, and performing salvage and overhaul. The ERF for high-risk fires shall also be capable of placing elevated streams into service from aerial ladders. These operations shall be done in accordance with District SOPs while providing for the safety of responders and the general public.

Support functions for high-risk fires are provided by a fourth-due engine, safety and medical unit, fire investigator, second-due district chief, and second-due medic. These units are not included in the ERF.

High-Risk Fire Baseline Statements:

The District's baseline statements reflect actual performance from 2021 to 2025. The District expanded automatic aid in 2019 and continues to utilize mutual aid from neighboring fire districts to support its ERF complement of personnel. The District's actual baseline service level performance for structure fires is as follows:

For 90 percent of all high-risk fires, the total response time for the arrival of the first-due suppression unit, staffed with a minimum of three firefighters is 7:55. The first-due unit is staffed with a minimum of three firefighters and is capable of establishing command, sizing up the incident, utilizing safe operational procedures outlined in the SOPs, developing an initial incident action plan, extending an appropriate hose line, and beginning initial fire attack or rescue. These operations are done in accordance with District SOPs while providing for the safety of responders and the general public.

For 90 percent of all high-risk fires, the total response time for the arrival of the ERF, staffed with 20 to 23 firefighters and officers is 16:37. The ERF for high-risk fires is capable of establishing command, providing an uninterrupted water supply, advancing an attack line and a backup line for fire control, two in-two out, completing forcible entry, searching and rescuing at-risk victims, ventilating the structure, controlling utilities, and performing salvage and overhaul. The ERF for high-risk fires is also capable of placing elevated streams into service from aerial ladders. These operations are done in accordance with District SOPs while providing for the safety of responders and the general public.

Table 34 and Figure 13, on the next page, show baseline performance for high-risk fires.

High Risk Fire 90th Percentile Times - Baseline Performance			2021-2025	2025	2024	2023	2022	2021	Benchmark	Delta
Alarm Handling	Pick-up to Dispatch	Urban	03:04	02:49	03:59	02:05	02:49	02:21	01:04	02:00
Turnout Time	1st Unit	Urban	02:02	01:52	02:24	02:03	02:05	01:53	01:20	00:42
Travel Time	1st Unit Distribution	Urban	05:05	04:46	06:18	04:16	04:45	05:19	04:30	00:35
	ERF Concentration	Urban	11:03	13:21	09:31	10:58	09:11	11:24	08:00	03:03
Total Response Time	1st Unit Distribution	Urban	07:55	07:50	09:02	07:13	08:12	07:54	06:54	01:01
		Num Incidents	210	52	39	27	39	53	-	
	ERF Concentration	Urban	16:37	17:02	13:16	14:03	15:38	16:52	10:24	06:12
		Num Incidents	36	6	2	4	11	13	-	

Table 34



Figure 13

Low-Risk Emergency Medical Service (EMS)

Call Types: Priority 3 or lower EMS incidents including Alpha, Bravo, Omega, and EMS incidents with no EHR.

Low-Risk EMS Benchmark Statements:

For 90 percent of all low-risk EMS, the total response time for the arrival of the first-due/ERF ALS unit, minimally staffed with two firefighters, shall be 7:00. The first-due unit shall be capable of establishing command, sizing up the incident, utilizing safe operational procedures, developing an initial incident action plan, and initiating ALS patient care. Operations shall be done in accordance with District SOPs while providing for responder and public safety.

Support functions for low-risk EMS are provided by a safety and medical unit, squad unit, district chief, or advanced resource medic. These units are not included in the ERF.

Low-Risk EMS Baseline Statements:

The District's baseline statements reflect actual performance from 2021 to 2025. The District expanded automatic aid in 2019 and continued to utilize mutual aid from neighboring fire districts to support its ERF complement of personnel. The District's actual baseline service level performance for emergency medical service is as follows:

For 90 percent of all low-risk EMS, the total response time for the arrival of the first-due/ERF ALS unit, minimally staffed with two firefighters, is 9:12. The first arriving unit is capable of establishing command, sizing up the incident, utilizing safe operational procedures, developing an initial incident action plan, and conducting an ALS assessment. These operations are done in accordance with District SOPs while providing for the safety of responders and the public.

Table 35 and Figure 14, on the next page, show baseline performance for low-risk EMS.

Low Risk EMS 90th Percentile Times - Baseline Performance			2021-2025	2025	2024	2023	2022	2021	Benchmark	Delta
Alarm Handling	Pick-up to Dispatch	Urban	02:13	02:08	02:02	02:12	02:17	02:21	01:30	00:43
Turnout Time	1st Unit	Urban	01:57	01:57	02:00	01:56	01:59	01:55	01:00	00:57
Travel Time	1st Unit Distribution	Urban	06:19	06:14	06:26	06:35	06:23	06:07	04:30	01:49
	ERF Concentration	Urban	06:18	06:13	06:24	06:35	06:22	06:07	04:30	01:48
Total Response Time	1st Unit Distribution	Urban	09:12	09:04	09:08	09:31	09:18	09:03	07:00	02:12
		Num Incidents	15,556	4,670	2,638	2,228	2,965	3,055	-	
	ERF Concentration	Urban	09:12	09:04	09:08	09:31	09:18	09:03	07:00	02:12
		Num Incidents	15,470	4,630	2,610	2,228	2,951	3,051	-	

Table 35

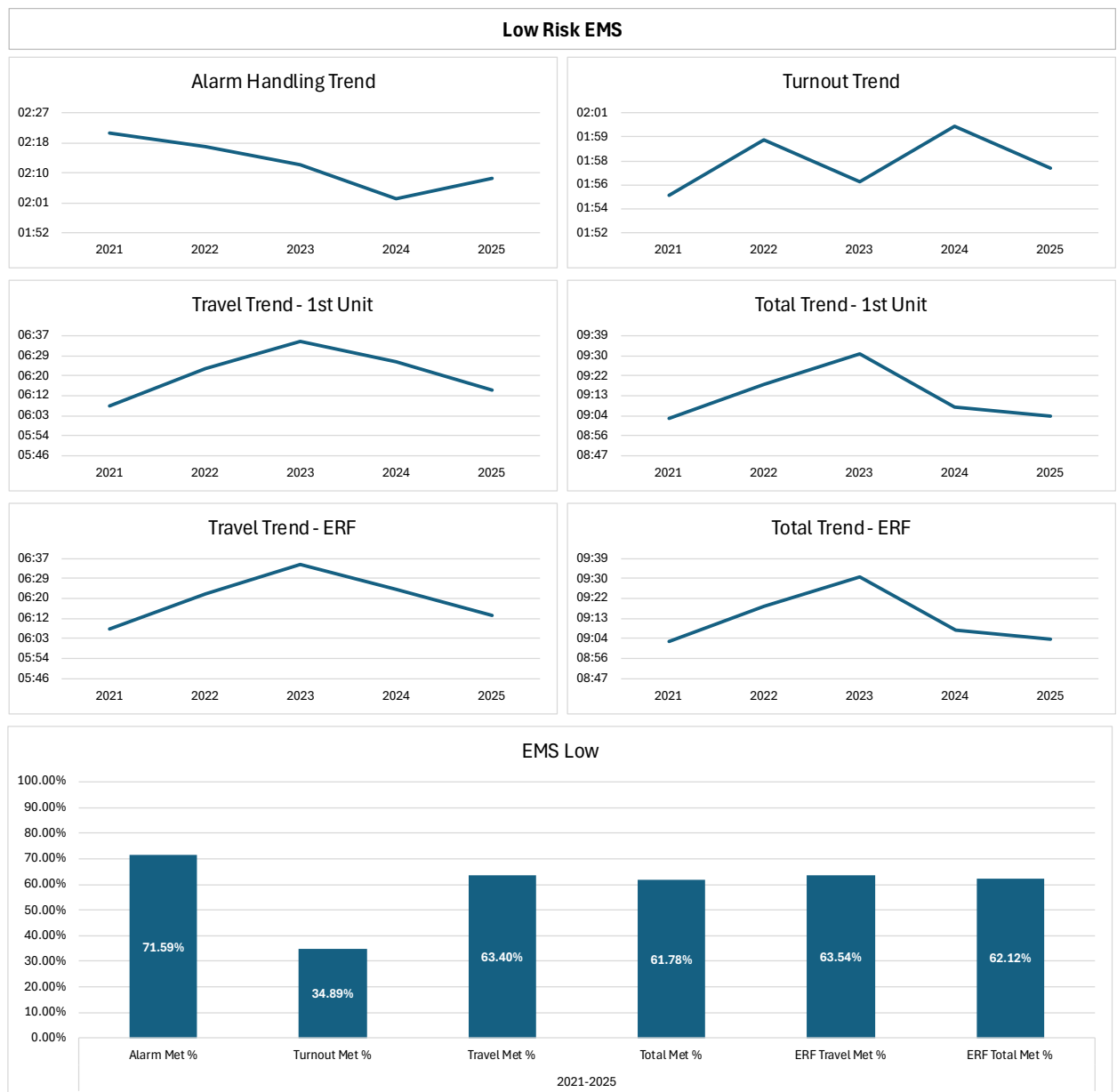


Figure 14

Moderate-Risk Emergency Medical Service (EMS)

Call Types: Priority 2 EMS incidents and EMS incidents not classified as low, high, or special risk.

Moderate-Risk EMS Benchmark Statements:

For 90 percent of all moderate-risk EMS, the total response time for the arrival of the first-due ALS unit, minimally staffed with two firefighters, shall be 7:00. First-due units must have ALS capabilities and shall be capable of establishing command, sizing up the incident, utilizing safe operational procedures, developing an initial incident action plan, and initiating ALS patient care. Operations shall be done in accordance with District SOPs while providing for responder and public safety.

For 90 percent of all moderate-risk EMS, the total response time for the arrival of the ERF (with ALS), minimally staffed with four firefighters, shall be 8:00. One apparatus in the ERF must be a medic unit and be capable of providing patient transport. Operations shall be done in accordance with District SOPs while providing for responder and public safety.

Support functions for moderate-risk EMS are provided by a safety and medical unit, squad unit, district chief, or advanced resource medic. These units are not included in the ERF.

Moderate-Risk EMS Baseline Statements:

The District's baseline statements reflect actual performance from 2021 to 2025. The District expanded automatic aid in 2019 and continued to utilize mutual aid from neighboring fire districts to support its ERF complement of personnel. The District's actual baseline service level performance for emergency medical service is as follows:

For 90 percent of all moderate-risk EMS, the total response time for the arrival of the first-due ALS unit, minimally staffed with two firefighters, is 8:33. First-due units are ALS and are capable of establishing command, sizing up the incident, utilizing safe operational procedures, and developing an initial incident action plan. Operations are done in accordance with District SOPs while providing for responder and public safety.

For 90 percent of all moderate-risk EMS, the total response time for the arrival of the ERF (with ALS), minimally staffed with four firefighters, is 10:59. One apparatus in the ERF is a medic unit capable of providing patient transport. Operations are done in accordance with District SOPs while providing for responder and public safety.

Table 36 and Figure 15, on the next page, show baseline performance for moderate-risk EMS.

Moderate Risk EMS 90th Percentile Times - Baseline Performance			2021-2025	2025	2024	2023	2022	2021	Benchmark	Delta
Alarm Handling	Pick-up to Dispatch	Urban	02:02	02:03	01:52	02:03	02:07	02:04	01:30	00:32
Turnout Time	1st Unit	Urban	01:56	01:56	01:58	01:54	01:56	01:56	01:00	00:56
Travel Time	1st Unit Distribution	Urban	05:49	05:46	05:51	05:56	05:52	05:36	04:30	01:19
	ERF Concentration	Urban	08:03	08:11	08:06	08:02	08:11	07:45	05:30	02:33
Total Response Time	1st Unit Distribution	Urban	08:33	08:30	08:26	08:40	08:40	08:23	07:00	01:33
		Num Incidents	48,106	7,311	10,108	11,068	10,120	9,499	-	
	ERF Concentration	Urban	10:59	11:17	10:50	10:55	11:10	10:45	08:00	02:59
		Num Incidents	41,993	6,512	8,824	9,640	8,812	8,205	-	

Table 36



Figure 15

High-Risk Emergency Medical Service (EMS)

Call Types: Priority 1 and dispatched Medical 1 EMS incidents, including cardiac arrests, penetrating traumas, Echo, strokes, chokings, drownings, technical rescues, second alarm fires, and struck-by-vehicle incidents.

High-Risk EMS Benchmark Statements:

For 90 percent of all high-risk EMS, the total response time for the arrival of the first-due ALS unit, minimally staffed with three firefighters, shall be 7:00. First-due units must have ALS capabilities and shall be capable of establishing command, sizing up the incident, utilizing safe operational procedures, developing an initial incident action plan, and initiating ALS patient care. Operations shall be done in accordance with District SOPs while providing for responder and public safety.

For 90 percent of all high-risk EMS, the total response time for the arrival of the ERF (with ALS), minimally staffed with five firefighters, shall be 8:00. One apparatus in the ERF must be a medic unit and be capable of providing patient transport. Operations shall be done in accordance with District SOPs while providing for responder and public safety.

Support functions for moderate-risk EMS are provided by a safety and medical unit, squad unit, district chief, or advanced resource medic. These units are not included in the ERF.

High-Risk EMS Baseline Statements:

The District's baseline statements reflect actual performance from 2021 to 2025. The District expanded automatic aid in 2019 and continued to utilize mutual aid from neighboring fire districts to support its ERF complement of personnel. The District's actual baseline service level performance for emergency medical service is as follows:

For 90 percent of all high-risk EMS, the total response time for the arrival of the first-due ALS unit, minimally staffed with three firefighters, is 07:49. First-due units are ALS and capable of establishing command, sizing up the incident, utilizing safe operational procedures, and developing an initial incident action plan. Operations are done in accordance with District SOPs while providing for responder and public safety.

For 90 percent of all high-risk EMS, the total response time for the arrival of the ERF (with ALS), minimally staffed with five firefighters, is 9:59. One apparatus in the ERF is a medic unit capable of providing patient transport. Operations are done in accordance with District SOPs while providing for responder and public safety.

Table 37 and Figure 16, on the next page, show baseline performance for high-risk EMS.

High Risk EMS 90th Percentile Times - Baseline Performance			2021-2025	2025	2024	2023	2022	2021	Benchmark	Delta
Alarm Handling	Pick-up to Dispatch	Urban	02:03	02:13	01:52	02:05	02:03	02:08	01:30	00:33
Turnout Time	1st Unit	Urban	01:50	01:53	01:50	01:48	01:48	01:54	01:00	00:50
Travel Time	1st Unit Distribution	Urban	05:14	04:47	05:24	05:14	05:21	05:05	04:30	00:44
	ERF Concentration	Urban	07:14	06:48	07:31	07:06	07:19	07:00	05:30	01:44
Total Response Time	1st Unit Distribution	Urban	07:49	07:27	07:43	07:51	08:03	07:43	07:00	00:49
		Num Incidents	6,240	794	1,305	1,485	1,518	1,138	-	
	ERF Concentration	Urban	09:59	09:28	10:10	09:50	10:13	09:51	08:00	01:59
		Num Incidents	5,503	714	1,170	1,340	1,302	977	-	

Table 37

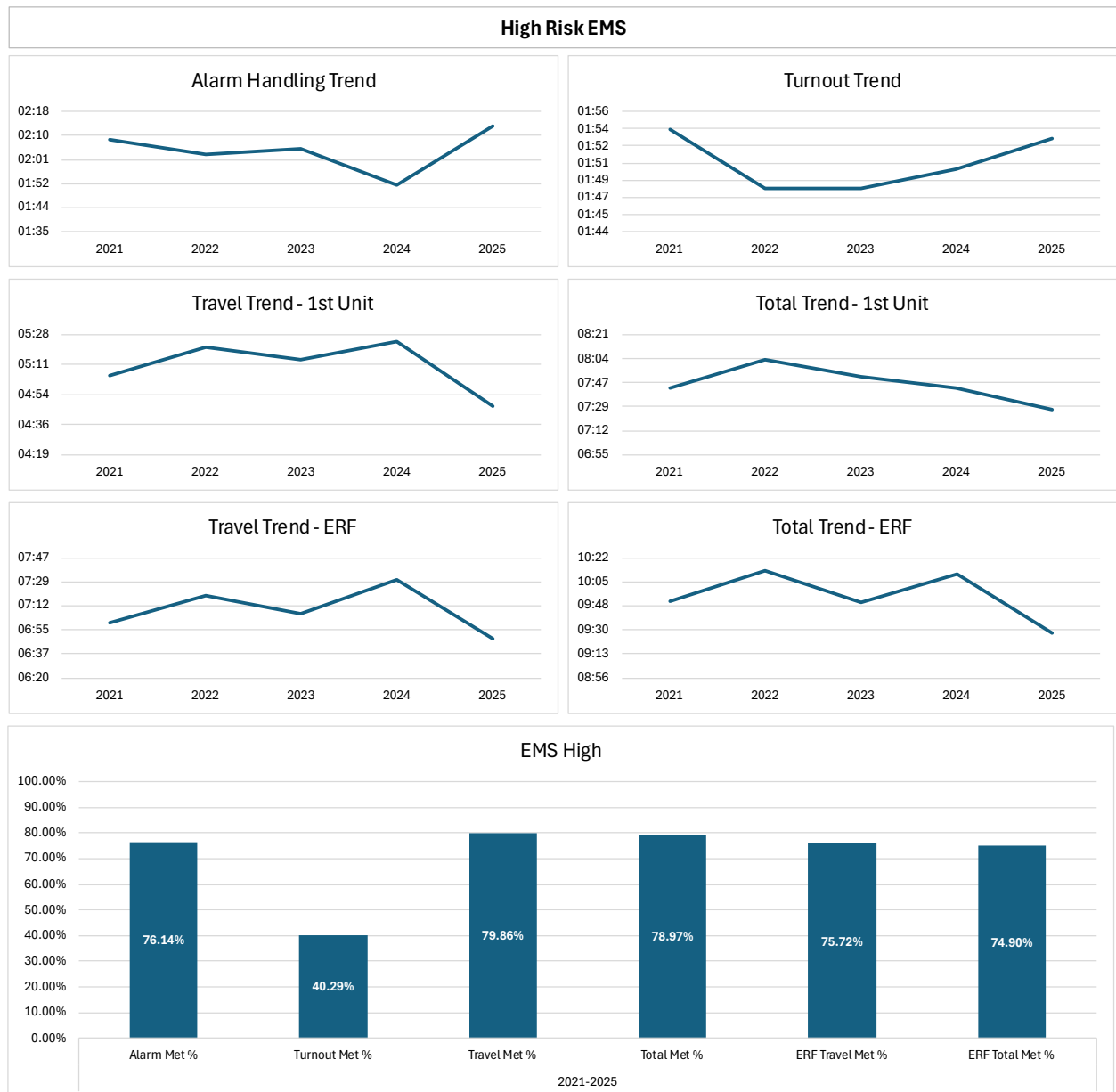


Figure 16

Special-Risk Emergency Medical Service (EMS)

Call Types: MCIs

Special-Risk EMS Benchmark Statements:

For 90 percent of all high-risk EMS, the total response time for the arrival of the first-due unit, staffed with a minimum of three firefighters, shall be 7:00. The first-due unit shall be staffed with a minimum of three firefighters and shall be capable of establishing command, sizing up the incident, utilizing safe operational procedures outlined in the SOPs, and developing an initial incident action plan. Operations shall be done in accordance with District SOPs while providing for responder and public safety.

For 90 percent of all high-risk EMS, the total response time for the arrival of the ERF, staffed with 17 to 19 firefighters and officers shall be 14:06. The ERF shall be capable of establishing triage, treatment, and transport groups; assisting with patient care; and shuttling patients. These operations shall be done in accordance with District SOPs while providing for the safety of responders and the general public.

Support functions for high-risk EMS are provided by a safety and medical unit or an advanced resource medic. These units are not included in the ERF.

Special-Risk EMS Baseline Statements:

The District has insufficient data supporting the statistical analysis of High-Risk EMS incidents.

The District is unable to fully assess the trend for ERF Urban Special Risk EMS because there were no Urban Special Risk EMS incidents that met the ERF requirement (entire ERF responding emergent).

Special Risk EMS 90th Percentile Times - Baseline Performance			2020-2024	2024	2023	2022	2021	2020	Benchmark	Delta
Alarm Handling	Pick-up to Dispatch	Urban	-	-	-	-	-	-	01:30	
Turnout Time	1st Unit	Urban	-	-	-	-	-	-	01:00	
Travel Time	1st Unit Distribution	Urban	-	-	-	-	-	-	04:30	
	ERF Concentration	Urban	-	-	-	-	-	-	08:00	
Total Response Time	1st Unit Distribution	Urban	-	-	-	-	-	-	07:00	
		Num Incidents	-	-	-	-	-	-	-	
	ERF Concentration	Urban	-	-	-	-	-	-	14:06	
		Num Incidents	-	-	-	-	-	-	-	

Table 38

Low-Risk Wildland Fires

Call Types: Grass Fires and Natural Vegetation Fires (not classified).

Low-Risk Wildland Fire Benchmark Statements:

For 90 percent of all low-risk wildland fires, the total response time for the arrival of the first-due unit, staffed with three or four firefighters, shall be 7:20. The first arriving unit shall be capable of establishing command, sizing up the incident, utilizing safe operational procedures outlined in SOPs, developing an initial incident action plan, extending an appropriate hose line, providing either mobile attack or progressive hose lays, and extinguishing fire. These operations shall be done in accordance with District SOPs while providing for the safety of responders and the general public.

For 90 percent of all low-risk wildland fires, the total response time for the arrival of the ERF, staffed with 9 to 12 firefighters, shall be 13:50. The ERF must be capable of establishing command, sizing up the incident, utilizing safe operational procedures outlined in the SOPs, developing an initial incident action plan, extending appropriate hose lines, providing either mobile attack or progressive hose lays, and extinguishing fire. These operations shall be done in accordance with District SOPs while providing for the safety of responders and the general public.

Support functions for low-risk wildland fires are provided by a safety and medical unit, fire investigator, second-due district chief, and a second-due medic unit. These units are not included in the ERF.

Low-Risk Wildland Fire Baseline Statements:

The District's baseline statements reflect actual performance from 2021 to 2025. The District expanded automatic aid in 2019 and continued to utilize mutual aid from neighboring fire districts to provide its ERF complement of personnel. The District's actual baseline service level performance for wildland fires is as follows:

For 90 percent of all low-risk wildland fires, the total response time for the arrival of the first-due unit, staffed with three or four firefighters, is 10:03. The first arriving unit is capable of establishing command, sizing up the incident, utilizing safe operational procedures outlined in the SOPs, developing an initial incident action plan, extending an appropriate hose line, providing either mobile attack or progressive hose lays, and extinguishing fire. These operations are done in accordance with District SOPs while providing for the safety of responders and the general public.

For 90 percent of all low-risk wildland fires, the total response time for the arrival of the ERF, staffed with 9 to 12 firefighters is 35:04. The ERF is capable of establishing command, sizing up

the incident, utilizing safe operational procedures outlined in the SOPs, developing an initial incident action plan, extending appropriate hose lines, providing either mobile attack or progressive hose lays, and extinguishing fire. These operations are done in accordance with District SOPs while providing for the safety of responders and the general public.

Table 39 and Figure 17, on the next page, show baseline performance for low-risk wildland fires.

Low Risk Wildland 90th Percentile Times - Baseline Performance			2021-2025	2025	2024	2023	2022	2021	Benchmark	Delta
Alarm Handling	Pick-up to Dispatch	Urban	03:16	02:30	03:32	02:21	04:26	02:24	01:30	01:46
Turnout Time	1st Unit	Urban	02:15	02:15	02:27	02:00	02:00	02:06	01:20	00:55
Travel Time	1st Unit Distribution	Urban	06:21	06:51	05:45	06:23	07:33	06:34	04:30	01:51
	ERF Concentration	Urban	27:02	24:58	15:30	15:44	32:59	09:31	11:00	16:02
Total Response Time	1st Unit Distribution	Urban	10:03	10:53	09:30	11:05	09:48	09:40	07:20	02:43
		Num Incidents	231	32	65	37	52	45	-	
	ERF Concentration	Urban	35:04	30:07	39:57	18:46	55:50	19:11	13:50	21:14
		Num Incidents	31	2	11	4	8	6	-	

Table 39



Figure 17

Moderate-Risk Wildland Fires

Call Types: Brush Fires or Brush/Grass Mixed Fires.

Moderate-Risk Wildland Fire Benchmark Statements:

For 90 percent of all moderate-risk wildland fires, the total response time for the arrival of the first-due unit, staffed with three or four firefighters, shall be 7:20. The first arriving unit shall be capable of establishing command, sizing up the incident, utilizing safe operational procedures outlined in SOPs, developing an initial incident action plan, extending an appropriate hose line, providing either mobile attack or progressive hose lays, and extinguishing fire. These operations shall be done in accordance with District SOPs while providing for the safety of responders and the general public.

For 90 percent of all moderate-risk wildland fires, the total response time for the arrival of the ERF, staffed with 25 to 29 firefighters, shall be 13:50. The ERF must be capable of establishing command, sizing up the incident, utilizing safe operational procedures outlined in the SOPs, developing an initial incident action plan, extending appropriate hose lines, providing either mobile attack or progressive hose lays, and extinguishing fire. These operations shall be done in accordance with District SOPs while providing for the safety of responders and the general public.

Support functions for moderate-risk wildland fires are provided by a safety and medical unit, fire investigator, second-due district chief, and a second-due medic unit. These units are not included in the ERF.

Moderate-Risk Wildland Fire Baseline Statements:

The District's baseline statements reflect actual performance from 2021 to 2025. The District expanded automatic aid in 2019 and continued to utilize mutual aid from neighboring fire districts to provide its ERF complement of personnel. The District's actual baseline service level performance for wildland fires is as follows:

For 90 percent of all moderate-risk wildland fires, the total response time for the arrival of the first-due unit, staffed with three or four firefighters, is 11:03. The first arriving unit is capable of establishing command, sizing up the incident, utilizing safe operational procedures outlined in the SOPs, developing an initial incident action plan, extending an appropriate hose line, providing either mobile attack or progressive hose lays, and extinguishing fire. These operations are done in accordance with District SOPs while providing for the safety of responders and the general public.

For 90 percent of all moderate-risk wildland fires, the total response time for the arrival of the ERF, staffed with 25 to 29 firefighters is 23:38. The ERF is capable of establishing command,

sizing up the incident, utilizing safe operational procedures outlined in the SOPs, developing an initial incident action plan, extending appropriate hose lines, providing either mobile attack or progressive hose lays, and extinguishing fire. These operations are done in accordance with District SOPs while providing for the safety of responders and the general public.

Table 40 and Figure 18, on the next page, show baseline performance for moderate-risk wildland fires.

Moderate Risk Wildland 90th Percentile Times - Baseline Performance			2021-2025	2025	2024	2023	2022	2021	Benchmark	Delta
Alarm Handling	Pick-up to Dispatch	Urban	03:05	02:51	04:40	02:12	03:01	02:16	01:30	01:35
Turnout Time	1st Unit	Urban	02:25	02:44	02:16	02:30	01:55	03:02	01:20	01:06
Travel Time	1st Unit Distribution	Urban	06:55	06:20	06:24	06:57	07:12	07:24	04:30	02:25
	ERF Concentration	Urban	15:22	-	15:22	-	-	-	11:00	04:22
Total Response Time	1st Unit Distribution	Urban	11:03	10:11	09:00	11:34	10:11	12:11	07:20	03:43
		Num Incidents	84	16	24	11	18	15	-	-
	ERF Concentration	Urban	23:38	-	23:38	-	-	-	13:50	09:48
		Num Incidents	1	-	1	-	-	-	-	-

Table 40

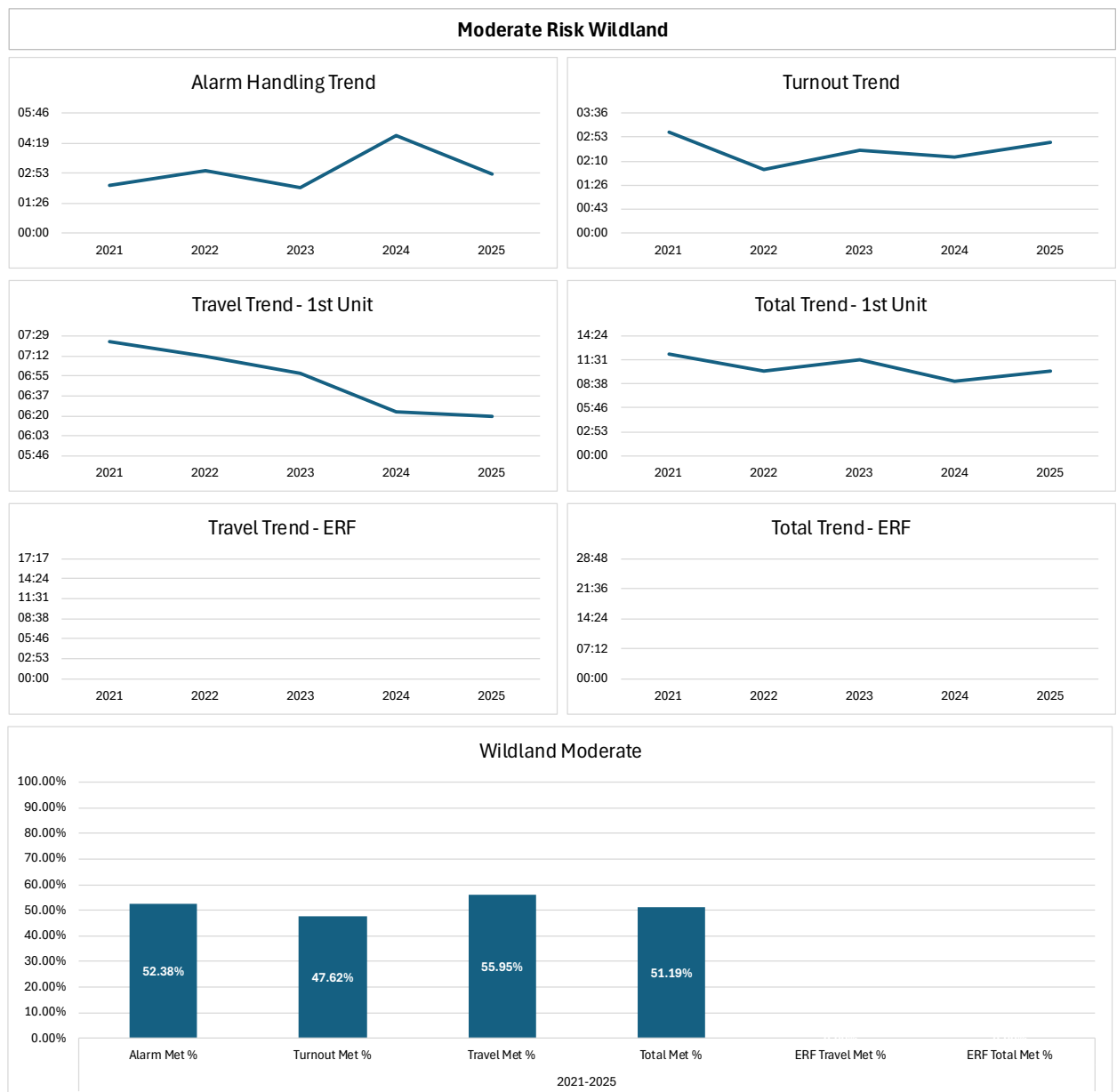


Figure 18

High-Risk Wildland Fires

Call Types: Brush Fires or Brush/Grass Mixed Fires over one acre in size.

High-Risk Wildland Fire Benchmark Statements:

For 90 percent of all high-risk wildland fires, the total response time for the arrival of the first-due unit, staffed with three or four firefighters, shall be 7:20. The first arriving unit shall be capable of establishing command, sizing up the incident, utilizing safe operational procedures outlined in SOPs, developing an initial incident action plan, extending an appropriate hose line, providing either mobile attack or progressive hose lays, and extinguishing fire. These operations shall be done in accordance with District SOPs while providing for the safety of responders and the general public.

For 90 percent of all high-risk wildland fires, the total response time for the arrival of the ERF, staffed with 25 to 29 firefighters, shall be 13:50. The ERF must be capable of establishing command, sizing up the incident, utilizing safe operational procedures outlined in the SOPs, developing an initial incident action plan, extending appropriate hose lines, providing either mobile attack or progressive hose lays, and extinguishing fire. These operations shall be done in accordance with District SOPs while providing for the safety of responders and the general public.

Support functions for high-risk wildland fires are provided by a safety and medical unit, fire investigator, second-due district chief, and a second-due medic unit. These units are not included in the ERF.

High-Risk Wildland Fire Baseline Statements:

The District has insufficient data supporting the statistical analysis of High-Risk Wildland Fire incidents. The District had 26 incidents that met the requirements of a High-Risk Wildland Fire from 2021 to 2025; however, none of these incidents met all of the requirements for the arrival of a complete ERF. The information from these incidents is included below, though the ERF statistics do not meet the minimum frequency of at least 10 incidents to be considered statistically valid.

For 90 percent of all high-risk wildland fires, the total response time for the arrival of the first-due unit, staffed with three or four firefighters, is 14:41. The first arriving unit is capable of establishing command, sizing up the incident, utilizing safe operational procedures outlined in the SOPs, developing an initial incident action plan, extending an appropriate hose line, providing either mobile attack or progressive hose lays, and extinguishing fire. These operations are done in accordance with District SOPs while providing for the safety of responders and the general public.

The District is unable to fully assess the ERF Urban High-Risk Wildland baseline response objectives because there were no High-Risk Wildland incidents that met the ERF requirements (entire ERF responding emergent).

Table 41 and Figure 19, on the next page, show baseline performance for high-risk wildland fires.

High Risk Wildland 90th Percentile Times - Baseline Performance			2021-2025	2025	2024	2023	2022	2021	Benchmark	Delta
Alarm Handling	Pick-up to Dispatch	Urban	05:00	04:57	05:02	01:39	02:41	03:48	01:30	03:30
Turnout Time	1st Unit	Urban	02:48	01:45	04:26	00:00	01:44	02:42	01:20	01:28
Travel Time	1st Unit Distribution	Urban	11:28	09:13	12:35	08:09	08:34	07:39	04:30	06:58
	ERF Concentration	Urban	-	-	-	-	-	-	11:00	
Total Response Time	1st Unit Distribution	Urban	14:41	14:06	16:31	09:48	10:42	09:58	07:20	07:21
		Num Incidents	24	4	10	1	5	4	-	
	ERF Concentration	Urban	-	-	-	-	-	-	13:50	
		Num Incidents	-	-	-	-	-	-	-	

Table 41

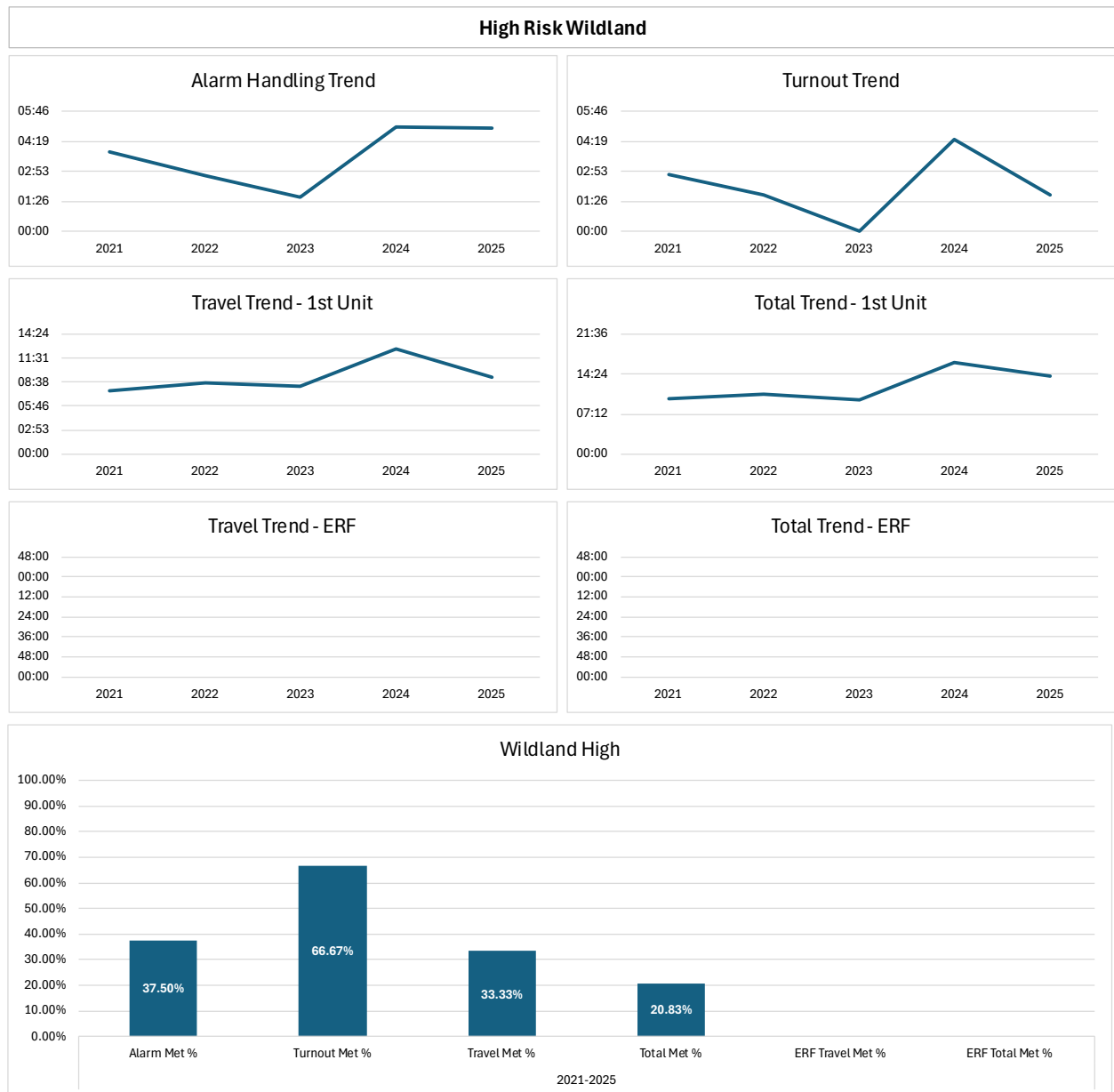


Figure 19

Low-Risk Hazardous Materials

Call Types: Carbon Monoxide W/O Medical Complaint, Downed Wires, Gas/Diesel Spill <10gal, Outdoor Smoke Investigation, Residential Natural Gas/Propane Leak or Investigation, Unknown Odor/Release, Smoke and Smoke Odor Investigation

Low-Risk Hazardous Materials Benchmark Statements:

For 90 percent of all low-risk hazardous material incidents, the total response time for the arrival of the first-due/ERF, staffed with three or four firefighters, shall be 7:20. The first arriving unit/ERF shall be capable of establishing command, sizing up the incident, conducting air monitoring, capable of a quick rescue if necessary, utilizing safe operational procedures outlined in the SOPs, developing an initial incident action plan, and calling for additional resources if needed. These operations shall be done in accordance with District SOPs while providing for the safety of responders and the general public.

Support functions for low-risk hazardous materials incidents are provided by a safety and medical unit.

Low-Risk Hazardous Materials Baseline Statements:

The District's baseline statements reflect actual performance from 2021 to 2025. The District expanded automatic aid in 2019 and continued to utilize mutual aid from neighboring fire districts to support its ERF complement of personnel. The District's actual baseline service level performance for hazardous materials is as follows:

For 90 percent of all low-risk hazardous material incidents, the total response time for the arrival of the first-due/ERF, staffed with three or four firefighters, is 10:04. The first arriving unit/ERF is capable of establishing command, sizing up the incident, conducting air monitoring, capable of a quick rescue if necessary, utilizing safe operational procedures outlined in the SOPs, developing an initial incident action plan, and calling for additional resources if needed. These operations are done in accordance with District SOPs while providing for the safety of responders and the general public.

Table 42 and Figure 20, on the next page, show baseline performance for low-risk hazardous materials.

Low Risk Hazmat 90th Percentile Times - Baseline Performance			2021-2025	2025	2024	2023	2022	2021	Benchmark	Delta
Alarm Handling	Pick-up to Dispatch	Urban	02:03	01:38	02:15	02:07	01:51	01:59	01:30	00:33
Turnout Time	1st Unit	Urban	02:20	02:04	02:22	02:21	02:31	02:07	01:20	01:00
Travel Time	1st Unit Distribution	Urban	06:56	06:52	07:06	06:49	06:16	07:03	04:30	02:26
	ERF Concentration	Urban	06:56	06:52	07:06	06:49	06:16	07:03	04:30	02:26
Total Response Time	1st Unit Distribution	Urban	10:04	09:37	10:13	09:53	10:06	09:48	07:20	02:44
		Num Incidents	293	70	65	64	45	49	-	
	ERF Concentration	Urban	10:04	09:37	10:13	09:53	10:06	09:48	07:20	02:44
		Num Incidents	293	70	65	64	45	49	-	

Table 42



Figure 20

Moderate-Risk Hazardous Materials

Call Types: Commercial natural gas/propane leak or investigation, unknown odor/release, smoke and smoke odor investigation

Moderate-Risk Hazardous Materials Benchmark Statements:

For 90 percent of all moderate-risk hazardous material incidents, the total response time for the arrival of the first-due/ERF, staffed with three or four firefighters, shall be 7:20. The first arriving unit/ERF shall be capable of establishing command, sizing up the incident, capable of a quick rescue if necessary, utilizing safe operational procedures outlined in the SOPs, developing an initial incident action plan, calling for additional resources if needed, isolating the site, and denying entry. These operations shall be done in accordance with District SOPs while providing for the safety of responders and the general public.

The response for moderate-risk hazardous material incidents includes an additional engine that responds non-emergent to the scene. Because this unit responds non-emergent, it is not considered as part of the ERF for benchmarks or baselines. Commercial structures also receive an additional truck company to assist with forcible entry and remote access. This unit is also not considered part of the ERF for benchmarks or baselines. The support function for moderate-risk hazardous materials incidents is provided by a safety and medical unit.

Moderate-Risk Hazardous Materials Baseline Statements:

The District's baseline statements reflect actual performance from 2021 to 2025. The District expanded automatic aid in 2019 and continued to utilize mutual aid from neighboring fire districts to support its ERF complement of personnel. The District's actual baseline service level performance for hazardous materials is as follows:

For 90 percent of all moderate-risk hazardous material incidents, the total response time for the arrival of the first-due/ERF, staffed with three or four firefighters, is 9:46. The first arriving unit/ERF is capable of establishing command, sizing up the incident, capable of a quick rescue if necessary, utilizing safe operational procedures outlined in the SOPs, developing an initial incident action plan, calling for additional resources if needed, isolating the site, and denying entry. These operations are done in accordance with District SOPs while providing for the safety of responders and the general public.

Table 43 and Figure 21, on the next page, show baseline performance for moderate-risk hazardous materials.

Moderate Risk Hazmat 90th Percentile Times - Baseline Performance			2021-2025	2025	2024	2023	2022	2021	Benchmark	Delta
Alarm Handling	Pick-up to Dispatch	Urban	02:33	02:27	02:31	02:20	02:35	02:44	01:30	01:03
Turnout Time	1st Unit	Urban	02:03	02:07	02:00	02:00	02:03	02:02	01:20	00:43
Travel Time	1st Unit Distribution	Urban	06:39	07:10	06:34	06:52	06:31	06:17	04:30	02:09
	ERF Concentration	Urban	06:38	07:10	06:38	06:48	06:31	06:17	04:30	02:08
Total Response Time	1st Unit Distribution	Urban	09:46	10:02	09:48	09:50	09:30	09:22	07:20	02:26
		Num Incidents	1,134	233	225	218	235	223	-	
	ERF Concentration	Urban	09:46	10:02	09:48	09:50	09:30	09:22	07:20	02:26
		Num Incidents	1,129	233	222	217	235	222	-	

Table 43



Figure 21

High-Risk Hazardous Materials

Call Types: Release/Incident (Including Chemical Spill or Leak, Toxic Condition, and Biological Hazard)

High-Risk Hazardous Materials Benchmark Statements:

For 90 percent of all hazardous materials incidents, the total response time for the arrival of the first-due unit, staffed with three or four firefighters, shall be 7:20. The first arriving shall be capable of establishing command, sizing up the incident, capable of a quick rescue if necessary, utilizing safe operational procedures outlined in the SOPs, developing an initial incident action plan, calling for resources as needed, isolating the site, and denying entry. These operations shall be done in accordance with District SOPs while providing for the safety of responders and the public.

For 90 percent of all hazardous materials, the total response time for the arrival of the ERF, staffed with 18 to 21 firefighters, shall be 28:50. This ERF shall be capable of establishing command, providing an initial incident safety officer, developing an incident action plan, surveying the incident, providing medical support to crews and victims, providing entry and back up teams to mitigate materials, providing a decontamination team, monitoring resources, and providing a research team. These operations are done in accordance with District SOPs while providing for the safety of responders and the general public.

The support functions for low-risk hazardous materials incidents are provided by a safety and medical unit.

High-Risk Hazardous Materials Baseline Statements:

The District has insufficient data supporting the statistical analysis of High-Risk Hazardous Materials incidents. The District had no incidents that met the requirements of a High-Risk Hazardous Materials with full ERF response from 2021 to 2025.

For 90 percent of all high-risk hazardous materials, the total response time for the arrival of the first-due unit, staffed with three or four firefighters, is 9:26. The first arriving unit is capable of establishing command, sizing up the incident, capable of a quick rescue if necessary, utilizing safe operational procedures outlined in the SOPs, developing an initial incident action plan, calling for resources as needed, isolating the site, and denying entry. These operations are done in accordance with District SOPs while providing for the safety of responders and the general public.

Table 44 and Figure 22, on the next page, show baseline performance for high-risk hazardous materials.

High Risk Hazmat 90th Percentile Times - Baseline Performance			2021-2025	2025	2024	2023	2022	2021	Benchmark	Delta
Alarm Handling	Pick-up to Dispatch	Urban	02:37	01:13	02:01	01:15	02:27	04:35	01:30	01:07
Turnout Time	1st Unit	Urban	01:43	01:11	01:39	01:18	01:33	01:47	01:20	00:23
Travel Time	1st Unit Distribution	Urban	06:45	06:45	06:34	05:14	05:56	05:21	04:30	02:15
	ERF Concentration	Urban	-	-	-	-	-	-	26:00	
Total Response Time	1st Unit Distribution	Urban	09:26	08:59	09:08	07:46	08:39	11:15	07:20	02:06
		Num Incidents	25	3	10	2	6	4	-	
	ERF Concentration	Urban	-	-	-	-	-	-	28:50	
		Num Incidents	-	-	-	-	-	-	-	

Table 44



Figure 22

Low-Risk Rescue

Call Types: Elevator Rescue, Electrical Hazards (lines down), Extrication from Equipment, Vehicle Accident (no injury)

Low-Risk Rescue Benchmark Statements:

For 90 percent of all low-risk rescues, the total response time for the arrival of the first-due/ERF unit, staffed with three or four firefighters, shall be 7:20. The first-due/ERF unit shall be capable of establishing command, sizing up to determine if additional resources are required, and rescuing the person without endangering response personnel. These operations shall be done in accordance with District SOPs while providing for the safety of responders and the general public.

Low-Risk Rescue Baseline Statements:

The District's baseline statements reflect actual performance from 2021 to 2025. The District expanded automatic aid in 2019 and continued to utilize mutual aid from neighboring fire districts to support its ERF complement of personnel. The District's actual baseline service level performance for technical rescue is as follows:

For 90 percent of all low-risk rescues, the total response time for the arrival of the first-due/ERF unit, staffed with three or four firefighters, is 14:20. The first-due/ERF unit shall be capable of establishing command, sizing up to determine if additional resources are required, and rescuing the person without endangering response personnel. These operations are done in accordance with District SOPs while providing for the safety of responders and the general public.

Table 45 and Figure 23, on the next page, show baseline performance for low-risk rescue.

Low Risk Rescue 90th Percentile Times - Baseline Performance			2021-2025	2025	2024	2023	2022	2021	Benchmark	Delta
Alarm Handling	Pick-up to Dispatch	Urban	05:16	05:20	04:27	07:21	03:32	03:51	01:30	03:46
Turnout Time	1st Unit	Urban	02:00	02:25	02:02	02:03	01:39	01:51	01:20	00:40
Travel Time	1st Unit Distribution	Urban	08:24	08:53	08:44	09:08	07:02	06:04	04:30	03:54
	ERF Concentration	Urban	08:05	08:38	08:46	09:08	06:55	06:04	04:30	03:35
Total Response Time	1st Unit Distribution	Urban	14:20	17:05	18:35	24:18	10:29	10:38	07:20	07:00
		Num Incidents	339	53	91	74	43	78	-	
	ERF Concentration	Urban	14:20	17:05	18:35	24:18	10:29	10:38	07:20	07:00
		Num Incidents	334	52	90	74	42	76	-	

Table 45



Figure 23

Moderate-Risk Rescue

Call Types: Vehicle Extrication

Moderate-Risk Benchmark Statements:

For 90 percent of all moderate-risk rescues, the total response time for the arrival of the first-due unit, staffed with three or four firefighters, shall be 7:20. The first-due unit shall be capable of establishing command, sizing up to determine if a vehicle extrication response is required, requesting additional resources, and providing basic life support to any victim without endangering response personnel. These operations are done in accordance with District SOPs while providing for the safety of responders and the general public.

For 90 percent of all moderate-risk rescues, the total response time for the arrival of the ERF, staffed with 10-11 firefighters shall be 10:50. The ERF for moderate-risk rescues shall be capable of establishing command; providing an initial incident safety officer; developing an incident action plan; surveying the incident; establishing patient contact; staging and apparatus set up; providing technical expertise, knowledge, skills, and abilities during extrication; and providing first responder medical support. These operations are done in accordance with District SOPs while providing for the safety of responders and the general public.

The support function for moderate-risk rescues is provided by a safety and medical unit. An additional engine is added to limited-access highway incidents for traffic safety. These units are not calculated in the ERF for moderate-risk rescues.

Moderate-Risk Rescues Baseline Statements:

The District's baseline statements reflect actual performance from 2021 to 2025. The District expanded automatic aid in 2019 and continued to utilize mutual aid from neighboring fire districts to support its ERF complement of personnel. The District's actual baseline service level performance for technical rescue is as follows:

For 90 percent of all moderate-risk rescues, the total response time for the arrival of the first-due unit, staffed with three or four firefighters, is 7:10. The first-due unit is capable of establishing command, sizing up to determine if a vehicle extrication response is required, requesting additional resources, and providing basic life support to any victim without endangering response personnel. These operations are done in accordance with District SOPs while providing for the safety of responders and the general public.

For 90 percent of all moderate-risk rescues, the total response time for the arrival of the ERF, staffed with 10-11 firefighters is 14:21. This ERF for moderate-risk rescues is capable of establishing command; providing an initial incident safety officer; developing an incident action plan; surveying the incident; establishing patient contact; staging and apparatus set up;

providing technical expertise, knowledge, skills, and abilities during extrication; and providing first responder medical support. These operations are done in accordance with District SOPs while providing for the safety of responders and the general public.

Table 46 and Figure 24, on the next page, show baseline performance for moderate-risk rescues.

Moderate Risk Rescue 90th Percentile Times - Baseline Performance			2021-2025	2025	2024	2023	2022	2021	Benchmark	Delta
Alarm Handling	Pick-up to Dispatch	Urban	01:25	00:34	00:49	00:34	00:34	03:14	01:30	00:05
Turnout Time	1st Unit	Urban	02:04	01:15	01:33	01:22	02:28	02:02	01:20	00:44
Travel Time	1st Unit Distribution	Urban	04:50	04:27	04:37	03:57	04:16	05:31	04:30	00:20
	ERF Concentration	Urban	10:24	04:35	15:11	04:02	07:20	07:35	08:00	02:24
Total Response Time	1st Unit Distribution	Urban	07:10	05:56	06:16	05:29	06:19	08:43	07:20	00:10
		Num Incidents	32	3	5	3	6	15		
	ERF Concentration	Urban	14:21	22:37	17:56	11:05	10:41	13:04	10:50	03:32
		Num Incidents	20	2	4	1	3	10		

Table 46

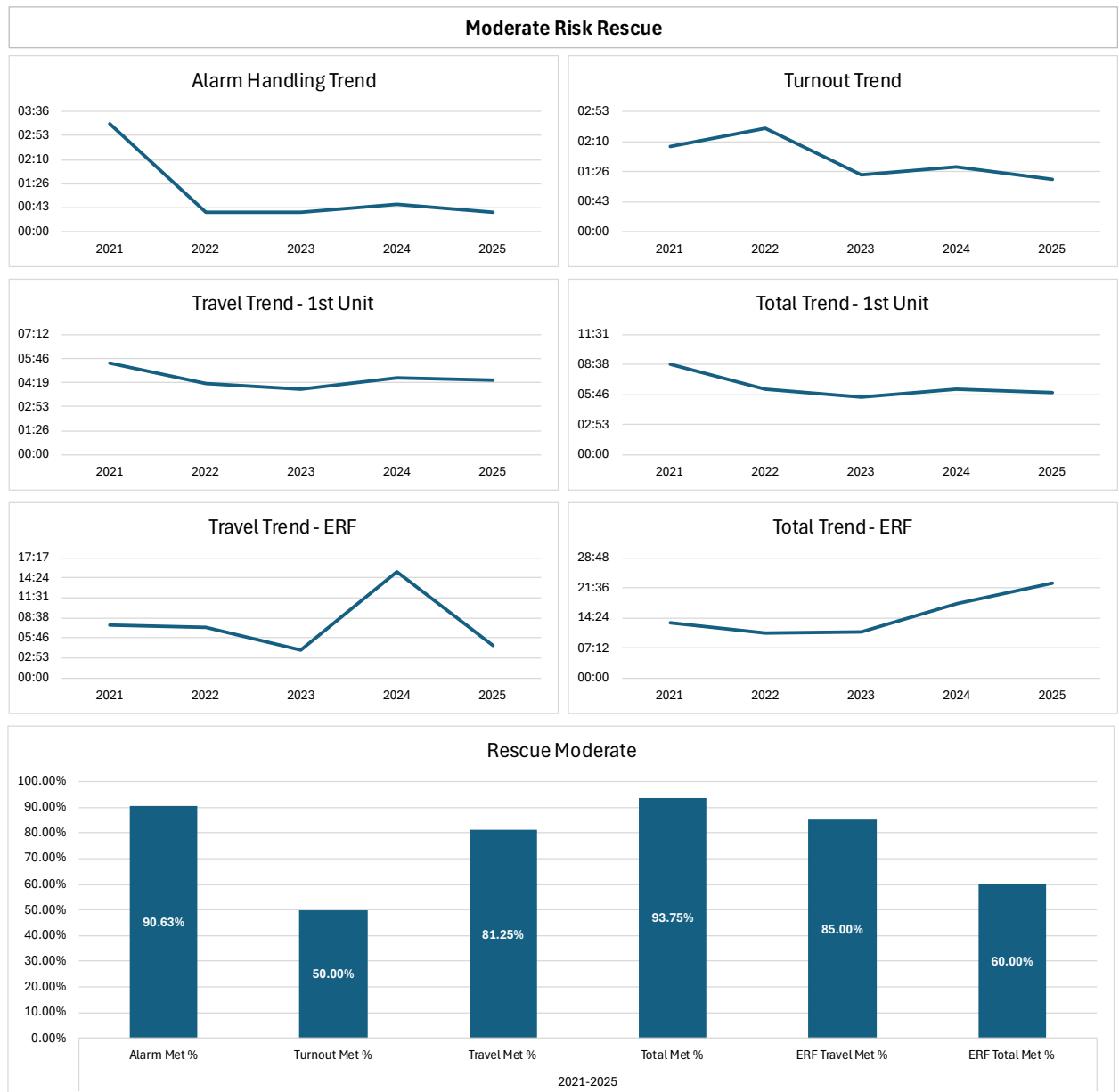


Figure 24

High-Risk Technical Rescue

Call Types: Rope Rescue, Collapse Rescue, Confined Space Rescue, and Trench Rescue.

High-Risk Technical Rescue Benchmark Statements:

For 90 percent of all high-risk technical rescues, the total response time for the arrival of the first-due unit, staffed with three or four firefighters, shall be 7:20. The first-due unit shall be capable of establishing command, sizing up to determine if a technical rescue response is required, requesting additional resources, and providing basic life support to any victim without endangering response personnel. These operations shall be done in accordance with District SOPs while providing for the safety of responders and the general public.

For 90 percent of all high-risk technical rescues, the total response time for the arrival of the ERF, staffed with 16-17 firefighters, shall be 18:50. The ERF for high-risk technical rescues shall be capable of establishing patient contact; staging, and apparatus set up; providing technical expertise, knowledge, skills, and abilities during technical rescue incidents; and providing first responder medical support. These operations shall be done in accordance with District SOPs while providing for the safety of responders and the general public.

The support functions for high-risk technical rescues are provided by a safety and medical unit, and additional specialized resources such as Haz-Mat or medic units based on incident priorities. These units are not considered part of the ERF.

High-Risk Technical Rescue Baseline Statements:

The District's baseline statements reflect actual performance from 2021 to 2025. The District expanded automatic aid in 2019 and continued to utilize mutual aid from neighboring fire districts to support its ERF complement of personnel. The District's actual baseline service level performance for technical rescue is as follows:

For 90 percent of all high-risk technical rescues, the total response time for the arrival of the first-due unit, staffed with three or four firefighters, is 10:24. The first-due unit is capable of establishing command, sizing up to determine if a technical rescue response is required, requesting additional resources, and providing basic life support to any victim without endangering response personnel. These operations are done in accordance with District SOPs while providing for the safety of responders and the general public.

For 90 percent of all high-risk technical rescues, the total response time for the arrival of the ERF, staffed with 16-17 firefighters, is 44:19. The ERF for high-risk technical rescues is capable of establishing patient contact; staging, and apparatus setup; providing technical expertise, knowledge, skills, and abilities during technical rescue incidents; and providing first responder

medical support. These operations are done in accordance with District SOPs while providing for the safety of responders and the general public.

The District is unable to fully assess the ERF trend for Urban High-Risk Technical Rescues because there was only one Urban High-Risk Technical Rescues incident that met the ERF requirement (entire ERF responding emergent).

Table 47 shows baseline performance for high-risk rescues.

High Risk Technical Rescue 90th Percentile Times - Baseline Performance			2021-2025	2025	2024	2023	2022	2021	Benchmark	Delta
Alarm Handling	Pick-up to Dispatch	Urban	02:00	00:02	-	-	02:14	-	01:30	00:30
Turnout Time	1st Unit	Urban	00:53	00:52	-	-	00:53	-	01:20	00:27
Travel Time	1st Unit Distribution	Urban	07:31	04:58	-	-	07:48	-	04:30	03:01
	ERF Concentration	Urban			-	-	-	-	16:00	16:00
Total Response Time	1st Unit Distribution	Urban	10:24	05:43	-	-	10:55	-	07:20	03:04
		Num Incidents	2	1	-	-	1	-	-	
	ERF Concentration	Urban	-	-	-	-	-	-	18:50	
		Num Incidents	-	-	-	-	-	-	-	

Table 47

High-Risk Water Rescue

Call Types: Swift Water Rescue, Dive Rescue, and Ice Rescue.

High-Risk Water Rescue Benchmark Statements:

For 90 percent of all high-risk water rescues, the total response time for the arrival of the first-due unit, staffed with three or four firefighters, shall be 7:20. The first-due unit shall be capable of establishing command, sizing up to determine if a water rescue response is required, requesting additional resources, and providing basic life support to any victim without endangering response personnel. These operations shall be done in accordance with District SOPs while providing for the safety of responders and the general public.

For 90 percent of all high-risk water rescues, the total response time for the arrival of the ERF, staffed with 17-19 firefighters, shall be 18:50. The ERF for high-risk water rescues shall be capable of establishing command, providing an initial incident safety officer, developing an incident action plan, surveying the incident, providing an entry and back-up team, and providing a rapid intervention team. These operations shall be done in accordance with District SOPs while providing for the safety of responders and the general public.

The support function for high-risk water rescues is provided by a safety and medical unit.

High-Risk Water Rescue Baseline Statements:

There was insufficient data for analysis of high-risk water rescue incidents, with only seven from 2021–2025, below the minimum threshold of 10, though the data is included for reference.

For 90 percent of all high-risk water rescues, the total response time for the arrival of the first-due unit, staffed with three or four firefighters, is 13:20. The first-due unit is capable of establishing command, sizing up to determine if a water rescue response is required, requesting additional resources, and providing basic life support to any victim without endangering response personnel. These operations are done in accordance with District SOPs while providing for the safety of responders and the general public.

For 90 percent of all high-risk water rescues, the total response time for the arrival of the ERF, staffed with 17-19 firefighters, is 26:59. This ERF for high-risk water rescues is capable of establishing command, providing an initial incident safety officer, developing an incident action plan, surveying the incident, providing an entry and back-up team, and providing a rapid intervention team. These operations are done in accordance with District SOPs while providing for the safety of responders and the general public.

Table 48 and Figure 25 show baseline performance for high-risk water rescues.

High Risk Water Rescue 90th Percentile Times - Baseline Performance			2021-2025	2025	2024	2023	2022	2021	Benchmark	Delta
Alarm Handling	Pick-up to Dispatch	Urban	08:55	07:51	04:21	01:54	09:02	01:16	01:30	07:25
Turnout Time	1st Unit	Urban	01:16	02:19	00:56	01:08	01:16	00:26	01:20	00:04
Travel Time	1st Unit Distribution	Urban	06:20	06:03	03:51	06:15	07:18	02:37	04:30	01:50
	ERF Concentration	Urban	18:18	-	-	10:46	20:46	02:37	16:00	02:18
Total Response Time	1st Unit Distribution	Urban	13:20	12:37	09:08	08:17	13:39	03:33	07:20	06:00
		Num Incidents	22	3	1	4	12	2	-	
	ERF Concentration	Urban	26:59	-	-	15:42	28:35	08:25	18:50	08:09
		Num Incidents	5	-	-	1	3	1	-	

Table 48



Figure 25

Low-Risk Alarms

Call Types: All Alarms except for Water Flows, calls at CommonSpirit Saint Anthony Hospital and Intermountain Health Lutheran Hospital, and calls occurring in either the DFC or NLR Special Planning Zones.

Low-Risk Alarms Benchmark Statements:

For 90 percent of all low-risk alarms, the total response time for the arrival of the first-due/ERF suppression unit, staffed with a minimum of three firefighters, shall be 6:54. The first-due/ERF unit shall be staffed with a minimum of three firefighters and shall be capable of establishing command, sizing up the incident, utilizing safe operational procedures outlined in the SOPs, developing an initial incident action plan, and investigating the area to determine the source of the alarm. These operations shall be done in accordance with District SOPs while providing for the safety of responders and the general public.

The total ERF for low-risk alarms is three or four personnel. Because of this, the ERF shown in the table is the same as the first-due unit response.

Low-Risk Alarms Baseline Statements:

The District's baseline statements reflect actual performance from 2021 to 2025. The District expanded automatic aid in 2019 and continues to utilize mutual aid from neighboring fire districts to support its ERF complement of personnel. The District's actual baseline service level performance for low-risk fires is as follows:

For 90 percent of all low-risk alarms, the total response time for the arrival of the first-due/ERF suppression unit, staffed with a minimum of three firefighters, is 8:55. The first-due/ERF unit is staffed with a minimum of three firefighters and is capable of establishing command, sizing up the incident, utilizing safe operational procedures outlined in the SOPs, developing an initial incident action plan, and investigating the area to determine the source of the alarm. These operations are done in accordance with District SOPs while providing for the safety of responders and the general public.

Table 49 and Figure 26, on the next page, show baseline performance for low-risk alarms.

Low Risk Alarms 90th Percentile Times - Baseline Performance			2021-2025	2025	2024	2023	2022	2021	Benchmark	Delta
Alarm Handling	Pick-up to Dispatch	Urban	01:50	01:54	01:42	01:55	01:51	01:46	01:04	00:46
Turnout Time	1st Unit	Urban	02:08	02:06	02:11	02:04	02:09	02:09	01:20	00:48
Travel Time	1st Unit Distribution	Urban	06:08	06:19	06:08	06:08	06:12	05:53	04:30	01:38
	ERF Concentration	Urban	06:08	06:19	06:08	06:08	06:11	05:53	04:30	01:38
Total Response Time	1st Unit Distribution	Urban	08:55	09:02	08:54	08:58	08:58	08:42	06:54	02:01
		Num Incidents	11,581	1,878	2,268	2,445	2,515	2,475	-	
	ERF Concentration	Urban	08:55	09:02	08:54	08:58	08:58	08:42	06:54	02:01
		Num Incidents	11,564	1,872	2,267	2,445	2,514	2,466	-	

Table 49

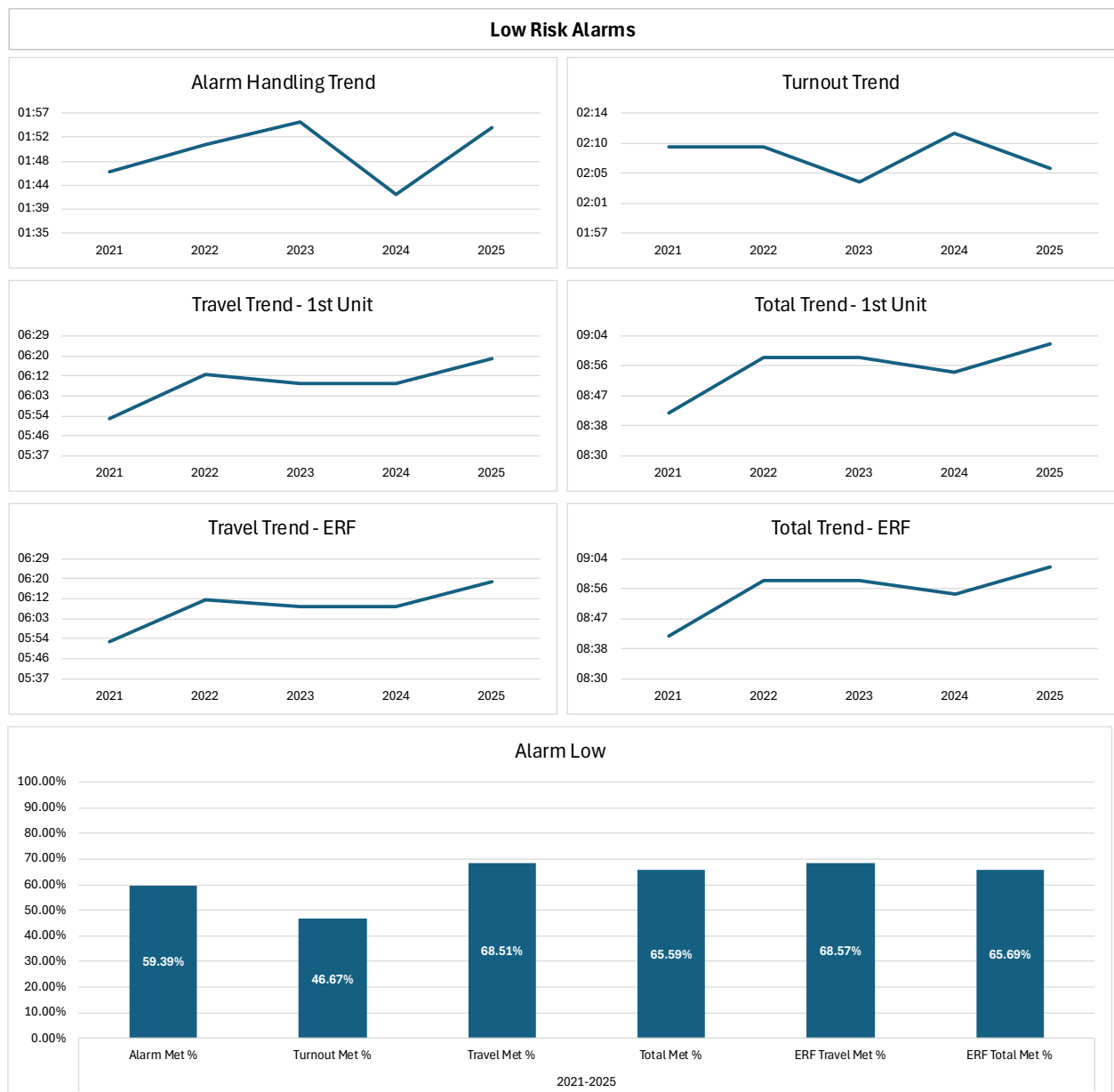


Figure 26

Moderate-Risk Alarms

Call Types: Water Flows, calls at CommonSpirit Saint Anthony Hospital and Intermountain Health Lutheran Hospital, and calls occurring in either the DFC or NLR Special Planning Zones.

Moderate-Risk Alarms Benchmark Statements:

For 90 percent of all moderate-risk alarms, the total response time for the arrival of the first-due/ERF suppression unit, staffed with a minimum of three firefighters, shall be 6:54. The first-due/ERF unit shall be staffed with a minimum of three firefighters and shall be capable of establishing command, sizing up the incident, utilizing safe operational procedures outlined in the SOPs, developing an initial incident action plan, and investigating the area to determine the source of the alarm. These operations shall be done in accordance with District SOPs while providing for the safety of responders and the general public.

The response for moderate-risk alarms includes an additional engine that responds non-emergent to the scene. The second unit is to support investigating alarm sources at large buildings and meets contractual requirements in special planning zones. Because this unit responds non-emergent, it is not considered as part of the ERF for benchmarks or baselines.

Moderate-Risk Alarms Baseline Statements:

The District's baseline statements reflect actual performance from 2021 to 2025. The District expanded automatic aid in 2019 and continues to utilize mutual aid from neighboring fire districts to support its ERF complement of personnel. The District's actual baseline service level performance for low-risk fires is as follows:

For 90 percent of all moderate-risk alarms, the total response time for the arrival of the first-due suppression unit, staffed with a minimum of three firefighters, is 9:45. The first-due unit is staffed with a minimum of three firefighters and is capable of establishing command, sizing up the incident, utilizing safe operational procedures outlined in the SOPs, developing an initial incident action plan, and investigating the area to determine the source of the alarm. These operations are done in accordance with District SOPs while providing for the safety of responders and the general public.

Table 50 and Figure 27, on the next page, show baseline performance for moderate-risk alarms.

Moderate Risk Alarms 90th Percentile Times - Baseline Performance			2021-2025	2025	2024	2023	2022	2021	Benchmark	Delta
Alarm Handling	Pick-up to Dispatch	Urban	01:54	01:40	02:05	02:13	01:44	02:08	01:04	00:50
Turnout Time	1st Unit	Urban	02:14	02:00	02:23	02:10	02:14	02:15	01:20	00:54
Travel Time	1st Unit Distribution	Urban	06:40	06:52	08:05	06:26	06:34	06:00	04:30	02:10
	ERF Concentration	Urban	06:39	06:52	08:05	06:26	06:20	06:00	04:30	02:09
Total Response Time	1st Unit Distribution	Urban	09:45	10:23	12:06	09:36	08:27	09:14	06:54	02:51
		Num Incidents	442	80	82	84	92	104	-	
	ERF Concentration	Urban	09:45	10:23	12:06	09:36	08:27	09:14	06:54	02:51
		Num Incidents	440	80	82	84	91	103	-	

Table 50

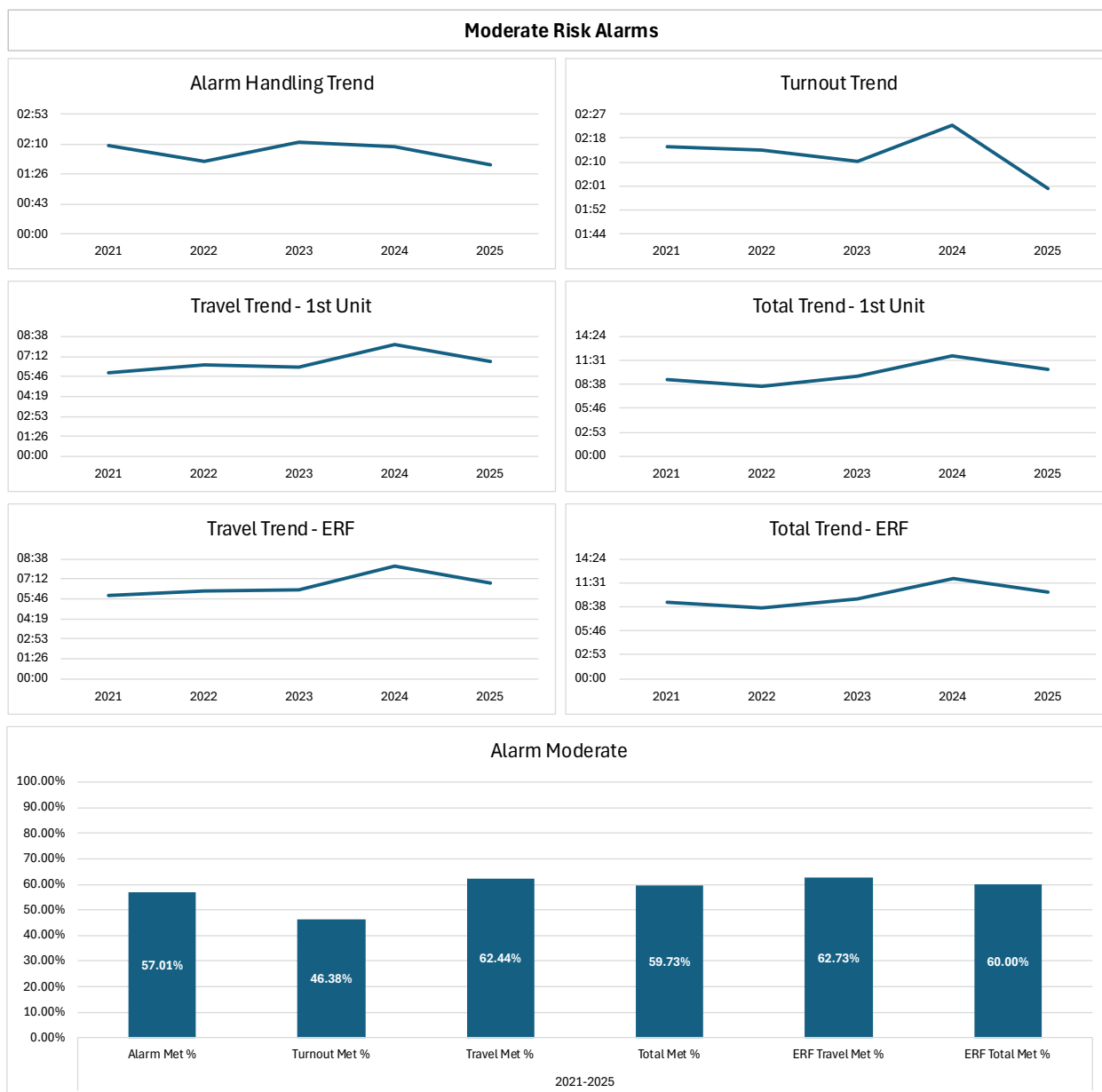


Figure 27

Station Performance

Each station is also monitored for the overall performance of alarm handling, turnout time, travel time, and total response time. This calculation has no constraint on the incident type or the unit's emergent status and is primarily intended to provide the ability to monitor station performance in near real-time. Tables 51 through 56 (below) display this information for 2021-2025. These tables are available in real time on the District Dashboard, which can be accessed here: [District Dashboard](#) or through the QR Code shown at the right:



EMS Incidents

The goal for alarm handling is 1:30, for turnout is 1:00, for travel is 4:30, and for total response time is 7:00. Table 50 displays the 90th percentile for each station in these performance areas. Table 51 displays the percentage of the time that the station meets the goal for all responses (emergent and non-emergent).

Station	Alarm Processing 90%	Turnout 90%	Travel 90%	Response 90%
Station-01	01:56	01:56	06:49	09:29
Station-02	01:57	01:57	07:38	10:22
Station-03	01:54	01:48	06:53	09:31
Station-04	01:54	02:02	07:22	10:03
Station-05	01:54	02:00	07:40	10:24
Station-06	02:08	01:58	09:17	12:14
Station-07	01:54	02:10	07:10	09:55
Station-08	01:52	02:00	07:59	10:37
Station-09	02:01	02:02	10:59	13:45
Station-10	01:58	02:08	08:06	10:54
Station-11	01:49	01:58	10:49	13:21
Station-12	01:53	01:57	07:53	10:27
Station-13	01:53	01:52	08:08	10:37
Station-14	01:56	02:04	08:25	10:59
Station-15	01:54	02:11	10:38	12:49
Station-16	01:55	02:05	07:06	09:45
Station-17	01:49	02:03	07:36	10:12

Table 51

Station	Response Goal Met %			
	Alarm Processing %	Turnout %	Travel %	Total Response %
Station-01	74.30%	40.89%	67.37%	68.03%
Station-02	72.81%	34.43%	46.35%	48.72%
Station-03	76.88%	38.68%	63.69%	65.58%
Station-04	75.03%	37.28%	53.67%	54.61%
Station-05	74.02%	29.10%	61.15%	59.48%
Station-06	69.77%	36.52%	38.20%	37.85%
Station-07	75.32%	30.95%	62.20%	59.37%
Station-08	76.16%	40.30%	53.19%	54.74%
Station-09	73.87%	31.54%	24.98%	26.20%
Station-10	72.60%	34.49%	34.09%	35.42%
Station-11	79.27%	31.93%	19.87%	22.67%
Station-12	75.63%	36.41%	45.16%	48.57%
Station-13	77.23%	35.20%	43.24%	46.51%
Station-14	74.66%	34.69%	45.42%	47.88%
Station-15	74.73%	26.36%	28.67%	28.58%
Station-16	73.55%	28.61%	62.13%	61.25%
Station-17	75.06%	24.28%	62.26%	61.90%

Table 52

Structure Fire Incidents

The goal for alarm handling is 1:00, for turnout is 1:20, for travel is 4:30, and for total response time is 6:54. Table 52 displays the 90th percentile for each station in these performance areas. Table 53 displays the percentage of the time that the station meets the goal for all responses (emergent and non-emergent).

Station	Alarm Processing 90%	Turnout 90%	Travel 90%	Response 90%
Station-01	02:00	02:19	11:32	14:35
Station-02	02:13	02:09	10:55	13:31
Station-03	02:05	01:59	10:30	13:40
Station-04	02:16	02:06	09:28	12:35
Station-05	02:25	02:11	16:38	20:17
Station-06	02:00	02:10	15:58	19:02
Station-07	02:01	02:13	11:35	14:28
Station-08	02:09	02:08	10:06	13:21
Station-09	02:46	02:48	13:28	16:03
Station-10	01:55	02:15	10:22	13:29
Station-11	01:45	02:01	11:07	13:20
Station-12	02:04	02:17	11:57	14:49
Station-13	02:01	02:14	13:12	16:46
Station-14	01:56	02:26	11:29	15:12
Station-15	02:42	02:48	31:01	37:50
Station-16	02:09	02:15	14:11	16:59
Station-17	01:44	01:59	09:11	11:35

Table 53

Station	Response Goal Met %			
	Alarm Processing %	Turnout %	Travel %	Total Response %
Station-01	37.14%	50.84%	45.71%	43.06%
Station-02	40.33%	49.86%	42.51%	37.87%
Station-03	38.02%	58.13%	46.83%	42.15%
Station-04	34.11%	62.15%	35.98%	35.05%
Station-05	37.50%	49.22%	28.91%	21.09%
Station-06	27.69%	55.38%	24.62%	20.00%
Station-07	32.98%	53.72%	33.24%	33.78%
Station-08	26.00%	58.00%	40.40%	38.80%
Station-09	26.09%	45.65%	17.39%	13.04%
Station-10	44.77%	54.58%	38.24%	38.24%
Station-11	26.60%	46.81%	11.70%	12.77%
Station-12	48.28%	46.26%	24.14%	22.70%
Station-13	29.41%	51.63%	27.45%	22.88%
Station-14	55.06%	38.20%	39.33%	35.96%
Station-15	5.56%	41.67%	23.61%	13.89%
Station-16	40.79%	54.15%	54.15%	49.82%
Station-17	34.48%	60.34%	39.08%	45.98%

Table 54

All Other Incidents

The goal for alarm handling is 1:30, for turnout is 1:20, for travel is 4:30, and for total response time is 7:20. Table 54 displays the 90th percentile for each station in these performance areas. Table 55 displays the percentage of the time that the station meets the goal for all responses (emergent and non-emergent).

Station	Alarm Processing 90%	Turnout 90%	Travel 90%	Response 90%
Station-01	02:10	01:59	06:36	09:21
Station-02	02:07	02:03	07:11	09:58
Station-03	02:04	01:51	07:16	09:57
Station-04	02:07	02:12	07:28	10:26
Station-05	02:08	02:06	07:30	10:24
Station-06	02:11	02:03	08:00	10:35
Station-07	02:04	02:12	07:20	10:12
Station-08	02:01	02:06	07:39	10:18
Station-09	02:30	02:18	10:45	14:09
Station-10	02:05	02:18	08:15	11:07
Station-11	02:25	02:09	10:01	13:12
Station-12	02:01	02:07	08:17	11:02
Station-13	02:14	02:02	08:26	11:36
Station-14	02:13	02:15	08:03	11:05
Station-15	02:20	02:26	13:04	15:41
Station-16	02:04	02:10	07:23	10:09
Station-17	02:08	02:11	07:30	10:27

Table 55

Station	Response Goal Met %			
	Alarm Processing %	Turnout %	Travel %	Total Response %
Station-01	72.44%	62.66%	68.34%	73.42%
Station-02	73.64%	54.63%	58.19%	63.33%
Station-03	74.29%	64.05%	58.55%	66.20%
Station-04	74.43%	55.48%	49.60%	56.63%
Station-05	72.50%	51.82%	60.41%	64.61%
Station-06	72.71%	54.42%	51.88%	58.99%
Station-07	75.80%	49.77%	59.78%	62.75%
Station-08	76.09%	60.51%	56.10%	62.43%
Station-09	64.56%	51.25%	33.82%	39.41%
Station-10	76.13%	49.24%	32.14%	41.17%
Station-11	67.40%	47.00%	31.11%	36.52%
Station-12	75.84%	52.88%	41.87%	50.10%
Station-13	73.75%	52.15%	45.96%	52.94%
Station-14	69.87%	45.42%	55.81%	58.87%
Station-15	67.17%	46.17%	28.57%	34.34%
Station-16	72.25%	47.37%	59.59%	64.80%
Station-17	68.43%	46.46%	62.46%	66.19%

Table 56

Section 8 - Compliance Methodology

Compliance methodology requires that performance objectives and performance measures are evaluated, and efforts are made to reach or maintain the established levels. Maintenance of efforts refers to the resources and energy put forth to ensure any benefits derived from the SOC process are maintained. To ensure the District meets current service level objectives, service level baselines must be continuously and regularly monitored.

Compliance Model

Compliance is best achieved through a systematic approach. The District has identified the following seven-step compliance model to guide annual performance assessment. The SOC SPT meets quarterly to accomplish these steps.

Step 1 - Update Data (Accreditation Manager)

The accreditation manager will update the previous year's data in the SOC.

Step 2 - Review Performance Measures (Accreditation Manager and SOC SPT)

The SOC SPT will conduct a review of the performance measures.

Review and validate:

- Risk Assessment
- Standard of Cover
- Services level objectives/statements
- Performance objectives and measures

Step 3 - Evaluate Performance

Performance measures are applied to the actual service provided:

- Activity and performance by unit
- Activity and performance by planning zone
- Overall performance by incident category
- Overall performance by special team

Step 4 - Develop Compliance Strategies

Determine issues and opportunities:

- Determine what needs to be done to close the gaps
- Determine if resources can be/should be reallocated
- Seek alternative methods to provide service at desired level

- Develop budget estimates as necessary
- Seek additional funding commitment as necessary

Step 5 - Communicate Expectations to Organization

Communicate expectations:

- Explain method of measuring compliance to personnel who are expected to perform the services
- Provide feedback mechanisms

Train personnel:

- Provide appropriate levels of training/direction for all affected personnel
- Modify response processes, application systems, and technical infrastructure as necessary to comply

Step 6 - Revalidate Compliance

Review of performance with the Board of Directors to ensure revalidation of SOC.

Determine whether independent validation and verification techniques will be used to measure performance.

Solicit external assistance as necessary.

Step 7 - Make Adjustments/Repeat Process

Review changes to ensure that service levels have been maintained or improved.

Develop and implement a review program to ensure ongoing compliance:

- Quarterly review and evaluation
- Five-year update of standards to ensure District is prepared for re-accreditation

Overall Evaluation and Recommendations

The purpose of this section is to provide an overall evaluation of the delivery system and outline recommendations for improving outcomes.

Some individual units are very close to meeting the benchmark for response. These responses will be monitored to ensure the benchmarks remain valid. If these units do meet or surpass the benchmark the SOC performance objectives will be adjusted to provide a reasonable goal for improvement.

The District recognizes opportunities for improvement do exist. The following recommendations are based on the performance objectives/measures developed to this point. The SOC SPT identified areas needing improvement throughout the process and discussed each in depth.

It is recognized that some of these recommendations will be difficult to achieve due to various economic, financial, and logistical limitations. The District is committed to reducing the gap between the baseline and benchmark performance, but it is recognized that improvement may not be achievable, and some degradation in the baselines may occur. Improvements in process and turnout times are policy-based, and these improvements should reach a saturation point where no further improvement is possible. At this point, the gap between baselines and benchmarks could increase as the number of incidents increase with no corresponding increase in resources. Another aspect of these recommendations may be a drawdown of service if the budget is reduced. This SOC is a tool to assist policymakers in these decisions.

Opportunities:

- The staffing model is based on four firefighter staffing, except when an engine is paired with another unit, in which case, staffing can be reduced to three. The Report on Residential Fire Ground Field Experiments, National Institute of Standards and Technology (NIST), April 2010, indicated four firefighter staffing as a benchmark. More study is necessary to fully understand and quantify these staffing levels.
- Monitor process times and ensure new programs do not impact response times.
- Study the concept of creative and dynamic staffing solutions that enhance service levels.
- Develop on-scene performance measures for all types of incidents through training and special operations.
- Implement programs designed to decrease turnout times. The following should be accomplished:
 - Reduce fire alarms
 - Develop statistics comparing turnout times at night versus day
 - Develop data on emergent versus non-emergent response times
 - Continue to educate operations personnel regarding the importance of turnout times

- Implement programs designed to decrease travel times. The following should be accomplished:
 - Increase use of traffic signal preemption devices wherever possible
 - Work with stakeholder agencies on traffic circulation, speed bumps, and other access issues to improve response times
 - Conduct validation studies of live routing within the CAD system

No Budget Impact:

- **Hazardous Materials Unit in District Three** – Presently the District has hazardous materials personnel staffed at Station 2 and Station 5 (along with Hazmat 5) in District 1. This placement was based on the hazardous materials exposures at the DFC and NLR. However, analysis revealed that historical incidents were scattered throughout the District. There are comparable hazardous materials exposures in Station 14's area. To enhance our response, Automatic Aid was established with SMFR. SMFR will respond with Company 2 and 5 to any hazardous materials release/incident.

If Revenues Increase:

- **Operational Changes**
 - Analyze distribution of stations and concentration of units at a strategic level
 - Examine staffing level of operational apparatus
- **Administrative Changes**
 - Up-staff administrative support positions

If Revenues Decrease:

- **Operational Changes**
 - Analyze potential redeployment of apparatus coverage
 - Decrease/freeze pay
 - Reduce operational staff, or full-time equivalents by adjusting staffing levels
 - Analysis of operational programs for potential reductions

- **Administrative Changes**
 - Decrease/freeze pay
 - Reduce administrative staff
 - Analysis of administrative programs for potential reductions
- This document deals with operational issues only. It is understood by the SOC SPT that these reductions in staffing and units may be one of multiple reductions. They should not be considered as the only area where reductions may occur.

Appendix A

West Metro Fire Rescue
Administrative Procedure # 7007

Outlier Procedure

Review Cycle: 3-Year

Reviewed: 1/31/2026



Scope: All Uniformed Employees

Author: Fire Chief

CFAI Reference: 2C.5

Policy

1. The District has identified the following procedure for identifying and removing outlier responses and incidents in accreditation performance tables.

Procedure

1. Exclusionary Criteria:
 - 1.1 Remove non-West Metro incidents (any incident number not 12 characters in length)
 - 1.2 Remove responses with apparatus delays (e.g., weather, traffic, turnout, etc.)
 - 1.3 Remove non-emergent responses
 - 1.3.1 Officers determine whether to respond emergent
 - 1.3.2 Officers select a tab in CAD that designates an emergent response
 - 1.3.3 Final determination of response is determined by the officer in the incident report
 - 1.3.4 The record is reconciled when the report is locked
 - 1.3.5 Non-emergent responses for chiefs are not excluded due to being a single person resource

1.4 Remove responses where an apparatus was canceled prior to arrival

1.5 The ninetieth percentile is then applied to the remaining incidents

1.5.1 Ninetieth percentile is calculated based on linear interpolation of alarm handling, turnout, travel, and total response times for 1st unit and incidents where ERF is met

2. Incident categorization (NFIRS codes) for accreditation performance tables:

2.1 EMS (320-329)

2.2 Structure Fire (100-123)

2.3 Wildfire (140-143 and 170-173) Note: The District does not have any risks related to NFIRS codes 171 or 172

2.4 Haz-Mat (410-431 and 451)

2.5 Water/Technical Rescue (353-365)

2.6 Vehicle Extrication (352)

2.7 Any NFIRS code not included in items one through six are excluded from the performance tables



Jeremy Metz, Fire Chief

Previous AP #	Date of Change	Description of Change
None	1.1.2022	New Procedure
	1.31.2026	Update Review cycle. Update CFAI reference to 11 th Edition. Update fire chief signature line.

Appendix B

EMS Incident Types (Situation Found) for determining EMS Risk Levels.

The names of many CAD Incident Types are alpha-numeric and therefore non-descriptive. Text descriptions are applied as incident sub-types are added by the dispatch call-taker.

CAD Incident Type	Risk Category	CAD Incident Type	Risk Category
Medical 1	High	Delta Level Medical	Moderate
N-GM1	High	Charlie Level Medical	Moderate
Cardiac or Resp Arrest/Death	High	Sick Person (Specific Diagnosis)	Moderate
77D06	High	Traffic/Transportation Incidents	Moderate
77D04	High	Assault/Sex Assault/Stun Gun	Moderate
Stab/Gunshot/Penet Trauma	High	Psych/Behavior/Suicide Attempt	Moderate
Echo Level Medical	High	Falls	Moderate
Stroke (CVA)	High	N-M15	Moderate
77D05	High	Overdose/Poisoning (Ingestion)	Moderate
77D07	High	Unknown Problem (Man Down)	Moderate
N-GM2	High	Unconscious/Fainting (Near)	Moderate
77D08	High	Breathing Problems	Moderate
Choking	High	Traumatic Injuries (Specific)	Moderate
Drowning/Diving/SCUBA Accident	High	Hemorrhage/Lacerations	Moderate
Tech Rescue 1	High	Convulsions/Seizures	Moderate
2nd Alarm	High	Chest Pain (Non-Traumatic)	Moderate
Alpha Level Medical	Low	77D02	Moderate
Bravo Level Medical	Low	N-G4	Moderate
Omega Level Medical	Low	Diabetic Problems	Moderate
77B02	Low	N-M10	Moderate
N-G1	Low	77C02	Moderate
77B01	Low	Abdominal Pain/Problem	Moderate
Single Engine	Low	Back Pain (Non-Traumatic)	Moderate
Fire Basic 1	Low	Heart Problems/A.I.C.D	Moderate
N-M2	Low	Heat/Cold Exposure	Moderate
Citizen Assist/Service Call	Low	77C01	Moderate
Burns/Explosion	Low	Animal Bites/Attacks	Moderate
N-M1	Low	Allergies/Envenomation	Moderate
77B03	Low	N-M6	Moderate
Transfer/Inter-facility/Palliative	Low	Medical 3	Moderate
Blood Draw	Low	Pregnancy/Childbirth/Miscarriage	Moderate
Informational (Fire)	Low	77D03	Moderate
N-M13	Low	Medical 2	Moderate
N-M12	Low	Headache	Moderate
Fire Assist (1 unit)	Low	Eye Problems/Injuries	Moderate

Backcountry Rescue	Low	Alarms	Moderate
77B03IK	Low	78B01	Moderate
77O02	Low	Medic Arson 1	Moderate
Carbon Mon/Inhalation/HAZMAT	Low	N-G5	Moderate
Medical 6	Low	77D01	Moderate
77B01I	Low	77D02LT	Moderate
77O01	Low	78C02	Moderate
N-G6	Low	N-M5	Moderate
N-G3	Low	77D05I	Moderate
77A02	Low	77C01T	Moderate
77A01	Low	77D02I	Moderate
N-G38	Low	77D02HOP	Moderate
77B03LNT	Low	77C01I	Moderate
N-G24	Low	77D04HOP	Moderate
77B01N	Low	78D	Moderate
Hazmat 1	Low	Fuel Spill/Fuel Odor	Moderate
N-G2	Low	77D05MF	Moderate
Hazmat 2	Low	Electrical Hazard	Moderate
N-M9	Low	77C02N	Moderate
67B01	Low	77D03I	Moderate
77B01HOP	Low	Fire Basic 8	Moderate
MVA 1	Low	78C03	Moderate
77B01K	Low	Fire Basic 9	Moderate
77O01I	Low	N-G27	Moderate
77A02IK	Low	77C02I	Moderate
77B03HOP	Low	69D01E	Moderate
		N-G42	Moderate
		69D06	Moderate
		77C02T	Moderate
		69D03AO	Moderate
		N-G7	Moderate
		77D04IK	Moderate
		77D10	Moderate
		77D06HOP	Moderate
		77D08M	Moderate
		Aircraft Emergency	Moderate
		Fire Rescue 3	Moderate
		80C05	Moderate
		Extricate/Entrapped (No MVA)	Moderate
		Hazmat	Moderate
		Fire Basic 7	Moderate

The following EMS Incident Types were added to the existing risk categorization in July of 2024 due to updates made at dispatch center (Jeffcom).

CAD Incident Type	Risk Category
N-A1	High
N-A9	High
N-A10	Moderate
N-A2	Moderate
N-A3	Moderate
N-A4	Moderate
N-A11	Low
N-A12	Low
N-A13	Low
N-A14	Low
N-A5	Low
N-A6	Low
N-A7	Low
N-A8	Low

West Metro Fire Protection District

Standard of Cover Signature Page



Adopted this 21st day of July 2026.

A handwritten signature in black ink, appearing to read 'J Metz', written over a horizontal line.

Jeremy Metz, Fire Chief