



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, 2020
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](#) 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

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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, 2020

Annual Compliance
Report Number (1-4): 3

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

Current Population: 297,086

Department Type: Career

Number of Fire Stations: 17
Number of Full Time Personnel: 422
Number of Part Time (Volunteer/Paid on call) Personnel: 4

ACR Reporting Period: 1/1/2019 to 12/31/2019

Agency/Jurisdiction Changes

1. Has there been a change in key positions of the agency during the past reporting period? No
 - a. One position was added in 2019 to better support the District's mission. To enhance quality assurance and increase reporting accuracy to the District's EMS billing provider, an EMS billing technician was created and filled in April. An updated organizational chart is provided in references. ([Exhibit #02](#))
 - b. The accreditation manager and executive assistant to the fire chief positions were staffed with different people from within the organization on January 1st, 2020. These two staffing changes occurred outside of the reporting period; however, are included here for accuracy of reporting and communications.

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.)? Yes
 - a. In May, the district added three personnel to minimum daily operational staffing in order to lower unit hour utilization and provide for increased safety on safety and medical 1 (SaM 1). A transporting medic (Medic 2) was added along with one additional firefighter on SaM 1. An updated organizational chart is provided in references. ([Exhibit #02](#))
 - b. In order to increase reliability of response and provide for increased emergency service delivery access, the District replaced the 100' tower ladder apparatus housed at Station 14 with a single axle 107' straight stick. The new apparatus has increased maneuverability and provides the citizens of the district with an additional type of response apparatus.

5. Have there been any changes in programs/services? Yes
 - a. The District entered into automatic/mutual aid agreements with two neighboring agencies in 2019. These agreements provide more consistent emergency response coverage by dispatching the closest appropriate unit

regardless of where the unit is responding from. The agreement with the South Metro/Cunningham Fire Rescue Authority (South Metro) was implemented in January and the agreement with the Arvada Fire Protection District (Arvada) became effective in July. South Metro units responding into West Metro's area and vice versa are dispatched by station location as the District currently lacks a direct CAD to CAD connection with South Metro. Arvada and West Metro operate under full automatic aid because of a shared CAD system, common communication center, and shared automatic vehicle locator information. The agreement between the District and South Metro delineates automatic aid for initial responses across each district's entire response area and mutual aid for additional requested resources. South Metro also pays the District an annual fee to provide automatic aid into the Meadowbrook-Fairview Metropolitan District. The District's agreement with Arvada is full automatic aid. Both agreements are provided in exhibits. ([Exhibit #03](#) and [Exhibit #04](#))

- c. On December 1st, 2019, Jeffcom (regional dispatch center) began pre-alerting crews and apparatus on all response types. This operational change was implemented in order to decrease call processing times within Jeffcom. Preliminary findings (December) show an approximate 1-minute decrease in call processing time after the implementation of pre-alerting procedures. ([Exhibit #05](#))
 - d. In February, the district began allowing uniformed members below the rank of assistant chief to utilize 2 self-care leave (SCL) days per year. 48 hours of leave is available to line-assigned members and 20 hours are available to division-assigned members. Individuals can use SCL leave on any days except for holidays or those days directly adjacent to a holiday in order to assist in managing personal mental wellness. A copy of the SCL administrative procedure is available in references. ([Exhibit #06](#))
 - e. Because High Plains fire reporting software was no longer being supported, the District switched to ESO Solutions fire reporting software on January 1st, 2019. Outputs are included in the Risk Assessment and Standard of Cover documents.
6. Describe any significant changes to your annual budget?
- a. The district received unanticipated revenues in the amount of \$4,500,000.00 for a Medicaid supplemental reimbursement. This increase in revenue was applied to the general fund pursuant to Board of Director Resolution 2019-04. ([Exhibit #07](#))

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:

1. 2D.6 – Performance gaps for the total response area, such as inadequacies, inconsistencies, and negative trends, are determined at least annually. ([Exhibit #08](#) and [Exhibit #09](#))
2. 3D.1 – The agency’s goals and objectives are examined and modified at least annually, to determine the impacts of the community risk reduction program and its efforts in risk reduction based on the community risk assessment, standards of cover, and measures performance against adopted loss reduction goals. ([Exhibit #10](#) and [Exhibit #11](#))
3. 5A.5 – The agency conducts a formal and documented appraisal, at least annually, to determine the impacts of the community risk reduction program and its efforts in risk reduction based on the community risk assessment, standards of cover, and measures performance against adopted loss reduction goals. ([Exhibit #10](#) and [Exhibit #11](#))
4. 5B.3 – The agency conducts a formal and documented appraisal, at least annually, to determine the impacts of the public education program and its efforts in risk reduction based on community assessment, standards of cover, and measures performance. ([Exhibit #12](#))
5. 5C.5 – The agency conducts a formal and documented appraisal, at least annually, to determine the impacts of the fire investigation, origin, and cause program and its efforts to reduce fires based on community assessment, standards of cover, and measures performance. ([Exhibit #13](#))
6. 5E.3 – The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the fire suppression program and its impact on meeting the agency’s goals and objectives. ([Exhibit #14](#))
7. 5F.7 – The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the EMS program and its

impact on meeting the agency's goals and objectives. This should include an evaluation of the agency's standard operating procedures, protocols, and equipment. ([Exhibit #15](#))

8. 5G.3 – The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the technical rescue program and its impact on meeting the agency's goals and objectives. This appraisal must include a full-scale evaluation of the response components, including mutual aid, when part of the deployment model. ([Exhibit #16](#) and [Exhibit #17](#))
9. 5H.3 – The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the hazardous materials program and its impact on meeting the agency's goals and objectives. This appraisal must include a comprehensive evaluation of the response components, including mutual aid, when part of the deployment model. ([Exhibit #18](#))
10. 5K.2 – The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the wildland fire services program, to include suppression, mitigation, educational activities, and its impact on meeting the agency's goals and objectives. ([Exhibit #19](#))
11. 9B.10 – A formal and documented appraisal is conducted, at least annually, to determine the effectiveness of the emergency communications system and its impact on meeting the agency's goals and objectives. ([Exhibit #20](#))

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.

In 2019, the District instructed 18 CPR classes to community partners including Lakewood Police Department, Foothills Parks and Recreation, and Dakota Ridge High School. Program focus was to increase awareness of hands-only CPR, access to AEDs, and Pulse Point. Approximately 5,000 people attended West Metro's annual Fire Muster, which had a dedicated hands-only CPR instruction/demonstration, AED awareness, and Pulse Point use station. All attendees were given Pulse Point information

material as part of the Fire Muster packet. The Fire Muster Flyer contained links to numerous CPR related applications.

At the close of 2019, there were 4,972 subscribers to the District's Pulse Point. 109 sudden cardiac arrest incidents occurred in public locations throughout the district. In 45 of these cases Pulse Point sent a CPR alert to the area, which resulted in a total of 140 device activations. The district recognizes organizations such as the Red Cross, the American Heart Association, local community colleges, and hospitals that have well established CPR programs. The District routinely refers citizens to these programs if they inquire about CPR/AED training.

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. Planning and CWPP development will begin in the first quarter of 2020. ([Exhibit #21](#))

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

Following the accreditation visit in 2017, work was started to meet the goal of having five station manuals completed by the end of 2017, and then to complete five more each year until all District buildings have a comprehensive maintenance manual. This work was hampered in 2017 by lack of human capital to work on this project.

In 2018, this project received high priority and by the end of 2018, all 17 stations had received and been trained on the use of station maintenance manuals. These manuals provide guidance for all of the building systems and have various schedules for preventative maintenance. ([Exhibit #22](#) and [Exhibit #23](#))

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. Currently, approximately 85% of the Human Resources policies have been revised. In addition, all current policies will

be reviewed to ensure the revisions are appropriate and effective.
([Exhibit #02](#))

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 #24](#))

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. ([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 #25](#), [Exhibit #26](#), and [Exhibit #27](#))

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, dive, and wildland. The requirements are included in the respective special team's manual found in Target Solutions. ([Exhibit #28](#), [Exhibit #29](#), and [Exhibit #30](#))

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 #31](#))

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. ([Exhibit #32](#) and [Exhibit #33](#))

Identify and explain:

Plan for improvement:

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. ([Exhibit #32](#) and [Exhibit #33](#))

Identify and explain:

Plan for improvement:

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 #34](#), [Exhibit #35](#), and [Exhibit #36](#))

Agency Performance Tracking

A note about Alarm Handling:

With the 2018 transition to Jeffcom, a regional dispatch center, a significant change was noted in alarm handling times ([Exhibit #05](#)). 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 2018 and 2019.

With Jeffcom, the agency now tracks alarm handling from the initial 911 call through dispatch. Times are longer than previously shown; therefore, a change to pre-alerting was made in December of 2019. Further analysis will occur throughout 2020 to better identify opportunities to reduce overall processing time.

Structure Fires 90th Percentile Times - Baseline Performance			2015 - 2019	2019	2018	2017	2016	2015
Alarm Handling	Pick-up to Dispatch	Urban	2:13	3:26	2:20	1:41	1:45	1:53
Turnout Time	1st Unit	Urban	1:57	1:40	1:53	2:08	2:01	2:05
Travel Time	1st Unit Distribution	Urban	5:47	5:54	5:46	5:42	5:27	6:10
	ERF Concentration	Urban	9:17	9:59	7:43	10:09	8:48	9:48
Total Response Time	1st Unit On Scene Distribution	Urban	8:45	10:20	7:59	8:31	8:22	8:33
		Num Incidents	606	133	156	126	122	69
	ERF Concentration	Urban	12:49	14:27	10:48	12:49	12:18	13:44
		Num Incidents	283	38	92	67	51	35

The District’s service level **benchmark** objectives for structure fires are as follows:

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 15 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.

The District's **baseline** statements reflect actual performance during 2015 to 2019. The District now utilizes automatic aid or 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 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 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 13 firefighters and officers for moderate risk and 17 firefighters and officers for high risks, is: 12 minutes and 49 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.

Emergency Medical Service 90th Percentile Times - Baseline Performance			2015 - 2019	2019	2018	2017	2016	2015
Alarm Handling	Pick-up to Dispatch	Urban	1:56	3:20	2:00	1:17	1:30	1:37
Turnout Time	1st Unit	Urban	1:42	1:34	1:43	1:42	1:47	1:45
Travel Time	1st Unit Distribution	Urban	5:44	5:43	5:52	5:39	5:36	5:50
	ERF Concentration	Urban	6:02	7:15	5:52	5:39	5:36	5:50
Total Response Time	1st Unit On Scene Distribution	Urban	8:26	9:26	8:37	7:54	8:00	8:17
		Num Incidents	75,511	14,861	15,763	15,806	15,234	13,847
	ERF Concentration	Urban	8:26	9:26	8:37	7:54	8:00	8:17
		Num Incidents	75,511	14,861	15,763	15,806	15,234	13,847

The District's service level **benchmark** objectives for emergency medical service are 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 or 3 or 4 firefighters, shall be 7 minutes and 00 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 departmental standard operating procedures while providing for the safety of responders and the general public.

The District's **baseline** statements reflect actual performance during 2015 to 2019. The District now utilizes automatic aid or 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 or 3 or 4 firefighters, is 8 minutes and 26 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 departmental standard operating procedures while providing for the safety of responders and the general public.

Dive/Tech Rescue 90th Percentile Times - Baseline Performance			2015 - 2019	2019	2018	2017	2016	2015
Alarm Handling	Pick-up to Dispatch	Urban	2:58	4:01	4:29	1:58	2:59	1:27
Turnout Time	1st Unit	Urban	3:01	1:25	2:33	3:47	6:05	1:16
Travel Time	1st Unit Distribution	Urban	8:53	7:28	8:11	11:36	7:22	9:52
	ERF Concentration	Urban	16:48	No Data	12:28	No Data	21:08	No Data
Total Response Time	1st Unit On Scene Distribution	Urban	12:29	11:27	14:14	14:14	10:57	11:33
		Num Incidents	95	40	26	16	9	4
	ERF Concentration	Urban	22:14	No Data	17:46	No Data	26:42	No Data
		Num Incidents	3	0	1	0	2	0

The District's service level **benchmark** objectives for technical rescue are 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 7 minutes and 20 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 departmental 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 18 minutes and 50 seconds. This effective response force for water rescue is 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 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

departmental standard operating procedures while providing for the safety of responders and the general public.

The District's **baseline** statements reflect actual performance during 2015 to 2019. The District now utilizes automatic aid or 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 12 minutes and 29 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 departmental 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 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 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 departmental standard operating procedures while providing for the safety of responders and the general public.

Hazardous Materials 90th Percentile Times - Baseline Performance			2015 - 2019	2019	2018	2017	2016	2015
Alarm Handling	Pick-up to Dispatch	Urban	2:10	2:55	1:57	1:43	3:26	0:51
Turnout Time	1st Unit	Urban	1:26	1:33	1:35	1:53	1:57	0:14
Travel Time	1st Unit Distribution	Urban	5:31	7:39	3:01	7:23	6:26	3:10
	ERF Concentration	Urban	21:18	No Data	No Data	15:44	26:53	No Data
Total Response Time	1st Unit On Scene Distribution	Urban	9:05	12:39	5:51	9:41	11:24	5:54
		Num Incidents	14	2	2	5	4	1
	ERF Concentration	Urban	27:50	No Data	No Data	25:52	29:48	No Data
		Num Incidents	5	0	0	4	1	0

The District's service level **benchmark** objectives for hazardous materials are 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, shall be 7 minutes and 20 seconds. The first arriving unit is capable of establishing command; sizing up the incident (Hazmat IQ units will be 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 departmental 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 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 departmental standard operating procedures while providing for the safety of responders and the general public.

The District's **baseline** statements reflect actual performance during 2015 to 2019. The District now utilizes automatic aid or 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 5 seconds. The first arriving unit is capable of establishing command; sizing up the incident (Hazmat IQ units will be 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 departmental 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 departmental standard operating procedures while providing for the safety of responders and the general public.

Wildland Fires 90th Percentile Times - Baseline Performance			2015 - 2019	2019	2018	2017	2016	2015
Alarm Handling	Pick-up to Dispatch	Urban	2:37	3:46	3:29	2:09	1:37	2:07
Turnout Time	1st Unit	Urban	2:13	2:07	1:59	2:23	2:14	2:26
Travel Time	1st Unit Distribution	Urban	8:31	8:21	9:09	8:57	7:16	8:54
	ERF Concentration	Urban	16:37	10:44	14:37	19:48	14:43	23:14
Total Response Time	1st Unit On Scene Distribution	Urban	12:49	12:40	15:20	12:05	11:11	12:49
		Num Incidents	353	48	85	92	90	38
	ERF Concentration	Urban	30:12	17:50	36:56	32:38	36:20	27:19
		Num Incidents	50	14	8	9	14	5

The District’s service level **benchmark** objectives for wildland fires are 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, shall be 7 minutes and 20 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 departmental 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 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 departmental standard operating procedures while providing for the safety of responders and the general public.

The District’s **baseline** statements reflect actual performance during 2015 to 2019. The District now utilizes automatic aid or 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 49 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 departmental 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 30 minutes and 12 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 departmental standard operating procedures while providing for the safety of responders and the general public.

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 Standard of Cover documents were both formally adopted on May 8, 2017.</p> <p>2018 – The District’s Risk Assessment and Standard of Cover documents were both formally adopted in July 2018 to reflect revisions.</p> <p>2019 – The District’s Risk Assessment and Standard of Cover documents were both formally adopted in July 2019 to reflect further revisions.</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</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</p>	<p>2018 – The District implemented a formal documented annual appraisal process on January 1, 2018.</p>	

<p>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>the first quarter of 2018.</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 adequately reflect the replacement cycle for two training engines and one training medic unit, which was completed June 16, 2017.</p>	
<p>8C.2 – It is recommended the District develop a plan to recruit and retain qualified instructional staff.</p>	<p>2017 – Administrative Procedure #1304 – Division Assignments supports the Training Division positions. There is also a directive that outlines the requirements for instructional personnel. However, based on the increased use of the Training Center and other overtime opportunities, there are times when filling short</p>	<p>2018 – The development of the focus group stalled out for unforeseeable reasons, including leadership changes at the division, station and Local 1309 level. However, discussions with Local 1309 and analyzed data led to an adjunct pay increase of \$2.00 an hour for all adjunct positions. Additionally, with the</p>	

	<p>term instructional roles are challenging. The division chief of Training will convene a focus group to explore creative ways to address the occasional lack of instruction personnel made up of an EMS representative, two special teams' representatives, a member of Local 1309, and a member of the leadership team. The deliverable plan will be documented action items that can help fill the short term instructional challenges. Timeframe: Q2 of 2018.</p>	<p>increase in new hires we have promoted the Fire Instructor I class at WMFR to secure more instructors. Lastly, the WMFR Training and Event Center expects a decrease in outside classes and therefore we believe that the need for instructors has decreased.</p> <p>Given the above circumstances and adjustments, we will continue to monitor the ability to secure qualified instructors for our needed positions. If in 2019, we still struggle securing qualified instructors we will reconvene the focus group.</p> <p>2019 – In Q1 of 2019, CMCB has offered two Fire Instructor I classes increasing the pool of fire instructors at WMFR. The Training</p>	
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		Division and the Training Center will continue to monitor the difficulty in qualified adjunct instructors.	
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Other Information

West Metro Fire Protection District participates with other accredited agencies in the Rocky Mountain Accreditation and Professional Credentialing Consortium. There are 16 accredited agencies collaboratively supporting several other agencies pursuing 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.

West Metro Fire Protection District participates in a joint effort with the Jefferson County Sheriff's Department to provide an emergency manager for Jefferson County. The collaboration has brought together the power of incident command, resource allocation and all-hazards management to the County's Emergency Management Division.

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 #37](#))

Exhibit List

- Exhibit #01: ISO Grading Report
- Exhibit #02: 2019 Organizational Chart
- Exhibit #03: Arvada Auto Aid Agreement
- Exhibit #04: South Metro Auto and Mutual Aid Agreement
- Exhibit #05: Call processing Chart
- Exhibit #06: Administrative Procedure #1217 - Self-Care Leave
- Exhibit #07: Board of Director Resolution 2019-04
- Exhibit #08: Standard of Cover
- Exhibit #09: Risk Assessment
- Exhibit #10: 3D.1 & 5A.5 – 2019 Annual Program Appraisal – Code Compliance
- Exhibit #11: 3D.1 & 5A.5 – 2018 Annual Program Appraisal – Plan Review
- Exhibit #12: 5B.3 – 2019 Annual Program Appraisal – Community Education
- Exhibit #13: 5C.5 – 2019 Annual Program Appraisal – Investigations
- Exhibit #14: 5E.3 – 2019 Annual Program Appraisal – Operations
- Exhibit #15: 5F.7 – 2019 Annual Program Appraisal – EMS
- Exhibit #16: 5G.3 – 2018 Annual Program Appraisal – Technical Rescue
- Exhibit #17: 5G.3 – 2018 Annual Program Appraisal – Dive Team
- Exhibit #18: 5H.3 – 2018 Annual Program Appraisal – Hazardous Materials
- Exhibit #19: 5K.2 – 2018 Annual Program Appraisal – Wildland
- Exhibit #20: 9B.10 – 2018 Annual Program Appraisal – Communications
- Exhibit #21: Roxborough CWPP
- Exhibit #22: 6B.2 – Facilities Maintenance Implementation Plan
- Exhibit #23: 6B.2 – WMFR Administrative Procedure #2404 – Facilities Maintenance Program
- Exhibit #24: Administrative Procedure #1630 – Suggestion Process
- Exhibit #25: 7F.7 – Vehicle Accident Investigation Responsibilities Flow Chart Reference Guide
- Exhibit #26: 7F.7 – West Metro Fire District Auto Accident Report Form
- Exhibit #27: 7F.7 – WMFR Standard Operating Procedure #704 – Accidents Involving District Vehicles
- Exhibit #28: 8A.4 – Technical Rescue Team Manual
- Exhibit #29: 8A.4 – Hazardous Materials Team Manual

- Exhibit #30: 8A.4 – Wildland Team Manual
 - Exhibit #31: 8C.6 – 2019 Training Center Master Inventory
 - Exhibit #32: April 22nd, 2019 Board of Directors Meeting Minutes
 - Exhibit #33: WMFR Quarterly Performance Report Q3 2019
 - Exhibit #34: 2D.10 – 2018 External Stakeholder List
 - Exhibit #35: 2D.10 – 2018 External Stakeholder SWOT Analysis
 - Exhibit #36: 2D.10 – 2018 WMFR External Meeting Agenda
 - Exhibit #37: Category 9B
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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 loops and a final horizontal stroke with a dot at the end.

Signature of Agency Head

Fire Chief
Title

June 30, 2020
Date