

West Metro Fire Rescue Annual Program Appraisals



**West Metro
Fire Rescue**

2021

WEST METRO FIRE PROTECTION DISTRICT

Annual Program Appraisals

2021

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West Metro Fire Rescue Annual Program Appraisal

Program Name: Administration
Program Manager: Deputy Chief Jeremy Metz
Appraisal Year: 2021
Date: 2/15/2022
Category: Category 6
Category 9
Criterion (if required): None

Specific Recommendations (if applicable):

None

Strategic Recommendations (if applicable):

None

Progress Made on Recommendations:

N/A

Program Description:

Enter a Brief Description of the Program:

The Administration Division is responsible for many of the activities on the business side of the West Metro Fire Protection District (District). The Division provides leadership, supervision, planning, direction, and oversight for the Risk Management Division (human resources, accreditation, wellness, and safety), the Support Services Division (communications, fleet services, equipment, warehouse/courier, and facilities maintenance), and the Information Technology Division.

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

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

List Sub-Programs:

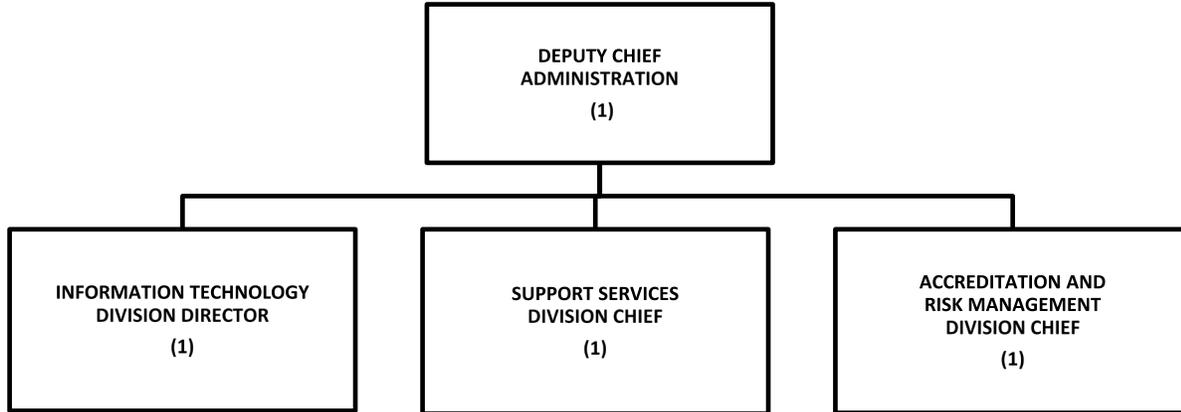
Risk Management, Human Resources, Accreditation, Wellness, Safety, Communications, Fleet Services, apparatus replacement, Facilities Maintenance, Information Technology, and capital acquisitions.



West Metro Fire Rescue Annual Program Appraisal

Staffing (Org Chart):

WEST METRO FIRE PROTECTION DISTRICT ADMINISTRATION



Injuries/Exposures:

COVID-19 continues to have an impact on the administrative and business functions of the District. Business offices continued to have restrictions for both the public and District personnel access. The wellness manager, under the supervision of the division chief of risk management, has been the lead for tracking District employee COVID-19 infections and contact tracing. This information is shared in a portal and via direct communication with affected employees.

Succession Planning:

In 2021, the Administration Division transitioned senior leadership positions as well as support positions. In 2021, two deputy chiefs retired, including the deputy chief of administration (DCOA). Additionally, the deputy chief of operations announced his retirement for the end of the year in 2022. Because two of the three deputy chiefs retired in 2021, and the third is scheduled to retire in 2022, the fire chief held interviews and conducted a thorough succession planning process throughout the organization. There were many organizational changes with uniformed positions in order to facilitate these transitions. The previous division chief of EMS was selected to replace the DCOA. Transition started in May of 2021 and continued until the retirement of the previous DCOA in September 2021.

In August of 2021, the IT director retired. An internal candidate was named as the successor after an internal candidate search. The former IT director had been working on development and succession planning with this candidate since Q2 2020. The promotion of this senior IT employee created an opportunity to restructure the IT Division to meet the technological needs of the District. Job descriptions were then modified in order to align with program needs. Ultimately, one internal IT candidate transitioned to new job functions and one vacancy was filled through an interview process.

In the Risk Management and Accreditation Division, an employee was hired after the separation of the business analyst. After the separation, the job description was revised to better meet organizational needs. A data engineer/analyst employee was hired and is a direct report to the division chief of risk management and accreditation.



West Metro Fire Rescue Annual Program Appraisal

The support services division chief also transitioned leadership when the previous division chief of support services was replaced by a senior assistant chief.

The Human Resources (HR) Division also experienced personnel transitions due to the separation of the HR personnel specialist and the HR administrative assistant. The current HR specialist has been diligent with training to ensure that all HR functions and services were not affected during the transition.

Specialized Equipment:

In Q4 of 2021, the District upgraded security firewall equipment and implemented a Managed Threat Response (MTR) service on all computer systems to strengthen the District's cybersecurity vulnerabilities.

Training and Certifications Completed:

Non-essential training was limited in 2021 due to the COVID-19 pandemic. The District was able to send three key personnel to the University of Denver Daniels Public Safety Leadership Development Program. 29 District members have attended this leadership training over the past decade.

Training and Certifications Needed:

None

Facilities (if applicable):

Facilities are adequate for this division. In 2021, the District was awarded a grant from the State of Colorado to modernize the board of director's meeting room at the administrative building. This project added remote meeting capabilities that allow for public access and comment to public board of director and civil service committee meetings. During the 2022 budget development process in 2021, capital project funding was prioritized and secured for ongoing exterior and interior maintenance and projects.

Program Goals and Objectives:

Overall Strategic Focus:

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



West Metro Fire Rescue Annual Program Appraisal

Significant Milestones:

The District funded \$2,293,212 in 2021 capital projects. Most significantly \$145,000 for a network refresh for the dispatch backup center and \$172,000 for mobile radio replacements in apparatus. Notably, there were \$821,412 in carryover capital projects from 2020 to 2021 due to supply-chain issues and delays in manufacturing. This includes \$267,424 for a tactical tender apparatus.

In 2021, the District received \$49,999 in COVID-19 grant funds for technology improvements to allow for virtual meetings in the board of director’s meeting room at the administration building.

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

In October 2021, the fire chief delivered a directive for all employees to have the COVID-19 vaccine or apply for an accommodation/exemption. The administration division created an accommodation/exemption application and review process and delivered it to the organization. An anonymous panel was created to review applications that were redacted of employee names. Through this process, a total of 29 exemptions were granted and all employees’ vaccination status was tracked and updated by the HR Division.

Previous Year’s Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority I Invest in Human Capital	Objective C	Developed and completed a COVID-19 vaccine accommodation/exemption process. Completed Q4 2021.
Priority I Invest in Human Capital	Objective C	Reviewed and evaluated the civilian employment benefit package. Completed Q4, 2021.
Priority I Invest in Human Capital	Objective C	Complete succession processes for the retirement of the information technology director and the deputy chief of administration. Ongoing.
Priority I Invest in Human Capital	Objective A	Completed a research and proposal contract project with a third-party vendor to modernize communication workflow within the Microsoft® Office Suite. Completed Q3, 2021.

Current Year’s Goals:

Strategic Plan Linkage		Enter goals here
Priority I Invest in Human Capital	Objective A	Transition from Microsoft® Public Folders to the Microsoft 365 suite of products to enhance communication, collaboration, security, and file management.
Priority I Invest in Human Capital	Objective A	Modernize workflows related to accident investigations, record of performance corrections, and employee personnel files.
Priority V Financial Stability	Objective B	Seek grant funding opportunities from federal, state, and local sources.
Priority I Invest in Human Capital	Objective B	Increase the frequency and quality of uniformed occupational medical annual exams.



West Metro Fire Rescue Annual Program Appraisal

Unexpected Results (positive or negative):

The District's continued response to COVID-19 was effectively managed through the incident management team (IMT). Prompt needs assessments led to ongoing purchasing of personal protective equipment (PPE) sufficient to meet the District's demands. Financial controls continued in order to ensure efficient cost recovery. Remote working was utilized to maintain critical administrative functions throughout the pandemic response. Supply-chain issues caused major delays in critical apparatus delivery and replacement as well as operational equipment and PPE. This has caused strain on operational assets and maintaining an effective replacement program. Inflation has caused an unprecedented increase in costs of goods and services that has, and will continue to have, a strain on the District's budget.

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

Administrative positions and functions are sufficient to support the District's mission.

How Does this Program Meet the Needs of the Citizens?

Financial stability and decision making are supported by financial forecasts that evaluate revenues and expenditures tied directly to organizational and community needs. The District recognizes the need to focus on maintaining apparatus, equipment, facilities infrastructure, and invest in capital acquisitions as necessary. The focus for 2021 and beyond is to preserve these investments through comprehensive maintenance and replacement programs.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

District continued response to COVID-19.

Program Specific Measures or Metrics:

None

Program Self-Assessment:

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

There were no significant changes to the administrative performance indicators in 2021.



West Metro Fire Rescue Annual Program Appraisal

SWOT Analysis:

Program Strengths:

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

Program Weaknesses:

- The District has a need for additional cross-training in several divisional positions to ensure continuation of operations currently limited by individual knowledge.
- Individual work processes can result in missed communications across divisional lines.
- Several processes rely on multiple handling and filing of paper records and documents.

Program Opportunities:

- The District receives much of its revenue through property taxes. Property values have increased since the last valuation process, which should correspond to an increase in revenues to the District.
- Modernize report workflow and recordkeeping processes.

Program Threats:

- The continuation of the global pandemic.
- Supply-chain issues and inflation for critical apparatus and equipment and capital improvements.
- Maintaining adequate funding.



West Metro Fire Rescue Annual Program Appraisal

Program Name: Code Compliance
Program Manager: Captain Kent Grosse
Appraisal Year: 2021
Date: 2/15/2022
Category: Category 5
Criterion (if required): 5A.2, 5A.6, 5A.8

Specific Recommendations (if applicable):

None

Strategic Recommendations (if applicable):

It is recommended the District develop a formalized and documented annual appraisal process that will quantitatively evaluate the effectiveness of the code compliance program. The appraisal should also include an evaluation of the District's standard operating procedures, protocols, and equipment. (This recommendation also applies to the following program areas: 5A, 5B, 5C, 5E, 5G, 5H, 5K, and 9B.)

Progress Made on Recommendations:

An annual appraisal has been established for 5A Code Compliance.

Program Description:

Enter a Brief Description of the Program:

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

List Sub-Programs:

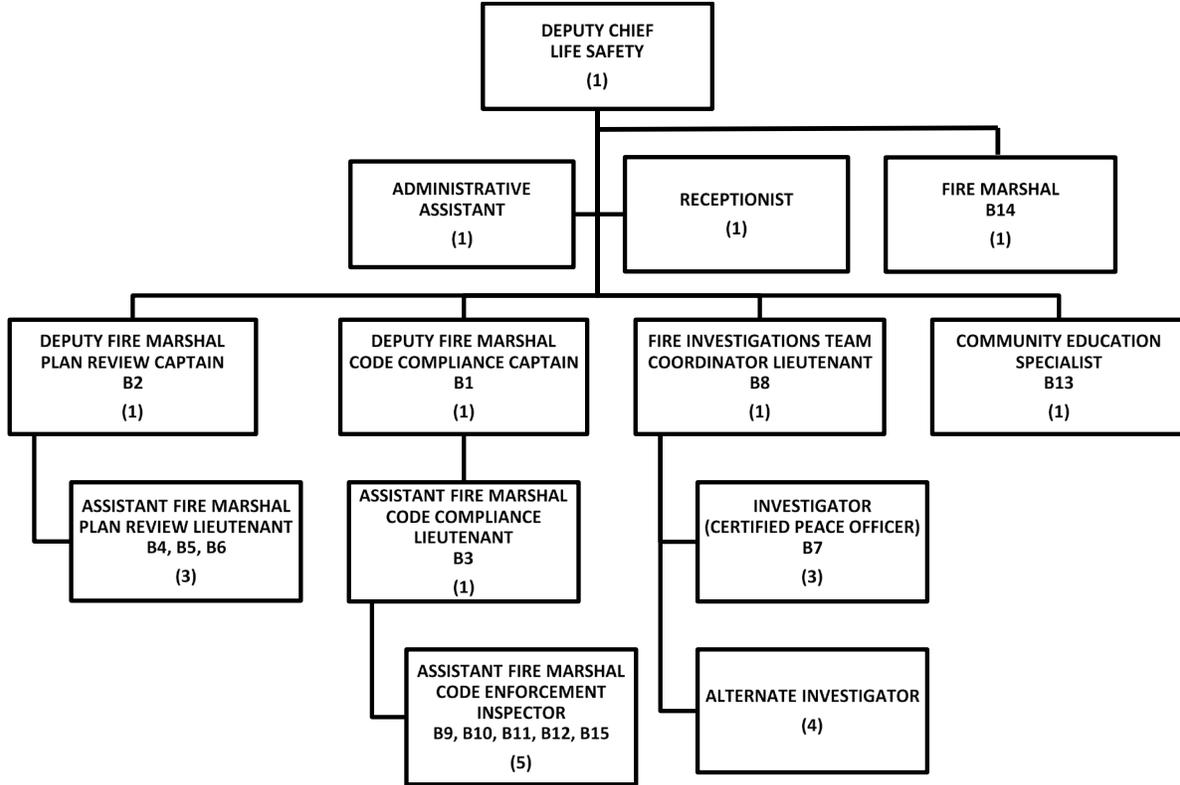
- Building inspection program
- Operational permits
- State safety inspections



West Metro Fire Rescue Annual Program Appraisal

Staffing (Org Chart):

WEST METRO FIRE PROTECTION DISTRICT
LIFE SAFETY



Injuries/Exposures:

None

Succession Planning:

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

Specialized Equipment:

Code cycle changes require the purchase of additional books. No new purchases are expected in 2022.



West Metro Fire Rescue Annual Program Appraisal

Training and Certifications Completed:

Fire Inspector and Fire Plans Examiners are certified through the International Code Council (ICC) and the State. Training courses through ICC, EduCode, American Fire Alarm Association (AFAA) and other similar organizations are utilized.

Training and Certifications Needed:

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

Facilities (if applicable):

Remodel in the Life Safety Division workspace was completed and provides three additional office spaces.

Program Goals and Objectives:

Overall Strategic Focus:

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

Significant Milestones:

With the reality of COVID-19, the building inspection program started late in the year and the number of inspections were capped per station. Through the remainder of the year, an average of 277 company level building inspections were recorded per month. Within the Life Safety Division, 262 inspections were averaged per month.

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority I Invest in Human Capital	Objective C	Succession Planning – Improved the overall effectiveness of the division by accounting for retirements through internal promotions.
Priority I Invest in Human Capital	Objective C	Certifications – Continued to expand expertise through continuing education.
Priority I Invest in Human Capital	Objective C	Cross-trained and consolidated inspectors to help expand opportunities.
Priority III Operational Readiness	Objective A	Improved overall effectiveness of our building inspection program with the addition of electronic report submittals and training of operational personnel on MobilEyes and Compliance Engine.



West Metro Fire Rescue Annual Program Appraisal

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority I Invest in Human Capital	Objective C	Promote overall effectiveness within the division by cross training. Allow for code enforcement personnel to become plan reviewers and obtain the Plans Examiner certification.
Priority IV Relationships	Objective A	Work with neighboring departments to eliminate the need for multiple mobile food preparation inspections.
Priority III Operational Readiness	Objective A	Explore options to add additional Life Safety Division inspectors and enhance and streamline crew pre-plan information.

Unexpected Results (positive or negative):

With the consolidation of all the inspectors under code enforcement, construction inspections were more efficiently handled and the need to postpone or push inspections was eliminated. This also improved the communication between plan review and code enforcement.

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

Yes

How Does this Program Meet the Needs of the Citizens?

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

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

Ongoing COVID-19 pandemic.

Program Specific Measures or Metrics:

Annual Code Compliance Inspections	3,601
Violations Found - 836	Most common violations: #1-Maintenance of systems #2-Extinguishers #3-Maintenance of fire resistive construction
Operational Permits	241
Operational Permit Fees	\$61,750.50
Code Enforcement Fees	\$169,109.00
False Alarms	3,271
Unintentional/Accidental	1,685
System Malfunctions	1,377
Malicious/Mischievous	205
Other (Bomb Scares)	4
Total Violations – 1,099	Corrected - 809



West Metro Fire Rescue Annual Program Appraisal

Program Self-Assessment:

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

There were no significant changes to the code compliance performance indicators in 2021.

SWOT Analysis:

Program Strengths:

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

Program Weaknesses:

- Assignment of line personnel delays productivity while credentials are obtained; therefore, reducing effective fire code interpretation.

Program Opportunities:

- Pursue a succession planning model to provide a pathway for operational personnel to transition more smoothly into divisional career opportunities.

Program Threats:

- As the effects of COVID slow and businesses re-open, catching up on missed annual inspections over previous years is slowed by increased call volumes.
- Any legislative changes requiring all code enforcement personnel to be certified before conducting inspections would impact the current model of utilizing line personnel to conduct inspections.



West Metro Fire Rescue Annual Program Appraisal

Program Name: Communications
Program Manager: Division Chief Tom Richards
Appraisal Year: 2021
Date: 2/15/2022
Category: Category 9
Criterion (if required): 9B

Specific Recommendations (if applicable):

None

Strategic Recommendations (if applicable):

None

Progress Made on Recommendations:

N/A

Program Description:

Enter a Brief Description of the Program:

The Communications Division of the West Metro Fire Protection District (District) is responsible for two separate missions: provide for liaison services between the District and the Jefferson County Emergency Communication Center (Jeffcom), and to provide all the necessary hardware throughout the District to allow for good radio, cell phone, and data communication. Additionally, all cell phone tower contracts between the District and cell phone providers are managed in this division. The division chief of support services serves as the liaison for the District. Hardware and contracts are managed by the division chief and a part-time radio subject matter expert (SME).

List Sub-Programs:

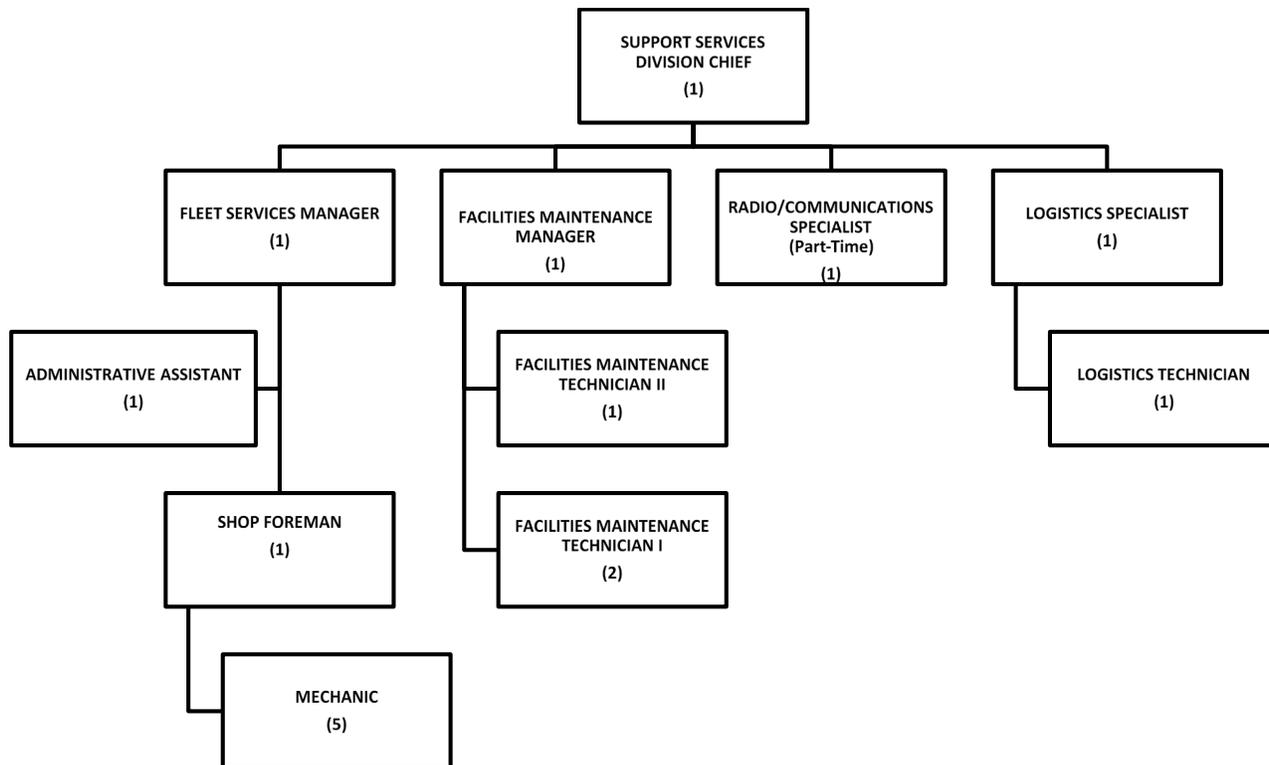
None



West Metro Fire Rescue Annual Program Appraisal

Staffing (Org Chart):

WEST METRO FIRE PROTECTION DISTRICT
SUPPORT SERVICES DIVISION



Injuries/Exposures:

None

Succession Planning:

The part-time radio/communications specialist has been invaluable but could be third party hired at an increased cost to the District.

Specialized Equipment:

The District upgraded the mobile radio equipment in 2021 and will upgrade the communication system equipment and software in 2022.

Training and Certifications Completed:

None

Training and Certifications Needed:

None



West Metro Fire Rescue Annual Program Appraisal

Facilities (if applicable):

Facilities are adequate for this division.

Program Goals and Objectives:

Overall Strategic Focus:

To provide the highest quality radio and data transmission across the District.

Significant Milestones:

Installation of new mobile radios in apparatus and staff cars.

Installation of the VFire21 frequency on the Mount Morrison Tower to extend VHS coverage.

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority III Operational Readiness	Objective A	Align mobile and portable radios to provide the highest quality of radio functionality. Progress: Mobile and portable radios have been replaced for alignment.
Priority III Operational Readiness	Objective A	Integration of in-mask communication. Progress: Complete.

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority III Operational Readiness	Objective A	Metro Area Radio Consortium (MARC) coordination of system upgrade complete with a five-year plan.

Unexpected Results (positive or negative):

None

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

Yes

How Does this Program Meet the Needs of the Citizens?

Maintaining effective emergency services to the citizens requires upgrading the radio communication system and developing a plan for optimization to enhance first responder safety.



West Metro Fire Rescue Annual Program Appraisal

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

None

Program Specific Measures or Metrics:

The District monitors Jeffcom's performance monthly. Performance is measured against District call-processing and response benchmarks.

Program Self-Assessment:

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

There were numerous changes to the performance indicators in 2019 reflecting the transition to Jeffcom. Jeffcom is a consolidated dispatch center that replaced eight individual public safety answering points across Jefferson County. There were no significant changes to the performance indicators in 2021.

SWOT Analysis:

Program Strengths:

Because Jeffcom has sufficient personnel on duty, they can handle multiple 911-generated calls and major emergencies.

Program Weaknesses:

Radio technology is forever changing. It is difficult to stay on top of the best advances available.

Program Opportunities:

Metro Area Radio Consortium (MARC) coordination of system upgrade complete with a five-year plan will ensure the optimal operation of the existing system(s) and establish a planning process for optimization in five years.

Program Threats:

The costs of radio equipment are continually increasing.



West Metro Fire Rescue Annual Program Appraisal

Program Name: Community Education
Program Manager: Community Education Specialist Erin Bravo
Appraisal Year: 2021
Date: 2/15/2022
Category: Category 5
Criterion (if required): 5B

Specific Recommendations (if applicable):

None.

Strategic Recommendations (if applicable):

5F.7 – It is recommended the District develop a formalized and documented annual appraisal process that will quantitatively evaluate the effectiveness of the community education program. The appraisal should also include an evaluation of the District’s standard operating procedures, protocols, and equipment. (This recommendation also applies to the following program areas: 5A, 5B, 5C, 5E, 5G, 5H, 5K, and 9B.)

Progress Made on Recommendations:

The appraisal process for Community Education has been developed and implemented.

Program Description:

Enter a Brief Description of the Program:

The West Metro Fire Protection District’s (District) community education programs support the District’s commitment to protecting the community’s quality of life through prevention, preparedness, and all hazards emergency response. The community education programs identify risks to the employees and citizens, and employ strategically designed and measurable efforts to reduce those risks in areas that are aligned with injury data and fire investigator findings. Community education is dedicated to increasing the overall knowledge and application of positive life safety behaviors and code compliant practices; which, can lead to fewer emergency responses and reduce preventable injuries or damages within the community.

List Sub-Programs:

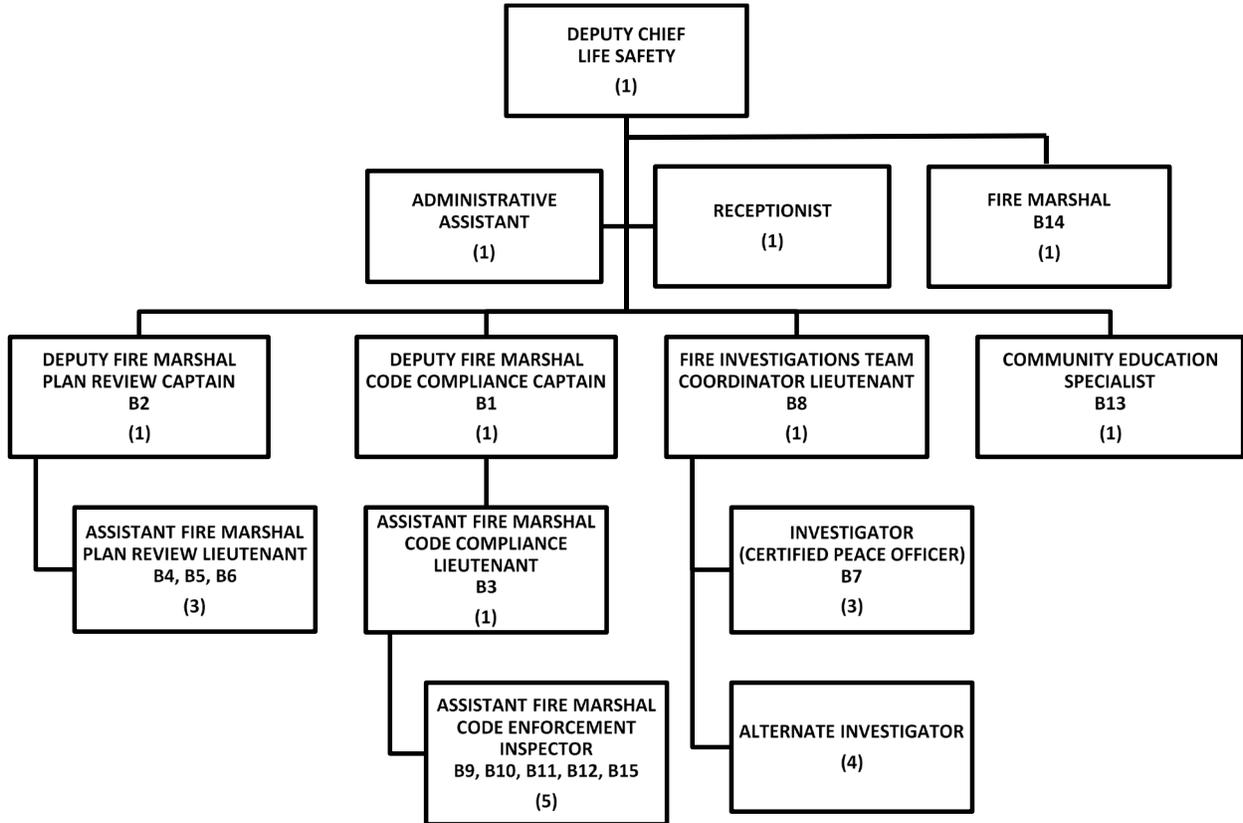
Child Passenger Safety (CPS)
Youth Fire Setter Intervention



West Metro Fire Rescue Annual Program Appraisal

Staffing (Org Chart):

WEST METRO FIRE PROTECTION DISTRICT
LIFE SAFETY



Injuries/Exposures:

There were no injuries or exposures related to community education in 2021.

Succession Planning:

Not applicable at this time.

Specialized Equipment:

A new virtual reality fire extinguisher training device is needed and has been budgeted for purchase in 2022.

Training and Certifications Completed:

Fire and Life Safety Educator (FSLE) II



West Metro Fire Rescue Annual Program Appraisal

Training and Certifications Needed:

Child Passenger Safety Instructor

Facilities (if applicable):

Administrative office, administrative storage room, 2 shipping containers at the Training Center.

Program Goals and Objectives:

Overall Strategic Focus:

To protect the community’s quality of life through prevention and preparedness by identifying risks to the community as well as employees. Employing strategically designed measurable programs to mitigate those risks.

Significant Milestones:

Successfully executed the largest CPS certification course in WMFR history with a class of 28 recruits from four fire departments.

The annual Family Fire Muster was cancelled completely due to the COVID-19 delta variant that was spreading rapidly during the end of summer and early fall. Due to the age group that typically attend the Family Fire Muster, it was determined that the large gathering should be cancelled since the targeted demographic (12 and under) did not have access to a vaccine at that time.

Previous Year’s Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority II Public Relations	Objective B	Goal - Develop an online platform that provides the community access to essential safety messages and updated materials. Progress – West Metro is transitioning the District’s website to a new platform and all community education information, forms and materials will be reorganized for enhanced access and distribution. Digital materials such as kindergarden-6 th grade education have been recorded and will be available on the website for educators and parents to access. Additional personal preparedness information has also been added to the website to help the community prepare for specific risks such as wildfires, evacuations, etc.
Priority II Public Relations	Objective B	Goal - Offer Speaker’s Bureau training for District employees who want to participate and get involved in community education. Progress – Speaker’s Bureau Training was completed during the first semester of the Jefferson County school year and will be offered again in 2022.
Priority II Public Relations	Objective B	Goal - Continue to solicit feedback from the community through surveys and online feedback forms to ensure programs are well received and serving the needs of the community.



West Metro Fire Rescue Annual Program Appraisal

		Progress – feedback forms are available for the CPS program and for the school presentations. A new form was created in 2021 specific to preschool visits, workplace safety presentations, and senior presentations. These forms will be uploaded to the new website and distributed after each presentation in 2022.
Priority II Public Relations	Objective C	Goal - Maintain and expand community partnerships with Muster sponsors as well as local hospitals and other stakeholders to extend the reach of the community education programs. Progress – Muster sponsors have remained interested and excited for the event, despite the cancellation of the Muster in 2021. All sponsors are looking forward to participating in the 2022 event. In partnership with Lutheran Medical Center, St. Anthony Hospital, Arvada Fire, and Jefferson County Public Health and Environment, a new program that focuses on senior fall prevention is in development and will be a big focus in 2022 and beyond.

Current Year’s Goals:

Strategic Plan Linkage		Enter goals here
Priority II Public Relations	Objective B	Create an updated online forum for the community to access essential safety messages and updated materials including videos, activities, and service information.
Priority II Public Relations	Objective B	Offer Child Passenger Safety and Speaker’s Bureau training for District employees who want to participate and get involved in community education programs and events.
Priority II Public Relations	Objective B	Solicit feedback from the community via programs analysis, surveys, and request/feedback forms to ensure education programs and events are well received and serving the needs of the community.
Priority II Public Relations	Objective C	Maintain and expand community partnerships with Muster sponsors as well as local hospitals and other stakeholders to extend the reach of the existing community education programs and potentially create new programs based on community needs.

Unexpected Results (positive or negative):

The COVID-19 pandemic continued to have an impact on District community education programs, as most of the programs involve in-person education and services. Due to COVID-19, community education programs were limited and at times suspended, postponed or cancelled completely. Fortunately, digital options were developed and used whenever possible. School programs and community events, although very limited compared to non-COVID impacted years, were possible with the use of additional personal protective equipment and protocols. As schools returned from virtual learning to in-person learning, some schools welcomed WMFR firefighters to teach in classrooms. Pre-recorded school education presentations were distributed to schools that requested them and the public safety videos with the virtual stations and facilities tours content remained available to the public via Spotspot.org.

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



West Metro Fire Rescue Annual Program Appraisal

Yes

How Does this Program Meet the Needs of the Citizens?

The community education programs identify risks to the employees and citizens, and deploys strategically designed programs and services to mitigate those risks. District, Local, State, and National data are continually monitored to identify target areas for community risk reduction programs.

Community education programs involve partnerships with local businesses and agencies to promote workplace safety, home safety, smoke alarms, escape planning, and fire prevention with our at-risk communities. We continually strive to reduce the impacts of fire and other risks of daily living; which, result in emergency medical responses.

Motor vehicle safety is promoted through individual car seat checks, school presentations, and activities at the annual Family Fire Muster. Furthermore, motor vehicle safety and other injury risks (i.e. fall prevention, poison prevention, and burn injury prevention) are addressed through the District kids club, school presentations, community event booths, and senior citizen safety presentations.

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

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

The continuation of the COVID-19 pandemic.

Program Specific Measures or Metrics:

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

Total Community Education Contacts	32,069
Family Fire Muster	0 – cancelled/postponed due to COVID
Community events	756
Files of Life, Smart911	3360
Material and information distribution	21,257
Preschool, elementary, middle, & high school	2,885
Safety presentations for seniors	25
Workplace safety presentations	65
Evacuation drill witness participants at scheduled drills	0
Car seat checks	149
Low-cost car seats	0
Low-cost bike helmets	10



West Metro Fire Rescue Annual Program Appraisal

Low-cost smoke and CO alarms	56
Contacts at 85 apparatus visits	1,700
Contacts during limited station tours	62
Youth fire setters	6
Family kids club monthly newsletter members	1,600
Spotspot.org visits	138

Program Self-Assessment:

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

Performance indicators reviewed and no updates were needed.

SWOT Analysis:

Program Strengths:

- Adaptable
- Established and long-running

Program Weaknesses:

- Accurate but dated material
- Accessibility of digital material

Program Opportunities:

- Online platform and content
- In-person and digital engagement

Program Threats:

- Continuation or resurgence of the pandemic



West Metro Fire Rescue Annual Program Appraisal

Program Name: Colorado Task Force 1
Program Manager: Captain Rod Tyus / Assistant Chief Bob Olme
Appraisal Year: 2022
Date: 2/1/2022
Category: Category 9
Criterion (if required): N/A

Specific Recommendations (if applicable):

None.

Strategic Recommendations (if applicable):

None.

Progress Made on Recommendations:

N/A

Program Description:

Enter a Brief Description of the Program:

Colorado Task Force 1 (CO-TF1) is one of 28 National Urban Search and Rescue Task Forces under the Federal Emergency Management Agency (FEMA), part of the Department of Homeland Security (DHS). The sponsoring agency is West Metro Fire Protection District (District). There are 23 participating agencies and 20 non-agency members that make up a roster of approximately 190 members.

List Sub-Programs:

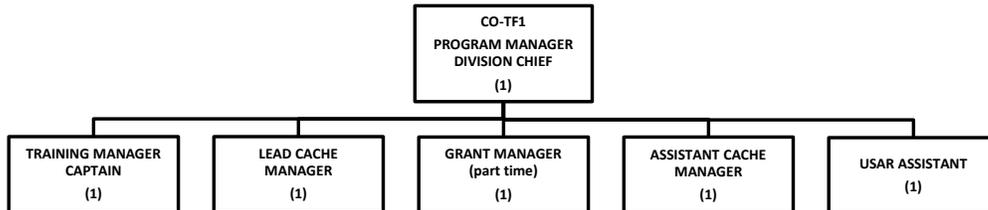
CO-TF1 does not host any sub-programs.



West Metro Fire Rescue Annual Program Appraisal

Staffing (Org Chart):

WEST METRO FIRE PROTECTION DISTRICT
URBAN SEARCH & RESCUE



Injuries/Exposures:

CO-TF1 members and staff did not experience any significant injuries or illnesses related to day-to-day operations during 2021. There was one reported injury while deployed in 2021 and that member is being successfully treated. In 2021, the FEMA home office through the mandate from the President of the United States, passed down a mandate for vaccinations against the COVID-19 virus. All CO-TF1 members were required to either get a vaccination or successfully apply for a religious or health exemption directly from FEMA to maintain active status. Ten members self-separated from the taskforce due to the mandate. 97% were vaccinated while 3% applied for exemptions.

In 2021, CO-TF1 deployed four times and was placed on alert two times. These incidents were the Champlain Tower Collapse, Tropical Cyclones Henri and Ida, alert orders for Tropical Cyclones Nicholas and Sam, and the Kentucky Tornadoes. The largest of these responses was the Type 3 Task Force sent to Louisiana as part of the Tropical Cyclone Ida response.

All members were tested for COVID-19 prior to deployment for each incident and one member tested positive prior to leaving. A qualified replacement was identified, tested, and able to deploy with the task force.

Succession Planning:

With the pending retirement of Program Manager Captain Rod Tyus, Chief Olme was assigned to lead the CO-TF1 program. Chief Olme and Captain Tyus are sharing program management and training responsibilities in order to familiarize Chief Olme with both disciplines. Additionally, the logistics manager has been designated as a deputy program manager to ensure depth within the senior management of the program.

These activities support CO-TF1's Strategic Plan, Strategic Priority 3: Administrative Support, Performance Measure 3.1.1.3: Develop a succession planning program for the CO-TF1 staff positions.



West Metro Fire Rescue Annual Program Appraisal

Specialized Equipment:

CO-TF1 maintains an equipment cache as required by the FEMA US&R System. The US&R designated Cache List for all task forces includes equipment such as vehicles, boats, and specialized equipment for search, technical rescue, hazardous materials response, safety, planning, communications, medical, structural assessment, logistics, and canine support. The equipment cache is maintained by the CO-TF1 cache manager (CM) and is formally inspected every three years during the FEMA US&R System's Administrative Readiness Evaluation (ARE). The ARE includes a self-evaluation, administrative peer-review process, and site visit, which is similar to the Center for Public Safety Excellence (CPSE) accreditation process. The CO-TF1 self-evaluation document is available as reference upon request.

CO-TF1 also maintains a Hazmat Emergency Push Package (HEPP). The HEPP is one of seven throughout the country, each maintained by FEMA US&R System task forces. The HEPP supplies hazmat equipment to deployed task forces in the event they need resupply in the field.

Training and Certifications Completed:

During 2021, COVID-19 prevented CO-TF1 from conducting much of the instructor-led training mandated for all positions within the system. To maintain readiness, the task force hosted training activities through the FEMA US&R System learning management system (LMS) or directly through videoconferencing. This resulted in task force members accomplishing 26,743 total training hours for 2021. This figure includes home-agency continuing education hours obtained for one of the US&R disciplines as well as cache familiarization and organization.

CO-TF1 annual training requirements include attending one Annual Readiness Training (ART) for the full task force, and two team-specific trainings for the team to which a member is assigned. Additional training is offered on the LMS for contemporary or urgent topics such as COVID-19 deployment procedures. The ART and the team training activities were conducted almost exclusively online.

Very few members were able to attend out-of-state certification training prior to travel restrictions. However, members obtained certificates for LMS training modules covering various US&R topics, as well as certificates for LMS training pertaining to their specialty. Training and certifications are also tracked using a "Deployment Status Worksheet" that is kept on file with the task force.

These activities are guided by CO-TF1's Strategic Plan, Strategic Priority 1: Operational Capabilities, Strategy 1.3.3: Optimize the use of the learning management system (LMS) and Task Force website in providing training opportunities to members.

Training and Certifications Needed:

In 2022, CO-TF1 will host a required ART both in-person and using the LMS. Members will again be required to attend two team trainings throughout the year, either in-person or online. CO-TF1 will do whatever is necessary to facilitate much needed instructor-led system-wide training in 2022.



West Metro Fire Rescue Annual Program Appraisal

New members will be brought on board in April 2022. They will be required to complete the above listed training, as well as position-specific training. The position-specific training includes an LMS training module as well as an in-person class. New members will attend in-person classes as COVID-19 restrictions allow. Currently, FEMA has not released a training plan to facilitate in-person classes. However, one is expected in the first quarter of 2022. CO-TF1 participating agencies have separate travel and training restrictions that will be honored by the task force.

These activities are guided by CO-TF1's Strategic Plan, Strategic Priority 1: Operational Capabilities, Strategy 1.4.1: Enhance and maintain CO-TF1's recruitment process.

Facilities (if applicable):

CO-TF1 leases the western portion of the West Metro Fire Training Center (WMFTC) building to house its equipment cache and administrative offices. CO-TF1 also has access to the WMFTC training classrooms and grounds. These facilities are scheduled and leased as required.

The facilities are adequate to meet CO-TF1's needs.

Program Goals and Objectives:

Overall Strategic Focus:

The CO-TF1 strategic plan focuses on readiness and is organized around three strategic priorities: (1) Operational Capabilities, (2) Logistical Support, and (3) Administrative Support.

This strategic focus is in support of CO-TF1's mission to "develop, maintain, deploy, coordinate, and support US&R resources on-scene to locate, provide initial medical treatment, and extricate victims of incidents requiring specialized search and rescue operations."

The CO-TF1 Strategic Plan document is available upon request.

Significant Milestones:

As COVID-19 continued to affect all aspects of life including members of the task force, CO-TF1 was still able to maintain a deployable Type I team (80 deployed members) throughout the year. This could not have happened without the hard work and dedication of every member of the task force.

CO-TF1 deployed a Type 3 Task Force to Tropical Cyclone Ida in 2021. All aspects of the deployment from mobilization, response, demobilization, and rehabilitation met the challenges of response in a COVID world.

These milestones support CO-TF1's Strategic Plan, Strategic Priority 1: Operational Capabilities, Strategy 1.1.1: Deploy only those task force members who are qualified and trained. "Pre-rostered" members are those who are assigned to a position on one of the rotating deployment rosters.



West Metro Fire Rescue Annual Program Appraisal

Previous Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority I Invest in Human Capital	Objective B	In 2021, CO-TF1 continued to focus on the health of the membership by closely adhering to the evolving COVID-19 protocols from the FEMA US&R System and the District.
Priority III Operational Readiness	Objective A	In 2021, CO-TF1 continued to maintain its operational readiness through the support of the sponsoring agency and participating agencies. This involved adherence to the COVID-19 protocols, maintenance of training requirements, and communication with participating agencies and the FEMA US&R System regarding deployment status.
Priority IV Relationships	Objective A	Developed cooperative training with external stakeholder partners [as related to CO-TF1 training]. In 2021, CO-TF1 staff met with the Colorado Army National Guard (COANG) to discuss training opportunities related to disaster support. The discussion of further integration to enhance CO-TF1's ability to utilize COANG in the event of a local natural disaster is on-going.

Current Year's Goals:

Priority I Invest in Human Capital	Objective A	In 2022, CO-TF1 will invest in current and new members to ensure that all members have appropriate lines of communications with staff in order to meet the challenges of response during a pandemic.
Priority IV Relationships	Objective A	Internal and external communications are vital for task force success. In 2021, CO-TF1 was one of nine task forces across the United States able to maintain a Type I response capability throughout the pandemic year. The expectation is to continue this in 2022.

Unexpected Results (positive or negative):

Maintaining operational readiness during COVID-19. The strong leadership of the sponsoring and participating agency chiefs resulted in a vaccine mandate and mandatory testing requirements (prior to the federal mandate) resulted in the task force maintaining deployable status.

In total, forty-nine people separated from the task force in 2021. This will require a large recruitment effort in 2022 and beyond.



West Metro Fire Rescue Annual Program Appraisal

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

CO-TF1 is one of the District's major links to local, state, and national partnerships, as encouraged by the District's Strategic Plan, Strategic Priority IV, which aims to "build and strengthen relationships with neighboring agencies, community organizations, and leaders."

How Does this Program Meet the Needs of the Citizens?

No fire response agency can handle all risks without the aid of other agencies. By participating in the task force, its members experience responses to large and complex events in other communities. This experience prepares these individuals for larger local events.

Task force training also allows for a broad array of non-traditional training, which is likely not offered internally due to many obstacles including small class size and funding.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

- Champlain Tower Collapse, June 2021, Incident Support Team (IST) - one person
- Tropical Cyclone Henri, August 2021, two IST members
- Tropical Cyclone Ida, August - September 2021, 45-person Type III Water MRP
- Tropical Cyclone Nicholas, September 2021, Alert Order – no deployment
- Tropical Cyclone Sam, September 2021, Air Cargo Alert Order (stood up and taken down)
- Kentucky tornadoes, December 2021, IST – one person

Program Specific Measures or Metrics:

CO-TF1 tracks activities and measures performance using several resources including an annual self-evaluation tool, after-action reports, a deployment status worksheet, and other tools. Specific metrics from 2020, as reported in the self-evaluation document and the "CO-TF1 FEMA FORM 089-0-14 Self-Eval Scoresheet - 2020 V1.1," include the following:

- Operations:
 - 184 CO-TF1 members participated in 26,743 hours of training.
 - 152 of 184 members were rostered as "fully deployable" in 2021. This means that they completed all training requirements and met the participation standards.
 - 45 personnel deployed with the Type 3 Task Force to Tropical Cyclone Ida. A total of 57 members assisted with the initial mobilization process for that deployment. The deploying personnel then completed the deployment phases of transportation, setting up a base of operations, conducting on-site operations, and demobilization. These phases are tracked by hours and number of personnel in the annual self-evaluation tool.
 - The self-evaluation score for operations from 2021 was reported as 97.0 out of 100.
- Logistics:
 - CO-TF1 met the required capabilities, with no shortfalls, in the areas of search, rescue, medical, hazmat, communications, logistics, technical equipment, and water operations.



West Metro Fire Rescue Annual Program Appraisal

- Equipment cache capability was listed as 97%-99%.
- The following categories for logistics are evaluated: transportation resources, equipment cache and training exercises, cache management inventory system, and warehouse resources.
- The self-evaluation score for logistics from 2021 was reported as 96.0 out of 100.
- Management:
 - The following categories for management are evaluated: complement of task force administrative staffing and resources, complete accurate timely cooperative agreement reports, cooperative agreement plans and memoranda of agreement, financial and accounting processes, and records.
 - The self-evaluation score for management from 2021 was reported as 97.0 out of 100.

Please List any Major Budget Variances (+/- 10%). Please Include a Brief Explanation for the Variance:

None

Program Self-Assessment:

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

CO-TF1 is not the author of any specific performance indicators.

SWOT Analysis:

Program Strengths:

- Exceptional, highly trained, and dedicated membership.
- Administrative staff have been able to maintain deployable status.
- Strong, positive reputation among the Colorado participating agencies. This is demonstrated by membership participation numbers, new member applications, and annual requests by Colorado fire agencies to join the participating agency list.
- Strong and consistent sponsoring agency support from the District.
- Positive reputation at the FEMA US&R System level (national). Demonstrated by the Administrative Readiness Evaluation scores from 2019. Document available upon request.
- Consistent demonstration of administrative proficiency, as shown by the annual self-evaluation scores.
- CO-TF1 staff members, and several of the rostered members, participate on FEMA US&R system advisory groups and subgroups, lending Colorado's voice to system-wide policy and program development.



West Metro Fire Rescue Annual Program Appraisal

Program Weaknesses:

- Program funding, via the annual cooperative agreements, tends to lag behind system mandates for equipment cache upgrades. Funding for administrative support has also shown slow growth over many years.
- The sponsoring agency has identified areas of improvement for participation and will be implementing those plans in 2022.

Program Opportunities:

- CO-TF1 will maintain close communication with the FEMA System as program funding is discussed at the FEMA level. This is the greatest threat to the overall health of the task force.
- CO-TF1 has the opportunity to market itself better to the sponsoring agency membership as well as to participating agencies who have few or no active members on the task force.
- CO-TF1 seeks to maintain the high evaluation scores that it has received in the formal ARE and annual self-evaluation processes.

Program Threats:

- Potential FEMA reduction of funding while some capital cache items are at end of life. A plan for funding is yet to be developed or communicated.
- Recapitalization for certain cache items has not been identified by the FEMA system. Equipment is experiencing end-of-life issues with no available funding for replacement.



West Metro Fire Rescue Annual Program Appraisal

Program Name: Emergency Medical Services

Program Manager: Division Chief Todd Heint

Appraisal Year: 2021

Date: 2/15/2022

Category: Category 5

Criterion (if required): 5F

Specific Recommendations (if applicable):

5F.8 – It is recommended the District formalize a plan to address a community-based Cardiopulmonary Resuscitation (CPR) and Automatic External Defibrillator (AED) training program.

Strategic Recommendations (if applicable):

None.

Progress Made on Recommendations:

In 2021, the West Metro Fire Protection District (District) delivered multiple CPR classes to community partners. Specifically, the Emergency Medical Services (EMS) Division administered seven CPR classes for Foothills Parks and Recreation resulting in 74 CPR cards issued to students, and 11 CPR classes for the Lakewood Police Department (LPD) where 253 CPR cards were issued to staff. Program focus was to increase awareness of hands-only CPR, access to AEDs, and PulsePoint™ awareness. The District routinely refers citizens to the American Red Cross®, the American Heart Association®, local community colleges, and hospitals that have well established CPR/AED programs. Of note, we recognized one of the LPD agents, who received our training, with a life-saving award in October 2021 for initiating CPR on a patient who survived to hospital discharge.

At the close of 2021, there were 6,696 subscribers to the District's PulsePoint with 1,868 CPR-enabled followers. During the year, 130 sudden cardiac arrest incidents occurred in public locations within the District, leading to 101 alert notifications. These alerts are sent to individuals who have CPR-enabled on their PulsePoint app and are within a quarter mile from where a sudden cardiac arrest occurs. This creates an opportunity for bystanders to render aid until prehospital care arrives. Moreover, 337 AEDs were approved in public locations throughout the District, which equates to 1.2



West Metro Fire Rescue Annual Program Appraisal

devices per 1,000 people. This exceeds the American Heart Association goal of one (1) approved AED per 1,000 people, improving access to this lifesaving device.

Program Description:

Enter a brief description of the program:

The EMS Division works directly under the deputy chief of operations and is responsible for supporting the delivery of emergency medical services to the citizens of the District. The District maintains advanced life support (ALS) level response capabilities on all front line (excluding chief vehicles) apparatus and is a full EMS transport agency.

Day-to-day responsibilities of the EMS Division include providing and coordinating EMS training; providing and maintaining the equipment, tools, and supplies needed by field personnel; performing quality assurance and quality improvement processes; assisting personnel with maintaining their EMS certifications; and delivering a community integrated healthcare program. EMS training delivery responsibilities are shared between the EMS and Training Divisions. The District is recognized as a state of Colorado EMS Training Group and provides personnel with continuing education in order to meet EMS certification requirements.

The Advanced Resource Medic (ARM), placed in service in 2018, continues to develop the scope and mission of the District's mobile integrated health program. In late 2019, the District was awarded approval as one of 250 agencies in the country from the Center for Medicare & Medicaid Innovation (CMMI) to participate in a five-year emergency triage, treatment, and transport (ET3) pilot program. Launch of the ET3 program occurred on January 1, 2021, enabling the District to expand capabilities of the ARM by allowing treatment in place (through telehealth).

List Sub-Programs:

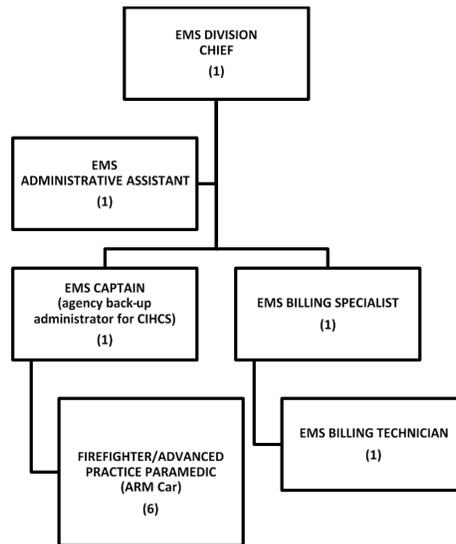
Mobile Integrated Health (MIH).



West Metro Fire Rescue Annual Program Appraisal

Staffing (Org Chart):

WEST METRO FIRE PROTECTION DISTRICT
EMERGENCY MEDICAL SERVICES DIVISION



Injuries/Exposures:

There were 11 injuries related to EMS operational duties in 2021. Please see the Wellness Program Appraisal for injury details.

Succession Planning:

In 2021, there were transitions at the EMS captain and chief positions, and a transition period was established to train the incoming replacements. A written guide covering relevant job responsibilities for the captain position was developed in 2020 and used to ensure a smooth transfer of information. The new division chief, formerly an EMS captain, spent substantial transition time with the incumbent chief who is now the deputy chief of administration and continues to act as a mentor to provide valuable insight. Additionally, external training and relationship building is a key aspect of the chief position and has been a valuable component of the transition process.

There was also a transition in the medical director role in 2021. The existing medical director communicated plans to retire and recommended three physicians for replacement. After several months of meeting and interacting with these physicians, a new medical director was selected who brings energy and an innovative spirit to help guide and support the District’s EMS program. The incumbent medical director will remain for several months into 2022 to assist with the transition.



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Specialized Equipment:

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

Training and Certifications Completed:

The EMS Division is responsible for the delivery and maintenance of all District EMS providers’ certifications; continuing education (CE) hours; and paramedic school preparation, enrollment, and graduation ensuring adequate paramedic (ALS) staffing while maintaining District standard of cover objectives.

The following table shows the total Advanced Cardiac Life Support (ACLS), Pediatric Advanced Life Support (PALS), CPR, electrocardiogram (EKG), and intravenous (IV) initial certification/recertification courses and corresponding educational hours available per student:

ACLS, PALS, EKG, IV, CPR:

Total EMS Certification Classes in 2021	16
Total Certificates Issued to Providers in 2021	282

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

CE HOURS:

Total EMS Classes in 2021	61
Total Hours CE Credit Available	174.25

The following table illustrates paramedic school preparation, enrollment, and graduation activities in 2021:

PARAMEDIC SCHOOL:

Students Completed BIO 2021	7
Students Completed EKG 2021	17
Students Accepted 2021	18
Students Graduated 2021	18

Training and Certifications Needed:

For 2022, eight (8) employees have been identified to attend paramedic school.



West Metro Fire Rescue Annual Program Appraisal

Facilities (if applicable):

None

Program Goals and Objectives:

Overall Strategic Focus:

Deliver prompt, professional, and compassionate service to the community. Strive for innovation and foster passion in EMS by creating an educational and supportive environment conducive to individual and collective growth. Maintain a high standard of care through continuing education and quality assurance/improvement processes. Maintain reliable equipment, supplies, and PPE to ensure the safe and timely delivery of patient care. Develop the mobile integrated healthcare program by expanding treatment options and building community partnerships that foster delivery of the right care to the right person at the right time.

Significant Milestones:

- Launched the CMMI ET3 pilot program and implemented telehealth through the mobile integrated health program.
- Onboarded a new medical director.
- Participated in a statewide hospital divert taskforce in response to surging hospital capacity issues and implemented recommendations through a collaborative effort with JeffCom 911.
- Modified operational procedures for the COVID-19 pandemic response.

Previous Year’s Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority III Operational Readiness	Objective A	Distributed enhanced PPE to personnel that serves as a dual-purpose EMS and wildland pant.
Priority III Operational Readiness	Objective C	Expanded ARM availability from four days a week (10-hour shifts) to 24-hour shifts, providing 24/7/365 operational capability to meet the District’s objectives of addressing unmet community healthcare needs.
Priority I Invest in Human Capital	Objective C	Proposed the need for additional EMS staffing that will be implemented in 2022.
Priority V Financial Stability	Objective B	Transitioned responsibilities for development of the Colorado Medicaid Reimbursement Program annual cost report (ACR) to the Finance Division with support provided by the EMS Division.



West Metro Fire Rescue Annual Program Appraisal

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority III Operational Readiness	Objective A	Enhance the tracking of patient outcome data to improve quality management and support decision making.
Priority III Operational Readiness	Objective A	Evaluate EMS deployment models in conjunction with the Standard of Cover Strategic Planning Team (SOC SPT) to reduce commitment time of the busiest medic units.
Priority III Operational Readiness	Objective C	Implement a telehealth pilot program on select medic units for three months to evaluate potential for telehealth as an additional service on all medic units.
Priority III Operational Readiness	Objective C	Build a collaborative partnership with the Lakewood Police Community Action Team (CAT) to assist in homeless navigation and facilitate referrals for service within the mobile integrated health program.
Priority III Operational Readiness	Objective C	Explore potential for behavioral health referrals, co-response, and alternative destination transport with the Jefferson Center for Mental Health (JCMH).
Priority IV	Objective A	Uprtrain law enforcement partners on new medical protocols that impact their tactical decisions and collaborate on delivery of active threat training.
Priority I Invest in Human Capital	Objective C	Add additional human capital to the EMS Division to support the District's EMS objectives while maintaining work-life balance and succession planning.

Unexpected Results (positive or negative):

- In 2021, the District transported 17,555 patients to area hospitals, which represented a 10.5% increase in transport volume over 2020. Although there had been a 3.5% dip in transport volume in 2020 due to the COVID-19 pandemic, this was still a significant increase in demand for service.
- Hospital capacity became an issue in the latter half of 2021 as hospitals dealt with staffing challenges and surging admissions. The District had to coordinate with area hospitals, dispatch centers, and medical directors to establish a functional load leveling process for more even distribution of patients when hospitals became overwhelmed.

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

Yes



West Metro Fire Rescue Annual Program Appraisal

How Does this Program Meet the Needs of the Citizens?

In support of the District’s mission to protect the community’s quality of life, the EMS program delivers quick, professional, and well-trained EMS response so that citizens and visitors of the District receive cutting-edge prehospital care and rapid hospital transport aimed at achieving the best outcomes possible.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

Ongoing COVID-19 pandemic response and close coordination with JeffCom 911 to ensure the appropriate hospital destination by transporting units.

Program Specific Measures or Metrics:

EMS Incidents 2017 - 2021	2017	2018	2019	*2020	2021
Total EMS Incidents	23,941	23,557	25,126	22,831	25,181
Patient Transports	17,003	16,043	16,446	15,894	17,555
% Transports	71.02%	68.10%	65.45%	69.62%	66.67%
Emergent Transports	1,105	1,175	1,244	1,436	1,706
% Transports Emergent	6.50%	7.32%	7.56%	9.03%	9.72%

EMS Pre-Hospital Alerts	2017	2018	2019	2020	2021
Sepsis Notification	56	53	59	70	141
STEMI (ST Elevation Myocardial Infarction) Alert	65	67	58	79	105
Stroke Alert	134	103	114	234	251
Trauma Alert	64	44	51	69	80
Total Alerts	319	267	282	452	577



West Metro Fire Rescue Annual Program Appraisal

Cardiac Arrest Return of Spontaneous Circulation	2017	2018	2019	2020	2021
No Return of Spontaneous Circulation	85	146	162	193	193
Yes, Prior to ED Arrival Only	23	62	48	60	88
Yes, At Arrival at the ED	2	9	32	7	8
Yes, Sustained for 20 Consecutive Minutes	4	19	8	11	13
Total Arrests (7/29/2017 forward due to NEMSIS 3.0)	114	236	250	271	302

Program Self-Assessment:

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

Criterion 5F and Performance Indicator 5F.1 were updated to accurately reflect the current deployment of medic units throughout the District.

SWOT Analysis:

Program Strengths:

Meeting all strategic priority objectives and proudly delivering prompt, professional, and compassionate emergency medical services to the community.

Program Weaknesses:

Internal and external factors often place constraints and pressures on time management for the limited uniformed EMS Division staff.

Program Opportunities:

Expand the human capital in the EMS Division to provide for better division of labor and succession planning opportunities.

Program Threats:

Industry changes due to legislative and other external factors that place pressures on revenue cycle management will continue to impact the District's EMS program.



West Metro Fire Rescue Annual Program Appraisal

Program Name: Facilities
Program Manager: Facilities Maintenance Manager Chris Schleef
Appraisal Year: 2021
Date: 2/15/2022
Category: Category 6
Criterion (if required): 6A, 6B

Specific Recommendations (if applicable):

None

Strategic Recommendations (if applicable):

None

Progress Made on Recommendations:

None

Program Description:

Enter a Brief Description of the Program:

The West Metro Fire Protection District (District) Facilities Maintenance Division is responsible for the maintenance and repair, as well as planning for and implementation of any capital improvements for the District's 23 facilities (grounds and buildings). Utilizing 4 full-time employees, the day-to-day maintenance is completed professionally and timely. Larger repairs are contracted with vendors from the vendor list and managed by the division. Facilities is also responsible for coordinating large capital projects including project management and acting as the direct liaison between the District and contractors.

List Sub-Programs:

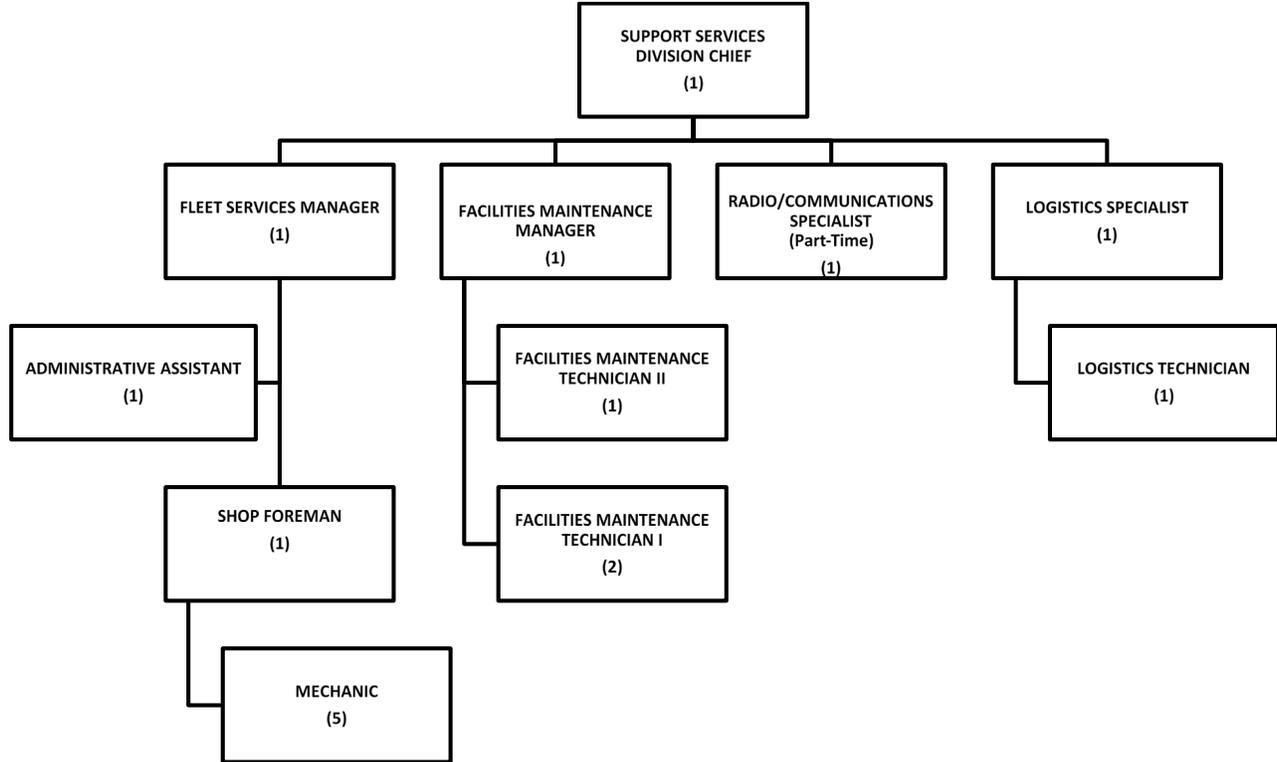
None



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Staffing (Org Chart):

WEST METRO FIRE PROTECTION DISTRICT
SUPPORT SERVICES DIVISION



Injuries/Exposures:

None

Succession Planning:

Succession planning is ongoing by cross-training and evaluation of performance by the manager and the division chief.

Specialized Equipment:

None

Training and Certifications Completed:

Staff have completed welding, HVAC, building construction, and management certificate courses necessary to ensure efficiency and safety of the District's buildings and equipment. The newest employee has entered a welding certification program.

Training and Certifications Needed:

Welding certification



West Metro Fire Rescue Annual Program Appraisal

Facilities (if applicable):

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

Program Goals and Objectives:

Overall Strategic Focus:

To provide timely maintenance across the District while providing the most cost-effective solutions for completion of the maintenance. The Facilities Maintenance Division maintains the facilities that ensure a continuous ability to respond.

Significant Milestones:

The facilities staff was awarded a 2020 Unit Citation for the exemplary work they performed.

A new full-time facilities technician was added to the Facilities Maintenance Division.

Previous Year's Goals and Progress:

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

Current Year's Goals:

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

Unexpected Results (positive or negative):

This program has met the District's needs for facilities maintenance while providing cost controls for these services. Most of the maintenance is done in-house, creating substantial cost savings and timely service.

1,022 work orders were processed in 2021, an increase of 171 over the previous year.

Special Projects:

- Emergency generator replacement, upgraded to whole house generators
Stations 2, 16, and 17
- Station 15's generator has been sized and ordered and is scheduled for install in 2022
- Station 16 - security cameras install
- Stations 2, 3, 9, 11 - paint projects
- Station 17 - shed demolition and install (2 new sheds)
- Administration Building and Old Station 8 - asphalt pavement replacement



West Metro Fire Rescue Annual Program Appraisal

- EMS Warehouse - alarm system install
- Station 16 - snow removal quad with plow purchase
- Training Center - class A burn building addition and prop build

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

Yes

How Does this Program Meet the Needs of the Citizens?

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

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

Administration Building – elevator replacement preparation

Program Specific Measures or Metrics:

The metrics used to measure failure or success is the number of outstanding workorders each month and ensuring the expenses are held as close to the budget as possible. This has been challenging during a time of increasing inflation of goods and services.

Program Self-Assessment:

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

There were no significant changes to the program performance indicators in 2021.

SWOT Analysis:

Program Strengths:

The facilities maintenance staff has the ability to consistently respond to facilities emergencies. Additionally, the staff is familiar with available resources, and can plan for improvements by prioritizing the District's needs while maintaining fiscal responsibility.



West Metro Fire Rescue Annual Program Appraisal

Program Weaknesses:

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

Program Opportunities:

Ongoing training and District facility familiarization for the full-time technicians will increase efficiency and effectiveness of the facility staff.

Program Threats:

Inflated costs of goods and services could have an adverse budgetary impact of the District's ability to support the facilities program.



West Metro Fire Rescue Annual Program Appraisal

Program Name: Finance
Program Manager: Finance Director Bruk Mulaw
Appraisal Year: 2021
Date: 2/15/2022
Category: Category 4
Criterion (if required): 4A, 4B, 4C

Specific Recommendations (if applicable):

None

Strategic Recommendations (if applicable):

None

Progress Made on Recommendations:

N/A

Program Description:

Enter a Brief Description of the Program:

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

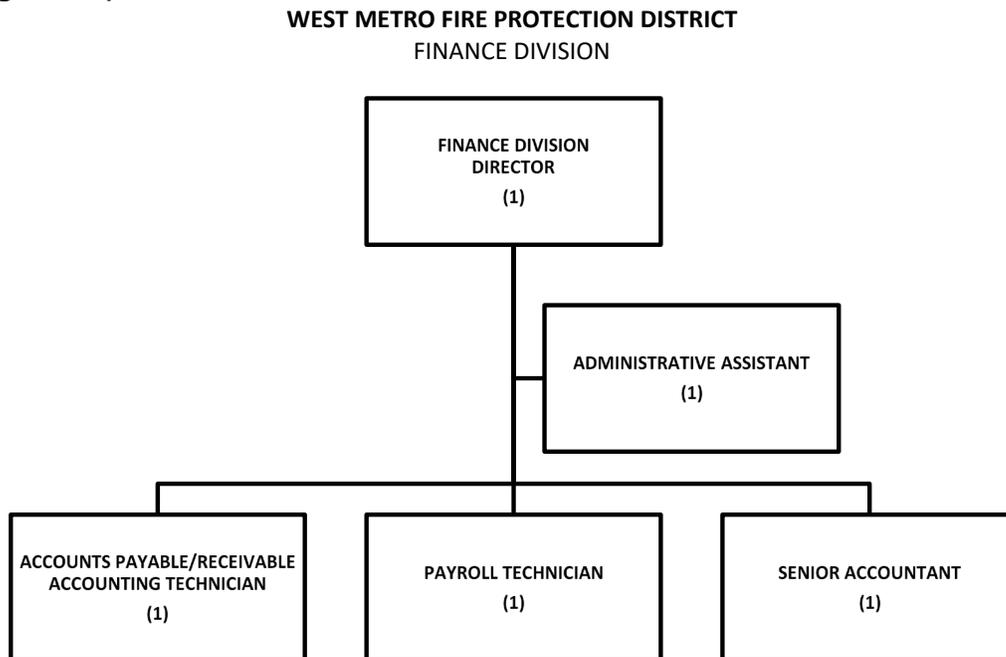
List Sub-Programs:

- Annual Budget
- Financial Analysis and Forecasting
- Payroll
- General Ledger Administration
- Financial Reporting and Transparency
- Accounts Payable
- Accounts Receivable
- P-Card Administration
- Capital Asset Reporting and Management
- Treasury – Debt and Investments
- Grant Administration and Reporting
- Financial Policy, Standards, and Compliance
- Fund Balance Management



West Metro Fire Rescue Annual Program Appraisal

Staffing (Org Chart):



Injuries/Exposures:

N/A

Succession Planning:

The District continues to see growth in all areas of services provided. The Finance Division is currently comprised of 5 full-time employees. Each role is uniquely diversified to take on responsibilities and tasks for division of labor while ensuring segregation of duties, internal controls, and structure as it applies to the District as a whole. The Division continues to incorporate cross-training among team members, as well as develop and update reference guides on major tasks, techniques, and procedures. In 2021, the Finance Division was able to successfully transition its former senior accountant to the finance director position and hire and train a new senior accountant.

Specialized Equipment:

N/A

Training and Certifications Completed:

- Finance director - 67.3 hours of various continued professional education (CPE) courses in government finance, leadership, and economic and regulatory updates.
- Senior accountant – CPR and various onboarding trainings (new hire)
- Accounts payable/receivable technician – 1099 tax filing, CGFOA Immersion Series 1 (Intro to Governmental Accounting)



West Metro Fire Rescue Annual Program Appraisal

Training and Certifications Needed:

Payroll certification for finance administrative assistant.

Facilities (if applicable):

N/A

Program Goals and Objectives:

Overall Strategic Focus:

In 2021, the Finance Division's goal was to focus more on training and succession planning to allow job growth, life work balance, and enhance scope of collaboration with both internal and external stakeholders. The Division will work closely with other divisions within the District to enhance communication and awareness on available resources, guides, and provide training and support on finance related matters. The Division also recognizes the priority of maintaining long-term financial stability and resiliency by maintaining adequate fund reserve balance based on risk factors that are specific to the District's economic and financial situation.

Significant Milestones:

The Division experienced some major changes in 2021. Among the significant milestones include promoting and transitioning the former senior accountant to the finance director position and hiring of a new senior accountant. Despite this happening during the audit season, the Division successfully accomplished a smooth and seamless transition with timely completion of the audit and filing of the annual comprehensive financial report. The Division was also able to kick off the 2022 budget season almost a month early to allow ample time for the budget preparation and review process. The District has recognized the finance director as 2021 employee of the year for implementing improvements in financial practices and being able to quickly assume the leadership role. The award is a testament to the dedication and professionalism of the finance team as a whole.

Other accomplishments in 2021 include:

- The Division developed an updated edition of the internal finance and budget basics training material to help as reference guide for both existing and newly promoted program managers and station captains.
- In collaboration with the administration staff the Finance Division was able to secure the maximum allowable \$50,000 grant from the Coronavirus Relief Fund (CVRF) reserves to fund the audio-visual upgrade in the District's board room. More than 50 agencies with a total of \$1.6 million in funding needs competed for the CVRF round 3 reserve grant, which only had a total of \$250,000 in available balance. West Metro Fire Rescue was among the very few that received the full funding from this reserve grant paid through the department of local affairs (DOLA).
- In 2021 the District went through a comprehensive external audit review for its participation in the Medicaid supplemental payment program. The Finance Division took a leading role in facilitating a successful audit and review process. The District received \$6.97 million reimbursement in 2021 from the Medicaid supplemental payment program for its 2019/2020 reporting period.



West Metro Fire Rescue Annual Program Appraisal

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals here
Strategic Plan Priority	Objective C	Enhance leadership skills and attend leadership trainings. Explore available resources through Government Finance Officers Association of the United States and Canada (GFOA), Colorado Government Officers Association (CGFOA), Colorado Society of Certified Public Accountants (COCOA), American Institute of Certified Public Accountants (AICPA). (In progress, ongoing)
Priority I Invest in Human Capital	Objective C	Create clear expectations and reinforce training/education platforms for staff members to meet minimum requirements of job description. (In progress, ongoing)
Strategic Plan Priority	Objective C	Cross-train finance team to ensure succession planning. (In progress)
Priority I Invest in Human Capital	Objective A	Review current job descriptions and update to incorporate matching responsibilities. (Completed Q1, 2021)
Priority V Financial Stability	Objective C	Develop an educational plan for internal stakeholders involving budget and spending and review of historical program expenses through current financial systems. (Completed Q3, 2021)

Current Year's Goals:

Strategic Plan Linkage		Enter goals and progress here
Priority I Invest in Human Capital	Objective C	Utilize training and higher education opportunities, succession planning, cross training, flexibility on scheduling, to enhance work-life balance.
Priority V Financial Stability	Objective C	Enhance internal communication and collaboration with other divisions/stations, in person meetings, schedule visits to stations. Tapping on available technologies and shared resources and reduce duplication of work.
Priority V Financial Stability	Objective A	Maintain a healthy fund reserve with unassigned fund balance level kept at or above 25% of the District's projected annual expense.

Unexpected Results (positive or negative):

Separation of previous Finance Director.

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

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



West Metro Fire Rescue Annual Program Appraisal

How Does this Program Meet the Needs of the Citizens?

The Division worked diligently to exercise prudence in managing the District's funds. Through careful planning and conservative budgeting, the Division ensured continued funding for the District's services and programs. The District has received numerous prestigious awards including the GFOA's best practice award for fund balance management. The strong financial foundation and the Division's debt management has increased the District's Moody's rating to AAA, which has allowed tax saving to the citizens through reduced Mill levy on general obligation debt services. The financial stewardship and internal controls have ensured efficiency in resource utilization, productivity, and a strong fund reserve balance for long term needs. The Division will continue to reinforce the District's culture of conservative financial stewardship and accountability, thereby preserving the resources which provide essential services to the citizens within the District.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

New finance director, new senior accountant

Program Specific Measures or Metrics:

2021	Payroll		Check Register		Pcard Transactions	
Month	# of Employees paid	Gross Payroll	# of Checks	Amount	# of Transactions	Amount
January	865	\$ 5,873,300	281	\$ 1,453,379	488	\$ 196,975
February	863	4,128,099	318	1,131,751	425	140,011
March	865	4,118,501	375	2,308,776	523	157,911
April	683	4,059,240	442	1,079,164	510	154,260
May	864	4,362,409	295	469,555	499	163,469
June	870	4,222,151	272	702,170	530	142,560
July	878	4,764,217	428	926,950	488	170,891
August	914	4,710,228	334	680,390	598	156,770
September	897	4,743,669	309	524,120	550	156,049
October	894	4,437,232	448	1,104,308	618	198,757
November	898	4,579,383	335	586,300	539	158,394
December	905	4,529,289	637	2,059,815	583	209,884
Totals	10,396	\$ 54,527,718	4,474	\$ 13,026,676	6,351	\$ 2,005,932

Program Self-Assessment:

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

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



West Metro Fire Rescue Annual Program Appraisal

SWOT Analysis:

Program Strengths:

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

Program Weaknesses:

- Complexity of the payroll system with several pay and benefit packages.
- Staff not fully cross-trained.
- Challenges with life-work balance. Limited options and resources for covering team members who they go on leave.
- Internal stakeholders not fully utilizing financial documents, training resources, and guides available on the District's shared platform.

Program Opportunities:

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

Program Threats:

- Economic uncertainties caused by the COVID pandemic. Inflation, supply chain disruptions, labor market challenges.
- Increase in demand and cost of providing emergency services.
- Retirements and leaves with the impact on staffing and overtime costs.
- Ageing capital assets and increasing needs for major capital project works.
- Increase in tax abatements and refunds with negative impact on tax revenue collections.
- State legislations potentially affecting future assessment rates of taxable properties and their implications to tax revenues.
- Increase in natural disasters (wildfires, hurricanes), burden on resources with possibility of multiple deployments.
-



West Metro Fire Rescue Annual Program Appraisal

- Increase in staff movements and transition of roles throughout the district, could potentially add complications to the payroll, budget, and accounting workflow systems.
- Growing sophistication in cyber security threats.



West Metro Fire Rescue Annual Program Appraisal

Program Name: Firefighter Recruitment and Hiring Process

Program Manager: Erin Cummins

Appraisal Year: 2021

Date: 2/15/2022

Category: Category 7

Criterion (if required): 7B

Specific Recommendations (if applicable):

None

Strategic Recommendations (if applicable):

None

Progress Made on Recommendations:

N/A

Program Description:

Enter a Brief Description of the Program:

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

The strategic goals for the Human Resources (HR) Division are as follows: recruiting qualified individuals; retaining valuable members; establishing, administering, consulting, training, and effectively communicating sound policies and procedures; treating members with dignity and equality while maintaining compliance with employment laws, labor laws, District policies, and contractual agreements; and, recognizing and encouraging diversity in the workplace.

List Sub-Programs:

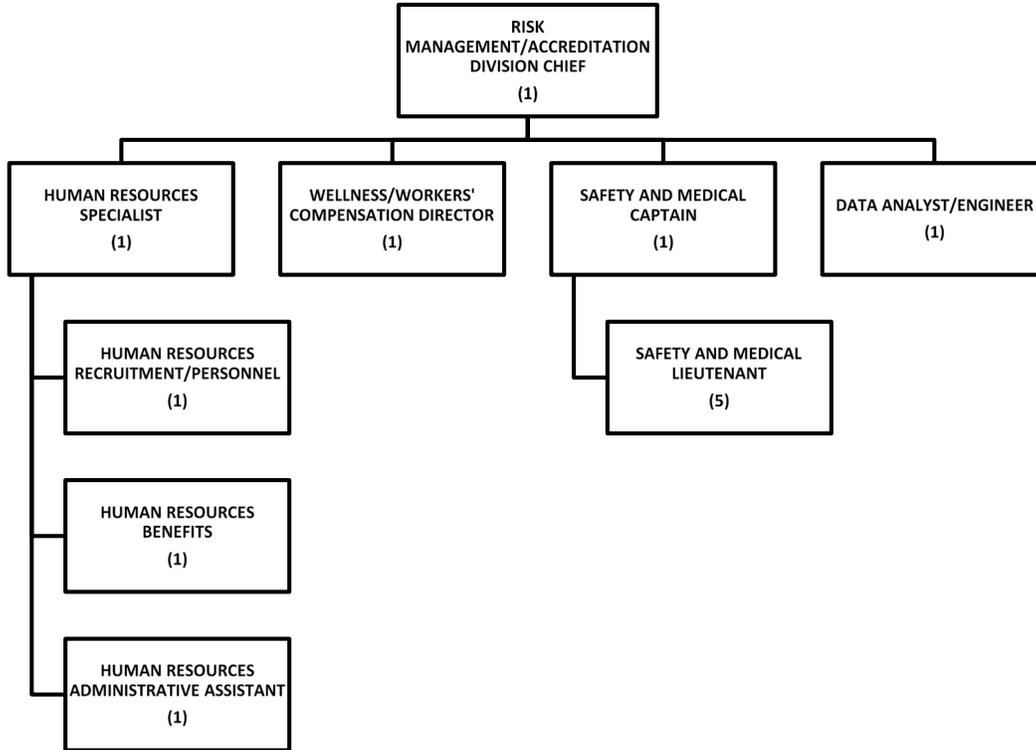
None



West Metro Fire Rescue Annual Program Appraisal

Staffing (Org Chart):

WEST METRO FIRE PROTECTION DISTRICT
RISK MANAGEMENT/ACCREDITATION DIVISION



Injuries/Exposures:

None

Succession Planning:

Needs to be created. Position development resides in job description only.

Specialized Equipment:

CivicHR, Civic PLUS, Samba, ADP, High Plains, ESO, Vector Solutions, CrewSense, Sign-Up Genius, CBI, Heartland, Avigilon, Recruiting website

Training and Certifications Completed:

- Mountain States Employer’s Council (MSEC) Conference - August 2020
- ADP training
- FPPA Training

Training and Certifications Needed:

Institutional knowledge and experience.



West Metro Fire Rescue Annual Program Appraisal

Facilities (if applicable):

Administration Building and Training Center

Program Goals and Objectives:

Overall Strategic Focus:

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

Significant Milestones:

Completing developing firefighter testing/hiring process during a global pandemic.

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority I Invest in Human Capital	Objective A	<ul style="list-style-type: none"> • Manage hiring process for 13 (ultimately down to 12 following backgrounds) new firefighters in January 2021 and 20 in August 2021 • Coordinated background process for 33 new recruits for 2021 academies • Coordinated firefighter recruitment postings & communications (see below for details) • Attended job fairs/recruiting opportunities (see below for details)

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority I Invest in Human Capital	Objective A	<ul style="list-style-type: none"> • Manage hiring process for 11 new firefighters in January 2022 and ~30 in August 2022 (new hiring list) • Coordinate recruitment process: written test (Jan 2022), physical agility test (Feb 2022), oral boards (March 2022), background process (April – June 2022) • Attend EMSAC Conference November 2022
Priority I Invest in Human Capital	Objective A	Conduct an after action analysis of the firefighter hiring process
Priority I Invest in Human Capital	Objective B	Rewrite and update job descriptions for all uniformed positions

Unexpected Results (positive or negative):

Being able to adapt and complete hiring process during a global pandemic



West Metro Fire Rescue Annual Program Appraisal

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

The District's HR Division was able to fulfill Strategic Priority I, Objective A, Step 4 by "promoting inclusiveness by recognizing the diversity that exists in the organization and the community, thereby improving shared understanding that allows for respectful and supportive interactions."

How Does this Program Meet the Needs of the Citizens?

The District's recruiting efforts meet the needs of the community because hiring demographics are aligned with the demographics of the community.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

- COVID-19 pandemic
- Moving to a remote working environment

Program Specific Measures or Metrics:

- There was no testing process in 2021
- Firefighter recruitment communication efforts were sent to or posted on:
 - West Metro Fire website, Facebook, Daily Dispatch, Indeed, Handshake: reached multiple colleges/universities, MSU Denver, EMSAC, Purple Briefcase: reached community colleges/tech schools, Denver Metro Chamber, Colorado State Fire Chiefs, Diversity First Jobs, Asian Chamber of Commerce, Government Jobs, Fire Careers, National Minority Update, Metro State University, Colorado Fire Training Officers Association, CSU, Multiple Crossfit locations, Armbrust Gym, Regis University, Core Progression Elite Personal Training, Brute Force Training Center, Omnia Fitness Collective, Axistence Athletics, DeCO Fitness, Anytime Fitness, 24 Hour Fitness, Absolute Personal Fitness, High Roads Gym, Denver Gym & Fitness, Multiple VASA locations, Iron Warrior Gym, Pearl Street Fitness, Rocky Mountain Flex Fitness, Rebel Remote Fitness, Green Door Fitness
- Job Fair/Recruiting opportunities that were attended:
 - Regis HS; CO Mills Safety Day & Recruitment Expo, Jeffco Schools Career Expo, Virtual Career Fairs, Emergency Medical Services Association of Colorado Conference November 2021

Program Self-Assessment:

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



West Metro Fire Rescue Annual Program Appraisal

No significant changes to program performance indicators in 2021

SWOT Analysis:

Program Strengths:

Human capital driven.
Approachable & helpful HR personnel.

Program Weaknesses:

Manual/antiquated processes (written test offered only one day/one location; paper files/record-keeping).
Multiple databases that track the same information but are challenging for creating and merging data contained in reports.

Program Opportunities:

Automate more processes.
Cloud-based record keeping.
Expand/modify hiring process to be more flexible and allow more applicants opportunities to apply.
Consolidate databases.
Improve social media presence to expand recruiting efforts.

Program Threats:

Half of HR Division consists of new people with little/no institutional knowledge



West Metro Fire Rescue Annual Program Appraisal

Program Name: Fleet
Program Manager: Fleet Maintenance Manager Glen Meader
Appraisal Year: 2021
Date: 2/15/2022
Category: Category 6
Criterion (if required): 6C, 6D

Specific Recommendations (if applicable):

None

Strategic Recommendations (if applicable):

None

Progress Made on Recommendations:

N/A

Program Description:

Enter a Brief Description of the Program:

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

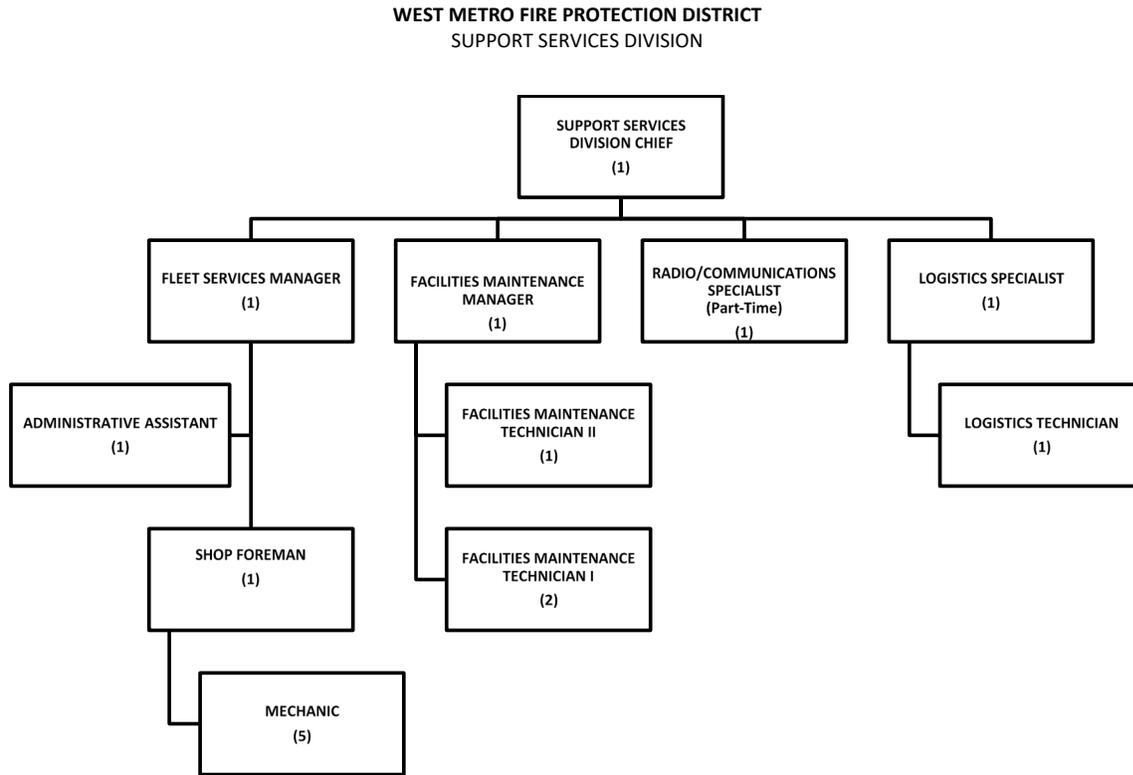
List Sub-Programs:

None



West Metro Fire Rescue Annual Program Appraisal

Staffing (Org Chart)



Injuries/Exposures:

None

Succession Planning:

The foreman has enrolled in a bachelor's degree program to be eligible for promotion to the fleet service manager position.

Specialized Equipment:

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

Training and Certifications Completed:

The emergency vehicle technicians have an average of nine certifications each.

Training and Certifications Needed:

Nothing is needed.

Facilities (if applicable):

Facilities are adequate for work performed. A backup electrical power generator is identified as an optimal facilities enhancement.



West Metro Fire Rescue Annual Program Appraisal

Program Goals and Objectives:

Overall Strategic Focus:

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

Significant Milestones:

1,273 service orders processed. All members compliant with COVID-19 vaccinations.

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority I Invest in Human Capital	Objective C	<p>Improve communication by utilization of new reporting software for apparatus issues.</p> <p>Progress: Utilization of new reporting software for apparatus issues has been implemented successfully. An additional software program will be utilized in 2022 for real-time tracking of reserve apparatus availability.</p>

Current Year's Goals:

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

Unexpected Results (positive or negative):

None

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

Fleet has been resilient in meeting all of the needs of the District, especially during COVID-19. Fleet is able to support continual emergency response operations by having a well-maintained fleet of apparatus, ready reserves, and personnel available to respond to unforeseen events 24-hours a day.

How Does this Program Meet the Needs of the Citizens?

By sustaining a reliable fleet, the citizens are ensured that there is apparatus that can respond to their emergencies.



West Metro Fire Rescue Annual Program Appraisal

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

Responded to support apparatus repairs during a large wildland fire event.

Replaced all apparatus mobile radios in preparation of radio system upgrade.

Program Specific Measures or Metrics:

1,273 service entries. An increase of 172 compared to the previous year.

Program Self-Assessment:

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

No significant changes to program performance indicators in 2021.

SWOT Analysis:

Program Strengths:

The talented staff is able to solve all of the District's apparatus repair issues.
Apparatus replacement schedule has been amended to accommodate supply chain delays.

Program Weaknesses:

A backup electrical power generator has not been installed to support a long-duration systemic electrical power outage. Not being able to repair response vehicles could impact the District's ability to respond during a major event.

Program Opportunities:

Innovative staff driven initiatives pertaining to identifying and implementing cost-effective solutions integral to the program.

Program Threats:

The cost of parts has risen exponentially and is the greatest threat to the success of this program. Supply chain issues have extended the delivery time of parts and apparatus.



West Metro Fire Rescue Annual Program Appraisal

Program Name: Hazardous Materials Team

Program Managers: Division Chief Clint Fey, Captain Rick Ihnken, and Captain Shawn Duncan

Appraisal Year: 2022

Date: 2/15/2022

Category: Category 5

Criterion (if required): 5H

Specific Recommendations (if applicable):

None

Strategic Recommendations (if applicable):

5F.7 – It is recommended the West Metro Fire Protection District (District) develop a formalized and documented annual appraisal process that will quantitatively evaluate the effectiveness of the hazardous materials program. The appraisal should also include an evaluation of the District’s standard operating procedures, protocols, and equipment. This recommendation is intended for many other programs including Hazardous Materials.

Progress Made on Recommendations:

On January 1, 2018, the District implemented a formal documented annual appraisal process.

Program Description:

Enter a Brief Description of the Program:

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

List Sub-Programs:

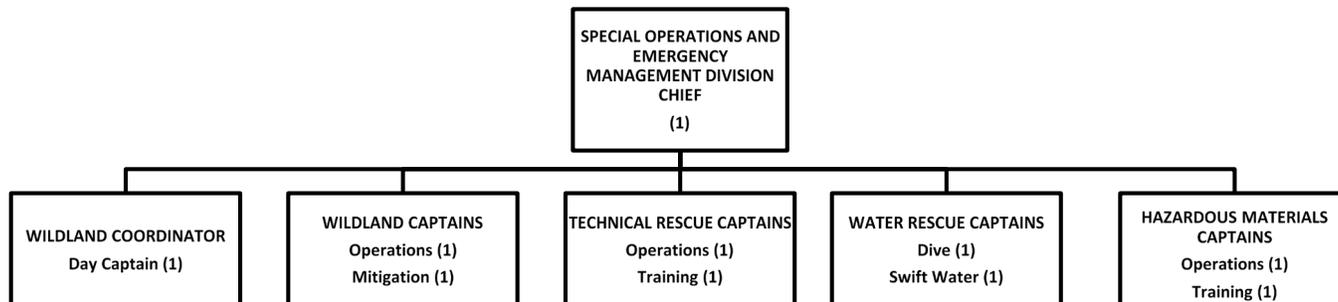
None



West Metro Fire Rescue Annual Program Appraisal

Staffing (Org Chart):

WEST METRO FIRE PROTECTION DISTRICT
SPECIAL OPERATIONS



Injuries/Exposures:

None

Succession Planning:

The captain at Station 5 changed in 2021. This has provided additional expertise and oversight within the District’s HM program. Through training and experience, the seven lieutenants assigned to Stations 2 and 5 have gained experience as members of the team. All officers at Station 2 and 5 are certified to the HM technician level.

Specialized Equipment:

- The District placed atmospheric monitors/detectors on all front-line apparatus. These carbon monoxide and atmospheric 4 and 5 gas monitors are serviced in-house by HM team members and are replaced as needed at the end of their service life on a programmed basis.
- HazMat1 is a HM response vehicle housed and staffed by District HM technicians assigned to Station 2. This vehicle is owned by the AJCHRA and contains equipment necessary for entry into a HM hazard zone. The vehicle has radiation monitoring and identifying equipment, atmospheric monitoring equipment, spectrometry equipment for identification of HM, and other specialized HM tools and monitors. Equipment on HazMat1 is maintained in a ready status by Station 2 crews and has been serviced through the AJCHRA.
- HazMat5 is a HM response vehicle housed and staffed by District HM technicians assigned to Station 5. This vehicle is owned by the District and contains equipment necessary for HM decontamination operations. HM 5 also contains tools and equipment for HM containment operations. Equipment on HazMat5 is maintained in a ready status by Station 5 crews.

Training and Certifications Completed:

- 11 individuals completed the CMCB HM Technician program in 2021.
- HM team members completed 1,572 HM-specific training hours in 2021.
- An additional 718 hours of HM training was provided to the remainder of District personnel.



West Metro Fire Rescue Annual Program Appraisal

Training and Certifications Needed:

Continue to provide CMCB HM Technician certifications to account for 2022 projected transfers and promotions.

Conduct the HM annual appraisal exercise in 2022.

Provide HM training to the District in early 2022.

Facilities (if applicable):

None

Program Goals and Objectives:

Overall Strategic Focus:

The strategic focus of the HM team is to stop hazardous materials from spread and prevent further harm. Ensure operational readiness that matches the needs and risks of the District, including an all-hazards response through a data-driven approach. The District endeavors to balance resources with risks by evaluating critical tasking for special team incidents.

Significant Milestones:

None

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority III Operational Readiness	Objective A	Implement new HM SOPs and conduct a multi-company drill (MCD) training for the entire District. HM SOPs were revised in 2021 and MCD training was successfully completed.
Priority III Operational Readiness	Objective A	Joint trainings with Civil Support Team, Colorado State Patrol, and the National Renewable Energy Laboratory (NREL) to improve our regional response to incidents. COVID-19 has continued to disrupt outside training events; however, crews were successful in engaging partners and the special operations chief meets monthly with neighboring jurisdictions.
Priority III Operational Readiness	Objective A	Analyze regional HM capabilities and determine the feasibility of better regional response integration. Discussions began in 2021 and will continue into 2022 with the goal of eliminating unnecessary duplication.



West Metro Fire Rescue Annual Program Appraisal

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority III Operational Readiness	Objective A	Continue District-wide first response training with an emphasis on the basics to reinforce 2021 lessons.
Priority III Operational Readiness	Objective A	Continue to pursue joint trainings with Civil Support Team, Colorado State Patrol, and NREL to improve our regional response to incidents.
Priority III Operational Readiness	Objective A	Continue to work on pre-planning of known target hazards.
Priority III Operational Readiness	Objective A	Discuss the future direction of AJCHRA and determine if the current system is operationally effective, cost efficient, and optimal for the District.

Unexpected Results (positive or negative):

Positive results: With COVID-19 protocols the team was able to focus their time on developing and implementing new HM SOPs.

Negative results: Due to COVID-19 protocols the team was unable to accomplish all their training goals with internal and external stakeholders.

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

Yes

How Does this Program Meet the Needs of the Citizens?

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

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

Incident #3016 at NREL, 15313 Denver West Parkway. Crews responded to a fire in the hood system of a laboratory involving a strong acid. The scene was successfully mitigated.

Incident #10728 at NREL, 15313 Denver West Parkway. Crews responded to another hood fire in the same laboratory building.

Incident #11677 at NREL, 15257 Denver West Parkway. Chemicals were accidentally mixed together creating an explosion hazard. The team worked with the Jefferson County Sheriff Bomb Squad to dispose of the product.



West Metro Fire Rescue Annual Program Appraisal

Program Specific Measures or Metrics:

None

Program Self-Assessment:

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

None

SWOT Analysis:

Program Strengths:

- Utilization of Station 2 and Station 5 captains has improved oversight and operational capabilities.
- Meeting staffing needs by having enough HM technicians on duty every shift.
- Developing relationships with external stakeholders.
- New SOPs have simplified response and were well received.
- The replacement of the Hazmat-5 vehicle has improved reliability and capacity.

Program Weaknesses:

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

Program Opportunities:

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

Program Threats:

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



West Metro Fire Rescue Annual Program Appraisal

Program Name: Human Resources
Program Manager: Human Resources Specialist Shannon Rush
Appraisal Year: 2021
Date: 2/20/2022
Category: Category 7
Criterion (if required): 7A, 7B, 7C, 7D, 7E

Specific Recommendations (if applicable):

7A.3 – It is recommended the District institute formal human resources policy reviews on an annual basis.

7B.9 – It is recommended the District implement the suggestion process Administrative Procedure #1630.

Strategic Recommendations (if applicable):

None

Progress Made on Recommendations:

Formal policies have been written/structured for all the sub programs listed below. A formal suggestion process is in place and available on the Learning Management System (LMS) for access to all individuals.

Program Description:

Enter a Brief Description of the Program:

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

List Sub-Programs:

- Benefits (health, pension, disability, supplemental)
- Recruitment, hiring, selection, eligibility testing, personnel files (EEO-4 reporting)
- HR oversight (monthly tasks, reporting, audits, payroll assistance, contracts)

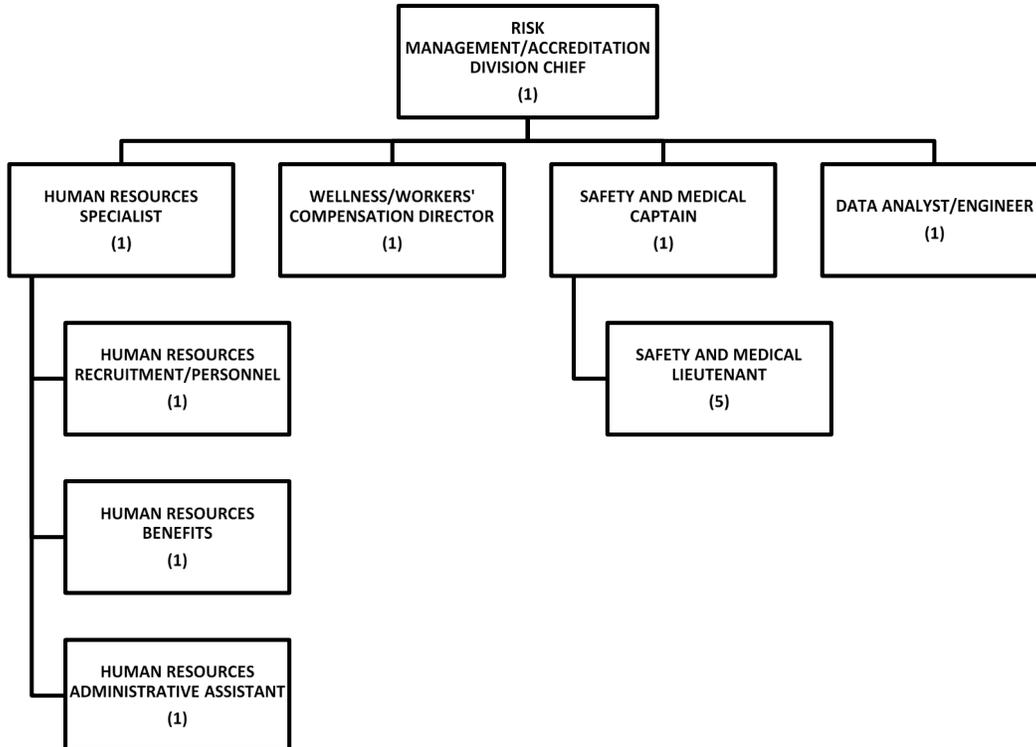


West Metro Fire Rescue Annual Program Appraisal

- HR general (workers' compensation medical claims files, badging, health clinic monitoring (flu/shingles clinic and COVID-19 vaccine tracking), family support/peer support administration

Staffing (Org Chart):

WEST METRO FIRE PROTECTION DISTRICT
RISK MANAGEMENT/ACCREDITATION DIVISION



None

Succession Planning:

- The Human Resources Division currently lacks a succession plan. The need for more succession planning was demonstrated in 2021 when two of the four individuals working in the Human Resources Division separated from the agency. Human Resource functions tend to be very specialized and more cross training should occur within the division.
- Remote work solutions were utilized in 2021 to help maintain District functions while simultaneously training a new employee. This practice was very effective for maintaining District functions after employees separated from the District.

Specialized Equipment:

None



West Metro Fire Rescue Annual Program Appraisal

Training and Certifications Completed:

Annual training:

- Cooperative Personnel Services HR training program – completed 3 courses until COVID-19
- Mountain States Employers Council (MSEC) HR Conference – March 2021
- MSEC Employment Law Update – May 2021
- Colorado Employer Benefit Trust (CEBT) quarterly and annual conference – January, April, July (Summer Conference), and October 2021
- MSEC Conference Employer Summit – August 2021
- Special District Association of Colorado (SDA) annual conference – September 2021
- Fire & Police Pension Association of Colorado (FPPA) Annual Employer Summit – October 2021
- ADP Training – As needed

Training and Certifications Needed:

- See annual training list above
- Society for Human Resource Management certification

Facilities (if applicable):

Administrative offices

Program Goals and Objectives:

Overall Strategic Focus:

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

Significant Milestones:

Wrote, established, and delivered an employee exemption and accommodation process pertaining to the COVID-19 vaccine mandate.

Hired two individuals to replace the employees that separated from the Human Resources Division.

Achieved a 0% health insurance increase for 2022. This is the first time this has occurred since the formation of the District. This is the result of very low medical claims for all CEBT insured District employees in 2021. Some elective and non-emergent procedures were not completed in 2021 which may have contributed to this outcome.

The District received a subsidy for medical savings in 2021. These savings were distributed to all employees in May 2021.



West Metro Fire Rescue Annual Program Appraisal

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Strategic Plan Priority I Invest in Human Capital	Objective A	<ul style="list-style-type: none"> • Manage hiring process for 13 new firefighters in January 2021 and 20 in August 2021 during the COVID-19 pandemic • Align human resource and payroll practices to ensure the three District employee groups receive accurate benefits and compensation • Implement and administer COVID-19 exemption process (29 exemptions granted) • Defined benefit pension contribution changes were increased by ½% for employees – January 2021 (11.5%) and after-tax contributions (3.5%). Employer contributions increased to 8.5% and 3% for death and disability • Coordinate new Benefits SPT (health insurance) – negotiate renewals/cost containment – continue to monitor PPO3, PPO4 – received 0% health insurance increase for 2022 • Assisted Wellness SPT with peer support and overall wellness • Complete 2020 non-discrimination testing through Mercer on all benefits • Coordinated career fairs w/ACC, Jefferson County, Metro State University, and Various WR High Schools • Research moving Wheat Ridge volunteer program to FPPA

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Strategic Plan Priority I Invest in Human Capital	Objective A	<ul style="list-style-type: none"> • Manage the hiring process in order to support District needs and timelines • Complete and review all internal HR policies in order to help new human resource staff learn new positions and validate current practices • Coordinate with Benefits and Wellness SPTs to enhance benefits for all employees. This includes the oversight of the Building Warriors contract • Work with CEPT to increase accessibility for district employees. This include access to current clinics and the potential establishment of an onsite/local clinic for district employees to utilize • Align internal, new hire, and District wide demographic data in order to provide consistent comparative analysis • Assist in the after action review of the firefighter recruitment and testing process in order to continually improve the program and modernize procedures



West Metro Fire Rescue Annual Program Appraisal

		<ul style="list-style-type: none"> • Continue to promote the transfer of the Wheat Ridge volunteer pension program to FPPA • Assess new legislation, regulations, and human resource related industry best practices in order to ensure District compliance while enhancing employee programs and services • Establish searchable electronic human resource data bases for personnel and medical files. • Implement a new employee hiring software program in order to allow better tracking and management of all hiring practices • Continue to monitor FPPA changes to ensure consistency and compliance
--	--	--

Unexpected Results (positive or negative):

Two human resource personnel separated from the District in 2021, which make up half of the employees in the division. These vacancies resulted in the loss of expertise and experience within the Human Resources Division.

The District saw an increase in employee retirements in 2021. This placed an increased workload on Human Resources in order to complete out-processing for each individual.

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

Yes

How Does this Program Meet the Needs of the Citizens?

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

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

The COVID-19 pandemic continued through 2021.

Program Specific Measures or Metrics:

- The Human Resources Division strives to achieve a low turnover/attrition rate (outside of retirements) for all employees. The District experienced a higher than normal turnover rate in 2021, however the District still enjoys a low turnover rate when compared against other similar industries.
- The Human Resources Division should work to develop measurable metrics in order to assess the timeliness of responses to employee requests.



West Metro Fire Rescue Annual Program Appraisal

Program Self-Assessment:

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

No significant changes to program performance indicators in 2020.

SWOT Analysis:

Program Strengths:

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

Program Weaknesses:

- Manual processes
- Lack of resiliency and redundancy within job functions and tasks resulting in a single point of failure if specific personnel are sick, injured, or separate from the organization
- While a great deal of progress was made in order to align benefit and compensation methodology for the three separate employee agreements at the District, there are still some inconsistencies between documents. Aligning practices would likely lower the potential errors and increase efficiency

Program Opportunities:

- Automate more processes
- Establish more efficient and searchable data bases
- The opportunity to train and develop internal human resource staff for succession planning exists within the division

Program Threats:

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



West Metro Fire Rescue Annual Program Appraisal

Program Name: Information Technology
Program Manager: IT Division Director Eric Bates
Appraisal Year: 2021
Date: 2/15/2022
Category: Category 9
Criterion (if required): 9C, 9D

Specific Recommendations (if applicable):

None

Strategic Recommendations (if applicable):

None

Progress Made on Recommendations:

N/A

Program Description:

Enter a Brief Description of the Program:

The West Metro Fire Protection District (District) Information Technology (IT) Division's mission is to provide oversight and technical resources to ensure the confidentiality, integrity and availability of technology-based services required for day-to-day operations and future needs. The IT Division is committed to the needs of its customers through the utilization of leading technology that assists in the delivery of best business practices for the delivery of emergency services. Emergency response technology is rapidly evolving, and a dedicated technology division is required to monitor system security, implement efficiencies, provide expertise, and address various technological challenges. Technology is implemented while evaluating and considering cyber security threats, costs effectiveness, and the needs of operational readiness.

The IT Division has successfully established tactical and strategic processes that have been instrumental in advancing the effective use of technology throughout the organization. The IT Division supports all divisions as they work towards achieving the priorities and objectives defined in the District's Strategic Plan. The IT Division is looking to create opportunities to improve the agency's business practices while lowering the total cost of ownership, increasing communication efficiencies, and making daily processes more efficient.



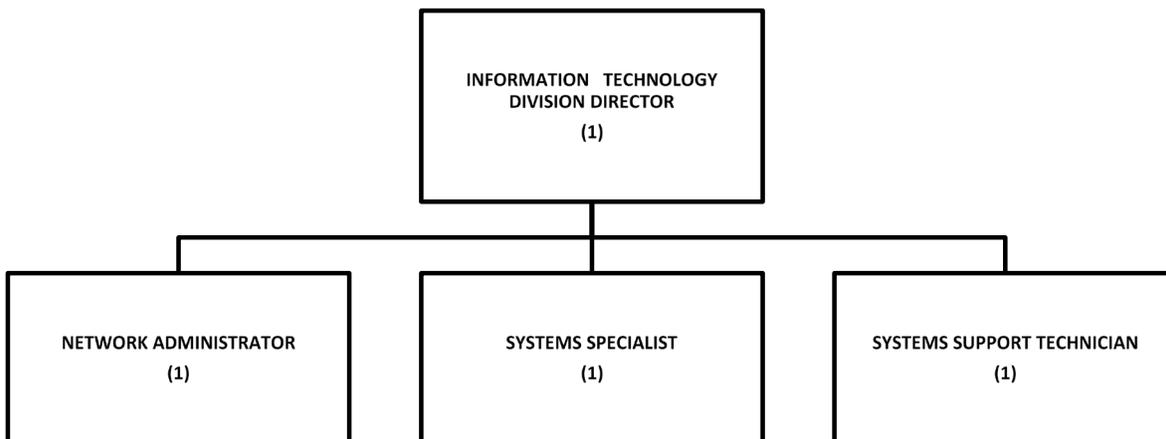
West Metro Fire Rescue Annual Program Appraisal

List Sub-Programs:

- Microsoft 365 program management
- Mobile data terminal support
- Internal network support
- Cyber and network security
- Facilities security
- Voice over IP and phone support

Staffing (Org Chart):

WEST METRO FIRE PROTECTION DISTRICT
INFORMATION TECHNOLOGY DIVISION



Injuries/Exposures:

None

Succession Planning:

The IT Division has created and is following a formal succession plan. With the retirement of the IT director in 2021, the IT director position was filled following proper steps to post the position internally and selecting the candidate who met the requirements of the position. Filling the IT director position created an opening in the systems specialist position. The position was also posted internally, selecting the candidate who was the most qualified and in succession planning. The candidates chosen had previously submitted their interest in the position and their qualifications were reviewed in combination with their completed succession document outlining detailed responsibilities of the positions. The succession plan was created and used benchmarking milestones contained in a checklist that is linked to the IT staff's professional development program (PDP). Succession planning has been successful and will continue using the same processes.



West Metro Fire Rescue Annual Program Appraisal

Specialized Equipment:

None

Training and Certifications Completed:

Microsoft® 365 administration training
Extreme Switch training
Barracuda® essentials training
Security Awareness training
Comprehensive Cyber Security Defense training
Public Leadership Course
Criminal Justice Information Systems (CJIS) training
Sophos® Firewall training
Managed Threat Response (MTR) training

Training and Certifications Needed:

IT director certifications: Project Management Professional (PMP) certification, Business Process Management (BPM), Public Safety Leadership, Information Technology Infrastructure Library (ITIL), Criminal Justice Information Services (CJIS).

Network Administrator certifications: Extreme Switch Operating System, Sophos® Firewall, Information Technology Infrastructure Library (ITIL), and CJIS.

System Specialist certifications: Microsoft 365 Administrator, Information Technology Infrastructure Library (ITIL), Azure, and CJIS.

Systems Support Technician. Microsoft 365 Administrator, Information Technology Infrastructure Library (ITIL), Security+, and CJIS.

Facilities (if applicable):

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

Program Goals and Objectives:

Overall Strategic Focus:

IT's strategic focus is centered on using modern collaboration tools and centralizing communication methods. This includes migrating away from legacy communication devices that created confusion and communication gaps. The implementation of Microsoft Team Rooms allowed for information dissemination to all employees regardless of location. Other Microsoft 365 tools will increase collaboration and communication to all employees on several different platforms.



West Metro Fire Rescue Annual Program Appraisal

The District is continuously presented with new security challenges and advanced security threats. A top-down approach to security was enhanced in 2021 and will continue to evolve. October 2021 was devoted to security awareness training for all employees with in-person training delivered pertaining to overall security awareness. A 24/7 Security as a Service (SaaS) program was purchased to monitor the network and endpoints from threats. With the SaaS, the IT Division is assisted with threat identification and mitigation on a 24/7/365 schedule. Increased security initiatives including multifactor authentication for remote users, enhanced virtual private network (VPN) applications, and increased login auditing were all milestones obtained in 2021.

The IT Division continues to invest in equipment and software solutions that present low cost of ownership, quality equipment infrastructure, and longevity after the initial investment.

Significant Milestones:

- Managed Threat Response (MTR) continuous threat monitoring
- Core Switch infrastructure upgrade with fiber backbone
- Barracuda email security
- Core virtual environment refresh and upgrade
- Microsoft Team Rooms in stations and administration
- Board Room infrastructure upgrade

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority I Invest in Human Capital	Objective C	Microsoft 365 needs assessment.
Priority III Operational Readiness	Objective A	Security as a Service. Implemented Sophos Managed Threat Response providing 24/7 threat identification and remediation.
Priority I Invest in Human Capital	Objective C	Initial SharePoint implementation/accreditation site/IT Knowledge base.
Priority III Operational Readiness	Objective A	Microsoft Team Rooms are primary communication method during shift change and other needs. Allows fire apparatus to remain in station but keep informed.



West Metro Fire Rescue Annual Program Appraisal

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority I Invest in Human Capital	Objective A	Microsoft 365 build-out and deployment
Priority III Operational Readiness	Objective A	Multifactor authentication implementation
Priority III Operational Readiness	Objective A	Disaster recovery site refresh and upgrade
Priority III Operational Readiness	Objective A	Update physical and cyber security response and readiness

Unexpected Results (positive or negative):

The IT Division continued to enhance cyber security and organization collaboration. Increased adoption of remote work resulted in the need to address security threats away from the office. Remote policies addressing multifactor authentication increased remote security. The additional threat landscape resulted in the need for 24/7 cyber threat monitoring and the initiation of IT Division lead training for the entire organization. The use of remote conferencing solutions resulted in the removal of our legacy Polycom® system that was limited to internal communications. This was replaced by Microsoft Team Rooms allowing for communications to all employees regardless of location or technology used. Throughout this process, IT was able to implement hardware, software, and security enhancements with little user disruption.

A negative result was caused by increased technology use and remote access resulting in the need to increase Internet bandwidth.

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

The IT Division continually adjusts technology to meet the needs of the District. The Microsoft Teams environment has enhanced communications and help to eliminate common communication breakdowns (Priority I, Objective A). The continued implementation of Microsoft 365 has increased the ability to access work documents remotely and securely increasing collaboration. However, the increased use of Microsoft 365 products has put extra demand on IT Division staff and a dedicated Microsoft 365 administrator should be looked into.

Remote working options have increased flexibility in work schedules to better balance work and life while increasing communications (Priority I, Objective A and C). Increased cyber security training and tools have reduced the likelihood of network down time, increasing operational readiness by incorporating the use of technology (Priority III, Objective A).



West Metro Fire Rescue Annual Program Appraisal

How Does this Program Meet the Needs of the Citizens?

The IT Division is continuously evolving to meet the needs of the citizens by using modern risk management tools, incorporating business continuity technology, using updated technologies, and addressing cyber security to assist in maintaining operational readiness and decreasing response times. The use of data analytics has increased stakeholders' ability to model decisions base on accurate information. Modern communications tools ensure that reliable, quick, and up to date information is distributed to the organization and its citizens.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

Increased bandwidth consumption resulted in increasing data transport methods.

Program Specific Measures or Metrics:

None

Program Self-Assessment:

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

Performance Indicator 9D further addressed this year with the implementation of Managed Threat Response. This provides the District with the ability to have the network continuously monitored for threats.

SWOT Analysis:

Program Strengths:

- Customer service providing agency coverage 24/7.
- The talented and dedicated staff in the IT Division achieve high output levels.
- The helpdesk staff accomplishes issue resolution reliably, quickly, and professionally.
- In-depth knowledge of multiple systems and software by all IT Division employees.
- Organization communication increased with IT Division SharePoint site.
- IT staff have a good work ethic, good peer relationships with other agencies, have robust remote access programs, and provide security awareness to all employees.
- Good relationships and trust with command staff.



West Metro Fire Rescue Annual Program Appraisal

Program Weaknesses:

- Security authentication shortcomings.
- Asset and inventory management.
- Inadequate documentation for cybersecurity and disaster recovery.
- Decentralized decision-making concerning business and technical needs creates information silos.
- Lack of technical governance planning team for the organization.
- Lack of service catalog.
- Lack of trust of IT Division capabilities.
- Understaffing for future Microsoft 365 capabilities.

Program Opportunities:

- The storing of data in the cloud allows for the decommissioning of some on-site storage.
- Business-technology innovation.
- Regional cybersecurity team-building opportunities.
- Automating business processes to increase productivity.
- Employee training.
- Increased security initiatives.
- Addition of a Microsoft 365 administrator.

Program Threats:

- Internal/external cybersecurity threats.
- Shadow IT- technology sourcing decisions are made without input from the IT Division.
- Remote working security threats from the use of home devices that may be unsecure.
- Legacy systems need to be removed as they increase cyber security threats.
- Unmet demand of Microsoft 365 capabilities.



West Metro Fire Rescue Annual Program Appraisal

Program Name: Investigations
Program Manager: Lieutenant Brian Eberle
Appraisal Year: 2021
Date: 2/15/2022
Category: Category 5
Criterion (if required): 5C

Specific Recommendations (if applicable):

It is recommended the District develop a formalized and documented annual appraisal process that will quantitatively evaluate the effectiveness of the fire investigation program. The appraisal should also include an evaluation of the District's standard operating procedures, protocols, and equipment.

Strategic Recommendations (if applicable):

None

Progress Made on Recommendations:

Formal documented appraisals have been developed and will be completed for the fire investigation team.

Program Description:

Enter a Brief Description of the Program:

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

List Sub-Programs:

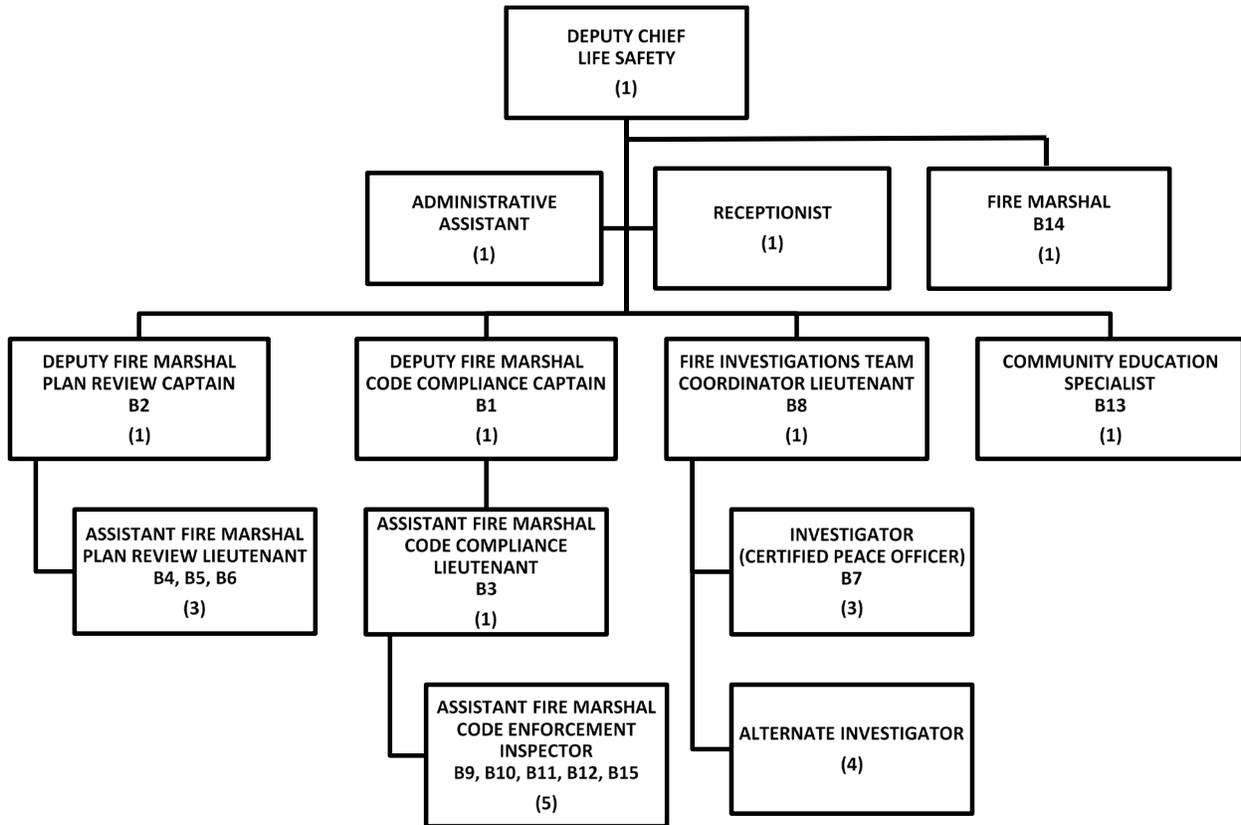
- Quality assurance and control of National Fire Incident Reporting System (NFIRS) reports
- Pre-employment background investigations for new hires
- Custodian of records for release of records
- Internal investigations as needed



West Metro Fire Rescue Annual Program Appraisal

Staffing (Org Chart):

WEST METRO FIRE PROTECTION DISTRICT
LIFE SAFETY



Injuries/Exposures:

No injuries/exposure/damaged equipment.

Succession Planning:

- Initial training for an additional A shift alternate investigator.
- Establish a list of potential new alternate investigators and identify applicants who may be appropriate for Police Officer Standards Training (POST) training.
- Developed alternative staffing model if needs arise for change in staffing/response model.

Specialized Equipment:

Completed construction/outfitting of Fire Investigation Unit trailer for use on extended and complex fire and explosive scenes. Re-certified Accelerant Detection K9 “ROTC.”



West Metro Fire Rescue Annual Program Appraisal

Training and Certifications Completed:

- POST certified investigators completed quarterly and all yearly required law enforcement training with the Jefferson County Sheriff's Office (JSCO)
- Six investigators attended local training seminar hosted by the Denver Fire Department
- K9 "ROTC" recertified as an accelerant detection canine
- Two investigators attended a three-day car fire seminar
- Four investigators and one alternate (in training) attended Colorado Chapter of IAAI Annual Training Conference
- All investigators maintained continuing education (CEs) through on-line platforms

Training and Certifications Needed:

- Two fire investigators will need to obtain credentialing through the National Association of Fire Investigators (NAFI) for their certification in Fire and Explosion Investigation (CFEI)
 - Certification may only be obtained once a candidate has had sufficient real-world experience
- Annual CE (48 hours) requirements for NAFI and International Association of Arson Investigators (IAAI)
- Annual testing/certification for accelerant detection K9
- POST investigators
 - Yearly proficiency testing in firearms, arrest control, and driving
 - Required CEs through JCSO (12+ hours)
 - Eight hours of CE required by SB 24-31-315 (every five years)
- One alternate in training will need to attend the 40-hour Fire Investigation Technician (FIT) Training through IAAI

Facilities (if applicable):

None

Program Goals and Objectives:

Overall Strategic Focus:

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

Significant Milestones:

Certification of District accelerant detection K9



West Metro Fire Rescue Annual Program Appraisal

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority III Operational Readiness	Objective A	Continue to provide formal education/training to improve investigator's knowledge, skills, and abilities necessary to perform job functions and provide accurate industry standard origin and cause fire reports. Accurate identification of fire origin and cause guides public fire prevention messages/education.
Priority II Public Relations	Objective B	Use new K9 resource to engage community in fire preventative education. K9 asset will help to engage the community in fire education and prevention techniques. The prevention education will lead to a reduction in common and preventable fire causes.
Priority IV Relationships	Objective A	Use new K9 resource to assist surrounding agencies with fire investigation to help reduce exposure time and increase effectiveness. Investigators offer more assistance to JCSO in criminal fire investigation as subject matter expert (SME)/lead investigators.

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority III Operational Readiness	Objective A	Continue to provide formal education/training to improve investigator's knowledge, skills, and abilities necessary to perform job functions and provide accurate industry standard origin and cause fire reports. Accurate identification of fire origin and cause guides public fire prevention messages/education.
Priority I Invest in Human Capital	Objective C	Continue to provide and support investigators gaining additional education and experience in fire investigations through formalized trainings.
Priority I Invest in Human Capital	Objective C	Streamline record management and technical reports to reduce workload on investigators with increasing demand for service.
Priority IV Relationships	Objective B	Improve information and intelligence sharing with surrounding agencies to improve fire investigations and link potential multi-jurisdictional incidents.

Unexpected Results (positive or negative):

The investigations team continued to see staffing challenges throughout 2021. Three alternates were unavailable for coverage assignments due to participating in additional specialty teams. These factors resulted in multiple call-back requests to fill the specialized role of Bureau 7 (B7). The Fire Investigation Unit saw an increase of 236% calls for service in 2021, from 73 investigations in 2020 to 173 in 2021. With the significant increase, the Fire Investigation Unit was able to manage the increased workload and meet the requirements of the position.



West Metro Fire Rescue Annual Program Appraisal

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

Yes

How Does this Program Meet the Needs of the Citizens?

The fire investigation team works to identify trends in the origin and cause of accidental fires, and in conjunction with the District’s public information officer and education specialist, provide education to the community in order to reduce or avoid accidental fires. Origin and cause of intentional fires are investigated, with local law enforcement and District Attorney’s Offices, to effect the arrest and prosecution of arson suspects.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

None

Program Specific Measures or Metrics:

Investigation Statistics	2019	2020	2021
Exceptionally Cleared (underage offender)	5	3	2
Closed by Arrest	5	8	12
Investigation Inactive/Suspended	3	8	1
Unfounded (no crime committed)	4	0	2
Investigation Closed	70	41	139
Investigation Open	9	13	18
Total Investigation Cases	96	73	173
Total Fire Incidents	510	633	673
Total Investigation Cases	96	73	173
Incidents Handled by the Investigations Bureau	18.82%	11.53%	25.7%
Arrest Statistics	2019	2020	2021
Intentionally Set Fires	19	21	48
Closed by Arrest	5	8	12
Exceptionally Cleared	5	3	2
Arson Offenses Cleared by Arrest or Exceptional Means	52.63%	52.38%	29.2%
FBI Arson Clearance Rate (Cities over 250,000)	16.5%	21.1%	Not Available



West Metro Fire Rescue Annual Program Appraisal

Program Specific Measures or Metrics (Continued):

2021 Fire Experience	
Residential structure fires (NFPA Survey)	128
Non-residential structure fires (NFPA Survey)	72
Fires investigated	173
Three Most Common Heat Sources in Structure Fires in 2021	
Open flame (match/lighter/any open flame)	45
Heat from operating equipment	43
Smoking related	12

Program Self-Assessment:

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

No needed changes identified.

SWOT Analysis:

Program Strengths:

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

Program Weaknesses:

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

Program Opportunities:

- Implement investigation after action reports/reviews so that all FIT members are exposed to significant fire investigations.
- Increased relationships with surrounding department investigation teams with implementation of K9.
- Streamline documentation for team to reduce time spent on technical reports.



West Metro Fire Rescue Annual Program Appraisal

- Move Fire Investigation Lieutenant and Bureau 7 office further north in District to position investigators closer to where majority of incidents occur as reflective in fire heat map. Moving B8 office would allow for B7 and B8 to be in same location, which would improve workflow and reduce downtime.

Program Threats:

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

Program Appraisal Report

Program name: Jefferson County Communications Center Authority (Jeffcom911)

Year/period being appraised: 2021

Appraisal prepared by: Jeffcom

Date appraisal prepared: January 13, 2021

PROGRAM SNAPSHOT

Number of Personnel

2021 Jeffcom Minimums				
Time of Day	Fire	Law	Call Takers	Supervisors
00:00 - 01:00	4	9	5	3
01:00 - 02:00	4	9	5	3
02:00 - 03:00	4	9	5	3
03:00 - 04:00	4	9	5	3
04:00 - 05:00	4	9	5	3
05:00 - 06:00	4	9	5	3
06:00 - 07:00	5	10	6	3
07:00 - 08:00	5	10	6	3
08:00 - 09:00	5	10	9	3
09:00 - 10:00	5	10	9	3
10:00 - 11:00	5	11	10	3
11:00 - 12:00	5	11	10	3
12:00 - 13:00	5	11	11	3
13:00 - 14:00	5	11	11	3
14:00 - 15:00	5	11	11	3
15:00 - 16:00	5	11	11	3
16:00 - 17:00	5	11	11	3
17:00 - 18:00	5	11	11	3
18:00 - 19:00	5	11	11	3
19:00 - 20:00	5	11	11	3
20:00 - 21:00	5	11	9	3
21:00 - 22:00	5	11	9	3
22:00 - 23:00	4	11	8	3
23:00 - 24:00	4	11	8	3

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

CALEA (CALEA Accreditation achieved in July 2021)

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

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

Program Appraisal Report

Prior Full Year Total Phone Call Volume:

Emergency – 253,082

Administrative – 451,722

Outgoing – 231,708

Prior Full Year Total Incidents Dispatched:

59,958 Fire Dispatched Calls

212,370 Law Dispatched Calls

PERSONNEL NEEDS

Jeffcom maintains that at least 128 Emergency Communications Specialist (ECS) personnel are needed to provide support for daily operations, peak calls times, and all radio channels. The emergency communications industry faced many challenges in 2021, including the recruitment and retention of staff. In 2021, Jeffcom researched, acquired funding for, and updated the ECS pay structure in addition to refining career development to drive the hiring and retention of personnel. The current state of Jeffcom is supported by an administrative staff. The staff's workload is monitored to determine if any additional personnel are required for the functionality of the center. The Information Technology department expanded, adding the new positions of CAD Administrator, Software Developer, and an additional Network Administrator. These additional positions now support the image of a "state of art center" by developing custom applications, performing maintenance and upgrades to the CAD system, and spearheading adoption of the JFON network. Pending further expansion, Jeffcom feels their current administrative staffing numbers are adequate.

EQUIPMENT & PHYSICAL NEEDS

Most physical equipment is still in peak operational condition. In 2021, Jeffcom completed a firewall replacement project to increase network security. Due to end-of-life maintenance on Jeffcom's CAD cluster, Jeffcom is in the process of replacing Nutanix hardware to increase the nodes, upgrade the storage capacity, and increase operating power. 2022 initiatives include building out a Remote Call Taking position, developing an Incident Dispatch Team Vehicle, and continuing the transition of network traffic onto JFON. Jeffcom continues to perform updates to the CAD, Mobile, and Browser system through CentralSquare Technologies. The center's information technology staff regularly perform updates to all systems, computers, and servers to ensure proper working condition.

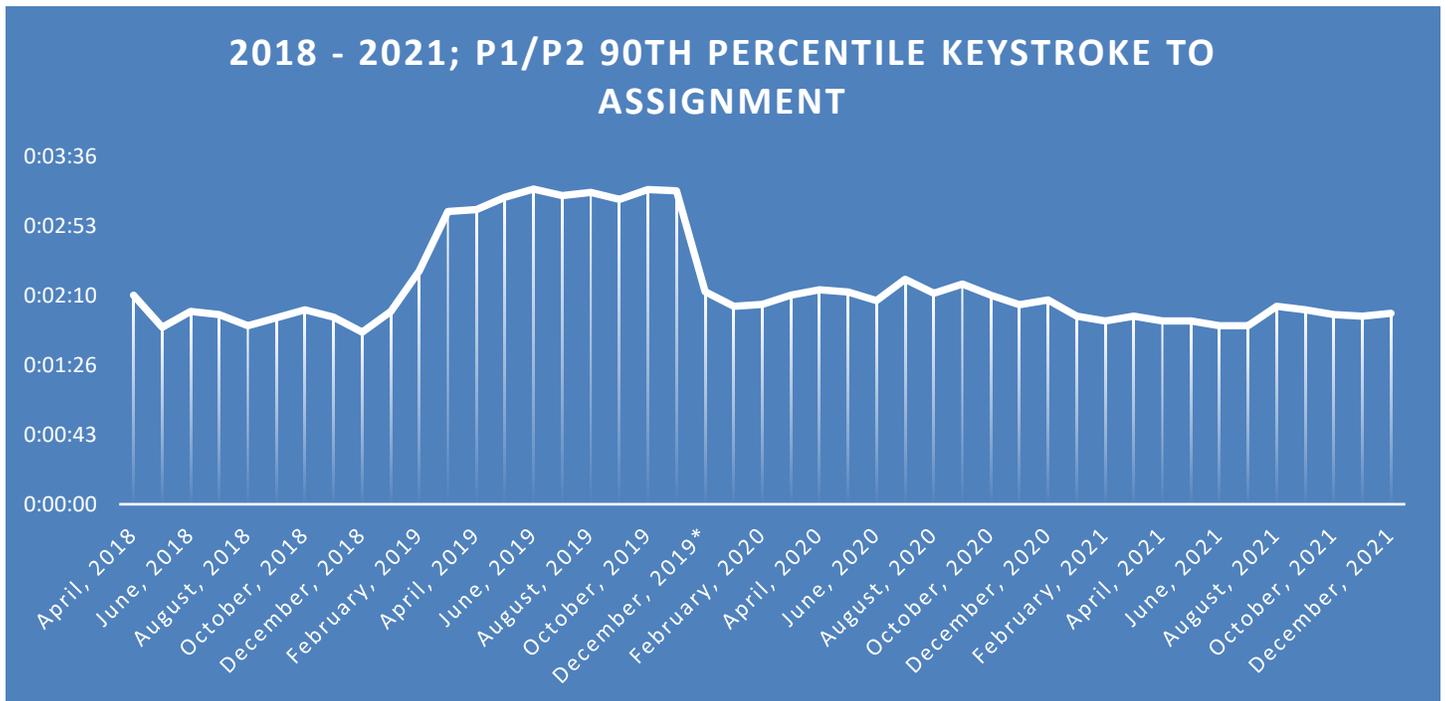
COMMUNICATIONS SYSTEMS FUNCTIONALITY & REGULAR TESTING

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

PERFORMANCE MEASURES

Program Appraisal Report

The call processing data below contains Priority 1 (P1) and Priority 2 (P2) calls for service spanning from April 2018 – December 2021. Priority 1 calls contains Echo level responses and Priority 2 calls consist of Delta/Charlie level response. This data was queried to be a Fire call, a P1 or P2 call, with a unit assigned to the call and a pre-determined problem nature. Data is three standard deviations from the mean by specific year for Keystroke to Queue, Queue to Assignment and Keystroke to Assignment. The data point “Keystroke”; the Call Taker begins typing into the Emergency Call Taking (ECT) screen. The data point “Queue”; Call Taker selects a problem nature and dropped into a Queue, ready to be dispatched out by a Dispatcher. The data point “Assignment”; Dispatcher assigns an apparatus to the call.



Program Appraisal Report

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

* Three Standard Deviations from the Mean; Keystroke to Queue, Queue to Assign and Keystroke to Assign.

** 530 Calls For Service Removed

*** P1 and P2 Law Calls not included

**** Jeffcom became operational April 1, 2018

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

* Three Standard Deviations from the Mean; Keystroke to Queue, Queue to Assign and Keystroke to Assign.

** 518 Calls For Service Removed

*** P1 and P2 Law Calls not included

**** Pre-Alerting January, February and December

Program Appraisal Report

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

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

Due to 85% of emergency calls being received from a wireless phone, verification of address and phone number causes delays in processing the call. Between March 2019 – December 2019, in

Program Appraisal Report

agreement with partner agencies, Jeffcom completed PRO-QA prior to alerting the problem nature. Due to the increase in time, it was agreed that Jeffcom would revert to pre-alerting with an update after PRO-QA.

CONCLUSIONS / IMPROVEMENTS NEEDED

Jeffcom's focuses moving into 2022 are of Agency Partnership, Community Relations, Staff Training, Operational Excellence, State-of-the-Art Technology, and support to employees. The previous year proved be extremely successful with Jeffcom achieving CALEA accreditation, leveraging existing partnerships with APCO International, as well as sharing data and technologies with internal and external customers, solidifying Jeffcom's status as a "Tier 1" Emergency Communications Center. Jeffcom continues to provide trainings and development opportunities which improve telecommunicator performance, and regularly conducts drills to prepare for major events or disasters. Jeffcom provides exceptional service to the residents of Jefferson County through innovative, progressive thinking.

Goals for 2021 included improving staffing levels and metrics. Call Answering metrics were met January – June of 2021 as defined by the Standard Level Agreement (SLA), however call volume and staffing levels impacted metrics entering July. With initiatives focused on hiring and retaining staff through increased salaries and a clear process for career advancement, Jeffcom continues to pursue authorized staffing levels, to meet SLA call answering times, and to decrease processing times. Jeffcom completed a major project on Response Plans in December of 2021, standardizing responses to decrease dispatch times. Jeffcom is also performing data analysis of the initial call taking process to determine if there are any opportunities for work reduction via technological supplements or procedural changes.

Jeffcom is the lifeline between emergency services and the community.



West Metro Fire Rescue Annual Program Appraisal

Program Name: Life Safety: Category 5
Program Manager: Deputy Chief Mike Kirkpatrick
Appraisal Year: 2021
Date: 2/15/2022
Category: Category 5
Criterion (if required): 5A

Specific Recommendations (if applicable):

None

Strategic Recommendations (if applicable):

It is recommended the District develop a formalized and documented annual appraisal process that will quantitatively evaluate the effectiveness of the life safety program. The appraisal should also include an evaluation of the District's standard operating procedures, protocols, and equipment. (This recommendation also applies to the following program areas: 5A, 5B, 5C, 5E, 5G, 5H, 5K, and 9B)

Progress Made on Recommendations:

An annual appraisal has been established for 5A Community Risk Reduction.

Program Description:

Enter a Brief Description of the Program:

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

List Sub-Programs:

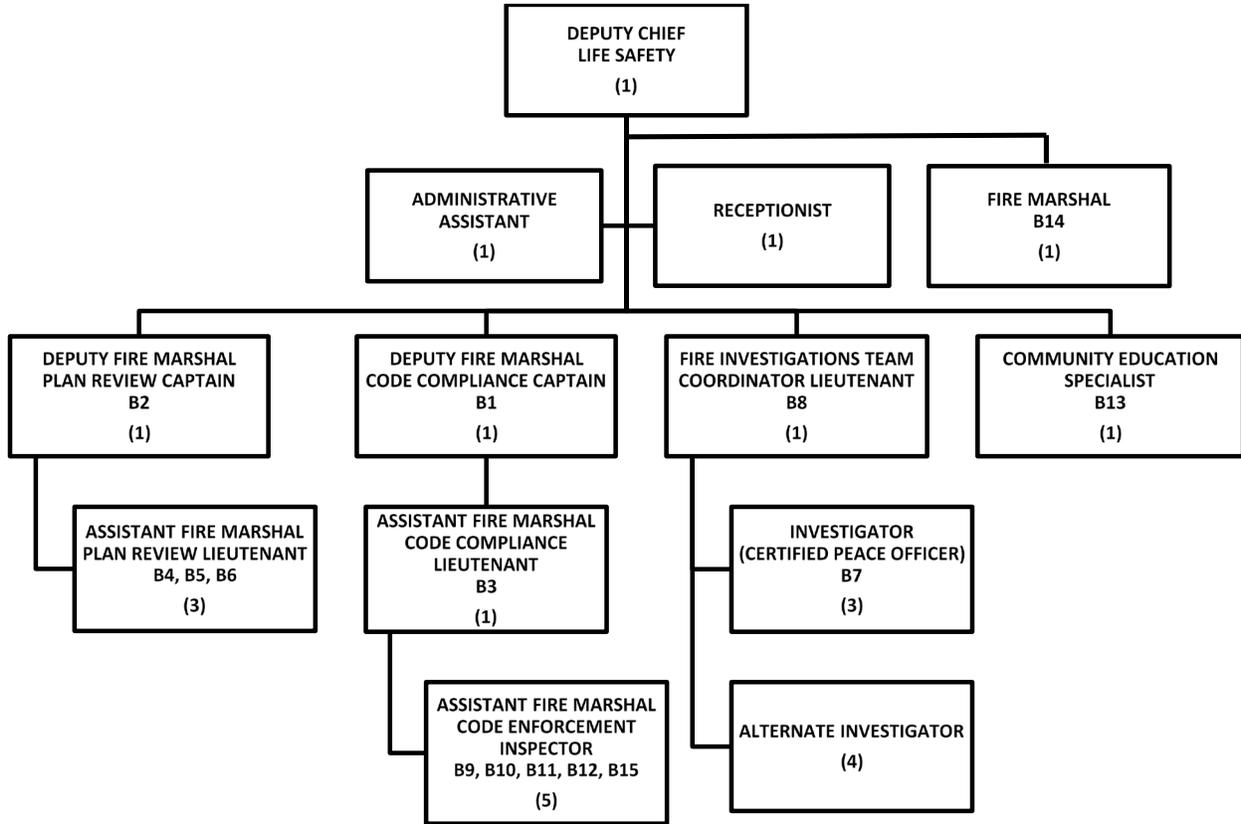
- Plan Review
- Code Compliance
- Community Education
- Investigations



West Metro Fire Rescue Annual Program Appraisal

Staffing (Org Chart):

WEST METRO FIRE PROTECTION DISTRICT
LIFE SAFETY



Injuries/Exposures:

No injuries or exposures were identified.

Succession Planning:

Succession was managed through the assignment of operational personnel as openings occurred in the Life Safety Division. Time was allotted to allow for orientation and familiarization of new members assigned to the division.

Specialized Equipment:

No additional specialize equipment was needed.



West Metro Fire Rescue Annual Program Appraisal

Training and Certifications Completed:

All positions within the Life Safety Division acquired and maintained the State and International Code Council® certifications commensurate with their duties and position.

Training and Certifications Needed:

Training and certification will be an ongoing need to maintain existing credentials and add certifications for new and existing members.

Facilities (if applicable):

N/A

Program Goals and Objectives:

Overall Strategic Focus:

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

Significant Milestones:

All members within the Life Safety Division maintained the ability to work remotely and were productive throughout COVID-19-related restrictions.

The Division successfully researched and negotiated contracted plans examiner services to maintain effective and qualified service during a significant loss of experienced personnel due to retirement.

Previous Year’s Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority I Invest in Human Capital	Objective C	A reorganizational proposal for the plan examiner section was implemented to address both short-term and long-term staffing needs due to retirements.
Priority II Public Relations	Objective B	The speaker’s bureau staff was expanded by providing a certification class. Outreach was limited due to COVID restrictions.
Priority III Operational Readiness	Objective A	Pre-plan information was updated by crews performing building inspections. A new platform for pre-plan information was considered for future use.
Priority I Invest in Human Capital	Objective C	New members of the division obtained their first-tier certification levels for their job descriptions. The District has implemented an educational path to obtain necessary qualifications.



West Metro Fire Rescue Annual Program Appraisal

Current Year’s Goals:

Strategic Plan Linkage		Enter goals here
Priority I Invest in Human Capital	Objective C	Implement the life safety plans examiner staffing proposal if approved by the Board of Directors approval. Complete the certification and educational requirements for new members of the division.
Priority II Public Relations	Objective B	Restore community educational programs that were impacted by COVID restrictions. Update materials to the latest standards and practices.
Priority II Public Relations	Objective C	Continue to participate in community events and research other partnerships where District safety programs align.
Priority III Operational Readiness	Objective A	Evaluate the validity of existing pre-plan data and software platform for effectiveness. Implement additional NFIRS optional modules is the records management system to include fire investigation.

Unexpected Results (positive or negative):

N/A

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

Yes

How Does this Program Meet the Needs of the Citizens?

Community growth and development is assisted and streamlined through a completely electronic and web-based plan review and permit process. Code enforcement continues to be a hands-on process, but electronic documentation of building information and emailed notice of code violations allows for consistent and accurate feedback to business owners and an expanding pre-plan data base for effective emergency response. Through many and varied community education programs, the Life Safety Division provides information and training to the District’s citizens to maximize their chances for avoiding and escaping the effects of fire. The Life Safety Division is also educating the District’s building owners on the care and maintenance of fire protection systems. Information gained by the investigation of fire causes helps the District develop and deliver targeted community risk reduction programs and continually refine emergency response. These programs result in a safer community through code compliant construction, safer buildings, and educated citizens.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

In 2021, the Life Safety Division had a significant turnover of personnel including senior members of the Division. In addition, medical leaves significantly impacted staffing in the 4th quarter of 2021. This trend will continue into the first quarter of 2022.



West Metro Fire Rescue Annual Program Appraisal

Program Specific Measures or Metrics:

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

Program Self-Assessment:

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

No changes identified.

SWOT Analysis:

Program Strengths:

- Multi-pronged approach to community risk reduction.
- Robust use of operational personnel to deliver community education and conduct annual code compliance inspections.
- Highly trained investigators producing data, assessing performance of fire protection building features, and ensuring appropriate NFIRS reporting.

Program Weaknesses:

- Lack of detail in NFIRS data program points limits program analysis.
- Operational personnel have only basic understanding of the fire code limiting inspection value.
- Website access to Life Safety and Community Education information is hard to navigate.

Program Opportunities:

- Utilize new data sources to drive program direction and evaluation.
- Add certified inspection staff to the Life Safety Division to take on greater portions of the annual building inspections.
- Rebuild the website to streamline communication with the public.

Program Threats:

- The continued loss of experienced personnel into 2022 is consuming a significant amount of time and resources.
- Annual building inspections conducted by non-certified firefighter personnel.
- The ongoing pandemic may cause disruption in the workforce and restrict the ability to perform outreach.



West Metro Fire Rescue Annual Program Appraisal

Program Name: Life Safety: Category 9
Program Manager: Deputy Chief Mike Kirkpatrick
Appraisal Year: 2021
Date: 2/15/2022
Category: Category 9
Criterion (if required): 9A

Specific Recommendations (if applicable):

None

Strategic Recommendations (if applicable):

It is recommended the District develop a formalized and documented annual appraisal process that will quantitatively evaluate the effectiveness of the life safety program. The appraisal should also include an evaluation of the District's standard operating procedures, protocols, and equipment. (This recommendation also applies to the following program areas: 5A, 5B, 5C, 5E, 5G, 5H, 5K, and 9B)

Progress Made on Recommendations:

An annual appraisal has been established for 9A Community Risk Reduction.

Program Description:

Enter a Brief Description of the Program:

Water supply available for effective firefighting is managed by working closely with our 28 independent water districts. All new construction projects are required to have the fire code required water supply. Water mains and fire hydrants are added as needed. Existing fire hydrants are surveyed for accurate location, visibility, and accessibility annually by operational personnel. Fire flows and operability are accounted for by each water district in accordance with the National Fire Protection Association, American Water Works Association, and Insurance Services Office (ISO) standards.

List Sub-Programs:

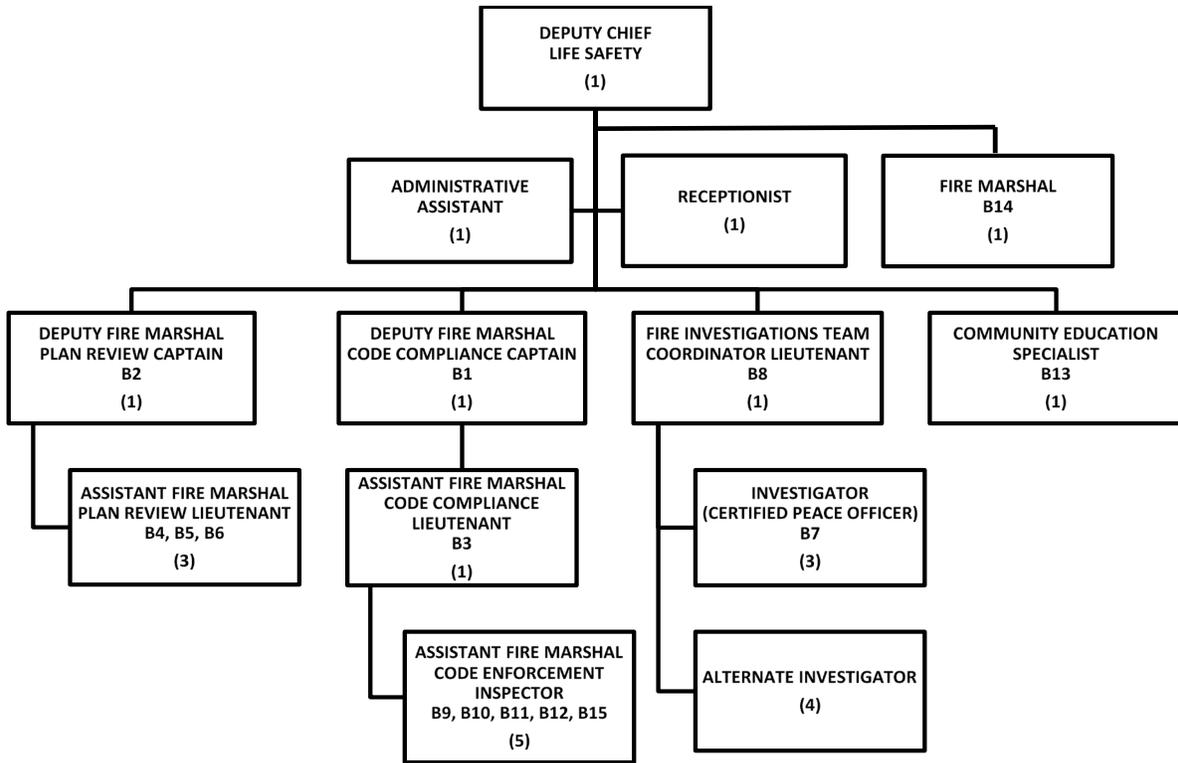
None



West Metro Fire Rescue Annual Program Appraisal

Staffing (Org Chart):

WEST METRO FIRE PROTECTION DISTRICT
LIFE SAFETY



Injuries/Exposures:

No injuries or exposures were identified.

Succession Planning:

No succession planning is associated with this program.

Specialized Equipment:

No specialized equipment is associated with this program.

Training and Certifications Completed:

No specialized training or certification is associated with this program.

Training and Certifications Needed:

None



West Metro Fire Rescue Annual Program Appraisal

Facilities (if applicable):

None

Program Goals and Objectives:

Overall Strategic Focus:

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

Significant Milestones:

- All projects for new development met fire code requirements for fire flow.
- Annual fire hydrant surveys were completed.
- The database containing contact and operational information for all water providers was updated.

Previous Year’s Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority III Operational Readiness	Objective C	Ensure adequate water supply is available for firefighting purposes.
Priority IV Relationships	Objective A	Maintain effective relationships with our water districts.

Current Year’s Goals:

Strategic Plan Linkage		Enter goals here
Priority III Operational Readiness	Objective C	Evaluate the use of existing GIS software to improve the process of visual inspection and referral of hydrants requiring service.
Priority IV Relationships	Objective A	Maintain effective relationships with our water districts.

Unexpected Results (positive or negative):

N/A

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

Yes

How Does this Program Meet the Needs of the Citizens?

Fire code compliant water supply ensures effective firefighting operations.



West Metro Fire Rescue Annual Program Appraisal

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

N/A

Program Specific Measures or Metrics:

Completion of fire station-based fire hydrant surveys is reported to the deputy chief of life safety on or before November 1st of each year.

Program Self-Assessment:

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

No needed changes were identified.

SWOT Analysis:

Program Strengths:

- Annual surveying of fire hydrants ensures visibility and accessibility.
- Annual fire hydrant surveys confirm proper location is shown on apparatus mobile terminals.
- Ensuring fire code compliant development provides predictable and adequate water flows.

Program Weaknesses:

- The water districts have varying levels of capability to provide rigorous maintenance.
- Smaller water districts tend to be harder to communicate with and there is no central database for preventative maintenance record keeping.

Program Opportunities:

- The process of visual inspection of hydrants is effective but is currently done via email communication. This could be improved with the use of GIS software tools.
- Regular communication with water districts can help future collaboration regarding community growth and regular fire hydrant maintenance.

Program Threats:

- Smaller water districts will continue to need communication and support from the District regarding maintenance and ISO required documentation.



West Metro Fire Rescue Annual Program Appraisal

Program Name: Media Relations and Public Information
Program Manager: Public Information Officer Ronda Scholting
Appraisal Year: 2021
Date: 2/15/2022
Category: Category 5
Criterion (if required): 5B

Specific Recommendations (if applicable):

None.

Strategic Recommendations (if applicable):

None.

Progress Made on Recommendations:

N/A

Program Description:

Enter a Brief Description of the Program:

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

List Sub-Programs:

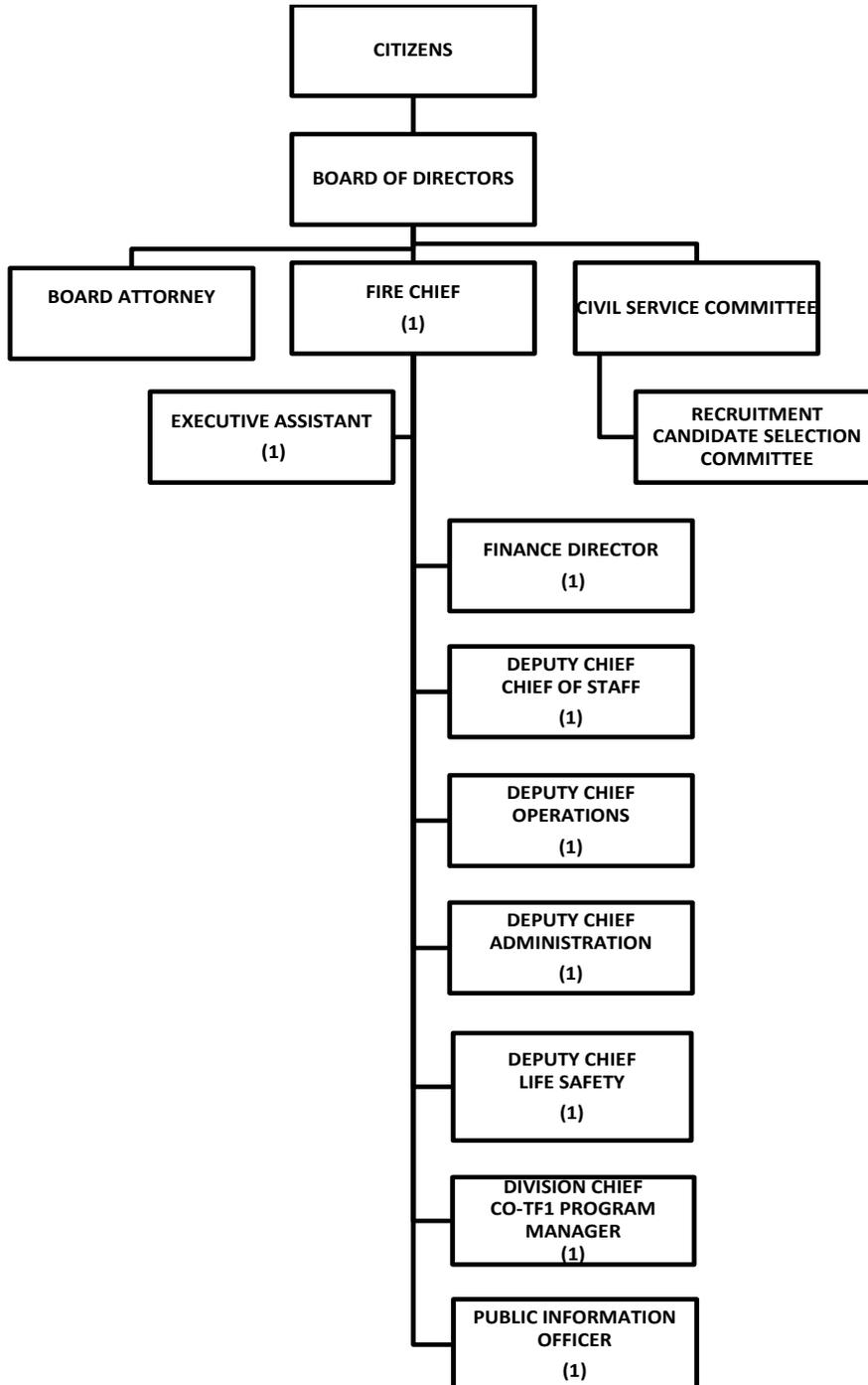
Citizen Award Recognition



West Metro Fire Rescue Annual Program Appraisal

Staffing (Org Chart):

WEST METRO FIRE PROTECTION DISTRICT
Organizational Chart





West Metro Fire Rescue Annual Program Appraisal

Injuries/Exposures:

No injuries or exposures related to media relations and public information in 2021.

Succession Planning:

Not applicable at this time.

Specialized Equipment:

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

Training and Certifications Completed:

Certified as NWCG Public Information Officer 2 (PIO2)
Certified as NWCG Fire Prevention Education Team Member (PETM)

Training:

NWCG: 130/190, RT-130, S-203, L-180, S-420, E/L-952, P-310
FEMA G-290

Training and Certifications Needed:

Drone operator license - Part 107, on-going social media, and video production training.

Facilities (if applicable):

None

Program Goals and Objectives:

Overall Strategic Focus:

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

Significant Milestones:

Media and social media exposure for the District hit an all-time high in 2021. Earned media-responses or coverage generated through press releases or social media posts had an audience of nearly 4.5 billion with an ad value of \$74.5 million (ad value is what it would have cost to purchase advertising for the same audience exposure).



West Metro Fire Rescue Annual Program Appraisal

Some examples of coverage:

- Arson dog introduction - covered by all local English and Spanish speaking tv stations
- Baby born in family’s front yard – covered by two local tv stations and carried worldwide
- Car in pool recovery – carried worldwide by Associated Press
- Marshall Fire – carried by all local media and worldwide through large websites like msn.com and yahoo.com
- Clear Creek tech rescue: video shot by PIO during mutual aid incident carried on all local tv stations and on the local newspaper’s website
- Social media followers on all platforms (Facebook, Twitter, Instagram, Youtube) grew by an average of 20.6%

Previous Year’s Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority II Public Relations	Objective A	Commitment was undertaken this year to regularly post on all social media platforms - Facebook, Twitter, Instagram, YouTube, and Next Door, paying particular attention to the type of content directed at varying age groups that follow the individual platform. Overall growth on social media for West Metro averaged 20.6%. The Facebook page has the largest following of any Colorado fire agency. Followers engage regularly with posts and local and national media follow West Metro’s accounts reacting and sharing posts or developing the post into stories for broadcast, websites, or their own social media.
Priority II Public Relations	Objective A	Videos and social media posts were produced to promote safety messages, such as public health (COVID), home wildfire mitigation, the importance of safety during winter holidays, and smoke alarms. A series of videos encouraged citizens to wear masks and get a COVID vaccination, including one produced for Spanish speakers. Media picked up stories on wildfire safety, after blizzard safety, fire danger, heat exhaustion and water safety. A series of seven videos was produced for the Life Safety Division and the Community Education Specialist to use as resources for the Jefferson County School District, in lieu of firefighters in classrooms - because of the pandemic.
Priority II Public Relations	Objective A	Produced a half hour year end video that is published on West Metro’s social media sites and broadcast on Lakewood and Wheat Ridge city tv channels, giving viewers a look at the big events during the year and the District’s accomplishments.
Priority II Public Relations	Objective C	PIO regularly engages with media and pitches proactive safety and event stories. In 2021, those stories had a world-wide audience of nearly 4.5 billion with an ad value of \$74.5 million. PIO also acts as a subject matter expert for media on background, explaining fire service terminology, strategy, and procedures. PIO writes a monthly column for local newspaper, providing safety messages and updates on District events.



West Metro Fire Rescue Annual Program Appraisal

Current Year’s Goals:

Strategic Plan Linkage		Enter goals here
Priority II Public Relations	Objective A	Continue to grow social media following on all platforms. Research and evaluate adding new platforms, gauging popularity with potential reach of targeted audience and PIO bandwidth. Experiment with new video formats and potentially “Ask a Firefighter” feature.
Priority II Public Relations	Objective A	Grow library of home safety videos with some emphasis on wildland fire mitigation to capitalize on current interest after Marshall Fire and in light of state legislation to increase funding for mitigation.
Priority II Public Relations	Objective A	Work with District divisions to showcase West Metro initiatives on social media and on traditional media.
Priority II Public Relations	Objective C	Meet with local media one-on-one when COVID-19 restrictions allow. Continue to provide video and information resources to media.

Unexpected Results (positive or negative):

A second year of COVID continued to bring followers to the District’s social media platforms. While restrictions were easing, people who found and engaged on the sites while at home in 2020 continued in 2021. Shares of District content by those followers encouraged others to do the same. Social media was a place to not feel so alone during the pandemic.

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

Yes

How Does this Program Meet the Needs of the Citizens?

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

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

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

- February: Bear Creek Fire
- July: Totem Run structure fire
- 20th anniversary of 9/11
- December: Roxborough multiple structure fire, Oak Fire, and Marshall Fire



West Metro Fire Rescue Annual Program Appraisal

Program Specific Measures or Metrics:

Earned media responses or coverage generated through press releases or social media posts had an audience of nearly 4.5 billion with an ad value of \$74.5 million. Social media followers on all platforms (Facebook, Twitter, Instagram, Youtube) grew by an average of 20.6%.

Program Self-Assessment:

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

No updates needed.

SWOT Analysis:

Program Strengths:

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

Program Weaknesses:

One PIO covering large fire district.

Program Opportunities:

Potential of intern assistance or backup resources from firefighter ranks.

Program Threats:

Fast breaking incidents challenging available PIO resources.



West Metro Fire Rescue Annual Program Appraisal

Program Name: Operations
Program Manager: Deputy Chief Dan Pfannenstiel
Appraisal Year: 2021
Date: 2/15/2022
Category: Category 5
Criterion (if required): 5E

Specific Recommendations (if applicable):

None

Strategic Recommendations (if applicable):

It is recommended the District develop a formalized and documented annual appraisal process that will quantitatively evaluate the effectiveness of the operations program.

Progress Made on Recommendations:

An annual appraisal was established for 5E.

Program Description:

Enter a Brief Description of the Program:

The Operations Division is responsible for the management, coordination, and delivery of the West Metro Fire Protection District (District) emergency services. The District covers 108 square miles and serves a population of 296,917. The District employs 387 firefighters or firefighter/paramedics with 349 (90%) assigned to the Operations Division. The District responded to 39,381 calls in 2021. Fires accounted for 559 (1.42%), medical calls accounted for 25,181 (64.27%), while the remaining 13,641 (34.41%) were alarms, public assists, and special operations.

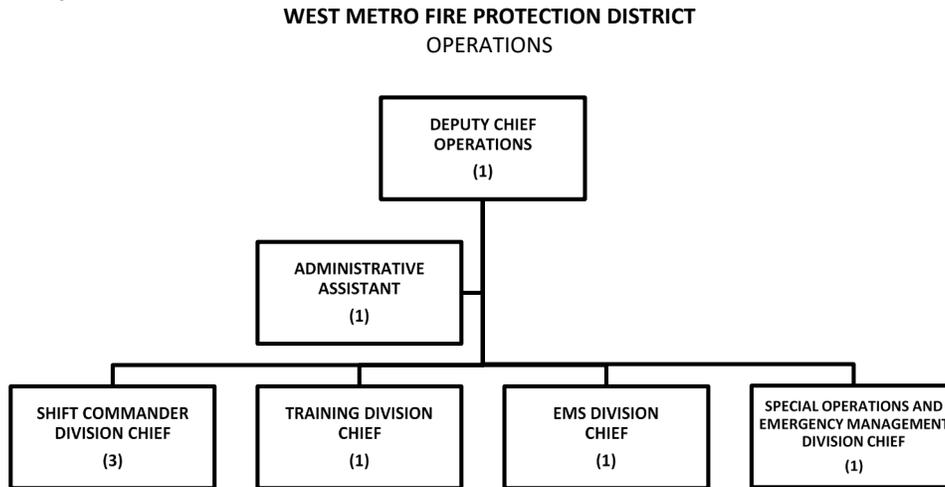
List Sub-Programs:

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



West Metro Fire Rescue Annual Program Appraisal

Staffing (Org Chart):



Injuries/Exposures:

Operations had 94 injuries in 2021. These injuries occurred on scene, returning to or from the scene, or in the fire station. Specifics are contained in the Wellness Program Appraisal.

Succession Planning:

The District operationalized a succession plan; the operations chief was replaced, the training chief was replaced, and the EMS chief was replaced. The exiting chiefs were retained in key positions of the District for successful transition and mentoring. Succession also took place at the Standard of Cover Strategic Planning Team (SOC SPT).

Specialized Equipment:

17 stations, 15 engines, 12 medic units, 1 advanced resource medic unit (evaluated in EMS), 2 towers, 1 ladder truck, 1 heavy rescue/engine, 2 safety and medical units, 8 brush trucks, 1 air truck, 1 collapse truck, 2 dive/swift water unit, and 1 hazardous materials and decontamination unit. Purchased new apparatus through the apparatus replacement program. An e-bike was added to one safety and medical unit and a UTV was placed in-service, which both serve back country rescues. A wildland coordinator response vehicle was also placed in-service.

Training and Certifications Completed:

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

Training and Certifications Needed:

Continue with the Training Division’s annual training plan and chief officer leadership training. The District supports higher education, fire service credentialing, and National Fire Academy programs.



West Metro Fire Rescue Annual Program Appraisal

Facilities (if applicable):

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

Program Goals and Objectives:

Overall Strategic Focus:

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

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

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

Values:

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

A narrowed operational specific focus includes:

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

Significant Milestones:

The District continues to be one of the 113 fire agencies in the country that are both an ISO Class I and internationally accredited agency. The ISO rating helped lower both residential and commercial insurance rates for the community.

In the spring of 2021, the Operations Division placed an e-bike and UTV in-service for the increasing need to respond to back country rescue alarms. The District's standards of coverage strategic planning team (SOC-SPT) recommended upstaffing Engine 15 to three and placing Medic 17 in-service when staffing allows. The recommendation for upstaffing Medic 17 is in response to increased unit hour utilization (UHU) in Planning Zones 1 and 16.



West Metro Fire Rescue Annual Program Appraisal

The District added a full-time wildland coordinator position in September of 2021 that reports to the special operations chief. The need for this position was supported by the development of the Community Wildfire Protection Plan (CWPP) and has strong community, mitigation, and operational response/training ties.

The District mutually amended the District’s automatic aid agreement with the Arvada Fire Protection District in late in 2021 so resources are utilized more efficiently within District boundaries. Additionally, the Operations Division is working with JeffCom911 to make response plans more efficient for distribution and response.

The District continually monitored and adjusted responses to meet the needs of the COVID-19 pandemic. This included increased personal protective equipment (PPE) and the addition of two extra medic units when staffing allowed. Temporary staffing directives were implemented to maintain appropriate response levels while multiple firefighters were in COVID-19 protocol.

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

Previous Year’s Goals and Progress:

Strategic Plan Linkage		Enter goals here
Priority I Invest in Human Capital	Objective B	Provide staffing, equipment, adequate training, and supervision, in accordance with accepted standards, to maintain effective all hazard response both inside and outside the borders of the District.
Priority I Invest in Human Capital	Objective C	Maintain 125% overage of minimum staffing.
Priority I Invest in Human Capital	Objective C	Determine the need for Medic 17 and Medic 9 to be staffed with daily overages and/or minimal overtime.
Priority I Invest in Human Capital	Objective C	Evaluate staffing levels at Station 15. Continue evaluating the risk of Station 15’s area. Evaluate the auto-aid from South Metro Fire Rescue.

Current Year’s Goals:

Strategic Plan Linkage		Enter goals here
Priority III Operational Readiness	Objective A	Provide staffing, concentration, and distribution solutions for operational readiness, work-life balance, and fiscal responsibility.
Priority I Invest in Human Capital	Objective C	Maintain 125% overage of minimum staffing and plan for up to 130% overage of minimum staffing.
Priority I Invest in Human Capital	Objective C	Provide alternative solutions to decrease UHU and ancillary duties in busy planning zones.
Priority IV Relationships	Objective A	Enhance relationships with automatic/mutual aid partners for enhanced community impact.



West Metro Fire Rescue Annual Program Appraisal

Unexpected Results (positive or negative):

1. Operations observed a 154% increase in injuries from 2020.
2. Operations observed a 11.38% increase in calls from 2020.

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

Yes

How Does this Program Meet the Needs of the Citizens?

The distribution, concentration, and response of resources addresses the emergency needs of the citizens of the District.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

- On-going COVID-19 pandemic.
- Several mutual and automatic aid wildland urban interface and house to house ignition fires spanning multiple operational periods.
- Active threat event in two jurisdictions and several locations including an open-air mall during high occupancy timeframes.

Program Specific Measures or Metrics:

The District, through an amended Intergovernmental Agreement with Arvada Fire Protection District, decreased the incident responses into the auto-aid agreement area by 76%.

Additional measurements and / or metrics that the Operations Division desires to gather, track and analyze are as follows:

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

The District is working towards implementing a new platform that will allow the gathering, tracking, and analysis of this data. These measurements speak to decreasing firefighter fatigue, preventing fire growth, removal of victims from the threats of the fire, best practices, and scientific measurements that lead to positive community impacts and outcomes.



West Metro Fire Rescue Annual Program Appraisal

Program Self-Assessment:

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

There were no significant changes to program performance indicators in 2021.

SWOT Analysis:

Program Strengths:

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

Program Weaknesses:

- Staffing stations while maintaining employee's work life balance.
- Planning for the reliability of responses to Planning Zone 15.

Program Opportunities:

- Increase sustainable concentration of medic units in planning zones with high UHU.
- Sustainable three person staffing on Engine 15.
- Collaboration with SMFR for response to planning zones in District 3.

Program Threats:

- Firefighter health, safety, and fatigue.



West Metro Fire Rescue Annual Program Appraisal

Program Name: Plan Review
Program Manager: Captain Joe Passmore
Appraisal Year: 2021
Date: 2/15/2022
Category: Category 5
Criterion (if required): 5A.3, 5A.4

Specific Recommendations (if applicable):

N/A

Strategic Recommendations (if applicable):

It is recommended the District develop a formalized and documented annual appraisal process that will quantitatively evaluate the effectiveness of the plan review program. The appraisal should also include an evaluation of the District's standard operating procedures, protocols, and equipment. (This recommendation also applies to the following program areas: 5A, 5B, 5C, 5E, 5G, 5H, 5K, and 9B)

Progress Made on Recommendations:

An annual appraisal has been established for 5A.4 Plan Review.

Program Description:

Enter a Brief Description of the Program:

Assess all building projects submitted for review and confirm their compliance with the adopted fire code ensuring that citizen safety is maximized while financial consequences are minimized.

List Sub-Programs:

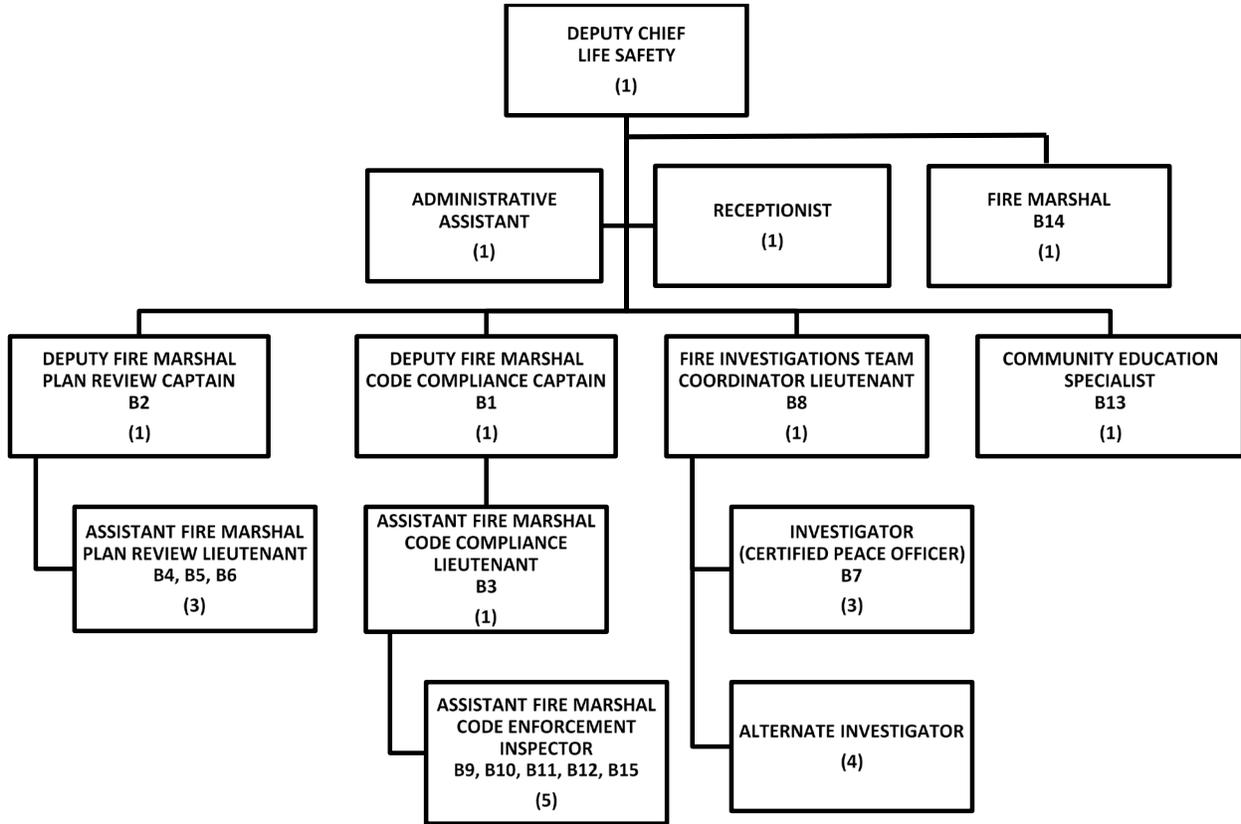
None



West Metro Fire Rescue Annual Program Appraisal

Staffing (Org Chart):

WEST METRO FIRE PROTECTION DISTRICT
LIFE SAFETY



Injuries/Exposures:

None

Succession Planning:

Four plan review qualified individuals retired in 2021. This required the replacement of four uniformed individuals to be assigned to the Division: a deputy chief, deputy fire marshal, and two assistant fire marshals. It is expected that two more plans review certified personnel will retire early 2022. In order to maintain operations, measures have been implemented to contract out plan review to a third party early in 2022.

Specialized Equipment:

Plans examiner and “mobile-eyes” permitting software.



West Metro Fire Rescue Annual Program Appraisal

Training and Certifications Completed:

Plan review assigned individuals met the relevant required District training obligations while also attending specific team/skill related training. The additional training included but was not limited to the locally held annual International Code Council (ICC) weeklong symposium, certifications for Fire Inspector 2, Fire Inspector 3, ICC Code Specialist, ICC Certified Fire Marshal, Center for Public Safety Excellence (CPSE) Designated Fire Marshal, and State of Colorado Youth Fire Setter Intervention Specialist 1.

Training and Certifications Needed:

In addition to the District and Division required continuing education classes, a Fire Inspector III certification will be needed to fulfill the job description requirements for the newly assigned deputy fire marshal of plan review and Fire Inspector I, II, and III for the anticipated replacement of one assistant fire marshal.

Facilities (if applicable):

None

Program Goals and Objectives:

Overall Strategic Focus:

Assess all building projects submitted for review and confirm their compliance with the adopted fire code.

Significant Milestones:

The plan review section of the Division continued to work remotely approximately 50% of the time during the COVID-19 pandemic while maintaining the goal of 100% review and processing of all submitted plans in a timely fashion. This was made possible in large part by the development and implementation of an electronic plan review process in 2017.

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority I Invest in Human Capital	Objective C	Develop and implement a succession plan for plan review. Plan review is facing a shortage of technically qualified personnel as a result of a number of likely retirements expected over the next 1-3 years. Positions that will need to be filled require a considerable amount of technical expertise and training combined with relevant experience. In order to fill these positions adequately, likely candidates should be identified and prepared to meet the demands of these positions. The fire chief was presented with a reorganization proposal to utilize civilian plans examiners and contractors to maintain this key function.



West Metro Fire Rescue Annual Program Appraisal

Priority I Invest in Human Capital	Objective C	<p>Plan review workflow would benefit from a certain level of cross training between plan reviewers. A diversity of capabilities and expertise would allow for a greater level of flexibility within plan review and therefore more efficiency. Training and educational opportunities, as well as on-the-job experience that encourage diversification among plan reviewers should be a focus for 2022.</p> <p>Plan reviewers were able to attend multiple trainings, gain online experience, and provide some cross training with their replacements. All but one of the certified plans examiners in the Division have retired or plan on retiring in 2022.</p>
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Current Year’s Goals:

Strategic Plan Linkage		Enter goals here
Priority I Invest in Human Capital	Objective C	Implement the succession plan proposal for plan review. This includes signing a contract with a third-party contractor for plan review, getting approval for the organizational change with the board of directors, writing a job description for civilian plan examiners, and hiring qualified personnel.
Priority I Invest in Human Capital	Objective C	Support training and certification for the deputy fire marshal and assistant fire marshal – plans examiner positions. This includes ensuring that all members obtain Fire Inspector III – Plans Examiner through both ICC and the State of Colorado.

Unexpected Results (positive or negative):

The COVID-19 pandemic tested the proficiency of the recently established electronic plan review process as well as the team’s ability to adapt to the resulting office work restrictions. Team members were able to adjust and conducted all aspects of the process from home workspaces. This would not have been possible without a dedicated team and the implementation of the electronic workflow process.

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

Yes

How Does this Program Meet the Needs of the Citizens?

The program ensures that citizens and responding firefighter safety is maximized while financial consequences are minimized.



West Metro Fire Rescue Annual Program Appraisal

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

The COVID-19 pandemic continued and worsened in 2021 with the delta and omicron wave. The retirement of four plans examiners in the division in the last six months of 2021 has created a staffing issue and significant loss of expertise.

Program Specific Measures or Metrics:

In 2021, the numbers of site plan reviews remained the same. Building plans were up 5.7%, while construction-related inspections were down 47.5%. As the number of construction inspections correlate with the number of plan reviews from the previous year, a decrease in construction inspections for 2021 was observed.

Associated Year	2019	2020	2021
Site Plans Reviewed (Non-Permitted)	304	291	291
Building Related Plan Reviews (5.4-day Turn-around Average)	1,447	1,308	1,382
Permits Issued (Initial, Revised and Special)	1,825	1,368	1,145
Construction Inspections	3,139	4,752	2,496
Permit Fees	\$667,767.49	\$656,899.03	\$492,151.85

Program Self-Assessment:

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

No significant changes to program performance indicators in 2021.

SWOT Analysis:

Program Strengths:

- Effective use of electronic plan and permit processing.

Program Weaknesses:

- The current staffing/succession model of the Life Safety Division does not allow for flexibility during staffing changes when time for on-the-job training and certification is unavailable.



West Metro Fire Rescue Annual Program Appraisal

Program Opportunities:

- The proposal to reorganize the plans section with civilian plans examiners allows for hiring of immediately qualified and experienced employees to conduct this highly technical skill without needing significant on-the-job training or time to obtain certifications.

Program Threats:

- If the reorganization plan submitted to the board of directors is not approved, there will no longer be enough qualified or certified employees to execute this core function and the plan review process will need to be contracted out to a third party at additional cost. This would also result in a loss of local control and input from experienced firefighters during the design and construction of buildings or remodels.
- If the District cannot attract qualified civilian plan reviewers, the Division will also need to utilize a third-party contractor until current employees can become certified and qualified or civilian plan reviewers are hired.



West Metro Fire Rescue Annual Program Appraisal

Program Name: Risk Management and Accreditation
Program Manager: Steve Aseltine
Appraisal Year: 2021
Date: 2/15/2022
Category: Category 7
Criterion (if required): 7A.1 through 7E.2 and 11A.1 through 11B.6

Specific Recommendations (if applicable):

None

Strategic Recommendations (if applicable):

None

Progress Made on Recommendations:

N/A

Program Description:

Enter a Brief Description of the Program:

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

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

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

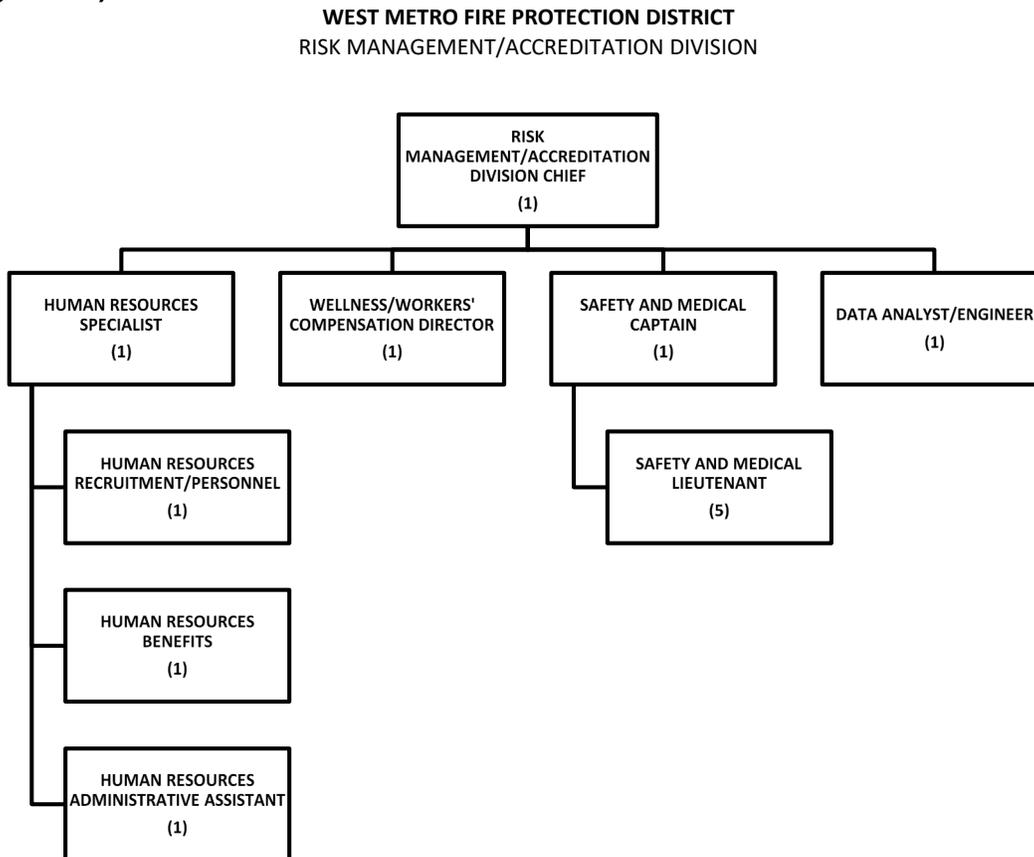


West Metro Fire Rescue Annual Program Appraisal

List Sub-Programs:

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

Staffing (Org Chart):



Injuries/Exposures:

There were no specific injuries to RMA Division staff in 2021. District injury and exposure metrics can be found in the Wellness Annual Program Appraisal.

Succession Planning:

- A specific succession plan has not been developed specific to the RMA Division; however, human resources and data analytics have documented task level procedures in place; which, were very helpful in the onboarding and training of three new employees in 2021. Human resources, wellness, and data analytics all represent positions where continuity of operations would be interrupted with the loss of key personnel. Position specific succession plans should be developed for each position.



West Metro Fire Rescue Annual Program Appraisal

- Safety Division succession planning has historically been managed through operations. Because this position is transitioning to a day position with additional program oversight, succession will need to evolve with the position requirements.

Specialized Equipment:

None

Training and Certifications Completed:

Quality Improvement for Accreditation (QITA) – data engineer

Training and Certifications Needed:

NFIRS

Facilities (if applicable):

None

Program Goals and Objectives:

Overall Strategic Focus:

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

Significant Milestones:

- The continued management of the District’s COVID-19 response. Multiple RMA Division staff were heavily involved in the District’s COVID-19 response throughout 2021, including the development and delivery of an accommodation program for religious or medical exemptions.
- Continuation of the civilian pay for performance process.
- Provided oversight of initial transition to the First Watch information platform.
- Implemented Environmental Systems Research Institute (ESRI) technology for implementation into District metrics and accreditation.
- Submitted Annual Compliance Report to CPSE.
- Updated accreditation documentation in preparation for 2022 re-accreditation.

Previous Year’s Goals and Progress:

Strategic Plan Linkage		Enter goals here
Priority I Invest in Human Capital	Objective B	Support of initiatives put forward from the Safety SPT. Created a draft bylaw document for the vehicle accident committee; however, unable to move the committee forward.



West Metro Fire Rescue Annual Program Appraisal

Priority V Financial Stability	Objective C	<p>Implement recommended updates to West Metro’s accident procedure(s). The desired outcome is to decrease accident frequency, severity, and costs while simultaneously supporting the ideology of continuous improvement and learning (near miss reporting).</p> <p>Added metrics and tracking to vehicle accident tracking but still lack software that streamlines the collection of data while providing additional information.</p>
Priority III Operational Readiness	Objective A	Streamline accident and injury reporting to allow timely and accurate information analysis.
Priority I Invest in Human Capital	Objective A	<p>Support the continuing education of the officers assigned to Safety and Medical (SaM) positions.</p> <p>Accomplished except for travel to outside conferences due to COVID-19.</p>
Priority I Invest in Human Capital	Objective A	<p>Rewrite job descriptions for all uniformed positions.</p> <p>Unable to complete due to the separation of the HR staff person assigned to the project.</p>

Current Year’s Goals:

Strategic Plan Linkage		Enter goals here
Priority I Invest in Human Capital	Objective A	Complete re-accreditation process.
Priority III Operational Readiness	Objective A	Centralize the oversight of the District’s Safety program by establishing a health and safety captain position.
Priority V Financial Stability	Objective C	Implement recommended updates to West Metro’s accident procedure(s). The desired outcome is to decrease accident frequency, severity, and costs while simultaneously supporting the ideology of continuous improvement and learning (near miss reporting).
Priority III Operational Readiness	Objective A	Stabilize the information connection to NFORS in order to enable more frequent usage of the NFORS exposure application.
Priority I Invest in Human Capital	Objective A	Support the continuing education of the officers assigned to SaM positions through participation in outside conferences.
Priority I Invest in Human Capital	Objective A	Rewrite and update job descriptions for all uniformed positions.
Priority III Operational Readiness	Objective A	Establish redundancy in data reporting in order to increase organizational resilience.



West Metro Fire Rescue Annual Program Appraisal

Unexpected Results (positive or negative):

The District's response to COVID-19 continued to impact the entire District in 2021. 89 District employees were infected with COVID-19 in 2021. This required an enormous amount of time and District resources in order to conduct research, navigate changing guidance, develop and deliver an exemption program, and work through multiple waves of COVID-19 infections.

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

Yes, however multiple goals were deferred due to the District's response to COVID-19.

How Does this Program Meet the Needs of the Citizens?

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

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

Continued District response to COVID-19 including the development and delivery of an exemption program.

The unexpected loss of the data engineer impacted the efficiency of collecting and synthesizing data.

The loss of two HR personnel created staffing gaps throughout the year.

Program Specific Measures or Metrics:

See the Annual Program Appraisals for Safety, Wellness, the Firefighter Recruitment and Hiring Process, and accreditation documents for specific measures and metrics.

Program Self-Assessment:

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

There were no significant changes to the risk management and accreditation program performance indicators in 2021, however a re-write of the relevant procedures is being done for re-accreditation in 2022.



West Metro Fire Rescue Annual Program Appraisal

SWOT Analysis:

Program Strengths:

- Multiple sub-programs offering a diverse portfolio of employee support.
- Ability to synthesize complex data into usable information.
- CPSE accreditation model provides continual improvement structure.

Program Weaknesses:

- Critical District functions such as data engineering and wellness rest with a single individual's skillset.
- The District has outgrown the decentralized safety program.

Program Opportunities:

- Evolve human capital to increase redundancy.
- Implement technological solutions to increase program resiliency.
- Enhance data analytics to continually improve service delivery.
- Amend vehicle accident process to be more system-centric.

Program Threats:

- Loss of key personnel at critical times.
- Cloud based data management.



West Metro Fire Rescue Annual Program Appraisal

Program Name: Safety
Program Manager: Division Chief Steve Aseltine
Appraisal Year: 2021
Date: 2/15/2022
Category: Category 11
Criterion (if required): 11A

Specific Recommendations (if applicable):

11A.1 - It is recommended the District evaluate the current safety captain position with the goal of improving the effectiveness of the position.

11A – It is recommended the District formalize the process for accident investigations.

Strategic Recommendations (if applicable):

None

Progress Made on Recommendations:

The West Metro Fire Protection District (District) board of directors approved a change to the organizational chart creating a Risk Management and Accreditation (RMA) Division effective January 1, 2018. As a component of the change, organizational health and safety fell under the Risk Management Division led by a division chief. On March 1, 2018, a second safety and medical officer (SaM) position was added to be staffed 24 hours per day. A dedicated SaM captain and two additional SaM lieutenants were added with the goal of enhancing the District's safety program. On May 1, 2019, minimum staffing for the SaM 1 vehicle was increased to 1 officer and 1 firefighter. Total staffing for organizational health and safety now includes a division chief, a captain, and five lieutenants. In 2022, the District will be establishing a health and safety captain position that is centralized at administration in order to provide additional oversight and program management to the Safety Division.

The District has moved its standard operating procedures and associated forms for investigating and documenting accidents and injuries to the learning management platform. In 2018, new forms were developed, and a revised workflow was established to ensure all stakeholders were notified of incidents, and had the opportunity to add comments. A Safety SPT has been established for 2019, which will be tasked with reviewing trends, conducting research, and making recommendations for all matters of occupational health and safety. Vehicle accident statistics are now maintained and analyzed.

Program Description:

Enter a Brief Description of the Program:

The District operates a de-centralized safety program that shares responsibility between line and administrative functions. Strategic priorities are guided by a Safety Strategic Planning Team (SPT).



West Metro Fire Rescue Annual Program Appraisal

Specific tasks and functions are then administered by RMA through the SaM officers on the line. The SPT is co-chaired by the RMA chief and a union representative. Participation in the SPT is open to any member. The safety program is managed by a captain that indirectly supervises five other SaM lieutenants across all three shifts. Day-to-day operations are accomplished by two on duty SaM officers located at Station 1 and Station 10. All assigned and acting SaM officers are certified incident safety officers.

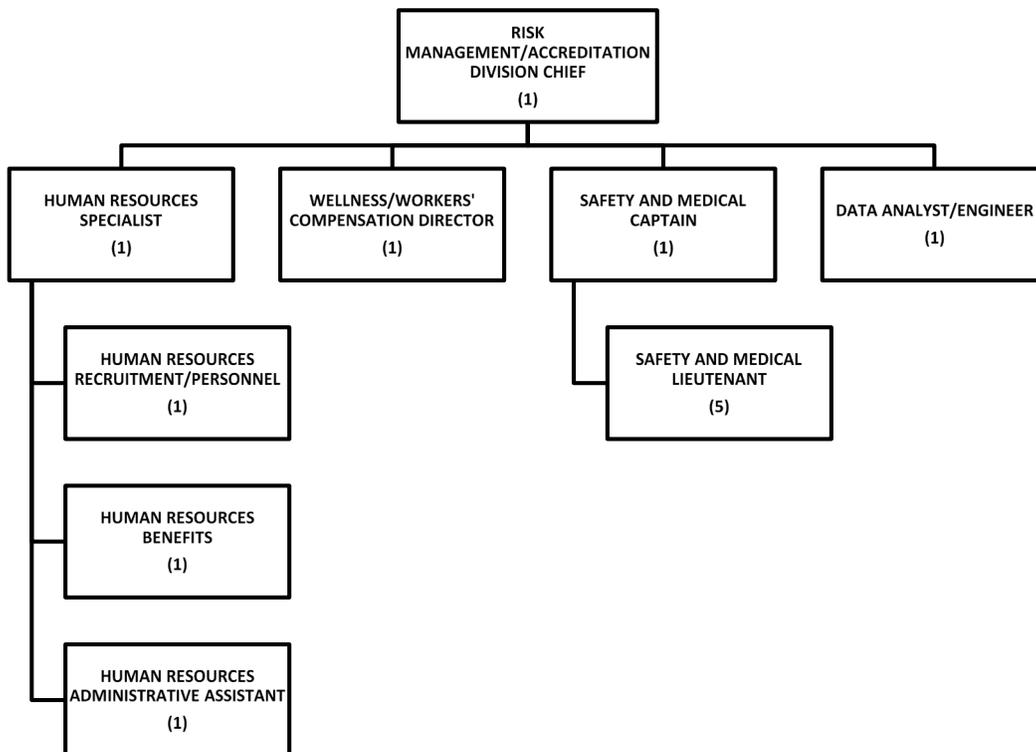
The District is establishing a health and safety captain in 2022. This position will be responsible for the safety and wellness initiatives at the District with the goal of expanding program offerings that keep all employees safe and healthy.

List Sub-Programs:

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

Staffing (Org Chart):

WEST METRO FIRE PROTECTION DISTRICT
RISK MANAGEMENT/ACCREDITATION DIVISION



Injuries/Exposures:

See Wellness Annual Program Appraisal for injury and exposure statistics.



West Metro Fire Rescue Annual Program Appraisal

Succession Planning:

The District is building a pool of potential SaM officers through the task book program. The current probationary lieutenant task book now requires an officer to either become SaM certified or accomplish a degree. The SaM captain has assumed the management of the task book and certification testing process.

Transition the SaM captain to a full-time health and safety officer position that is centralized at administration. Work to identify likely candidates to support periods of transition currently scheduled every three years. Identifying candidates early in the process will shorten transition time, help to decrease the need for on-the-job learning, and maintain institutional knowledge.

Specialized Equipment:

The E-Bike utilized for back country rescues was scheduled to move to Station 14 in 2021; however special operations has decided to maintain this resource with SaM 2.

Training and Certifications Completed:

Multiple lieutenants and firefighters achieved task books and the level of training necessary to be SaM certified.

Training and Certifications Needed:

Multiple task books continue to be worked on by various individuals throughout their professional development.

The future health and safety captain should seek and achieve Health and Safety Officer certification through FDSOA.

Facilities (if applicable):

None

Program Goals and Objectives:

Overall Strategic Focus:

The primary focus of the program is to ensure the safety of responders and civilians during day-to-day activities and on all working incidents. This is accomplished through the deployment of resources as well as safety related training to all officers within the organization. The safety program is also working towards improving the vehicle accident investigation process. Data collection has become more accurate, providing additional information and insight, however the program needs to continue to improve. Safety also accomplishes a number of risk-based objectives that include but are not limited to facility inspections, injury/exposure investigations, decontamination compliance on scenes, and loss damage investigations. EMS responsibilities include monitoring field instructor candidates, paramedic technicians, and quality assurance.



West Metro Fire Rescue Annual Program Appraisal

Significant Milestones:

SaM officers continued to play a critical role in personal protective equipment distribution throughout the response to the COVID-19 pandemic. This role helped to ensure that no District personnel contracted COVID-19 during a patient contact.

Vehicle accident data gathering was improved providing the District with additional information for decision making and analysis.

The District added fire station safety inspection to the PSTRax platform.

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals here
Priority I Invest in Human Capital	Objective B	Continue support of initiatives put forward from the Safety SPT. A draft bylaw document has been created; however, the launch of the accident review committee has been delayed.
Priority VI Financial Stability	Objective A	Implement recommended updates to West Metro's accident procedure(s). The desired outcome is to decrease accident frequency, severity, and costs while simultaneously supporting the ideology of continuous improvement and learning (near miss reporting). Remains in process.
Priority IV Strategic Priorities Operational Readiness	Objective A	Streamline accident and injury reporting to allow for timely and accurate information analysis. Accident has been enhanced, however opportunities for improvement still exist.
Priority I Invest in Human Capital	Objective C	Support the continuing education of the officers assigned to SaM positions. Unable to send SaM officer to outside conferences due to COVID-19.

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority I Invest in Human Capital	Objective B	Establish a health and safety captain.
Priority I Invest in Human Capital	Objective A	Market the NFORS exposure tracker application to all members.
Priority I Invest in Human Capital	Objective A	Increase the frequency and quality of member occupational physicals.



West Metro Fire Rescue Annual Program Appraisal

Priority IV Strategic Priorities Operational Readiness	Objective A	Research and implement vehicle accident tracking software if an adequate solution is identified.
Priority I Invest in Human Capital	Objective C	Support the continuing education of the officers assigned to SaM positions.

Unexpected Results (positive or negative):

COVID-19 continued throughout 2021 and continued to place increased expectations on all personnel. It was safety's role, throughout 2021, to support these efforts.

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

Yes, however, there are opportunities for continual improvement in the areas of cancer screening, mental wellness, and physical wellbeing.

Notes:				
6 reports were generated after the incident occurred with no known cause				
No damage from chains in 2020				
R12 damaged four times				
A56 damaged three times				
Underestimating vehicle clearance is frequent causal factor				
There were 51 accidents reported in 2019				
Largest dollar value accident was \$19,452.88 to P-57 (excludes USAR)				
37 Post Accident Tests Administered - \$4,649.00				

How Does this Program Meet the Needs of the Citizens?

By keeping emergency responders safe, safety officers are able to ensure emergency services to the citizens of the District. The role of safety within District operations is essential to maintaining an ability to consistently respond. The quality assurance program contributes to the continual improvement of EMS response services throughout the District and the management of the field instructor program ensures adequate staffing of paramedics necessitated by attrition.

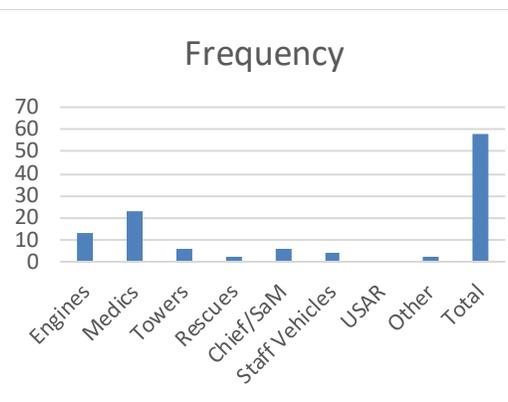
Program Results/Outcomes:

Significant Incidents or Events (if applicable):

- The continuation of the COVID-19 pandemic.
- Unable to support SaM officer attendance at National level conferences.

Program Specific Measures or Metrics:

Unit Type	Frequency
Engines	13
Medics	23
Towers	6
Rescues	3
Chief/SaM	6
Staff Vehicles	4
USAR	0
Other	3
Total	58





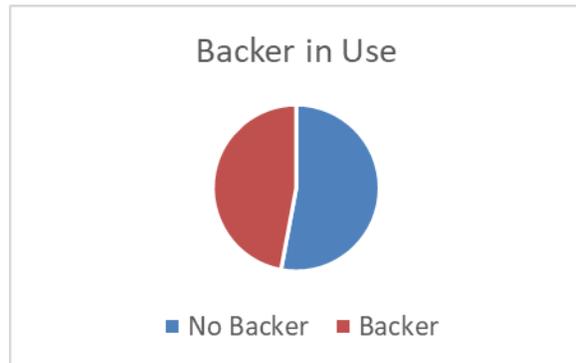
West Metro Fire Rescue Annual Program Appraisal

Road Condition	Frequency
Dry	46
Wet/Snow	4
N/A	2
UK	6

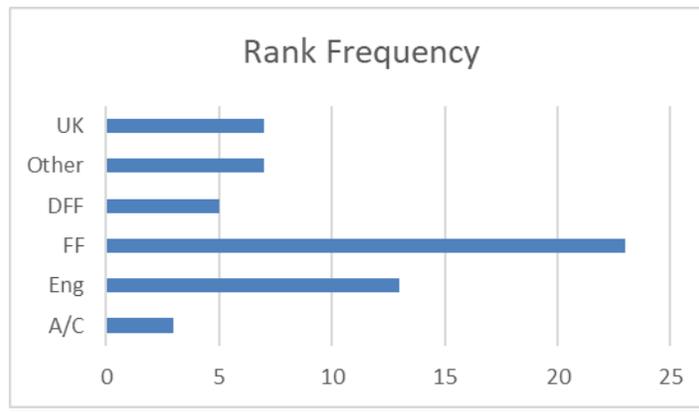
Mode	Frequency
Non-Emergent	17
Emergent	17
At Station	9
Other	10
N/A	5

Action	Frequency
Forward	27
Backing	17
Stopped/Parke	9
UK	5

When Backing	17
No Backer	9
Backer	8



Rank	Frequency
A/C	3
Eng	13
FF	23
DFF	5
Other	7
UK	7



Determination	Frequency
Unavoidable	11
Preventable	39
UK	8

8 reports were generated after the incident occurred with no known cause
1 incident of chain damage in 2021 - very mild weather (person had received training)
P70 damaged 2 times
A49 damaged 4 times
C124 damaged 3 times - three significant vehicle incidents with chiefs in 2021 (see line below)
One addition accident with D3 (C-130) in 2021 due to distracted driving
There were 44 accidents reported in 2020 - 58 in 2021 (a 33% increase)
Underestimating vehicle clearance remains a frequent causal factor
Largest dollar value accident was \$11,468.90 to P-53

Total 2021 Damage Costs for West Metro: \$137,830.47



West Metro Fire Rescue Annual Program Appraisal

Program Self-Assessment:

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

No changes for 2021. A complete re-write of all performance indicators will be accomplished in support of 2022 re-accreditation.

SWOT Analysis:

Program Strengths:

The decentralized format of the program allows for direct connections to the line. This will need to be monitored after the establishment of the health and safety captain.

Program Weaknesses:

Contractual obligated turnover results in continuous rotation on SaM officers.

Program Opportunities:

- Cancer/exposure awareness along with increased utilization of exposure tracking.
- Continue the transition of the ISO program oversight to the safety captain.
- Focused program management in order to expand the safety and health of every District employee.
- Implementation of a software solution to more accurately track accidents and injuries.

Program Threats:

None



West Metro Fire Rescue Annual Program Appraisal

Program Name: Special Operations / Emergency Management

Program Manager: Division Chief Clint Fey

Appraisal Year: 2022

Date: 2/15/2022

Category: Category 5

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

Specific Recommendations (if applicable):

5K.3 – It is recommended the District develop and implement a wildland fire mitigation plan.

Strategic Recommendations (if applicable):

5F.7 – It is recommended the West Metro Fire Protection District (District) develop a formalized and documented annual appraisal process that will quantitatively evaluate the effectiveness of the special operations program. The appraisal should also include an evaluation of the District's standard operating procedures, protocols, and equipment. (This recommendation also applies to the following program areas: 5A, 5B, 5C, 5E, 5G, 5H, 5K, and 9B.)

Progress Made on Recommendations:

Formal documented appraisals have been established and completed for all special teams. The District's Comprehensive Wildfire Protection Plan (CWPP) was completed and adopted in Q3 of 2021. Activities are currently under way to implement specific recommendations by partnering with large landowners.

Program Description:

Enter a Brief Description of the Program:

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

List Sub-Programs:

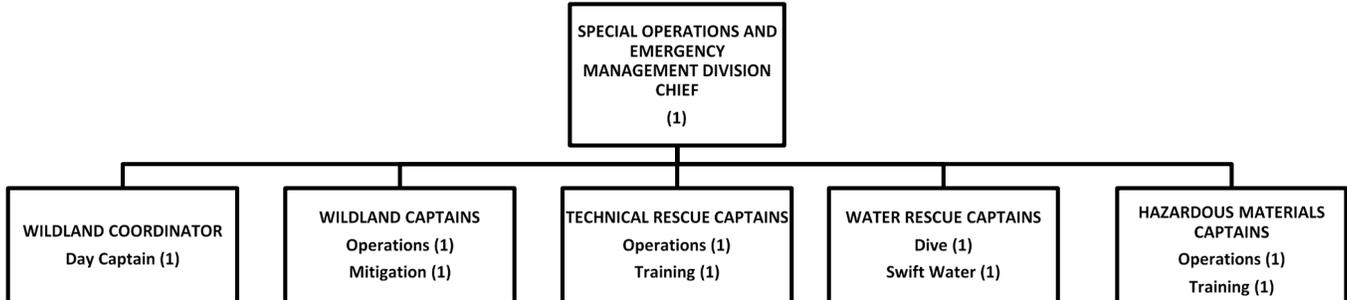
Wildland Fire, Technical Rescue, Dive/Swift-Water Rescue, and Hazardous Materials.



West Metro Fire Rescue Annual Program Appraisal

Staffing (Org Chart):

WEST METRO FIRE PROTECTION DISTRICT
SPECIAL OPERATIONS



Injuries/Exposures:

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

Succession Planning:

The addition of a full-time wildland coordinator has helped the development of a backup for the division chief. Training has been implemented to develop the wildland captain to fulfil the role and develop additional skills for potential future openings.

Specialized Equipment:

Specialized equipment includes a total of 6 sUAS platforms:

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

Training and Certifications Completed:

As of 12/31/2021, three individuals hold FAA part 107 licensure and have completed all continuing education. Additionally, four personnel are currently studying for the part 107 examination. The division chief maintains continuing education in emergency management and participates in the annual Colorado Emergency Management Association conference.

Training and Certifications Needed:

Ongoing practice and refresher education for all sUAS operators is planned for 2022 as well as the development of the Bureau 7 position as a 24/7/365 resource for immediate sUAS deployment.



West Metro Fire Rescue Annual Program Appraisal

Facilities (if applicable):

N/A

Program Goals and Objectives:

Overall Strategic Focus:

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

Significant Milestones:

- Onboarded a full-time wildland coordinator (captain).
- Delivery of new sUAS to further enhance operational capability.
- Participation and adoption of the Jefferson County Hazard Mitigation Plan update to ensure funding eligibility.
- Participation in all aspects of COVID-19 planning, with the most significant milestone being the vaccination of all but 29 of the District’s employees (29 religious waivers granted).

Previous Year’s Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority III Operational Readiness	Objective A	Continue to utilize technology and data to improve operational efficiency. Added a new sUAS platform and continue to study data trends. Completed draft Emergency Operations Plan and Winter Storm plans.
Priority I Invest in Human Capital	Objective C	Continue to evaluate workload balance and opportunities for delegation to ensure a healthy workload balance for special operations members. Saw significant improvement with the addition of a full-time wildland coordinator.
Priority III Operational Readiness	Objective B	Complete the CWPP, develop, and implement a comprehensive wildfire mitigation program. Plan completed, adopted, and mitigation activities are ongoing.
Priority IV Relationships	Objective A	Evaluate special team response and seek opportunities to improve collaboration with outside agencies. Continue to work with outside agencies to improve interoperability and seek opportunities for improvement.



West Metro Fire Rescue Annual Program Appraisal

Current Year’s Goals:

Strategic Plan Linkage		Enter goals here
Priority III Operational Readiness	Objective A	Continue to utilize technology and data to improve operational efficiency and ensure adequate planning for hazards.
Priority I Invest in Human Capital	Objective C	Continue to evaluate workload balance and opportunities for delegation to ensure a healthy workload balance for special operations members.
Priority III Operational Readiness	Objective B	Develop, and implement a comprehensive wildfire mitigation program for the District with a focus on education and partnerships.
Priority IV Relationships	Objective A	Evaluate special team response and seek opportunities to improve collaboration with outside agencies.

Unexpected Results (positive or negative):

The COVID-19 pandemic continued to challenge the organization in 2021. The division chief of special operations operated as the liaison officer and/or incident commander for the COVID-19 Incident Management Team (IMT). In addition, a wildfire occurred on February 7, 2021, that consumed 535 acres in Lakewood. This effort had a positive effect in capturing the public’s attention and showed the value in mowing and the success of our wildfire efforts. Similarly, the Oak Fire on December 27 and the Marshall Fire on December 30, 2021, also captured the public’s attention and provide an opportunity to further mitigation activities.

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

Yes

How Does this Program Meet the Needs of the Citizens?

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

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

- COVID-19 pandemic.
- Drone responses to multiple events including technical rescues, water rescues, and wildfire incidents.
- 535-acre wind-driven wildfire in our District was well-managed and proved activities are on track.



West Metro Fire Rescue Annual Program Appraisal

- Marshall Fire in Boulder County on 12/30/21 consumed nearly 1,100 structures. The District sent strike team leadership, two engines, and three medic units initially with ongoing resource support for an additional week.

Program Specific Measures or Metrics:

N/A

Program Self-Assessment:

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

No significant changes to program performance indicators in 2021.

SWOT Analysis:

Program Strengths:

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

Program Weaknesses:

- Succession planning, although improving from 2020.
- Lack of on-duty 24/7 sUAS capability (utilize off duty, on-call personnel).
- Bandwidth – Workload continues to grow, specifically in wildfire mitigation.
- While plans are well coordinated with Jefferson County, operational integration has been suboptimal.

Program Opportunities:

- Development of a dedicated wildland mitigation specialist to enhance mitigation efforts, better engage the public, and ensure coordinated efforts with key landowners.
- Expansion of the sUAS program to improve coverage and capability – planned for 2022.
- Incorporation of newly promoted captains to engage in special operations management for succession/experience.



West Metro Fire Rescue Annual Program Appraisal

Program Threats:

- Jefferson County Emergency Management continues to undergo short staffing and a lack of experience. The fire management officer and coordinator positions are currently vacant as they were with last year's report.
- The workload in wildland mitigation is rapidly increasing and may outpace our current capacity.



West Metro Fire Rescue Annual Program Appraisal

Program Name: Support Services
Program Manager: Division Chief Tom Richards
Appraisal Year: 2021
Date: 2/15/2022
Category: Category 6
Criterion (if required): 6E, 6F

Specific Recommendations (if applicable):

None

Strategic Recommendations (if applicable):

None

Progress Made on Recommendations:

N/A

Program Description:

Enter a Brief Description of the Program:

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

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

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

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

List Sub-Programs:

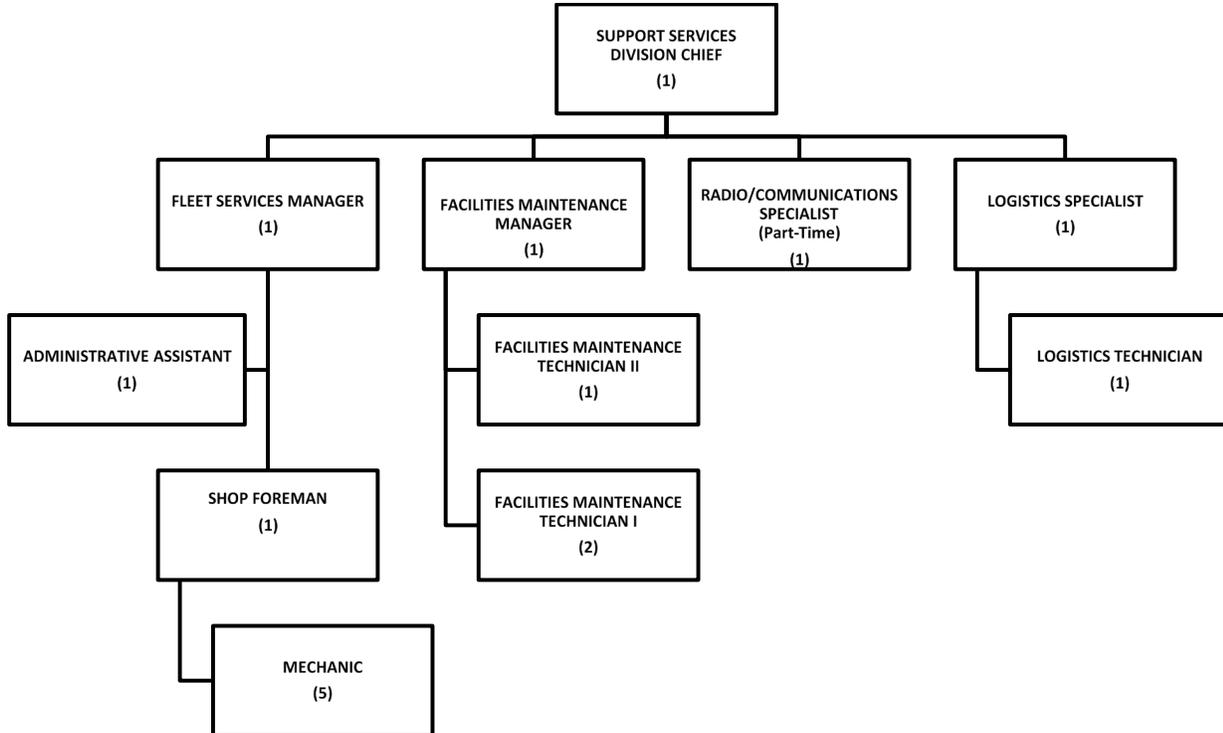
None



West Metro Fire Rescue Annual Program Appraisal

Staffing (Org Chart):

WEST METRO FIRE PROTECTION DISTRICT
SUPPORT SERVICES DIVISION



Injuries/Exposures:

None

Succession Planning:

Succession planning is on-going.

Specialized Equipment:

None

Training and Certifications Completed:

None

Training and Certifications Needed:

Staff has good working knowledge of Excel, Access, and Word.

Facilities (if applicable):

Facilities are adequate.



West Metro Fire Rescue Annual Program Appraisal

Program Goals and Objectives:

Overall Strategic Focus:

To provide timely and professional delivery of all supplies needed for the safe District operations.

Significant Milestones:

The District saw continued supply demands related to COVID-19 in 2021. The District was able to meet demands with no interruption in service and no gaps in PPE availability to online staff.

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority IV Relationships	Objective A	Improve EMS supply management Progress: Improvement has been achieved
Strategic Plan Linkage		Enter goals here
Priority III Operational Readiness	Objective A	Streamline supply delivery to create efficiencies Progress: Improvement has been achieved

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority III Operational Readiness	Objective A	Overcome supply chain issues to maintain appropriate supplies and PPE

Unexpected Results (positive or negative):

Providing EMS supplies and PPE from a central warehouse has enhanced the ability to acquire and store the increased volume required.

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

Yes, the resources are adequate to meet the needs of the District.

How Does this Program Meet the Needs of the Citizens?

The citizens are served by an efficient and cost-conscious quartermaster program that keeps an accurate inventory and delivers supplies when necessary. EMS supplies are adequately managed, which ensures equipment availability while minimizing costs.



West Metro Fire Rescue Annual Program Appraisal

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

Supply chain issues and inflation has been impactful

Program Specific Measures or Metrics:

Program Self-Assessment:

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

No significant changes to program performance indicators in 2021.

SWOT Analysis:

Program Strengths:

The program has dedicated employees.

Program Weaknesses:

There is little depth with staff (two personnel); which, results in a single point of failure if staff become ill or injured. The District has recognized this and is working on a solution.

Program Opportunities:

As the central warehouse is expanded there is great opportunity to further categorize and organize the assets of the District.

Program Threats:

The central warehouse has reached maximum capacity.



West Metro Fire Rescue Annual Program Appraisal

Program Name: Technical Rescue
Program Manager: Division Chief Clint Fey, Captain Brian Ertle
Appraisal Year: 2021
Date: 2/15/2022
Category: Category 5
Criterion (if required): 5G

Specific Recommendations (if applicable):

None

Strategic Recommendations (if applicable):

None

Progress Made on Recommendations:

N/A

Program Description:

Enter a Brief Description of the Program:

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

List Sub-Programs:

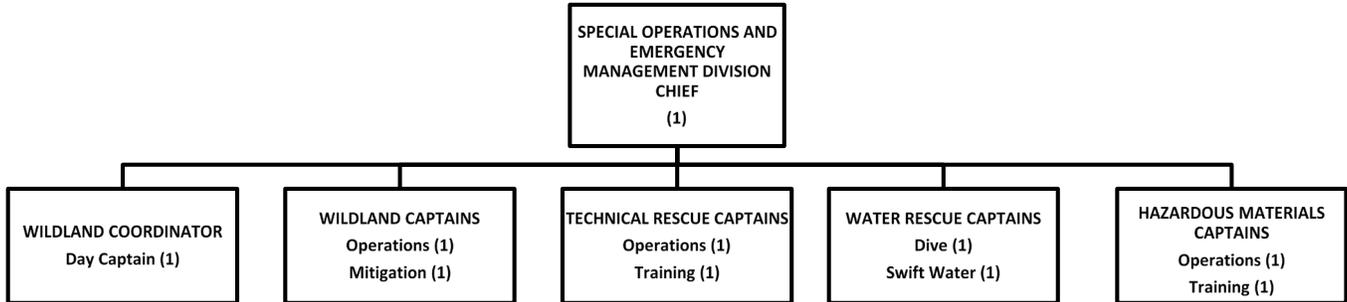
N/A



West Metro Fire Rescue Annual Program Appraisal

Staffing (Org Chart):

WEST METRO FIRE PROTECTION DISTRICT
SPECIAL OPERATIONS



Injuries/Exposures:

One significant knee injury was experienced as a result of technical rescue training in 2021.

Succession Planning:

With retirements and reassignments this continues to be a weakness for the team. It is anticipated that more stability in leadership will occur after the completion of the 2022 Captain Promotional Exam in February 2022. At that time a succession plan will be developed and implemented.

Specialized Equipment:

2021 brought a major change with the addition of a UTV for back country response. The UTV, trailer, and converted brush truck now make up the back country response vehicle as Rescue 14. The addition of these two vehicles provides a more efficient way to search for and extract a patient in the many open spaces and parks within District boundaries. Additionally, the vehicles may be utilized to transport crews and equipment into the back country wilderness areas. The air truck was also relocated to Station 14. It has been equipped with confined space rescue equipment and allows SCBA filling in District 3. In order to keep up with aging equipment and provide for the safety of the District’s team members, the District updated the technical rescue helmets at both Station 10 and 14. Rope equipment is continually evolving with needs based on updated techniques and trends. The extrication stations all received a Ripper™ tool for auto extrication. This is an upgrade for cutting glass during and extrication. Genesis® extrication tools were all serviced on Tower 2, Tower 14, Rescue 10, and Truck 14 by a certified Genesis Technician. Station 14 now handles minor repairs for Genesis tools that cannot be completed by the respective extrication station.

Training and Certifications Completed:

In 2021, the TRT trained in the various disciplines of auto extrication, rope rescue, confined space, collapse rescue, and trench rescue. Eight members attended the 11-day technical rescue course hosted by the District. Many current team members served as instructors for this course. The 11-day is an important part in the succession plan for the TRT and the team continued to benefit from the two hour per month trainings for each shift. These trainings are company officer led drills encompassing all facets of technical rescue. All team members at Station 10 and 14 participated in the Rigging for



West Metro Fire Rescue Annual Program Appraisal

Rescue® updates and additional training hosted by District. These sessions included two advanced rope rescue techniques. This year the accreditation evaluation included high angle rescue in the commercial setting. Companies 2, 8, 10, and 14 all participated in auto extrication training that was held off site due to supply of available vehicles. Six members attended the Arvada Auto-X, a three-day course in advanced vehicle extrication. Due to the continued COVID-19 pandemic, additional out of District trainings were canceled or postponed.

Training and Certifications Needed:

In 2022, the team will continue the two-hour monthly technical rescue skills trainings with additional team trainings scheduled throughout the year. Anticipated outside training courses for 2022 include: Arvada Auto-X, SPRAT (Society of Professional Rope Access Technicians) rope training, Musar Trench Symposium, and Man vs. Machine. The District will be providing UTV driver/operator training to TRT and wildland team members. WMFR will be hosting the Rigging for Rescue Basics Workshop. These trainings are dependent upon the COVID-19 pandemic and current District directives.

Facilities (if applicable):

There are no specialized facilities for the TRT.

Program Goals and Objectives:

Overall Strategic Focus:

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

Significant Milestones:

None

Previous Year’s Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority III Operational Readiness	Objective A	Implement recommended changes to response, with an emphasis on back country / off-road rescues. In 2021, Rescue 14 and a new UTV were added to Station 14, which greatly improved operational capability.
Priority III Operational Readiness	Objective A	Provide the proper level of training and education opportunities to maintain operational proficiency. In 2021, training was completed, and the team remains highly proficient.



West Metro Fire Rescue Annual Program Appraisal

Priority IV Relationships	Objective A	Train and exercise with neighboring organizations to improve interagency coordination. Due to COVID-19, not all training was able to be completed. However, the team remains a well-respected resource that is often called upon when needed.
Priority I Invest in Human Capital	Objective A	Develop and promote communication within the program that will allow all members to improve. Communication improved in 2021 and the team will continue to build this capability.

Current Year’s Goals:

Strategic Plan Linkage		Enter goals here
Priority III Operational Readiness	Objective A	Continue training on back country / off-road rescues and enhance safety by providing UTV-specific driver training.
Priority III Operational Readiness	Objective A	Provide the proper level of training and education opportunities to maintain operational proficiency.
Priority IV Relationships	Objective A	Train and exercise with neighboring organizations to improve interagency coordination while reducing unnecessary duplication of service.
Priority I Invest in Human Capital	Objective A	Ensure ample training opportunities to maintain team abilities and provide for succession planning.

Unexpected Results (positive or negative):

COVID-19 again reduced opportunities for outside training and education. However, increased outdoor recreation led to an increase in technical rescue incidents, particularly in undeveloped areas.

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

Yes

How Does this Program Meet the Needs of the Citizens?

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

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

The TRT was involved in several events in 2021 including auto extrications, vehicles into buildings, high angle rescues, and back county rescues. Some noteworthy incidents included the use of Truck 14 as a “crane” to remove a victim from a below-grade foundation on a construction site and multiple high-angle rope rescues in Clear Creek Canyon.



West Metro Fire Rescue Annual Program Appraisal

Program Specific Measures or Metrics:

None

Program Self-Assessment:

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

No significant changes to program performance indicators in 2021.

SWOT Analysis:

Program Strengths:

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

Program Weaknesses:

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

Program Opportunities:

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

Program Threats:

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



West Metro Fire Rescue Annual Program Appraisal

Program Name: Training Center
Program Manager: Division Chief Doug Hutchinson
Appraisal Year: 2021
Date: 2/15/2022
Category: Category 8
Criterion (if required): 8A, 8B, 8C

Specific Recommendations (if applicable):

8C.6 – It is recommended the District develop an equipment and resource inventory of all training equipment and resources.

Strategic Recommendations (if applicable):

8C.1 – It is recommended the District develop an apparatus replacement plan for training apparatus.

Progress Made on Recommendations:

- Specific 8C.6: The District through the Training Center manager developed an inventory process based on: 1) security assets (tangible assets less than \$5,000 and not fixed); 2) capital expenditures (more than \$5,000 aggregate and not fixed); 3) capital assets (more than \$5,000 and fixed). Security assets will be inventoried on even years and capital expenditures and capital assets will be inventoried on odd years. SCBA, hose, portable radios, and vehicles will be inventoried annually. Inventory will be managed by the Training Center manager and kept in a spreadsheet format on the Training Center server.
- Strategic 8C.1: The fleet services manager and division chief of support services have developed a plan to replace training division and training center apparatus. Essentially, before reserve apparatus reaches end of life it will rotate through the Training Division/Center.

Program Description:

Enter a Brief Description of the Program:

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

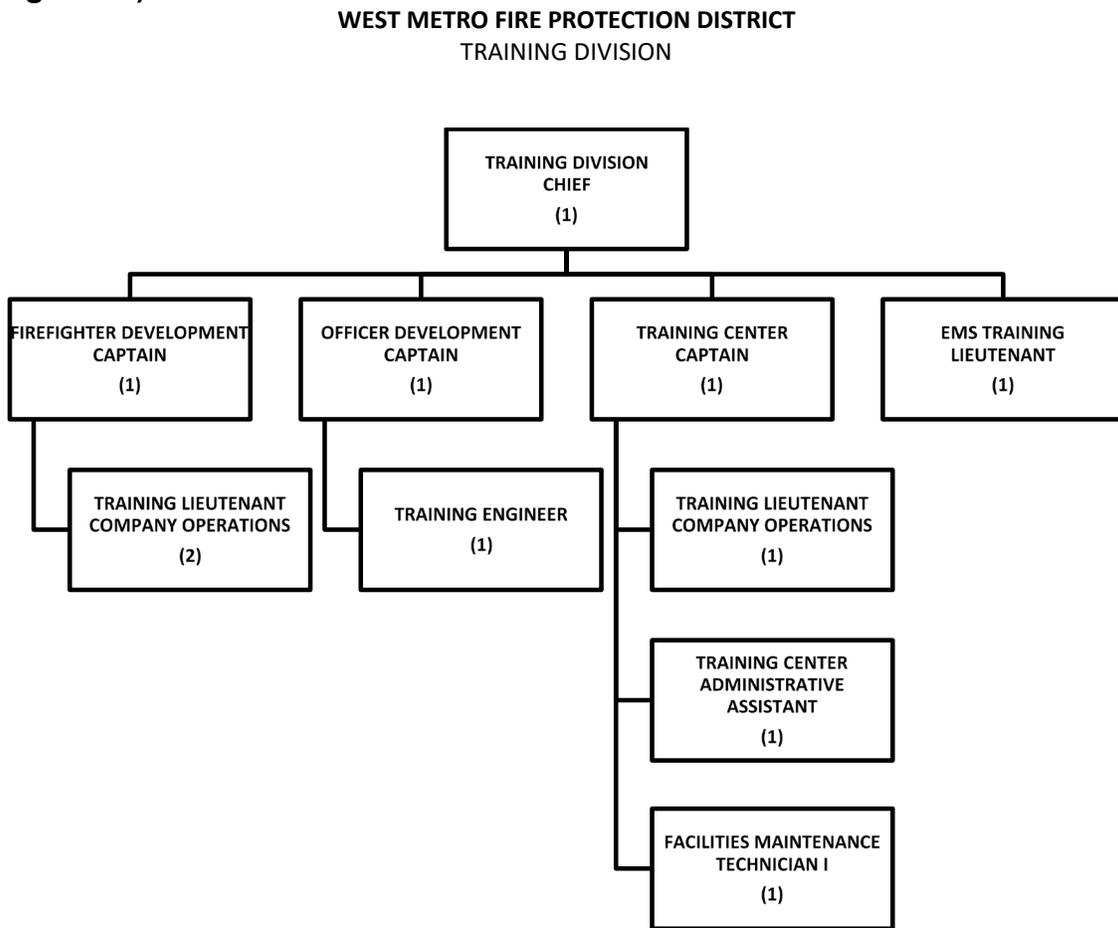


West Metro Fire Rescue Annual Program Appraisal

List Sub-Programs:

1. Structural Collapse Specialist (9-day program)
2. Technical Rescue (11-day program)
3. Non-fire related clients, room, and facility rental
4. Fire related clients, room, prop, facility rentals, and education/training
5. Red Rocks Community College Firefighter I Academy
6. Jefferson County 911 Communication Back-Up Center through a memorandum of understanding
7. Urban Search & Rescue Colorado Task Force-1 through an intergovernmental agreement

Staffing (Org Chart):



Injuries/Exposures:

The inherent risk of firefighting leads to training injuries during sanctioned and impromptu training; that data is collected by the wellness manager within the Risk Management and Accreditation Division (RMA). Exposures from the COVID-19 pandemic are also collected by the RMA.



West Metro Fire Rescue Annual Program Appraisal

Succession Planning:

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

Specialized Equipment:

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

Training and Certifications Completed:

ISFSI Live Fire in Fixed Facility (National Fire Protection Association (NFPA) 1403 Compliant).

Training and Certifications Needed:

None

Facilities (if applicable):

- Addition to the Class A burn structure was completed in 2021, including running power to the Class A burn structure.
- Residential Class B structure was updated with a new gas distribution system.
- The entire Training Center was connected to the backup generator (previously only Classroom 1 – Jeffcom backup – was hooked up to the generator).
- New tables for Classroom 6.
- Built and installed two hose/nozzle racks to allow hands-free nozzles to flow during engineer training.

Program Goals and Objectives:

Overall Strategic Focus:

- Operationalize depreciation and replacement schedules.
- Enhancements to existing props and drill ground areas to provide relevant training opportunities; key areas of focus include: Class A, Class B commercial, and driver operator areas.
- Continue relationship building to enhance key outside funding sources while being able to meet internal District training requirements and the needs of our collaborative stakeholders.



West Metro Fire Rescue Annual Program Appraisal

Significant Milestones:

The District was able to conduct two professional recruit academies, and also conducted one Red Rocks Community College Firefighter I Academy. Assistant chief and engineer promotional examinations were completed along with the prerequisite programs for all promotional requirements. The Training Center also supported EMS training, company drills, and multi-agency/multi-company Class B fire scenarios.

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority II Public Relations	Objective C	The Training Center continues to support community involvement through programs, demonstrations, and rental opportunities. All components of this goal continue to be executed.
Priority III Operational Readiness	Objective A, B, and C	The Training Center continues to support all facets to enhance operational readiness. Finished the Class A burn building addition/enhancements.
Priority IV Relationships	Objective A and B	The Training Center continues to strengthen internal and external relationships both at the local, regional, and national level, as well as bringing back vital relationships and revenue lost from the pandemic. Revenue increased 23% from 2020 as many of our clients have returned to their normal rental and training schedules.
Priority V Financial Stability	Objective A, B, and C	The Training Center continues to seek efficiency opportunities with the funds to which the District has been trusted. Additionally, the Training Center will continue to manage the depreciation through the following key projects: furniture replacement; Class B prop enhancements; HVAC system upgrades/repairs; pond and water/hydrant system maintenance, repairs and analysis of the life span; and patio awning on the north side to assist with occupancy overload and weather in the patio for lifespan of concrete/grounds and safety from ice.

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority II Public Relations	Objective C	The Training Center will continue to support community involvement through programs, demonstrations, and rental opportunities.
Priority III Operational Readiness	Objective A, B, and C	The Training Center will continue to facilitate the delivery of training for the recruit academies, company level training, and the District's special teams.
Priority IV Relationships	Objective A and B	The Training Center will continue to be available for, and seek out, regional training delivery opportunities. This includes the training and certification of recruits for our partner/neighbor agencies.
Priority V Financial Stability	Objective A, B, and C	The Training Center will continue to be good stewards of the District's funds and continue to maintain and improve the Training Center facilities to ensure useability and longevity.



West Metro Fire Rescue Annual Program Appraisal

Unexpected Results (positive or negative):

There were no unexpected results negative or positive during 2021.

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

The Training Center and the associated programs are effective in supporting the District's Strategic Priorities and best practices. This includes lean/efficient budgetary opportunities and management, industry standards, safe practices, and mandates.

How Does this Program Meet the Needs of the Citizens?

The Training Center is the platform for the workforce to be, in part, operationally ready. This is accomplished through the Training Center providing continued support so that the Training Division can deliver relevant and realistic training. Examples of this include the current, relevant, and functional training props, AV support, sim-labs, and operational space.

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

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

There were no significant events or incidents in 2021. The pandemic continued but normal operations continued.

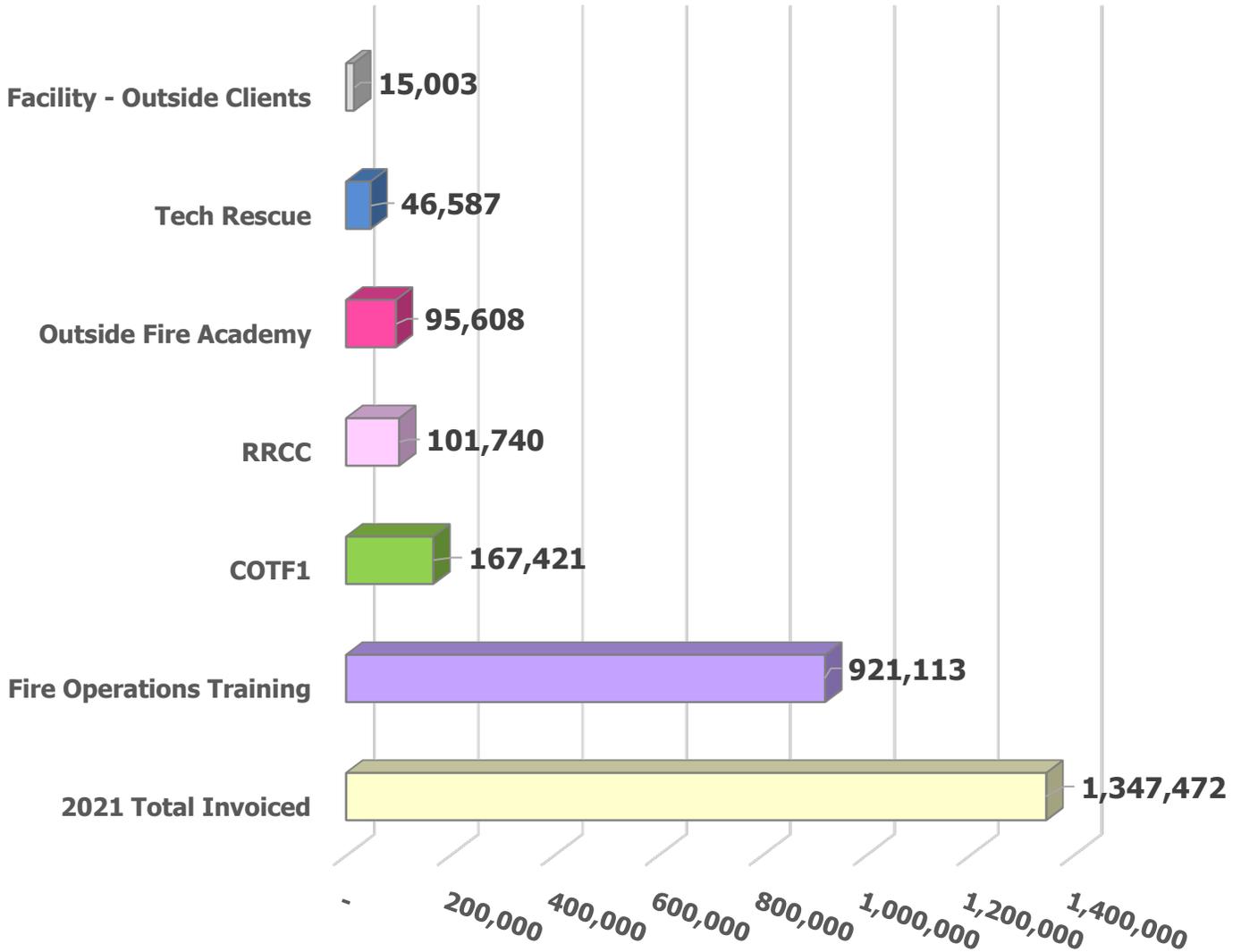
Program Specific Measures or Metrics:

The Training Center can measure some success through the number of users as well as the amount of gross income brought in. The three charts below depict gross revenue, the amount of rental space we provided free of charge in support of collaboration and/or relationships, and the usage of the Training Center based on days, hours, and attendees respectively. Gross revenues were up 23%, rental comps were up 74%, and total usage by attendees was up 94%. The increases can be attributed to the lessening of the pandemic during 2021 versus 2020.



West Metro Fire Rescue Annual Program Appraisal

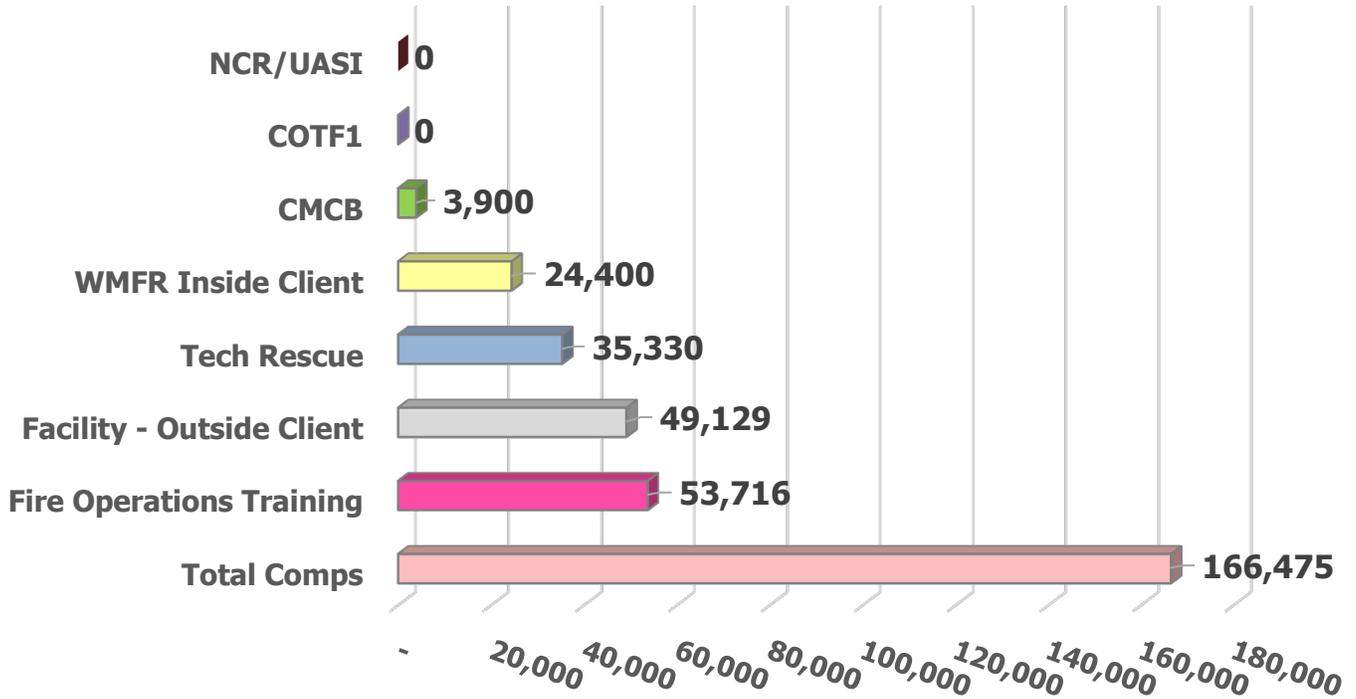
West Metro Fire Rescue Training Center 2021 Total Gross Revenues





West Metro Fire Rescue Annual Program Appraisal

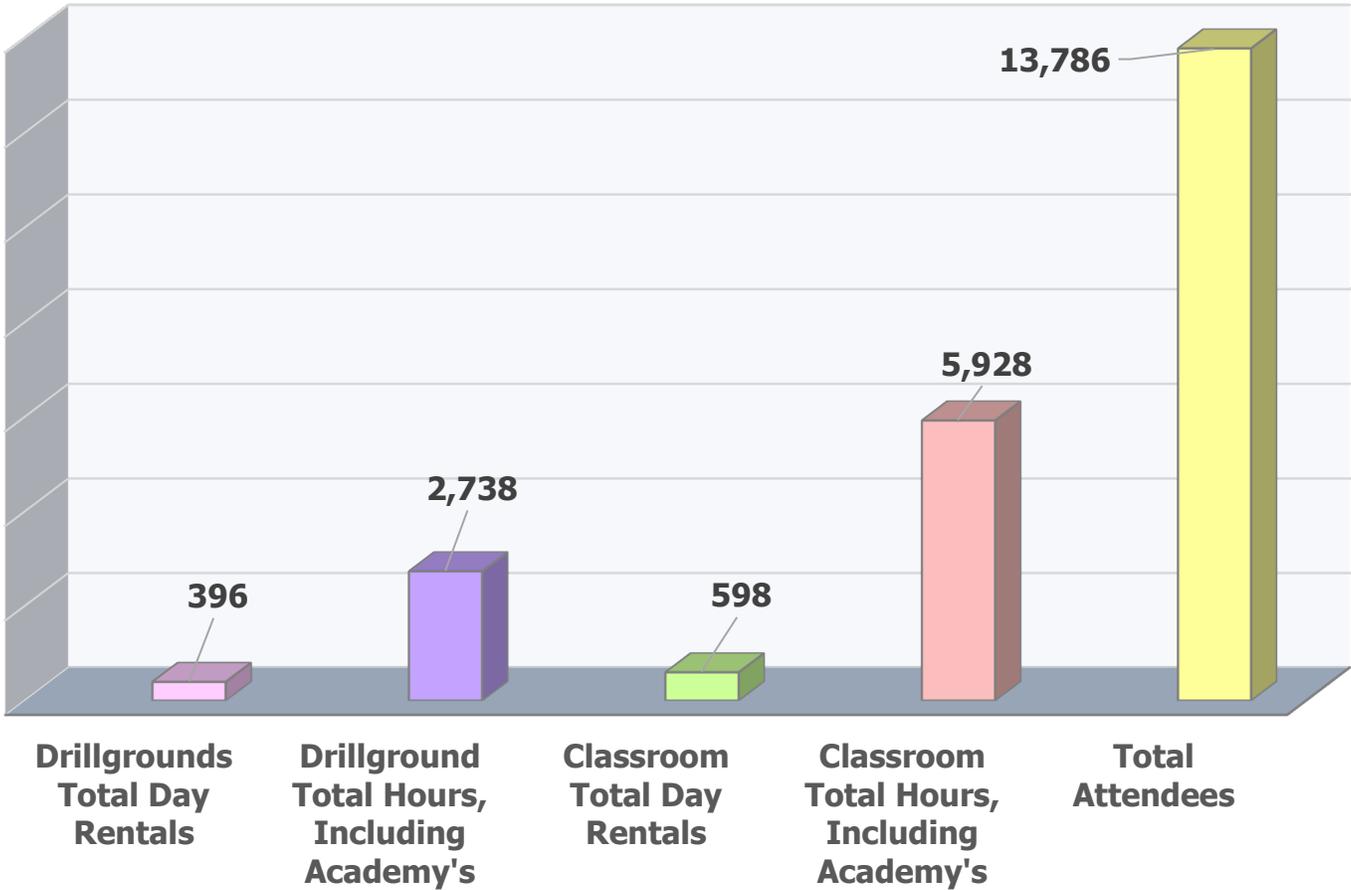
West Metro Fire Rescue Training Center 2021 Total Comps





West Metro Fire Rescue Annual Program Appraisal

West Metro Fire Rescue Training Center 2021 Rental Days | Hours | Attendees





West Metro Fire Rescue Annual Program Appraisal

Program Self-Assessment:

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

There were no significant program performance indicator updates or changes.

SWOT Analysis:

Program Strengths:

- Management of the Training Center
- Infrastructure of the Training Center
- Collaboration with neighboring agencies

Program Weaknesses:

- Seeking long-term sustainable partnerships
- Space available at the TC is at times problematic
- Must space out capital improvements to reduce budget impacts for any single year
- Lack of continuity at the Red Rocks Community College leadership position

Program Opportunities:

- Continued collaboration and rental with key stakeholders
- Partnerships for the tech rescue and structural collapse specialist courses

Program Threats:

- Depreciation of the facility; key areas of concern: asphalt, water system, replacement strategies for Class B and Class A props
- Space available as the organization grows and/or more outside entities request time at the Training Center
- Maintenance and sustainability of the internal water delivery system that supports all training aspects



West Metro Fire Rescue Annual Program Appraisal

Program Name: Training Division
Program Manager: Division Chief Doug Hutchinson
Appraisal Year: 2021
Date: 2/15/2022
Category: Category 8
Criterion (if required): 8A, 8B, 8C

Specific Recommendations (if applicable):

8A.4 – It is recommended the West Metro Fire Protection District (District) develop a plan to identify the specific training requirements for each special team’s members assigned throughout the District.

Strategic Recommendations (if applicable):

8C.2 – It is recommended the District develop a plan to recruit and retain qualified instructional staff.

Progress Made on Recommendations:

Specific 8A.4: The District has developed specific training requirements for technical rescue, hazardous materials, dive, and wildland. The requirements are included in the respective special team’s manual found in the learning management system.

Strategic 8C.2: The District, led by the division chief of training, convened a focus group which recommended an increase in adjunct pay for ancillary programs; this was operationalized. Additionally, the District has increased the frequency of Fire Instructor I programs/certification opportunities. The Training Division continues to seek opportunities to send members to Blue Card® Train-the-Trainer and the International Society of Fire Service Instructors (ISFSI) live fire and training officer credentialed classes for succession reasons.

Program Description:

Enter a Brief Description of the Program:

The vision of the Training Division is to provide professional training to employees, so they are safe, consistent, competent, and confident emergency service providers. This is accomplished through aligning training curriculum, methodology, instruction, and delivery with District’s operational goals, the District’s Strategic Plan (Revised Edition 2021), and the performance indicators of accreditation.

Aligning initial firefighter and on-going training with professional standards, career development, formal evaluations, emerging needs, and innovation are important components to the success of the organization. The District is a founding member of the Colorado Metropolitan Certification Board (CMCB), which formulates and administers certifications in support of functional positions; the



West Metro Fire Rescue Annual Program Appraisal

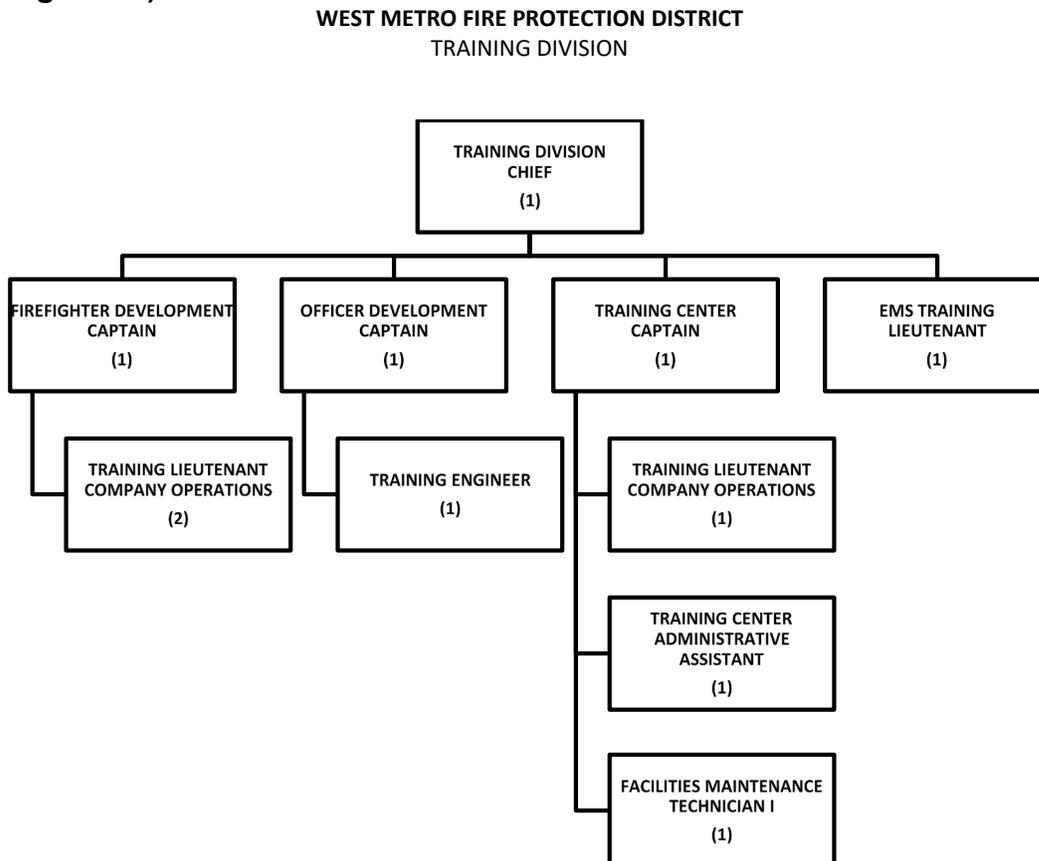
Training Division is an active participant of CMCB. Career development supports the District’s vision and values of being a learning organization, adaptive, respectful, responsible, and resourceful, paying particular attention to the needs of the community, being highly trained, seeking innovation and empowerment.

Formal evaluations provide the organization with the ability to improve operational effectiveness, fill operational gaps, and engage in the continual quality improvement (CQI) concept. Emerging needs, along with reviewing current practices, allow the organization to be mindful of the professional landscape. The platform the Training Division uses to accomplish this vision is the Training Center.

List Sub-Programs:

- Recruit Fire Academy
- Fire Officer I and II
- Fire Instructor I
- Blue Card Incident Command System
- Support for all special teams (wildland, technical rescue, dive, and hazardous materials)
- Driver Operator Pumper and Aerial; International Academy of Professional Drivers®
- Colorado Metropolitan Certification Board (CMCB) a ProBoard® accredited organization
- Promotional Exams/West Metro Fire Rescue Civil Service Committee (CSC)

Staffing (Org Chart):





West Metro Fire Rescue Annual Program Appraisal

Injuries/Exposures:

There were 15 injuries to District personnel at the Training Center in 2021. The inherent risk of firefighting leads to training injuries both during organized and scheduled training, as well as crews utilizing the training center for company officer led training. Records are available in the Wellness Program Appraisal.

Succession Planning:

Utilizing the divisional assignment administrative procedure, the days list, promotional registers, Training Division subject matter expert (SME) opportunities, and forecasting, the District's Training Division has had success with members wanting to be part of the Training Division. Part of this success has come from training opportunities such as the ISFSI Training Officer and Live Fire Credential, being an SME or adjunct instructor, Blue Card®, and emergency medical services (EMS) training opportunities.

Specialized Equipment:

Most of the specialized equipment is purchased and maintained by the Training Center. Exceptions to this would be consumable items that are specific to the recruit academy and EMS, or specific to the driver operator programs and promotional exam process (such as the fire simulator).

Training and Certifications Completed:

Live Fire (NFPA 1403 compliant), Blue Card Trainer, Fire Officer I & II, Fire Instructor I, International Academy of Professional Drivers Trainer, Driver Operator Pumper, and Driver Operator Aerial.

Training and Certifications Needed:

None

Facilities (if applicable):

An addition to the Class A burn structure was completed in 2021. This was managed by the training center manager and Facilities/Support Services Division.

Program Goals and Objectives:

Overall Strategic Focus:

- Develop training programs in support of recognized training gaps and competencies.
 - Enhance coordination with special team training and the Special Operations Division.
- Develop and enhance driver operator programs with new training personnel in support of risk management, learning gaps, and development.
- Continued strengthening of external relationships through training opportunities.

Significant Milestones:



West Metro Fire Rescue Annual Program Appraisal

The Training Division was able to produce and deliver the 2021 Assistant Chief Promotional Exam, the 2021 Engineer Promotional Exam, deliver prerequisite programs for all promotional requirements (Fire Officer I and II, Driver Operator Pumper/Aerial, Fire Instructor I), host and participate in the International Academy of Professional Drivers certified trainer program, host and send students to the International Society of Fire Service Instructors Live Fire in Fixed Facilities credential, deliver EMS training, deliver company drills, and send District apparatus to multi-company drills with the Arvada Fire Protection District.

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority I Invest in Human Capital	Objective A	Continuing education relating to workplace respect and organizational leadership change/culture. Delivered to all members.
Priority III Operational Readiness	Objective A	Targeted training in relation to EMS, hazardous materials, strategy / tactics, hydraulics, and driver operator. Prepare and deliver two professional academies with collaborating partners. All objectives accomplished.
Priority IV Relationships	Objective A	Continue partnerships with neighboring agencies, as well as national professional organizations (ISFSI, National Institute of Standards and Technology/Underwriters Laboratory).
Priority I Invest in Human Capital	Objective C	Understanding and preparing for succession and organizational growth. Objectives accomplished, with several key succession moves made.

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority I Invest in Human Capital	Objective C	Provide Work/life balance for recruit academy cadre and all members of the Training Division through flexible scheduling. Provide educational and professional training opportunities for the training division staff.
Priority III Operational Readiness	Objective A	Deliver and conduct promotional examinations for the ranks of lieutenant and captain. Deliver two professional recruit academies to include recruits from our partner agencies.
Priority IV Relationships	Objective A	Assist and facilitate special teams training to include technical rescue, FEMA US&R, hazardous materials, and wildland.
Priority III Operational Readiness	Objective A	Deliver driver training to include driver operator pumper, driver operator aerial, and driver operator utility.

Unexpected Results (positive or negative):

In 2021 the pandemic eased up for portions of the year allowing for more training to be conducted. The District's spring and fall 2021 Recruit Academies were both conducted utilizing appropriate COVID-19 precautions.



West Metro Fire Rescue Annual Program Appraisal

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

The Training Division and associated programs are effective and support the District’s strategic priorities in addition to best practices, industry standards, and mandates.

How Does this Program Meet the Needs of the Citizens?

Professional fire and EMS standards indicate that a ready and well-trained workforce can effectively deliver emergency service needs. Being mindful of these standards and creating integrated training opportunities so that District firefighters are consistently competent, confident, and safe, enhances the chances that a ready and well-trained workforce exists. The Training Division will continue to utilize data in the form of stakeholder input, evaluations, and research/science to drive the training needs of the organization in support of positive community impacts. Likewise, the Training Division will support accreditation needs through data collection on the drill ground that can help drive standard of coverage and the effective firefighter force.

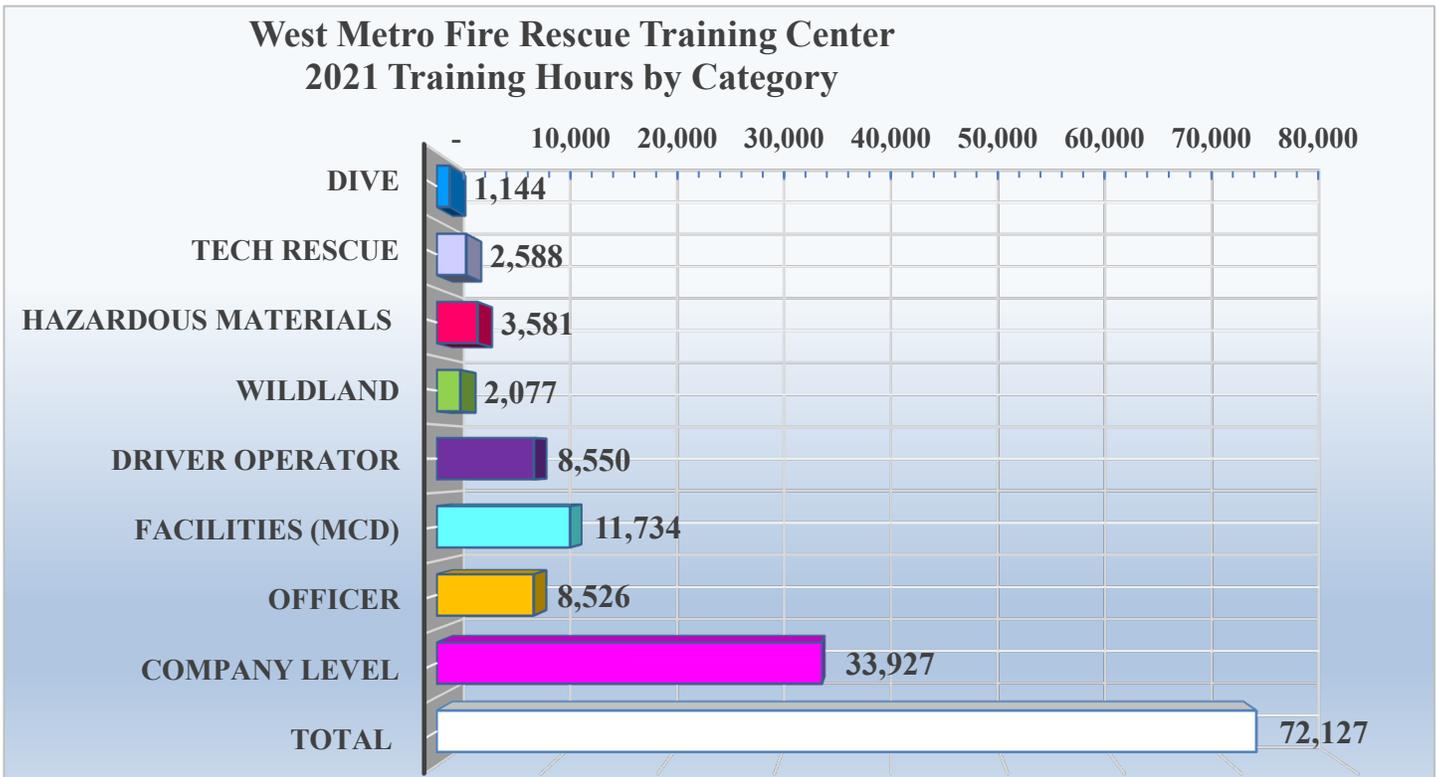
Program Results/Outcomes:

Significant Incidents or Events (if applicable):

There were no significant incidents or events.

Program Specific Measures or Metrics:

Graduated 100% of the recruits in 2021. Increased training in ISO categories by 33%; the figure below depicts the hours in each category.





West Metro Fire Rescue Annual Program Appraisal

Program Self-Assessment:

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

There were no significant program performance indicator updates or changes.

SWOT Analysis:

Program Strengths:

- Staff.
- Succession interest.
- Relationship with training partner agencies is strong. Demand for the rental of the facilities is strong and will continue to grow as the pandemic subsides.

Program Weaknesses:

- Rapid Intervention Team instruction has been delegated over the last few years, creating a decentralized training and instruction situation. Transition for the responsibility of managing and delivering the RIT program back to the Training Division is in progress.

Program Opportunities:

- Evaluations Plus™, an evaluation tool, needs full integration into the learning management system and the District's training culture. It is currently being used for recruit and promoted position probationary task books.
- Utilizing the third training lieutenant for cadre and company level training will enhance recruit and company-level training delivery.

Program Threats:

- Demands for the physical space at the training center are significant. Prioritization is a must
- CMCB workload demand may outpace support – number of firefighters in the system is growing and the administrative/support side has not kept up.
- Amount of partner agencies wanting to send recruits to the recruit academy is competing with the number of recruits the District needs to send.



West Metro Fire Rescue Annual Program Appraisal

Program Name: Water Rescue / Dive Team
Program Manager: Division Chief Clint Fey, Captain Dan Wenger, Captain Dave Harms
Appraisal Year: 2021
Date: 2/15/2022
Category: Category 5
Criterion (if required): 5G

Specific Recommendations (if applicable):

None

Strategic Recommendations (if applicable):

None

Progress Made on Recommendations:

N/A

Program Description:

Enter a Brief Description of the Program:

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

List Sub-Programs:

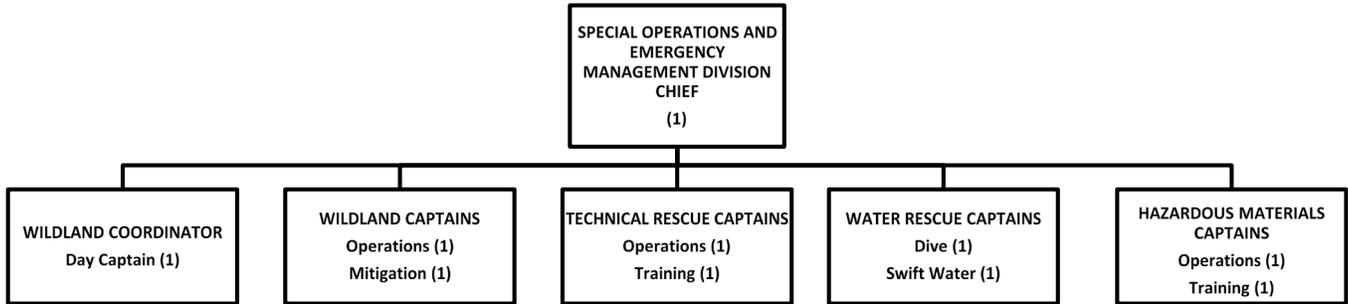
N/A



West Metro Fire Rescue Annual Program Appraisal

Staffing (Org Chart):

WEST METRO FIRE PROTECTION DISTRICT
SPECIAL OPERATIONS



Injuries/Exposures:

No injuries or exposures were reported related to dive or swift-water activities in 2021.

Succession Planning:

The WRT has had stability in leadership throughout 2021. Members are given opportunities to engage in program and budget management with an additional 7 lieutenants having a role on the team. The team will be losing 3 members to retirement and/or promotion in 2022, which will require onboarding of new personnel.

Specialized Equipment:

The WRT maintains a variety of specialized equipment. In 2021, the team added a new communications box and continues to operate in accordance with the replacement plan. All equipment is in working order and no immediate needs have been identified.

Training and Certifications Completed:

Certified one swift water rescue instructor. Additional training was canceled due to the COVID-19 pandemic and/or travel restrictions.

Training and Certifications Needed:

One additional swift water rescue instructor and swift water rescuers. May need to train new divers to replace those lost to retirement and promotion.

Facilities (if applicable):

There are no specialized facilities for the dive team.



West Metro Fire Rescue Annual Program Appraisal

Program Goals and Objectives:

Overall Strategic Focus:

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

Significant Milestones:

None noted.

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority III Operational Readiness	Objective A	Increase in-house capabilities by certifying two swift water instructors from Station 17, one dive rescue 1 instructor, and 1 dry suit instructor. One swift water instructor was certified.
Priority IV Relationships	Objective A	Improve coordination with allied agencies, particularly the Colorado Parks and Wildlife search team. Swift water training was completed with Arvada Fire.
Priority III Operational Readiness	Objective A	Complete the dry suit replacement program with the purchase of three new suits.
Priority III Operational Readiness	Objective A	Improve coordination and education for non-dive team members, including district chiefs. A go/no-go checklist was developed, and a brief training was delivered to all district chiefs.

Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority III Operational Readiness	Objective A	Study the current deployment and staffing model to examine opportunities for efficiency while ensuring operational capability.
Priority IV Relationships	Objective A	Engage with Jefferson County Sheriff's Office and neighboring jurisdictions to better clarify roles, responsibilities, and capabilities.
Priority III Operational Readiness	Objective A	Expand the number of swiftwater trained members to better support operations and to build a pool of qualified members for FEMA US&R.
Priority III Operational Readiness	Objective A	Continue equipment replacement programs to ensure safe and effective operations.



West Metro Fire Rescue Annual Program Appraisal

Unexpected Results (positive or negative):

COVID-19 continued to impact the team's ability to participate in training.

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

Partially. Unfortunately, there are no records of a victim being rescued and revived as the result of a successful dive rescue. Other dive programs in the region have witnessed the same experience.

How Does this Program Meet the Needs of the Citizens?

Team members receive valuable training and experience with the goal of providing a skilled and competent response force in the event of a water emergency. Team members share their knowledge, skills, and abilities with other employees of the District to increase employee awareness and response effectiveness. However, it should be noted that statutorily, the Jefferson County Sheriff's Office is responsible for dive rescue throughout the County. They currently lack any capability; nonetheless, this doesn't relieve their responsibility to the public.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

The WRT responded to 15 incidents in 2021. Some notable incidents included:

- Incident 16401 at 17465 West Platte River Road on 6/10/21. Team members were called to assist with a wildfire incident by shuttling personnel and equipment across the South Platte River.
- Incident 14255 at Soda Lake on 5/22/21. The dive team was involved in a search for a paddleboarder who went under the water. The deceased victim was recovered the next day.
- Incident 20237 at 1119 South Flower Circle on 7/15/21. The team assisted in recovering a vehicle that was completely submerged in a swimming pool.

Program Specific Measures or Metrics:

None

Program Self-Assessment:

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

No significant changes to program performance indicators in 2021.



West Metro Fire Rescue Annual Program Appraisal

SWOT Analysis:

Program Strengths:

- Personnel – Team is well-respected in the region with many highly-skilled operators.
- Equipment – Both boats are recent replacements, and the suit replacement plan is working well.
- Innovation – No other team has integrated drone usage the way the District has.

Program Weaknesses:

- Effectiveness – To our knowledge no dive team in the metro Denver area has ever successfully rescued a victim from an underwater drowning in an open body of water. This is due to response times, poor visibility, the difficulty in locating victims underwater, and the poor survivability in drowning.
- Deployment – Swift-water assets are located far north and mid-district leaving the south district with a longer response time.
- Vehicles – All vehicles are operational but both Swift-Water 17 and the Boat 2 tow vehicle are repurposed and older, the boat tow vehicle (C-95) is 17 years old and swift-water 17 (C-96) is 15 years old.

Program Opportunities:

- Working with neighboring fire districts with water rescue programs.
- Expanding relationship with Bear Creek Park rangers.
- Expanding relationship with Colorado Parks and Wildlife.

Program Threats:

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



West Metro Fire Rescue Annual Program Appraisal

Program Name: Wellness
Program Manager: Bob Stratman
Appraisal Year: 2022
Date: 2/8/2021
Category: Category 7
Criterion (if required): 7G

Specific Recommendations (if applicable):

None

Strategic Recommendations (if applicable):

None

Progress Made on Recommendations:

N/A

Program Description:

Enter a Brief Description of the Program:

The Wellness Division is committed to improving the job performance, health, well-being, and quality of life of all West Metro Fire Protection District (District) employees. This is achieved by empowering employees, retirees, and families to promote and model positive attitudes and behaviors through a lifelong commitment to wellness. The Wellness Division educates the workforce and community to be aware, prevent, and reduce the prevailing causes of stress, accidents, injuries, and disease.

List Sub-Programs:

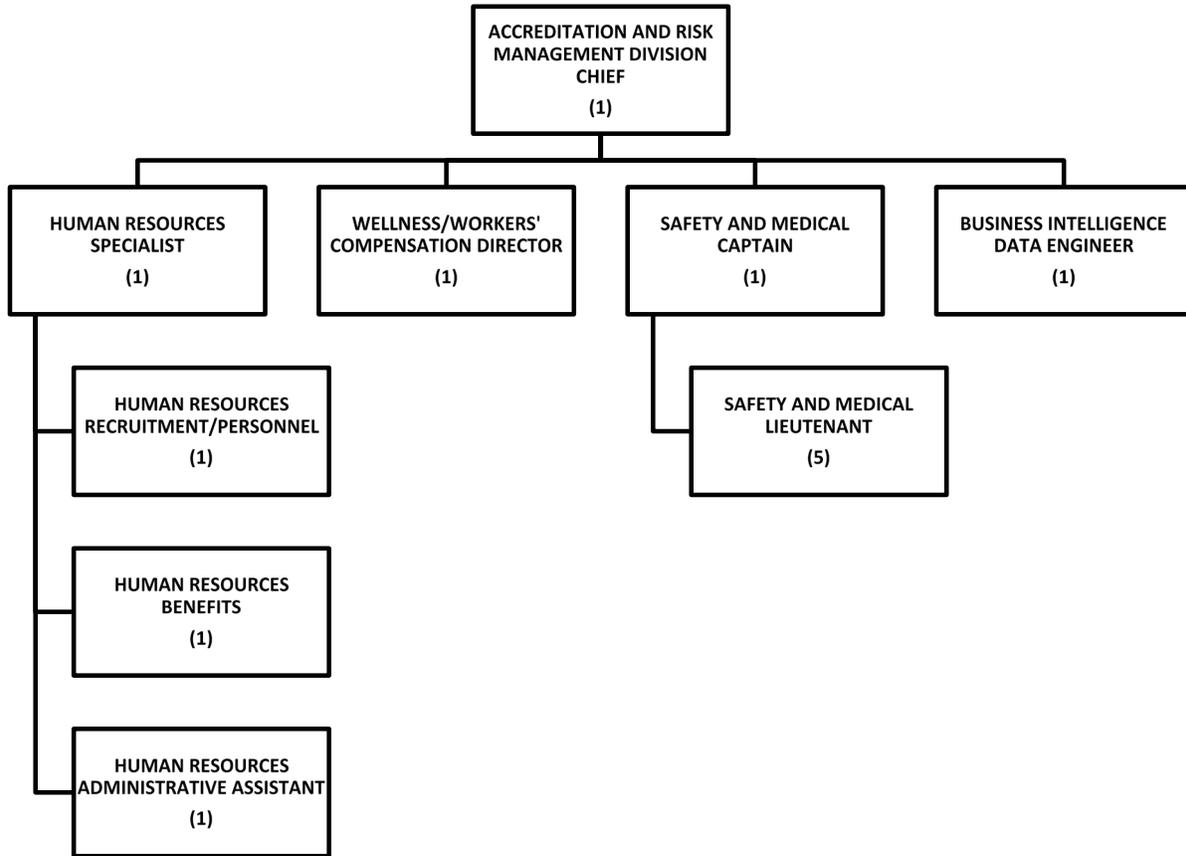
Workers' compensation, injury prevention/rehabilitation, standardized exercise testing - metabolic equivalent of task (MET) and physical agility test (PAT), stress management, cardiac disease prevention/identification, nutritional counseling, and exercise programming.



West Metro Fire Rescue Annual Program Appraisal

Staffing (Org Chart):

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



Injuries/Exposures:

In 2020, two injuries fell under the wellness umbrella: A left knee sprain during the PAT test and a torn pectoral muscle performing fitness training at Station 6.

The District utilizes a prescreening process for minor injuries to lower the number of claims that would otherwise be submitted through the workers' compensation process. Individuals are evaluated and then either rehabilitated in house or referred to a higher level of care. This has resulted in a current MOD rate of .87 for the District.

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



West Metro Fire Rescue Annual Program Appraisal

District Injury / Exposures 2021	
W/C INJURY	151
DAY 1	66
DAY2	73
OTHER (DAYS)	11
W/C EXPOSURE	1
DAY 1	0
DAY 2	1
OTHER (DAYS)	0
INJURY VERBAL	256
COVID POSITIVE	89

Injury Classification	Total
Operations	94
Emergency Medical Services	40
Training	16
Exposures	1
TOTAL	151

Injury by Shift	Total
A	41
B	39
C	36
Days	35
TOTAL	151

Frequent Injury Causes	
LIFTING PATIENT	37
SLIP & FALL ON ICE	13
ROLLED ANKLE	15
AGITATED PATIENT	5
TOTAL	70

Succession Planning:

Not applicable

Specialized Equipment:

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

Training and Certifications Completed:

Professional in Human Resources Certification (HRCI) was renewed in 2020.

Training and Certifications Needed:

Ongoing practice and refresher education is planned for 2022.

Facilities (if applicable):

PAT course/equipment upgrades were initiated in 2021 and scheduled for completion in 2022.



West Metro Fire Rescue Annual Program Appraisal

Program Goals and Objectives:

Overall Strategic Focus:

Ensure that a comprehensive approach to wellness is administered to all employees. Use a data driven approach where applicable.

Significant Milestones:

- Participation and management of COVID-19 identification and return to work process.
- 100 percent of members passed the District standardized time for the PAT.
- Successful completion of the 2022 applicant hiring cycle with respect to the PAT, PAT preparation process, and the written test.
- Rehabilitated 151 injuries internally in 2021 utilizing COVID-19 precautions.
- The workers' compensation MOD rate for 2021 was the lowest in the last 5 years at .86. For comparison, 2020 was .875 and 2019 was .88. Each tenth of a point represents significant savings for the District.
- Finalized civilian job description update and salary analysis review.

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority V Financial Stability	Objective A	Directed and managed workers' compensation in 2021. Despite major contributing factors that increase premiums such as: aging population, an increase in payroll, and cancer/heart claims still being reflected in 2021 numbers, the 2021 premium decreased. Savings were realized because of the in-house rehabilitation program, deferred medical billing, and low claim ratio. The District workers' compensation MOD rate is at .84, which is an industry low for like-size fire districts.
Priority I Invest in Human Capital	Objective B	Directed fitness assessments for wellness evaluations in 2021. 100% of District personnel achieved the District standard. Provided on-site physical therapy, personal training, and coordinated rehabilitation. Each year the wellness team partners with dozens of medical providers throughout the District.
Priority I Invest in Human Capital	Objective B	Coordinated/implemented a comprehensive evaluation of statewide cardiovascular programs related to preventing and managing heart disease. This vision had two equally important goals. The first goal was to find a Cardiology network that offered state-of-the-art prevention and education that established diagnosis and treatment plans for one of the leading killers of firefighters - heart disease. The second goal was to determine the best way to invest in the Colorado



West Metro Fire Rescue Annual Program Appraisal

		<p>Firefighter Heart and Cancer Trust (CFHCT) Heart Grant. The process analyzed programs, costs, and ultimately the net benefit to the employee. The outcome was the formation of a partnership with South Denver Cardiology Associates. The partnership opened a direct referral link to all District personnel bypassing the typical medical referral process. This partnership allows for immediate diagnosis, prevention, care, and most importantly potentially lifesaving outcomes. The District realized an excellent return on investment for the CFHCT dollars. Lifesaving and early detection lead to prevention of premature death. Preventing job-related heart attacks due to undetected occluded arteries while firefighters perform operational functions will avoid potentially catastrophic events from ever unfolding. This program was expanded in 2021 to include treadmill based cardiac stress testing being made available to any employee aged 50 or above.</p>
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Current Year’s Goals:

Strategic Plan Linkage		Enter goals here
Priority V Financial Stability	Objective A	Direct and manage workers’ compensation process and utilize data to improve injury prevention programs. Applied and secured wellness grant that reimbursed District about \$58,000.
Priority I Invest in Human Capital	Objective B	Continue the cardiac disease management program for the District by offering cardiac stress for employees turning 50.
Priority I Invest in Human Capital	Objective B	Integrate new rehabilitative technologies and education into the District workforce for work and home utilization.

Unexpected Results (positive or negative):

The COVID-19 pandemic challenged the organization in 2021. The wellness director managed the sick leave and return to work process. This took a great deal of time and was unexpected in the planning for 2021. Ultimately, the efforts were necessary and successful in helping the organization navigate through the pandemic.

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

Yes



West Metro Fire Rescue Annual Program Appraisal

How Does this Program Meet the Needs of the Citizens?

The program meets citizen needs in several ways. First, by actively managing employee health and injuries, there is a positive effect to short-term and long-term costs, reduction of injuries, and potential for premature death. This results in an increase in ability for firefighters to sustain higher levels of output, expend energy on EMS calls and fires, which, directly affects citizen's lives, property conservation, and resident's confidence.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

COVID-19 pandemic

Program Specific Measures or Metrics:

None

Please List any Major Budget Variances (+/- 10%). Please Include a Brief Explanation for the Variance:

Received CEBT grant for providing state of the art wellness programming for about \$58,000.

Program Self-Assessment:

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

There were no significant changes to the wellness program performance indicators in 2021.

SWOT Analysis:

Program Strengths:

- Cost efficient
- Utilization of new technology to support innovation
- National influence on firefighter wellness and programming
- Regional influence on workers' compensation process and management
- Increased employee morale, trust, and confidence



West Metro Fire Rescue Annual Program Appraisal

Program Weaknesses:

- There are additional opportunities to increase employee wellness that are limited by current human capital.

Program Opportunities:

- Identify high-risk employees with respect to cardiac health and implement life altering strategies.

Program Threats:

- Cancer is an on-going threat to firefighter health and longevity.



West Metro Fire Rescue Annual Program Appraisal

Program Name: Wildland
Program Manager: Division Chief Clint Fey, Captain Brendan Finnegan
Appraisal Year: 2021
Date: 2/15/2022
Category: Category 5
Criterion (if required): 5K

Specific Recommendations (if applicable):

5K.3 – It is recommended the District develop and implement a wildland fire mitigation plan.

Strategic Recommendations (if applicable):

None.

Progress Made on Recommendations:

The West Metro Fire Protection District (District) hired Anchor Point LLC as a consultant to complete a District-wide Community Wildfire Protection Plan (CWPP). The CWPP was completed and adopted in Q3 of 2021. Work continues on implementation of the recommendations with a focus on public education and mitigation project work on large land masses.

Program Description:

Enter a Brief Description of the Program:

The District Wildland Team was formed to provide the highly trained and skilled workforce necessary to safely and effectively mitigate wildland fire and other all-hazard incidents within the boundaries of the District. All activities of the Wildland Team and its members are undertaken with the intent of providing the greatest benefit to the District and its citizens. Providing a valuable service to the community, fiscal responsibility, and contributing to the overall mission of the department define what the Wildland Team does and how it does it. Team members receive valuable training and experience with the goal of providing a skilled and competent response force in the event of a wildfire or other large incident. Team members share knowledge, skills, and abilities with other members of the department to increase the team's collective effectiveness. Training and experiences are acquired during department activities, in conjunction with neighboring agencies, or during State or Federal incidents.

List Sub-Programs:

- Wildland support for District operations
- Wildland Team management
- Community mitigation

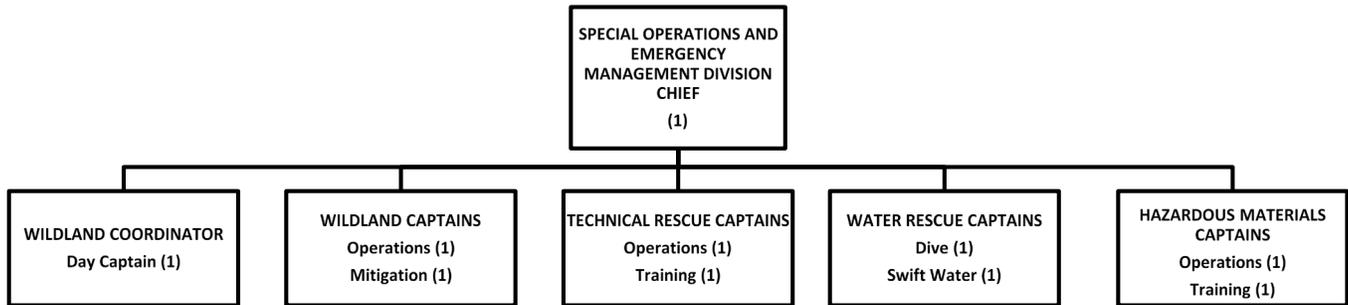


West Metro Fire Rescue Annual Program Appraisal

- Supplemental Resource Program

Staffing (Org Chart):

WEST METRO FIRE PROTECTION DISTRICT
SPECIAL OPERATIONS



Injuries/Exposures:

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

Succession Planning:

A full-time wildland coordinator position was implemented in 2021. This captain acts in the division chief's absence and is involved in succession planning for special operations. In addition, several assistant chiefs, captains, and lieutenants have extensive wildland experience making them well-qualified to fulfil roles within the program.

Specialized Equipment:

The District has five Type 6 engines (brush trucks) strategically placed throughout wildland urban interface (WUI) areas of the District (Stations 4, 6, 9, 13, 15, 17). Two new Type 6 engines are on order with an anticipated delivery in 2022. Stations 9 and 11 are cross-staffed with Type 3 engines and Station 15 operates a Type 1 engine with off-road and pump-and-roll capability, allowing them to operate like a Type 3 engine when needed for mobile attack on vegetation fires. Station 9 also houses and maintains the following wildland apparatus:

- 2 – UTVs
 - (UTV-9) with open trailer and extra hose packs, tools, equipment, porta tank
 - (UTV-1) REMS and patient extraction with an enclosed trailer
- 1 – Cache trailer – This trailer has hose, tools, equipment, porta-tanks, generator, maps, logistic supplies, whiteboard, and can function as a Type IV Incident Management Team (IMT) support trailer
- 1 – ¾-ton pickup truck (C112)
- 1 – 1-ton pickup work body truck (C101)
- 5 – SUVs (C47, 92, 107, 109, 110)



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Training and Certifications Completed:

Coming out of the pandemic to some degree allowed wildland training to get back to normalcy. The wildland program logged 4,458 hours of training in 2021. The bulk of these hours were for in-District trainings of core competency in wildland firefighting to include RT130/annual fire line safety refresher, chainsaw safety refresher, AOT6/engine operator, and wildland urban interface training focusing on scenario-based incident command, fire attack and area pre-plans in known response areas that need mitigation work. 36 members attended 15 outside classes focusing on skills for advanced firefighter, engine boss, incident command, strike team/task force leader, and advanced leadership courses. A number of non-team captains and chiefs attended some of these courses. 22 members completed NWCG position task books: (6) FFT1 advanced FF, (5) ICT5 Type 5 IC, (3) FAL3 basic faller, (1) ENGB engine boss, (1) TFLD task force leader, (1) HEQB heavy equipment boss, (1) SOFR line safety officer, (1) HECM helicopter crew member, (1) COMT communications technician, (1) RESL resource unit leader, and (1) PSC3 Type 3 plans section chief. For comparison, training hours in 2019 were 4,830 while only 1,598 in 2020.

Training and Certifications Needed:

The benefits of having all District members red card certified again paid off in yet another busy fire season. Large fires occurred both within the District and within the region. The ability to send on-duty resources for immediate need was very valuable. The model of annual District-wide RT-130 safety refresher and red card certification should continue. Work continues on District-wide officer training built upon engine boss responsibilities. All wildland team members are required to obtain FFT1 certification within 3 years of appointment to add depth to the wildland subject matter expert (SME)s for the District. The required core classes of advanced firefighter, saws, pumps, and firing operations needs to continue with at least one offering per year. Training opportunities in the engine boss, TFLD, and division supervisor ranks for team members should continue in order to add depth to the upper management pool of wildland SMEs.

Facilities (if applicable):

There are no wildland-specific facilities.

Program Goals and Objectives:

Overall Strategic Focus:

- Protect lives and property through the safe and aggressive use of wildland firefighting tactics.
- Be an asset and resource to the incident commander for in-District response
- Provide District wildland training
- Participate in national wildland fire assignments for personal growth and experience
- Provide public education to District residents to prepare for wildland fires



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Significant Milestones:

2021 was a lighter year for wildland fires in Colorado, however, a national resource shortage showed the need to assist in immediate need events when the time comes. West Metro Fire was called on for immediate need assistance to Eagle County (Sylvan Lake Fire, June 2021), Summit County (Ptarmigan Fire, September 2021), and Boulder County (Marshall Fire, December 2021). Two engines and overhead leadership was sent to all 3 incidents for initial attack and beyond. In-District fire activity also reminded us that fire season is year-round in our District. The Bear Creek Fire in February 2021 was a large, wind driven event that burned 535 acres, required metro-wide mutual aid, and threatened numerous homes and neighborhoods requiring evacuation. This event prompted changes in the District to ensure wildland staffing, situational awareness, and preparedness are maintained on a daily basis. Numerous mutual aid fires on adjacent District borders with South Metro Fire and Inter-Canyon Fire showed the importance of strong working relationships and communications with our partners in keeping these fires small (Lockheed, Stonegate, West Ranch, Chatridge 3). 2021 ended with an active final week of December. The in-District Oak Fire burned 153 acres and also threatened homes and apartments requiring evacuation and metro area mutual aid. Finally, the Marshall Fire in Boulder County/Superior/Louisville began as a large grass fire which turned into the most destructive fire in Colorado history, prompting lots of lessons learned and calls for wildfire mitigation requests. West Metro provided engines and overhead to support the West Strike Team on initial attack and rolled crews over for extended attack and long-term incident support. All fire responses showed the value of having all District members being NWCG red card certified and able to respond immediate need with proper training, safety, and PPE. The two large in-District fires were also managed long term by qualified members of the Wildland Team which decreased the pressures on other on-duty crews until declared 100% contained.

Previous Year's Goals and Progress:

Strategic Plan Linkage		Enter goals and progress here
Priority III Operational Readiness	Objective B	Complete, approve, and implement the CWPP while developing a comprehensive strategy for wildland mitigation within the District. The CWPP was completed and approved in 2021 and mitigation work has begun with public education. This will continue throughout 2022.
Priority I Invest in Human Capital	Objective C	Perform a workload analysis and identify solutions to better manage the workload of the wildland coordinator. A workload analysis was completed and led to the establishment of a full-time wildland coordinator. The operational workload continues to grow and the new demands of the CWPP will again require workload analysis in 2022.
Priority III Operational Readiness	Objective A	Improve operational readiness by better utilizing existing wildland resources and by adding additional resources. Operational readiness was tested with several in-District fires. Overall, crews performed admirably, and ongoing training appears to be paying off.
Priority IV Relationships	Objective A	Improve coordination and cooperation with other wildland stakeholders. This work will continue in 2022. In 2021, a



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		stakeholder meeting was held with over 40 participants in attendance - cooperation remains good.
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Current Year's Goals:

Strategic Plan Linkage		Enter goals here
Priority III Operational Readiness	Objective B	Continue work on wildfire mitigation with a focus on public education and mitigation projects involving high-risk areas on publicly owned land.
Priority I Invest in Human Capital	Objective C	Research funding opportunities and options to add a full-time wildland mitigation / WUI specialist to the District.
Priority III Operational Readiness	Objective A	Continue to address critical tasking needs on wildfire/special teams incidents by increasing the pool of qualified engine bosses, strike team and task force leaders, and Type 4 incident commanders through ongoing training and experience gained through national large incident experience.
Priority IV Relationships	Objective A	Improve coordination and cooperation with other wildland stakeholders.

Unexpected Results (positive or negative):

The COVID-19 pandemic limited wildland deployments in 2020 and in 2021. Despite the limitations earlier in the season in 2021, the wildland team still billed more than \$3 million in federal deployments. Colorado saw the three largest wildfires in its history and risks continue to climb.

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

Yes.

How Does this Program Meet the Needs of the Citizens?

In 2021 wildfires again effected many communities in Colorado and nationwide. This publicity only strengthened the community's expectation that the District is prepared to handle wildfires within and outside its boundaries. The District remains trained, equipped, and prepared to respond to these incidents with the expectation to meet or exceed our citizens' needs.

Program Results/Outcomes:

Significant Incidents or Events (if applicable):

- Bear Creek Fire - 535 acres in-District
- Stonegate Fire - 3 acres
- Lockheed Fire - 10 acres
- West Ranch Fire - 12 acres
- Chatridge 3 Fire - 24 acres
- Oak Fire - 153 acres in-District
- Marshall Fire – 6,023 acres and over 1,000 structures



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Program Specific Measures or Metrics:

- 64 incidents assigned
- 141 assignments billed
- 112 personnel assignments
- 22 apparatus assignments
- 2 REMS assignments
- \$3,022,479.45 in total expenses billed
- \$257,233.20 billed for equipment rental

Program Self-Assessment:

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

None

SWOT Analysis:

Program Strengths:

- Training and experience of wildland team members.
- Quality and quantity of equipment.
- Culture – willingness to work hard and desire to be leaders in the field.
- Recognized as a model program at the local, state, and regional level that many organizations reach out to for protocol as they develop their own programs (REMS, supplemental resources, and engine/single resource/IMT deployments).

Program Weaknesses:

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

Program Opportunities:

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



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Program Threats:

- Difficulties in communicating on VHF and 800mhz on the same scene.
- Changes at the federal or state level that could affect funding or operational effectiveness.
- Lack of political will at the county and state level to consider prescribed fire.
- Risk of not staying up on the ever-changing current events, policy, protocol at the state, regional and national levels.