



Commission on
Fire Accreditation
International

Annual Compliance Report 9th Edition

**West Metro Fire Protection District
433 S. Allison Parkway
Lakewood, Colorado
USA 80226**



**West Metro
Fire Rescue**

**This Report Prepared on July 15, 2021
By
Steve Aseltine, Accreditation Manager
For The
Commission on Fire Accreditation International**

**This Report Represents the Agency's Status
As It Relates To Its Accreditation Report
Dated June 6, 2017**

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Preface

The accreditation report submitted to the Commission on Fire Accreditation International (CFAI) enabled the commission to award accreditation status to your agency. Part of the requirements to retain accredited agency status is your commitment to quality improvement by keeping CFAI informed of any significant changes or developments in activities, direction, or programming. This is accomplished by the preparation and submission of an annual compliance report.

The accreditation report is the internal control document of the commission to record your agencies commitment to the quality improvement process. The annual compliance report is the document used by the Commission to monitor your status as it relates to your standards, procedures and practices as well as the progress made toward addressing strategic and specific recommendations.

Each section must be completed, and documentation provided for all changes identified. Examples of appropriate documentation are: certified copy of the governing body minutes, CEO written directives, copies of Federal or State Statutes, copies of local ordinances or resolutions, copies of purchase orders, copies of signed contracts, copies of Federal or State administrative rules, copies of Federal or State regulatory agency ordered action or settlement agreement, copies of court ordered action or settlement agreement, copies of local government charters, or copies of voter approved referendum. Copies of any supporting documentation that was used by the agency to effectuate a change should also accompany the compliance report. Examples of supporting documentation are feasibility studies, ISO grading reports, position papers, legal opinions, recommendation memos, or consultant's reports.

Updating Agency Information: CPSE is tracking much of your agency information and demographics in our database. In order to keep this information current, we request that you **update your agency profile before submitting your ACR.**

The agency head, accreditation manager and department assistant will have multiple identities (personal and agency) and can switch between the two. Login to the portal using your email address.

Click here <https://www.hightail.com/dropbox?dropbox=CpseAdmin> to login to the portal.

The annual compliance report is due 45 days before the anniversary date of your agency's most recent award of accreditation.

Any questions regarding the report, its content or length should be directed to the [CFAI Program Director](#).

Agency Information

Enter the [CPSE portal](#) and update your agency information

Agency Name: West Metro Fire Protection District

Agency Address: 433 S. Allison Parkway, Lakewood, CO 80226

Agency Website: www.westmetrofire.org

Agency Head: Fire Chief Don Lombardi

Agency Head E-Mail: dlombardi@westmetrofire.org

Agency Head Phone: (303) 989-4307 ext. 511

Accreditation Mgr: Division Chief Steve Aseltine

Accred. Mgr. E-Mail: saseltine@westmetrofire.org

Accred. Mgr. Phone: (303) 989-4307 ext. 606

Date of most recent Award of Accreditation: July 26, 2017

Annual Compliance Report due date: July 15, 2021

Annual Compliance Report Number (1-4): 4

Current ISO Rating 1
If your agency has a split ISO rating, please document below:
ISO: 01/1X (Exhibit #01)

Current Population: 301,525

Annual Budget: 82,438,137

Department Type: Career

Number of Fire Stations: 17
Total Uniformed Personnel (Career, Volunteer, Paid on Call) 405
Total Civilian Personnel: 41

ACR Reporting Period: 1/1/2020 to 12/31/2020

Agency/Jurisdiction Changes

1. Has there been a change in key positions of the West Metro Fire Protection District (District) during the past reporting period? Yes
 - a. The accreditation manager and executive assistant to the fire chief positions were staffed with different people from within the agency on January 1st, 2020. These two staffing changes were reported in the previous ACR; however, the position changes occurred within the current reporting period. (Exhibit #02)
 - b. Due to lack of funding at Jefferson County, the agreement for the District to staff the emergency manager position at the County was ended. The assistant chief was brought back under agency operations.
 - c. A special operations chief position was created to oversee wildland, hazardous materials, water rescue, technical rescue, and the drone program.
 - d. A logistics technician was hired to restructure the emergency medical system supply system.
 - e. An additional administrative assistant was added to the finance division.

2. Has there been a change in the governance of the agency? No
 - a. If yes, provide description and any applicable exhibits

3. Has there been a change in the area/population the agency protects? No
 - a. If yes, provide description and exhibits such as census data, maps, etc.

4. Have there been any changes in resources (i.e. equipment, stations, apparatus, etc)? No
 - a. If yes, describe the change and its impact to the community. Provide any exhibits to support your discussion.

5. Have there been any changes in programs/services? Yes
 - a. COVID-19 impacted the agency in three main areas
 - i. 69 agency personnel (uniform and civilian) tested positive for COVID-19 in 2020 impacting both administration and operations. Throughout 2020, an additional 6,443.5 hours of COVID-19 related sick leave was utilized by District staff. (Exhibit #03)

- ii. The District utilized trigger points and contingent staffing strategies in order to maintain all emergency services throughout the COVID-19 pandemic. (Exhibit #04)
 - iii. On March 16, 2020, the District formally deployed an internal COVID-19 incident management team (IMT). The IMT managed the District's response until May 6, 2020 when the District transitioned to its traditional management structure. (Exhibit #05) (Exhibit #06)
 - iv. A local disaster emergency declaration for COVID-19 was made by the Fire Chief on March 17, 2020. The District's Board of Directors subsequently adopted the declaration at the next Board of Directors meeting. (Exhibit #07)
 - v. The District provided continual COVID-19 response updates to all personnel in order to make sure everyone in the organization was kept informed of current situational awareness and response status.
 - vi. District staff worked tirelessly to provide current operational guidance, maintain adequate supplies, and to keep responders and staff as safe as possible while maintaining an ability to respond. The District had no documented cases of COVID-19 patient exposures that resulted in disease transmission. (Exhibit #08 Safety, page 113)
 - vii. At the close of 2020, 60 District personnel had received their first dose of the Pfizer® vaccine. (Exhibit #09)
 - b. The District elected not to renew the Red Rocks Amphitheater coverage contract for 2020. (Exhibit #10, page 17)
 - c. The District entered into an updated contract with the General Services Administration to provide emergency response services to the Denver Federal Center. The contract is based on a 12 month period of performance with predetermined annual options until February, 2025. (Exhibit #11)
6. Describe any significant changes to your annual budget?
- a. As of November 30th, 2020, West Metro had been reimbursed for COVID-19 related expenses totaling \$1,195,865.36. Monies were received through two Coronavirus Relief Fund grants from the Department of Local Affairs, a Cares Act Provider Relief Fund grant from the U.S. Department of Health and Human Services, a Cares Act Emergency Grant from Jefferson County, and an Assistance to Firefighters grant. (Exhibit #12)

Accreditation Model Annual Compliance

A. Is your agency in compliance with all core competencies? Yes

If you are not in compliance, identify and explain all core competencies and then provide your plan for improvement during the next year (see example below). Ensure you provide exhibits as necessary. Note that during the phone interview regarding your ACR, the reviewer may have questions regarding these competencies and request additional exhibits.

B. Agencies will provide exhibits for the following core competencies each year:

The District expanded the Annual Program Appraisal process for 2020. Divisions and programs are required to submit an appraisal including but not limited to strategic and specific recommendations, a description of the program, goals and objectives, significant milestones, strategic plan linkage, program outcomes, and a SWOT analysis. In total, 29 program appraisals were submitted and reviewed as a part of the annual compliance report process. These program appraisals are available and cataloged in Exhibit 13.

- a. 2D.6 (Exhibit #10) (Exhibit 13)
- b. 3D.1 (Exhibit #08)
- c. 5A.5 (Exhibit #08 – Life Safety Category 5, page 86 and Plan Review, page 100)
- d. 5B.3 (Exhibit #08, pg. xx – Life Safety Category 5, page 86)
- e. 5C.5 (Exhibit #08 – Investigations, page 79)
- f. 5E.3 (Exhibit #08 – Operations, page 95)
- g. 5F.7 (Exhibit #08 – EMS, page 35)
- h. 5G.3 (Exhibit #08 – Technical Rescue, page 125)
- i. 5H.3 (Exhibit #08 – Hazardous Materials, page 57)
- j. 5I.2 – Not Applicable
- k. 5J.2 – Not Applicable
- l. 5K.2 – (Exhibit #08 – Wildland, page 155)
- m. 9B.10 - (Exhibit #08 – Communications, page 11 and Jefferson County Communications Center Authority, page 15)

C. Have there been any changes in compliance to non-core competencies? Yes

Please identify and explain all changes in non-core competencies and provide your plan for improvement (if needed) during the next year (see example below). Ensure you provide exhibits as necessary. Note that during the phone

interview regarding your ACR the reviewer may have questions regarding these competencies and request additional exhibits.

Specific Recommendations:

1. 5F.8 – It is recommended the District formalize a plan to address a community-based CPR and AED training program.

COVID-19 impacted the District’s CPR and AED community-based training program; however, the District delivered 4 CPR classes to Foothills Parks and Recreation and issued 59 CPR cards to students in 2020. 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.

At the close of 2020, there were 6,777 subscribers to the District’s PulsePoint. As of November 1, 2020, 59 sudden cardiac arrest incidents occurred in public locations throughout the District. In 3 of these cases, PulsePoint sent a CPR alert to the area; which, resulted in a total of 10 device activations.

2. 5K.3 – It is recommended the District develop and implement a wildland fire mitigation plan.

Following the written mitigation plan that was developed in 2017, education and production continued in high wildfire risk neighborhoods. In 2019, a community wildfire protection plan (CWPP) was completed in the Roxborough Neighborhood. Additionally, funding was approved through the District budget process to complete a CWPP encompassing the entire fire district. The planning and development of this project was delayed due to COVID-19; however, the District selected the Anchor Point Group™ to complete a District wide CWPP in the first half of 2021. (Exhibit #14)

3. 6B.2 – It is recommended the District develop a process to record maintenance activities at the station level.

Every facility has implemented a maintenance notebook that serves as a resource guide for the maintenance of that department building. (Exhibit #15 and Exhibit #16)

4. 7A.3 – It is recommended the District institute formal human resources policy reviews on an annual basis.

An organizational chart change was implemented on January 1, 2018, establishing a Risk Management Division, which oversees Human Resources. The new division chief continues to work with the Human Resources manager to develop, review, and revise formal Human Resources policies. (Exhibit #08 – Human Resources, page 68) Formal policies have been written/structured for:

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

5. 7B.9 – It is recommended the District implement the suggestion process Administrative Procedure #1630.

The District implemented Administrative Procedure #1630 – Suggestion Process, on May 31, 2017. (Exhibit #17)

6. 7F.1 - It is recommended the District evaluate the current safety captain position with the goal of improving the effectiveness of the position.

The board of directors approved a change to the organizational chart creating a risk management 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. SaM officers and acting SaM officers are required to achieve Pro Board® Incident Safety Officer Qualification prior to assignment. (Exhibit #02)

7. 7F.7 – It is recommended the District formalize the process for accident investigations.

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. (Exhibit #18, Exhibit #19, Exhibit #20 and Exhibit #08 – Safety, page 111)

8. 8A.4 – It is recommended the District develop a plan to identify the specific training requirements for each special team's members assigned throughout the District.

The District has developed specific training requirements for technical rescue, hazardous materials, and wildland. The requirements are included in the respective special team's manual found in Target Solutions. The dive manual is currently under development. (Exhibit #21, Exhibit #22, and Exhibit #23)

9. 8C.6 – It is recommended the District develop an equipment and resource inventory of all training equipment and resources.

The Training Center does not have a formal process or current inventory of equipment and resources. Inventory will be conducted 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, versioned on the Training Center server. (Exhibit #24 and Exhibit #25)

The Training Center manager and staff have completed an inventory based on the above schedule. This schedule will continue as noted.

Performance Monitoring

Are you currently meeting the following performance indicators? Yes

If yes, please provide the exhibit. If no, describe your plan for doing so in the future.

2D.8 On at least an annual basis, the agency formally notifies the authority having jurisdiction (AHJ) of any gaps in the operational capabilities and capacity of its current delivery system to mitigate the identified risks within its service area, as identified in its standards of cover.

In 2020, the Accreditation manager provided a presentation to the Board of Directors pertaining to the accreditation process. This presentation included a review of the updated Standards of Cover and Risk Assessment documents. A portion of this delivery was dedicated to the District Dashboard – showing real time metrics related to operations and system performance. The Board of Directors have access to the Dashboard. (Exhibit #26 and Exhibit #27)

2D.9 On at least an annual basis, the agency formally notifies the AHJ of any gaps between current capabilities, capacity, and the level of service approved by the AHJ.

The Board of Directors receive an operations update at each regularly scheduled meeting. They also receive a copy of the Standards of Cover and Risk Assessment each year. The Board is then briefed on the documents, and any key changes, by the Fire Chief and the accreditation manager. (Exhibit #28)

2D.10 The agency interacts with external stakeholders and the AHJ at least once every three years, to determine the stakeholders' and AHJ's expectations for types and levels of services provided by the agency.

The District completed its current Strategic Plan in December 2016. The development process included surveying and meeting with external stakeholders. That survey was conducted in September 2015, and asked respondents to rank the District's types of service. A SWOT analysis with external stakeholders followed in October 2015.

In accordance with the desire to have the Strategic Plan be an evolving document, a SWOT analysis was again conducted in October 2018. The previous stakeholder list was referenced; however, several more stakeholders were captured because

of the merging of the Wheat Ridge Fire Protection District with West Metro. This meeting provided the venue for stakeholders and AHJ's to share their expectations. (Exhibit #29, Exhibit #30, and Exhibit #31)

Agency Performance Tracking

Baseline Performance

A Note on Alarm Handling Time:

With the 2018 transition to Jeffcom, a regional dispatch center, a significant change was noted in alarm handling times. Previously, the District was only able to track alarm handling from the point a call was transferred to the West Metro Fire Rescue dispatch center to the time it was dispatched. There was no accounting for alarm processing that occurred at the primary PSAP. This is reflected in the times listed for 2016-2018.

With Jeffcom, the agency now tracks alarm handling from the initial 911 call through dispatch. The times provided are longer than what had previously been documented. As shown below, the District only met its 2019 Structure Fire Call Processing Benchmark of 64 seconds 11% of the time. Because of this, as well as slow call processing performance for all call types, a change to pre-alerting was made in December of 2019. This change resulted in an almost 1-minute improvement over previous call processing times. Further analysis continued throughout 2020 in order to better identify opportunities to reduce call processing time; however, further research is necessary to better understand additional opportunities for improvement.

Structure Fires

Structure Fire Benchmark Statements:

For 90 percent of all moderate or high-risk structure fires, the total response time for the arrival of the first-due unit, staffed with a minimum of 3 firefighters, shall be: 6 minutes and 54 seconds. The first-due unit shall be staffed with a minimum of 3 firefighters and shall be capable of establishing command; sizing up the incident; utilizing safe operational procedures outlined in the SOPs; developing an initial incident action plan; extending appropriate hose line; and, beginning initial fire attack or rescue. These operations shall be done in accordance with District standard operating procedures while providing for the safety of responders and the general public.

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

Structure Fire Baseline Statements:

The District's **baseline** statements reflect actual performance during 2016 to 2020. The District expanded automatic aid in 2019 and continued to utilize mutual aid from neighboring fire districts to provide its effective response force complement of personnel. The District's actual baseline service level performance for structure fires is as follows:

For 90 percent of all moderate and high-risk structure fires, the total response time for the arrival of the first-due unit, staffed with a minimum of 3 firefighters, is 8 minutes and 45 seconds (or faster). The first-due unit is staffed with a minimum of 3 firefighters and is capable of establishing command; sizing up the incident; utilizing safe operational procedures

outlined in the SOPs; developing an initial incident action plan; extending appropriate hose line; and, beginning initial fire attack or rescue. These operations are done in accordance with District standard operating procedures while providing for the safety of responders and the general public.

For 90 percent of all moderate and high-risk structure fires, the total response time for the arrival of the ERF, staffed with 23 firefighters and officers for moderate risk and 23 firefighters and officers for high-risks, is 12 minutes and 29 seconds. The ERF for moderate risk is capable of: establishing command; providing an uninterrupted water supply; advancing an attack line and a backup line for fire control, two in-two out; completing forcible entry; searching and rescuing at-risk victims; ventilating the structure; controlling utilities; and performing salvage and overhaul. The ERF for high and special risk structure fires is also capable of placing elevated streams into service from aerial ladders. These operations are done in accordance with District standard operating procedures while providing for the safety of responders and the general public.

Fire 90th Percentile Times - Baseline Performance			2016- 2020	2020	2019	2018	2017	2016
Alarm Handling	Pick-up to Dispatch	Urban	2:17	2:17	3:26	2:20	1:41	1:45
Turnout Time	1st Unit	Urban	1:56	2:01	1:40	1:53	2:08	2:01
Travel Time	1st Unit Distribution	Urban	5:35	5:10	5:54	5:46	5:42	5:27
	ERF Concentration	Urban	8:54	7:54	9:59	7:43	10:09	8:48
Total Response Time	1st Unit Distribution	Urban	8:45	8:36	10:20	7:59	8:31	8:22
		Num Incidents	139	157	133	156	126	122
	ERF Concentration	Urban	12:29	12:06	14:27	10:48	12:49	12:18
		Num Incidents	288	40	38	92	67	51

Emergency Medical Service

EMS Benchmark Statements:

For 90 percent of all emergency medical services, the total response time for the arrival of the first-due/effective response force ALS unit, staffed with 2, 3, or 4 firefighters, shall be 7 minutes and 00 seconds. The first due unit is considered the effective response force due to all first due units having ALS capabilities. The first arriving unit shall be capable of establishing command; sizing up the incident; utilizing safe operational procedures outlined in the SOPs; developing an initial incident action plan; beginning ALS patient care; and, assisting with transportation. These operations shall be done in accordance with District standard operating procedures while providing for the safety of responders and the general public.

EMS Baseline Statements:

The District's **baseline** statements reflect actual performance during 2016 to 2020. The District expanded automatic aid in 2019 and continued to utilize mutual aid from neighboring fire districts to provide its effective response force complement of personnel. The District's actual baseline service level performance for emergency medical service is as follows:

For 90 percent of all emergency medical services, the total response time for the arrival of the first-due/effective response force ALS unit, staffed with 2, 3, or 4 firefighters, is 8 minutes and 33 seconds. The first arriving unit is capable of establishing command; sizing up the incident; utilizing safe operational procedures outlined in the SOPs; developing an initial incident action plan; beginning ALS patient care; and, assisting with transportation. These operations are done in accordance with District standard operating procedures while providing for the safety of responders and the general public.

EMS 90th Percentile Times - Baseline Performance			2016- 2020	2020	2019	2018	2017	2016
Alarm Handling	Pick-up to Dispatch	Urban	2:04	2:16	3:20	2:00	1:17	1:30
Turnout Time	1st Unit	Urban	1:42	1:44	1:34	1:43	1:42	1:47
Travel Time	1st Unit Distribution	Urban	5:42	5:44	5:43	5:52	5:39	5:36
	ERF Concentration	Urban	6:14	6:52	7:15	5:52	5:39	5:36
Total Response Time	1st Unit Distribution	Urban	8:33	8:49	9:26	8:37	7:54	8:00
		Num Incidents	73806	12142	14861	15763	15806	15234
	ERF Concentration	Urban	8:33	8:49	9:26	8:37	7:54	8:00
		Num Incidents	73806	12142	14861	15763	15806	15234

Wildland Fires

Wildland Fire Benchmark Statements:

For 90 percent of all wildland fires, the total response time for the arrival of the first-due unit, staffed with 3 or 4 firefighters, shall be 7 minutes and 20 seconds. The first arriving shall be capable of establishing command; sizing up the incident; utilizing safe operational procedures outlined in the SOPs; developing an initial incident action plan; extending an appropriate hose line and providing either mobile attack or progressive hose lays; and extinguishing fire. These operations shall be done in accordance with District standard operating procedures while providing for the safety of responders and the general public.

For 90 percent of all wildland fires, the total response time for the arrival of the ERF, staffed with 6 to 8 firefighters for moderate risk and 10 to 13 firefighters for high-risk incidents, shall be 13 minutes and 50 seconds. The first ERF must be capable of establishing command; sizing up the incident; utilizing safe operational procedures outlined in the SOPs; developing an initial incident action plan; extending appropriate hose lines and providing either mobile attack or progressive hose lays; and, extinguishing fire. These operations shall be done in accordance with District standard operating procedures while providing for the safety of responders and the general public.

Wildland Fire Baseline Statements:

The District's **baseline** statements reflect actual performance during 2016 to 2020. The District expanded automatic aid in 2019 and continued to utilize mutual aid from neighboring fire districts to provide its effective response force complement of personnel. The District's actual baseline service level performance for wildland fires is as follows:

For 90 percent of all wildland fires, the total response time for the arrival of the first-due unit, staffed with 3 or 4 firefighters, is 12 minutes and 33 seconds. The first arriving unit is capable of establishing command; sizing up the incident; utilizing safe operational procedures outlined in the SOPs; developing an initial incident action plan; extending appropriate hose line and providing either mobile attack or progressive hose lays; and extinguishing fire. These operations are done in accordance with District standard operating procedures while providing for the safety of responders and the general public.

For 90 percent of all wildland fires, the total response time for the arrival of the ERF, staffed with 6 to 8 firefighters for moderate risk and 10 to 13 firefighters for high-risk incidents, is 28 minutes and 42 seconds. The first ERF is capable of establishing command; sizing up the incident; utilizing safe operational procedures outlined in the SOPs; developing an initial incident action plan; extending appropriate hose line and providing either mobile attack or progressive hose lays; and, extinguishing fire. These operations are done in accordance with District standard operating procedures while providing for the safety of responders and the general public.

Wildland 90th Percentile Times - Baseline Performance			2016- 2020	2020	2019	2018	2017	2016
Alarm Handling	Pick-up to Dispatch	Urban	2:42	2:30	3:46	3:29	2:09	1:37
Turnout Time	1st Unit	Urban	2:14	2:31	2:07	1:59	2:23	2:14
Travel Time	1st Unit Distribution	Urban	8:05	6:44	8:21	9:09	8:57	7:16
	ERF Concentration	Urban	14:47	14:03	10:44	14:37	19:48	14:43
Total Response Time	1st Unit Distribution	Urban	12:33	11:30	12:40	15:20	12:05	11:11
		Num Incidents	80	84	48	85	92	90
	ERF Concentration	Urban	28:42	19:46	17:50	36:56	32:38	36:20
		Num Incidents	54	9	14	8	9	14

Hazardous Materials

Hazardous Materials Benchmark Statements:

For 90 percent of all hazardous materials, the total response time for the arrival of the first-due unit, staffed with 3 or 4 firefighters, shall be 7 minutes and 20 seconds. The first arriving shall be capable of establishing command; sizing up the incident; capable of a quick rescue if necessary; utilizing safe operational procedures outlined in the SOPs; developing an initial incident action plan; calling for resources as needed; isolating site; and denying entry. These operations are done in accordance with District standard operating procedures while providing for the safety of responders and the general public.

For 90 percent of all hazardous materials, the total response time for the arrival of the effective response force, staffed with 16 or 18 firefighters, shall be 28 minutes and 50 seconds. This effective response force shall be capable of establishing command; providing initial incident safety officer; developing an incident action plan; surveying the incident; providing medical support to crews and victims; providing entry and back up team to mitigate materials; providing a decontamination team; monitoring resources; and, providing a research team. These operations are done in accordance with District standard operating procedures while providing for the safety of responders and the general public.

Hazardous Materials Baseline Statements:

The District's **baseline** statements reflect actual performance during 2016 to 2020. The District expanded automatic aid in 2019 and continued to utilize mutual aid from neighboring fire districts to provide its effective response force complement of personnel. The District's actual baseline service level performance for hazardous materials is as follows:

For 90 percent of all hazardous materials, the total response time for the arrival of the first-due unit, staffed with 3 or 4 firefighters, is 9 minutes and 56 seconds. The first arriving unit is capable of establishing command; sizing up the incident; capable of a quick rescue if necessary; utilizing safe operational procedures outlined in the SOPs; developing an initial incident action plan; calling for resources as needed; isolating site; and, denying entry. These operations are done in accordance with District standard operating procedures while providing for the safety of responders and the general public.

For 90 percent of all hazardous materials, the total response time for the arrival of the effective response force, staffed with 16 or 18 firefighters, is 27 minutes and 50 seconds. This effective response force is capable of establishing command; providing initial incident safety officer; developing an incident action plan; surveying the incident; providing medical support to crews and victims; providing entry and back up team to mitigate materials; providing a decontamination team; monitoring resources; and, providing a research team. These operations are done in accordance with District standard operating procedures while providing for the safety of responders and the general public.

Hazmat 90th Percentile Times - Baseline Performance			2016- 2020	2020	2019	2018	2017	2016
Alarm Handling	Pick-up to Dispatch	Urban	2:28	2:22	2:55	1:57	1:43	3:26
Turnout Time	1st Unit	Urban	1:49	2:07	1:33	1:35	1:53	1:57
Travel Time	1st Unit Distribution	Urban	6:16	6:52	7:39	3:01	7:23	6:26
	ERF Concentration	Urban	0:21	N/A	N/A	N/A	0:15	0:26
Total Response Time	1st Unit Distribution	Urban	9:56	10:06	12:39	5:51	9:41	11:24
		Num Incidents	39	183	2	2	5	4
	ERF Concentration	Urban	27:50	N/A	N/A	N/A	25:52	29:48
		Num Incidents	5	0	0	0	4	1

Technical Rescue

Technical Rescue Benchmark Statements:

For 90 percent of all technical and water rescues, the total response time for the arrival of the first-due unit, staffed with 3 or 4 firefighters, shall be 7 minutes and 20 seconds. The first-due unit shall be capable of: establishing command; sizing up to determine if a technical rescue response is required; requesting additional resources; and providing basic life support to any victim without endangering response personnel. These operations are done in accordance with District standard operating procedures while providing for the safety of responders and the general public.

For 90 percent of all technical and water rescues, the total response time for the arrival of the effective response force, staffed with 22-23 firefighters for water rescues; and staffed with 16-17 firefighters for technical rescues, shall be 18 minutes and 50 seconds. The ERF for water rescue shall be capable of establishing command; providing initial incident safety officer; developing an incident action plan; surveying the incident; providing an entry and back up team; and, providing a rapid intervention team. The ERF for technical rescue shall be capable of: establishing patient contact; staging and apparatus set up; providing technical expertise, knowledge, skills and abilities during technical rescue incidents; and providing first responder medical support. These operations are done in accordance with District standard operating procedures while providing for the safety of responders and the general public.

Technical Rescue Baseline Statements:

The District's **baseline** statements reflect actual performance during 2016 to 2020. The District expanded automatic aid in 2019 and continued to utilize mutual aid from neighboring fire districts to provide its effective response force complement of personnel. The District's actual baseline service level performance for technical rescue is as follows:

For 90 percent of all technical and water rescues, the total response time for the arrival of the first-due unit, staffed with 3 or 4 firefighters, is 13 minutes and 04 seconds. The first-due unit is capable of: establishing command; sizing up to determine if a technical rescue response is required; requesting additional resources; and providing basic life support to any victim without endangering response personnel. These operations are done

in accordance with District standard operating procedures while providing for the safety of responders and the general public.

For 90 percent of all technical and water rescues, the total response time for the arrival of the effective response force, staffed with 22-23 firefighters for water rescues; and staffed with 16-17 firefighters for technical rescues, is 22 minutes and 14 seconds. This effective response force for water rescue is capable of establishing command; providing an initial incident safety officer; developing an incident action plan; surveying the incident; providing an entry and back up team; and, providing a rapid intervention team. The ERF for technical rescue is capable of: establishing patient contact; staging and apparatus set up; providing technical expertise, knowledge, skills and abilities during technical rescue incidents; and providing first responder medical support. These operations are done in accordance with District standard operating procedures while providing for the safety of responders and the general public.

Dive/Tech Rescue 90th Percentile Times - Baseline Performance			2016- 2020	2020	2019	2018	2017	2016
Alarm Handling	Pick-up to Dispatch	Urban	3:21	3:21	4:01	4:29	1:58	2:59
Turnout Time	1st Unit	Urban	3:12	2:10	1:25	2:33	3:47	6:05
Travel Time	1st Unit Distribution	Urban	8:37	8:29	7:28	8:11	11:36	7:22
	ERF Concentration	Urban	16:48	N/A	N/A	12:28	N/A	21:08
Total Response Time	1st Unit Distribution	Urban	13:04	14:28	11:27	14:14	14:14	10:57
		Num Incidents	27	43	40	26	16	9
	ERF Concentration	Urban	22:14	N/A	N/A	17:46	N/A	26:42
		Num Incidents	3	0	0	1	0	2

Strategic Recommendations

Recommendation	ACCEPTED	IMPLEMENTED	REJECTED
<p>2B.1 – It is recommended the District formally adopt the risk assessment and standard of cover documents.</p>		<p>2017 – The District’s Risk Assessment and Standards of Cover documents were both formally adopted on May 8, 2017. This process has continued in July of each subsequent year. (Exhibit #28) with BOD packet</p>	
<p>5F.7 – It is recommended the District develop a formalized and documented annual appraisal process that will quantitatively evaluate the effectiveness of the emergency medical services 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.)</p>	<p>2017 – A template for a formalized and documented annual appraisal process for the District’s programs has been created and will be implemented in the first quarter of 2018.</p>	<p>2018 – The District implemented a formal documented annual appraisal process on January 1, 2018.</p> <p>2020 – The District’s Annual Program Appraisal process was updated in 2020. Exhibit 13.</p>	
<p>8C.1 – It is recommended the District develop an apparatus replacement plan for training apparatus.</p>		<p>2017 – The District has reviewed and revised the apparatus replacement plan to</p>	

		adequately reflect the replacement cycle for two training engines and one training medic unit. This was completed June 16, 2017.	
8C.2 – It is recommended the District develop a plan to recruit and retain qualified instructional staff.	2017 – Administrative Procedure #1304 – Division Assignments supports the Training Division positions. There is also a directive that outlines the requirements for instructional personnel. (Exhibit #32)	The District 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.	

Other Information

West Metro Fire Protection District participates with other accredited agencies in the Rocky Mountain Accreditation and Professional Credentialing Consortium. There are 55 agencies collaboratively supporting each other while pursuing and maintaining accreditation. In addition to quarterly workshops, the consortium sponsors a booth at the Colorado State Fire Chiefs conference to network with other agencies interested in the accreditation process.

Based on the results of a 2013 study, the Jefferson County Emergency Communications Authority Board ultimately approved pursuing regionalization and began the process of communication center consolidation. The Jefferson County Communications Center Authority (Jeffcom) was established in 2017, and took over communications for the District on January 1, 2018. All of the District's communications personnel were transferred to Jeffcom at the end of 2017. (Exhibit #33)

Exhibit List

- Exhibit #1: ISO Grading Report
- Exhibit #2: 2020 Organizational Chart
- Exhibit #3: 2020 COVID-19 Sick Leave Report
- Exhibit #4: Staffing Contingencies for West Metro COVID-19
- Exhibit #5: IMT Mobilization – Asepline Letter
- Exhibit #6: IMT Demobilization Document
- Exhibit #7: Resolution 2020-02 – Local Disaster Emergency Declaration
- Exhibit #8: 2020 Annual Program Appraisals
- Exhibit #9: COVID-19 Incident Status Update - December 23, 2020
- Exhibit #10: 2021 Risk Assessment
- Exhibit #11: Denver Federal Center – Contract for Fire and Emergency Response
- Exhibit #12: COVID-19 Incident Status Update – January 12, 2021
- Exhibit #13: 2021 Standard of Cover
- Exhibit #14: Roxborough CWPP
- Exhibit #15: Facilities Maintenance Implementation Plan
- Exhibit #16: AP #2404 – Facilities Maintenance Program
- Exhibit #17: AP #1630 – Suggestion Process
- Exhibit #18: Vehicle Accident Investigation Responsibilities – Flow Chart
- Exhibit #19: WMFR Auto Accident Report Form
- Exhibit #20: SOP #704 – Accidents Involving District Vehicles
- Exhibit #21: Wildland Team Manual 2018
- Exhibit #22: Hazardous Materials Team Manual
- Exhibit #23: Technical Rescue Team Manual
- Exhibit #24: Annual Master Inventory Training Center
- Exhibit #25: Security Assets Master Inventory
- Exhibit #26: Accreditation Board Presentation 2020
- Exhibit #27: Dashboard
- Exhibit #28: SOC and RA Board of Directors Meeting Minutes – July 21, 2020
- Exhibit #29: 2018 WMFR External Stakeholder Meeting Agenda
- Exhibit #30: 2018 External Stakeholder List
- Exhibit #31: External Stakeholder SWOT Analysis

Exhibit #32: Divisional Assignments

Exhibit #33: Category 9B

Verification

I verify that the information contained in this report is complete and true to the best of my knowledge.

A handwritten signature in black ink, consisting of several overlapping loops and a final horizontal stroke with a dot at the end.

Signature of Agency Head

Fire Chief
Title

July 8, 2021
Date