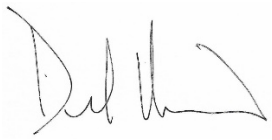
Community Risk Assessment and Standards of Cover

Westminster Fire Department
9110 Yates Street
Westminster, CO
80031

Submitted January 2024

Fire Chief Endorsement

This Standard of Cover provides a comprehensive analysis of the Westminster Fire Department and is a crucial tool for effective emergency response. With its comprehensive assessment of resources, capabilities, and risks, the standard of cover ensures that our department is well-prepared to handle any situation. By identifying response time goals, resource allocation, service gaps, and areas needed for improvement, it enables us to provide the highest level of service to our community. The standard of cover enhances our collective ability to respond to large-scale incidents and build resiliency. With its emphasis on continuous improvement and accountability, the standard of cover is essential for maintaining the safety and well-being of our residents.



Derik Minard, MS, EFO
Fire Chief
City of Westminster Fire Department

Introduction

This document is the community risk assessment and standards of cover (CRA/SOC) adopted by Westminster Fire Department on January 31st, 2024. The purpose of this document is to define the community and the services provided by Westminster Fire Department. To ensure industry best practices were followed, the CRA/SOC was developed using the *Center for Public Safety Excellence's Quality Improvement for the Fire and Emergency Services, 10th Edition* as a model.

Westminster Fire Department (WFD) prides itself on transparency. This document gives the department the opportunity to "open the books" and give the public and department personnel a look at what WFD does, how it does it, and what kind of risks are involved.

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Executive Summary

Community Risk Assessment

Section 1 provides a description of Westminster Fire Department, including its history, services provided, apparatus descriptions. Westminster Fire Department has been granted authority to operate by Section 4.15 of the City of Westminster's Home Rule Charter. Title III, Chapter 2 of the City of Westminster Municipal Code created the fire department and established its duties and responsibilities. Section 2 provides an overview of the City of Westminster. This includes its history, climate, and topography. Section 3 shows the community demographics and an overview of community expectations for service. Community members were surveyed and were heavily involved in the strategic planning process. Section 4 lays out the risk assessment. WFD assessed an array of potential risks within Westminster including natural and man-made hazards. Examples of hazards assessed include transportation networks, bridges, schools, and retail centers. Section 5 provides descriptions of the department's six districts/planning zones. Demographics, response types, total response times, major assets protect, and hazards were analyzed for each district/planning zone.

Standards of Cover

Section 1 provides the response guidelines including EMS, fire suppression, Hazardous Materials, and Technical Rescue responses. Low, medium, high, and special risks are defined for each. Section 2 defines WFD's external community response risk levels. This includes an analysis of risk across each response type by probability, impact, and consequence. Sections 3 and 4 define the department's baseline and benchmark statements across each response by low, medium, and high risk.

Plan for Maintaining and/or Improving Response Capabilities

WFD is pursuing a variety of methods to maintain and improve response capabilities. These include data evaluation, program appraisals, strategic plan reviews, staffing and apparatus methodologies, and response methods.

Vision, Mission, and Values

Vision

To **SERVE** as the leader in fire and emergency medical services

Mission

To enhance community safety through

preparedness, prevention, education, and response

Values

Steadfast

Engaged

Receptive

Visionary

Empathetic

Key Contributors

Derik Minard, Fire Chief

Erik Birk, Deputy Chief of Operations

Jamie Boelstler, GIS Specialist

Jeromy Hill, EMS Chief

Bob Hose, Deputy Chief of Administration

Scott Maddux, Senior Management Analyst/Accreditation Manager

Greg Moser, Emergency Management Coordinator

Lara Myers, Executive Assistant

Paul Spellman, Battalion Chief

Clarise Smith, Firefighter

Acknowledgments

2024 Westminster City Council

Nancy McNally, Mayor

Sarah Nurmela, Mayor ProTem

Claire Carmelia, David DeMott, Obi Ezeadi, Amber Hott, Kristine Ireland: Councilors

2024 Westminster City Administration

Mark Freitag, City Manager

Jody Andrews, Larry Dorr, Barbara Opie: Deputy City Managers

2024 Westminster Fire Department Command Staff

Derik Minard, Fire Chief

Erik Birk, Deputy Chief of Operations

Bob Hose, Deputy Chief of Administration

Jim Gagliano, Fire Marshal

Jeromy Hill, EMS Chief

Dave Maikranz, Training and Special Operations Chief

Eric Linnenburger, Paul Spellman, Luke Gearhard, Dave Varney: Battalion Chiefs

Scott Maddux, Senior Management Analyst/Accreditation Manager

Greg Moser, Emergency Management Coordinator

Lara Myers, Executive Assistant

Emily Peek, Public Information Specialist

Rich Welz, Technical Services Coordinator

I. Community Risk Assessment

Section 1 – Department Description

Legal Basis

The City of Westminster (the City) is governed by a City Council/Manager form of government. The mayor is elected as the chief executive officer of the city and serves alongside the six elected city council members. Westminster is not divided into wards or other administrative districts, so city council members are elected on an at-large basis.

The City Manager acts as the chief administrative officer of the City. The City Manager directs the day-to-day operations of the City and appoints department directors.

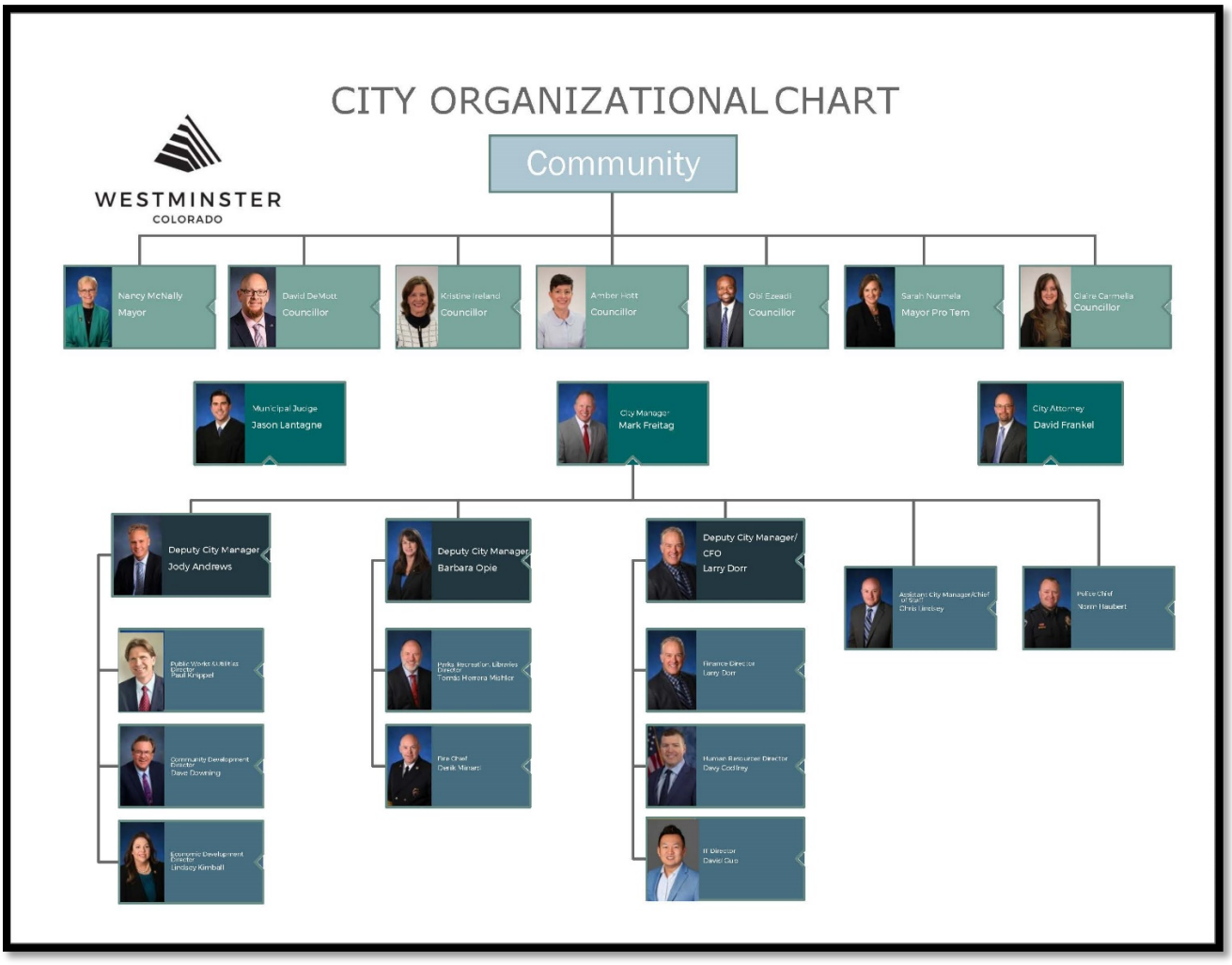


Figure 1: City of Westminster Organizational Chart

On January 7th, 1958, the City of Westminster, through municipal election, adopted a Home Rule Charter. Section 4.15 of the City of Westminster's Home Rule Charter allowed the establishment of a municipal fire department. Title III, Chapter 2 of the City of Westminster Municipal Code created the fire department and outlined its duties and responsibilities. All Westminster Fire Department (WFD) activities are approved and authorized based on the authority above and supplemented by municipal administrative approval.

Brief History of Westminster Fire Department

The Westminster Fire Department was formed in 1934, as the result of a barn fire that occurred in 1933 which spurred residents and the town board to form the volunteer fire department. The department grew slowly, and in 1951, a full-time Fire Marshal was hired. As the City grew, the need for career firefighters became evident, and in 1974 a Fire Chief was hired, followed by two firefighters. Over the next several years, the department grew further, adding stations and personnel to handle the increasing service demands of a growing City.

In 1976, Westminster became one of the first agencies to train its personnel as paramedics. In 1991, the local ambulance service advised the City that they were going out-of-business. The City and Fire Department took over the ambulance transport service, staffing ambulances with paramedic firefighters and becoming one of the first agencies in the region to provide fire based advanced life support transport services. The Fire Department continues to lead the way in paramedicine and emergency medical services.

The City continued to grow, and eventually six stations were fully staffed with career personnel. The last volunteer firefighter retired in 2000 and the volunteer/career combination era ended. In 2002, the Public Safety Center was built across from City Hall, and fire administration moved into that building. In 2003, it was recognized that the Fire Department needed additional staffing both for emergency response as well as administrative support. A public safety tax was proposed and presented to the citizens, and in November of that year the measure passed. This allowed for the hiring and training of an additional 35 fire and support personnel and an expansion of services to the public.

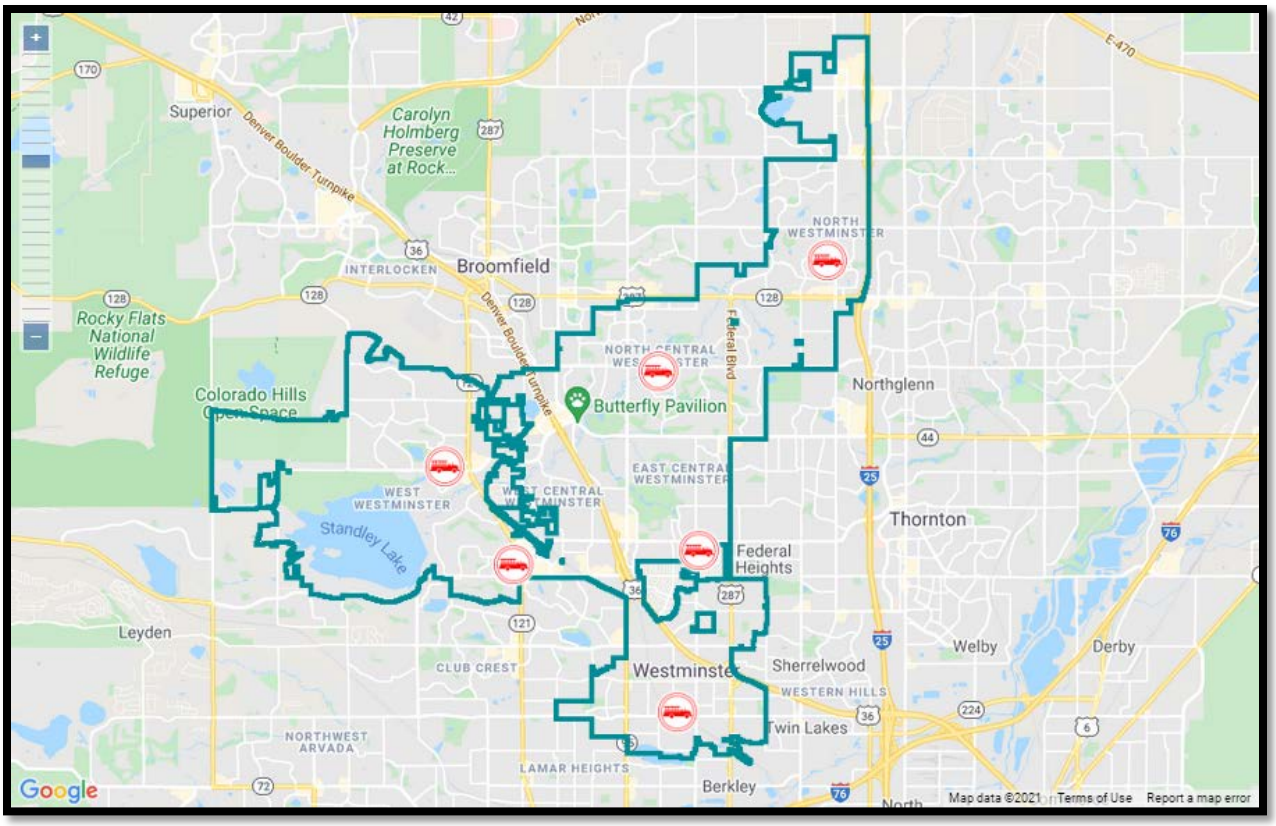
The Fire Department has continued to grow and modernize in many ways. In 2003, a new station two was built, which allowed for multiple units to be housed in that facility, providing for better response times. Due to the passing of the tax measure, more response units were added, particularly medic (ambulance) units. New engines and trucks were purchased to replace older

equipment and specialized equipment and vehicles were added to the fleet.

In 2017, the City of Westminster was certified as an ISO Class One jurisdiction, and in 2019, the Westminster Fire Department became an accredited agency through the Commission for Fire Accreditation International. The Westminster Fire Department is an all-hazards agency made up of 153 dedicated personnel who respond to over 17,000 calls annually from six fire stations. The Fire Department continues to grow and provides cutting edge service delivery to protect the 116,000 residents of the City.

Description of Services Provided

Westminster Fire Department currently operates out of six strategically placed fire stations with six corresponding first due districts. Stations are staffed 24 hours a day, 7 days a week by full- time career personnel. WFD runs on a 48/96 (48 hours on, 96 hours off) schedule with three rotating shifts (A, B, and C). Minimum daily staffing for seven fire suppression apparatus, five medic units, one Battalion Chief, and one Safety and Medical Officer (SAM) is 33 personnel. When staffing drops below the minimum, overtime is called. The department is all-hazards, meaning WFD is capable of fire suppression, advanced life support emergency medical service including patient transport, rescue operations including vehicle extrication, hazardous materials mitigation, and emergency management. Additionally, WFD operates several special operations teams including a wildland team which deploys to wildfires throughout Colorado and the United States, a technical rescue team, a HazMat team, and a dive and swift water rescue team.



Map 1: Westminster Fire Department Boundaries

Descriptions of Operational Core Services

Service	Capability	Staffing per Shift
Fire Suppression	5 engines 2 aerial ladder trucks 1 Battalion Chief vehicle 1 Safety and Medical (SAM) Officer vehicle various mutual and automatic aid engines aerial ladder and platform trucks 3 reserve engines 1 reserve truck 1 training engine available	All on-duty personnel trained in fire suppression. Additional fire suppression-trained mutual and automatic aid personnel available

Emergency Medical Services	5 ALS-equipped ambulances 3 reserve ALS-equipped ambulances	All on-duty personnel are trained at the Emergency Medical Technician (EMT) Basic level. 6 Paramedics (minimum) daily per shift: 1 per ambulance 1 SAM Officer
Vehicle Extrication	2 ladder trucks equipped with hand tools, saws, battery rescue tools, air bags, and cribbing	All on-duty personnel trained in vehicle extrication and rescue operations
Technical/ Heavy Rescue	1 cross-staffed heavy rescue unit equipped with rescue-rated rope, harnesses, heavy lifting stabilization struts, air bags, trench shoring equipment, and confined space ventilation fans. 1 cross-staffed equipment truck with equipment and shoring for collapse incidents, and enclosed trailer with additional collapse incident equipment and shoring	5 Technical/heavy rescue-certified personnel per shift All members of the regional tech rescue team
Hazardous Materials Response	fire apparatus equipped with basic absorbent materials and pads to clean up hazardous materials spills. fire apparatus also carries several detectors for odor, gas, or related incidents and post-fire air monitoring. response unit for the regional team (formerly housed, currently removed from service) other materials (such as booms) under consideration for carrying on heavy rescue or other apparatus.	All on-duty personnel trained to the HazMat operations level. 15 HazMat trained technicians: All members of regional hazardous materials response team 4-5 per shift

Dive and Swift Water Rescue	3 dive boats and 1 dive van equipped with wet suits and water rescue equipment. all engines and trucks outfitted with ice rescue suits, rescue rope, and other equipment for immediate ice rescues. 1 dive boat on a trailer with dive truck 2 dive boats with tow vehicle available 1 dive boat dedicated to Standley Lake operations (future use)	6 Swift water and dive-certified personnel per shift
Wildland Fire Suppression	2 type VI cross-staffed brush trucks equipped with water tank, hand tools, and wildland firefighting equipment. 1 type III truck on order to supplement response	5 Wildland firefighting-certified personnel (minimum) per shift Total authorized team strength of 21
Urban Search and Rescue (USAR)	1 cross-staffed heavy rescue unit to respond to USAR incidents. Colorado Task Force 1 (based out of West Metro Fire Department)	5 personnel assigned to USAR CO TF-1

Prevention Bureau

Westminster Fire Department's Prevention Bureau, managed by the Fire Marshal, directs the department's community risk reduction efforts. This includes the plan review process, technical and business fire inspections, fire and arson investigations, and public education.

Plan Review

Two Fire Plans Analysts, currently commissioned Lieutenant positions, manage all aspects of the plan review process. The Fire Plans Analysts are integral to the construction process in the city and are often one of the first points of contact during site planning. The analysts work closely with various City development departments including Public Works and Utilities and Building

and Planning to approve street layouts, fire sprinkler placement, proper hydrant placement, and ensure fire flow requirements are met. Additionally, plans for new builds and remodels are coordinated through these positions.

Fire Inspections

Annual fire safety business inspections are carried out by a certified Fire Inspector assigned to the Prevention Bureau. Technical level fire inspections are also completed by a Fire Inspector. Both inspectors are civilians. Depending on workload, they can cover each other's inspections. Additionally, the two Fire Plans Analysts and the Fire Investigator/Inspector, who will be discussed in the next paragraph, can also conduct technical inspections. The latter positions are cross-trained and have earned fire inspection certifications.

Fire and Arson Investigation

A non-shift Lieutenant Fire Investigator/Inspector leads the fire investigation team. Each shift has up to three fire investigators. Investigations are secondary duties for the shift personnel. Along with the Investigator/Inspector, the Plans Analysts and Inspectors are also certified Fire Investigators. These personnel will take the lead on investigations and are available on a rotating basis. The shift investigators are also certified and assist with investigations, often conducting the initial scene investigation, and consulting with officers and crews on their shifts regarding small or minimal loss fires. Investigators are available to examine significant fires, fires with injuries or deaths, and any fires that are deemed suspicious. The Westminster Police Department also assists as needed, with evidence collection, investigative support, and criminal case filings.

Public Education

The public education program is overseen by the Public Information Specialist (PIS), whose primary duties include public information, marketing, and communications. This position also coordinates all life-safety and fire prevention education in the department. The PIS holds instructional events at schools, nursing homes, and other assisted living facilities, and for the general public at events. Instruction is tailored for the specific audience the PIS is addressing. One of the two administrative EMS Lieutenants does public education and outreach generally to healthcare facilities and senior living centers. The focus is primarily fall and fire prevention. The PIS and the EMS Lieutenant work together on these programs.

Training

The Westminster Fire Department maintains a robust training regimen managed by the department's Training and Special Operations Chief (Battalion Chief rank) and two Field Training Officers (Lieutenant rank). All department field training, certifications, and special teams training are conducted or maintained through this office. The department supplements the training budget by seeking out alternative funding sources, including grants. Grant funding has been used for implementation of Blue Card Command, and for purchasing additional training equipment through the Assistance to Firefighters Grant (AFG). WFD uses Vector Solutions software to track training, testing, and certifications for the entire department. This includes keeping track of all fires, EMS, and inspection certifications.

WFD is also involved in collaborative regional training efforts through the North Area departments, the North Central Region, and the Denver Urban Area Security Initiative. These cross-departmental training courses sustain strong working relationships to support the safe and effective integration of automatic and mutual aid in response to major regional incidents. In addition, WFD has adopted the National Incident Management System (NIMS). All staff are to maintain NIMS certifications.

Health, Wellness, and Safety

Maintaining the physical and mental health of Westminster Fire Department members is highly important to the department. The 10-member Wellness and Fitness Committee, overseen by a Battalion Chief, helps administer fitness assessments, provides fitness coaching, coordinates the purchasing and maintenance of fitness equipment, and manages yearly Job Specific Performance Assessments (JSPA) for all members. The Peer Fitness Committee members are certified through the IAFF Fit to Thrive Program. The department provides annual medical examinations including full blood work and consultation with a physician for all personnel. Additionally, the Wellness and Fitness Committee collaborates with the Colorado State University Human Performance Clinical Research Laboratory on the annual physical examination of personnel. One-third of on-duty crews are sent per year. This triennial examination includes medical physicals, coronary artery scans, stress testing, physiological testing, and aerobic capacity testing. The agency also has cancer screenings provided by GRAIL, LLC. The screenings and examinations are administered by a contracted occupational medical provider.

The Peer Fitness Committee provides mentoring and fitness assessments to members to improve or maintain cardiovascular capacity, muscular strength and endurance, flexibility, and metabolic efficiency plans. The department's fire stations provide fitness space designated for fitness and wellness activities. Each station contains at minimum aerobic equipment such as a treadmill, rower, or stair machine along with weights, dumbbells, kettlebells, and weight benches. Department administration has access to the Public Safety Center fitness facility. Members also have access to the several recreation centers in the City to work out both on- and off-duty.

The 10-member Peer Support Team provides members with on-going peer support, primarily after critical and/or traumatic incidents. The Peer Support Team also works with local hospitals and non-profits. The Peer Support Team is also assisted by a local psychological service (Brower and Associates) who provides counseling and other services under contract to WFD employees. The Team also works collaboratively with the North Area Peer Support Team. As part of these efforts, WFD provides an Employee Assistance Program and direct access to Brower and Associates Psychological. WFD pays for six visits, and members also have access to a 24-hour crisis line free of charge. In addition, behavioral health information is provided on the homepage of FD Central, WFD's internal website. There are also other support agencies that can be contacted for additional support to members.

WFD has established a Safety Committee, which is tasked with enhancing the safety and well-being of members, and to help them in their responsibilities in identifying and mitigating unsafe work conditions and practices.

WFD's safety and risk management functions are guided by *Standard Operating Guideline 5.21- Health and Safety*. The SOG is designed to prevent accidents and occupational injuries; limit exposure to communicable diseases; limit exposure to combustion products, carcinogens, and fireground contaminants; illnesses; and fatalities. *SOG's 3.05- Communicable Disease Control, 3.06- Infectious and Communicable Disease Exposure, and 2.10- Personal Protective Equipment* drive WFD's exposure control strategies, decontamination, proper PPE, infectious material disposal, exposure incident evaluation, SCBA usage, and reducing exposure to harmful chemicals. In the event of exposure, WFD requires all personnel to notify their immediate supervisor, who will then alert their Battalion Chief. A Worker's Compensation Injury Report is then filed with the City's Risk Management Division.

To further mitigate risk, the City and WFD have also adopted “SafeStart” which instructs employees in safety practices at work, home, and on the road.

Technical Support Services

Internal technical support services are managed by the Technical Services Coordinator, which is currently an administrative Lieutenant position. The Technical Services Coordinator manages vendors, hardware, and software, reporting systems, and other technological functions in the department. The Technical Services Coordinator also works closely with the City of Westminster’s Public Safety Answering Point (PSAP) Communications Center, and the City’s Information Technology Department. WFD has also taken a leading role in the North Area regional CAD-to-CAD to improve automatic and mutual aid response in the area.

Administrative Services

Administrative functions are carried out by four administrative support specialists, and one Senior Management Analyst. Each administrative support specialist is assigned to a particular person or function within the department: Fire Chief, administration, prevention bureau, and EMS. Among many jobs, administrative support specialists manage day-to-day office operations, accounts payable and receivable, EMS billing, and serve as the public face of the department. The Senior Management Analyst directs all data analytic functions within the Westminster Fire Department, including building custom reports and dashboards, managing ad-hoc data requests, and serving as the department’s Accreditation Manager. See next page for WFD’s organizational chart.

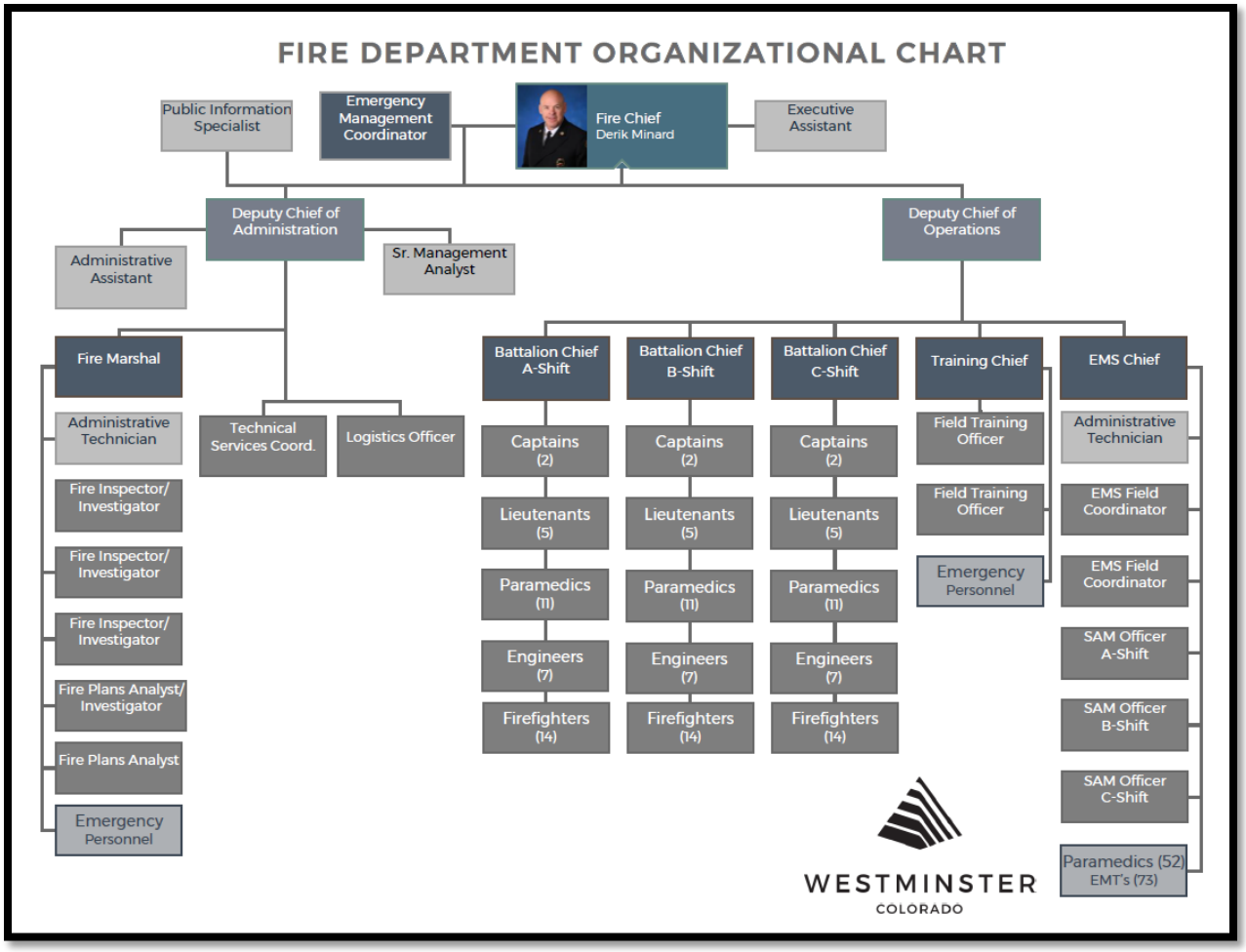


Figure 1: Westminster Fire Department Organizational Chart

Additional Non-Emergency Programs

The department has several certified car seat inspectors on staff. The program coordinator is the Public Information Specialist. Car seat clinics are scheduled twice a month at one of the fire stations, and the car seat technicians are brought in on overtime to install and inspect car seats for the public.

The agency also provides CPR training for citizens. These classes are held on a regular basis, and like the car seat program, numerous fire department personnel are CPR instructors and are brought in on overtime to teach these classes. Additionally, classes are taught to City employees on a regular basis.

The fire department has a citizen academy class that takes place on an annual basis. These classes are held in the evenings, once a week, for an 8-week period every spring. The coordinator

is the Public Information Specialist. Classes cover all aspects of the fire department, including history, safety, fire suppression, EMS, extrication, technical rescue, dispatch, prevention, and many others. Graduates of the citizen academy are provided an opportunity to join an alumni association, which was started by graduates from the first citizen academy class. This group is called CFIRE, which stands for Citizens for Fire department Improvement, Recognition and Education. The members of this group provide a great deal of support by helping with public education events, raising money for fire department needs, and funding non-budgeted items such as additional cancer screenings or various trainings. There are approximately twenty-five members in this group, about 10 of which are very active.

Westminster Fire Department Divisions

Fire Chief's Office

The Fire Chief is responsible for managing and coordinating all aspects of the Westminster Fire Department. The Fire Chief sets policy and provides the strategic vision for the department. In the event of a major hazardous material incident, the Fire Chief also serves as the Designated Emergency Response Authority (DERA) responsible party. The Deputy Chief of Administration, Deputy Chief of Operations, Emergency Management Coordinator, Public Information Specialist and Executive Assistant answer directly to the Fire Chief.

Operations

The Operations Division is overseen by the Deputy Chief of Operations. The Operations Division directs Westminster Fire Department's emergency and non-emergency life-safety and property preservation actions. These can include fire suppression, EMS and rescue activities, and hazardous material or heavy rescue responses. The EMS Chief, Training and Special Operations Chief, and the A-, B-, and C- Shift Battalion Chiefs report directly to the Deputy Chief of Operations.

Administration

The Deputy Chief of Administration manages the Administration Division. The Administration Division manages the department budget and secures resources necessary to ensure the smooth functioning of the Westminster Fire Department. This can include capital improvement projects, hardware and software purchases and upgrades, and the purchase of apparatus and other equipment. The Logistics Officer, a Lieutenant position, coordinates most of

the equipment purchases and works directly with the City's Procurement Division. The Deputy Chief of Administration also oversees the recruitment program and the hiring process, working closely with the City's Human Resources (HR) Department. The division also houses WFD's Prevention Bureau which oversees community risk reduction programs.

The Fire Marshal, Technical Services Coordinator, Logistics Officer, Administrative Assistant, and Senior Management Analyst report directly to the Deputy Chief of Administration.

Emergency Management

The City of Westminster employs a civilian Emergency Management Coordinator, housed within and part of the Fire Department, who is responsible for all aspects of disaster preparedness efforts and coordinated disaster response and recovery for the City. This includes support to Incident Command, Emergency Operations Center (EOC) management, and coordination of initial recovery efforts following major natural or human-caused disasters. The Emergency Management Coordinator also supports cross-functional exercises and trainings to validate and improve City-wide disaster preparedness. The Emergency Management Coordinator is also tasked with maintaining and updating the City of Westminster's All Hazard Risk Assessment plan (Hazard Mitigation Plan or HMP), the City's Continuity of Operations Plan (COOP), and the City's emergency management social media accounts. The Fire Chief and Emergency Management Coordinator are working toward the creation of a coordinated Continuity Program, where the Emergency Management Coordinator would provide technical support and overall coordination to City departments in formulating department-specific Continuity of Operations Plans. Social media, public presentations, and special events are used to ensure the public is well-informed on local hazards as well as personal, family, and business disaster preparedness. Finally, the Emergency Management Coordinator works closely with City departments, federal, state, and local governments, and non-profit organizations to better facilitate cross-jurisdictional emergency operations, preparedness, and recovery.

Core Apparatus Descriptions

Battalion 1

A Battalion Chief is assigned to each shift to supervise all members on that shift. The Battalion Chief responds to emergencies out of Station 2 utilizing an SUV. There is a single Battalion Chief on duty during each 48-hour shift.

Medic

All Westminster Fire Department ambulances meet NFPA 1917 and Triple-K GSA standards. Additionally, medic units are licensed through Denver Metro Area counties to provide patient transport. Each medic unit is fully equipped with Advanced Life Support (ALS) equipment, power load prams, and Lucas CPR devices. Medic units are staffed at a minimum with one Firefighter/Paramedic and one EMT-Basic certified Firefighter.

Engine and Truck

Westminster Fire Department engine and truck companies have 500-gallon water tanks with the capacity to discharge water at 1,500 gallons per minute. Engine companies are also equipped with a 20-gallon tank of Class A foam concentrate, plumbed to five separate discharges. Truck companies do not have foam tanks but are equipped with 105- to 107-foot aerial ladders. All WFD engines and trucks conform to NFPA standards and ISO requirements.

Engine companies carry:

- 750 feet of 5-inch hose for supply
- 800 feet of 3-inch hose for deployment to fire department connections (FDC), horizontal standpipes, or to supply a ground monitor.
- 500 feet of 2½-inch hose with 2 pre-connected lines, 200 feet each for large fire attack, and 100 feet of lightweight hose pre-packed for standpipe operations
- 100 feet of lightweight 2-inch hose, pre-packed for standpipe operations or as attack lines from horizontal standpipes
- 400 feet of pre-connected 1¾-inch hose, 2 lines, 200 feet each for immediate fire attack

Truck companies have a similar hose load but lack the 3-inch hose, and the 5-inch hose for supply is reduced. Engine and Truck companies are at minimum staffed with one officer, one engineer, and one EMT- Basic certified firefighter.

SAM 1

The Safety and Medical Officer (SAM) responds as the shift safety officer to all major incidents utilizing a pickup with shell. The SAM Officer is also responsible for EMS report reviews and medical oversight for the respective shift. There is one SAM Officer on duty during a 48-hour shift. The SAM responds out of Station 2. The SAM Officer is a commissioned Lieutenant position, certified paramedic, and certified Incident Safety Officer (ISO).

Heavy Rescue 2

The heavy rescue unit is equipped with specialized tools to handle high angle, low angle, collapse, confined space and trench rescue emergencies. The unit also contains additional vehicle extrication equipment, an SCBA compressor with a bottle fill station, and supplied air lines. A light unit is provided on top of the rescue for scene lighting. Five technical rescue team members are assigned per shift, with the Training and Special Operations Chief acting as an additional team member. The technical rescue team is part of a regional team known as the North Area Technical Rescue Team (NATRT), which is staffed with approximately 75-100 members from ten north area fire departments.

Dive 1

A dive van along with a trailered dive boat is assigned to Station 3, the station nearest to the south side of Standley Lake. In addition to being the primary source of drinking water for Westminster, the lake is used for a variety of recreational purposes including small boating and paddle-boarding. The dive van and boat are not staffed on a full-time basis, but Dive Team members are typically assigned to Station 3 and cross-staff the dive unit when a call for service occurs. Dive Team members carry Swift Water One and Two, Public Safety Diver (PSD), and Dive Rescue One certifications. Six Dive Team members are assigned per shift. The Dive Team responds to incidents primarily in the north metro area but can respond to mutual aid requests anywhere in and around the metro area. The Thornton Fire Department has a small dive team that responds along with the WFD team in the north area. Additional resources are available through mutual aid request, if necessary, from surrounding agencies. A replacement dive truck is on order, and a new trailer that contains two boats is in-service to supplement the dive rescue capabilities. The two boats and trailer are currently housed at fire station 5 along with a pickup that is used to tow the boats to an incident. When the new dive truck arrives, the current dive van will be replaced, and the current boat will be dedicated to operations at Standley Lake.

Brush Truck

Type VI brush trucks are assigned to Station 5 and Station 6. These trucks are currently unstaffed but are available to assist in putting out brush or weed fires. Additionally, if requested, they can be deployed to wildfires nationwide. Though Westminster does not have a Wildland/Urban Interface (WUI) issue, WFD maintains a Wildland Team whose members are Red Card certified, with several holding Engine Boss status and one a Division Supervisor status.

Depending on the shift, WFD maintains up to seven Wildland Team personnel per shift. The total strength of the Wildland team is 21 personnel. Despite Westminster not having a designated Wildland/Urban Interface (WUI), the department maintains wildfire response capability in recognition of the regional wildfire threat. In addition, a wildfire within the watershed that Westminster draws its raw water from could have a devasting effect on the City's water supply. A Type III unit is on order and will be placed into service (anticipated December 2024) to supplement the local protection but will also be available for regional and national responses as needed.

Current Station and Apparatus Locations

Station	Location	Apparatus	Description	Minimum Staffing
Station 1	3948 W 73rd Ave	Medic 1	2022 Ford E450 Braun	2
		Engine 1	2021 Pierce Velocity	3
Station 2	9150 Lowell Blvd	Battalion 1	2020 Chevrolet Tahoe	1
		Medic 2	2022 Ford E450 AEV	2
		Heavy Rescue 2	2010 Pierce Saber Rescue Body	*not staffed full-time
		Engine 2	2017 Pierce Velocity	3
		SAM 1	2018 Ford F150 Crew Cab/Topper	1
		Truck 2	2019 Pierce Velocity All-Steer 107’ Aerial	3
		Collapse 1	2017 Ford 550 Box Truck	*not staffed full-time
		Collapse Trailer	2017 Doolittle Trailer 20’	*not staffed full-time
Station 3	7702 W 90th Ave	Medic 3	2021 Ford E450 AEV	2
		Engine 3	2020 Pierce Velocity	3
		Dive 1	1999 Zodiac 0655 Boat 2001 Freightliner MT45 Van 2012 Shore LandR V15-03 Trailer	*not staffed full-time
Station 4	4580 W 112th Ave	Medic 4	2023 Ford E450 Braun	2
		Engine 4	2013 Pierce Velocity	3
Station 5	10100 Garland St	Engine 5	2017 Pierce Velocity	3
		Brush Truck 5	2015 Ford F550	*not staffed full-time
			2023 Trailer 2023 Zodiac 2023 Boat 2012 GMC 3500 Pickup (for towing boats/trailer)	*not staffed full-time
Station 6	999 W. 124th Ave	Medic 6	2023 Ford E450 Braun	2
		Truck 6	2011 Pierce Velocity 105’ Aerial 2023 Pierce Velocity 107’ Aerial (on order)	3
		Brush Truck 6	2008 Ford F550	*not staffed full-time
Minimum Daily Staffing Grand Total				**33**

Reserve and Specialty Apparatus Locations and Descriptions

Station	Apparatus/Unit	Description
Station 1	Reserve Medic 8	2015 Ford E450
Station 1	Reserve Engine 7	2008 Pierce Velocity
Training Annex	Reserve Engine 8	2010 Pierce Velocity
Training Annex	Training Engine	2005 Pierce Dash
Training Annex	Reserve Medic 9	2017 Ford E450 AEV
Training Annex	Enclosed Training Trailer	2022
Training Annex	Flat Training Trailer	2022
Training Annex	EM Trailer	2017 Doolittle Trailer
Station 2	Training 2	2023 GMC 2500 Pickup
Station 2	Training 3	2023 GMC 3500 Pickup
Station 2	MERV- Polaris Ranger	2018 Polaris Ranger 570
Station 2	Polaris Ranger Trailer	2017 Echo Trailer (5x13)
Station 4	Reserve Medic 7	2017 Ford E450
Station 4	EMS 2	2012 Chevrolet Equinox
Station 6 Annex	Reserve Truck 8	2007 Pierce Velocity105’
Station 6 Annex	Reserve Engine 9	2007 Pierce Dash
Station 6 Annex	Seagraves Parade Truck	1956 Seagraves
Station 6 Annex	Pump Test Trailer	2023 Draft Commander
Public Safety Center	Emergency Management Coordinator	2014 Chevrolet Equinox
Public Safety Center	EMS 1	2021 Ford Expedition
Public Safety Center	Bureau 1	2023 Chevy Colorado
Public Safety Center	Bureau 2/3	2023 Chevy Equinox
Public Safety Center	Bureau 4	2023 Ford Escape
Public Safety Center	Bureau 5	2023 Chevy Equinox
Public Safety Center	Investigator 1	2022 Ford F250 Crew Cab
Public Safety Center	PIS	2018 F150 Crew Cab
Public Safety Center	Support 1 (Logistics)	2023 GMC 3500
Public Safety Center	Chief 1	2023 Ford Explorer
Public Safety Center	Chief 2	2008 Chevy Tahoe
Public Safety Center	Chief 3	2018 Ford Interceptor
Public Safety Center	Reserve BC/SAM	2018 Ford Interceptor
Rocky Mountain Regional Airport	Flat Airplane Trailer	2002 Big Tex (20x8)

Mutual and Automatic Aid

Westminster Fire Department is a member of the 52- department *Intergovernmental Agreement for Mutual Aid between Fire Departments*, a mutual aid agreement between the majority of fire departments in the Denver Metro Area and the Front Range region.

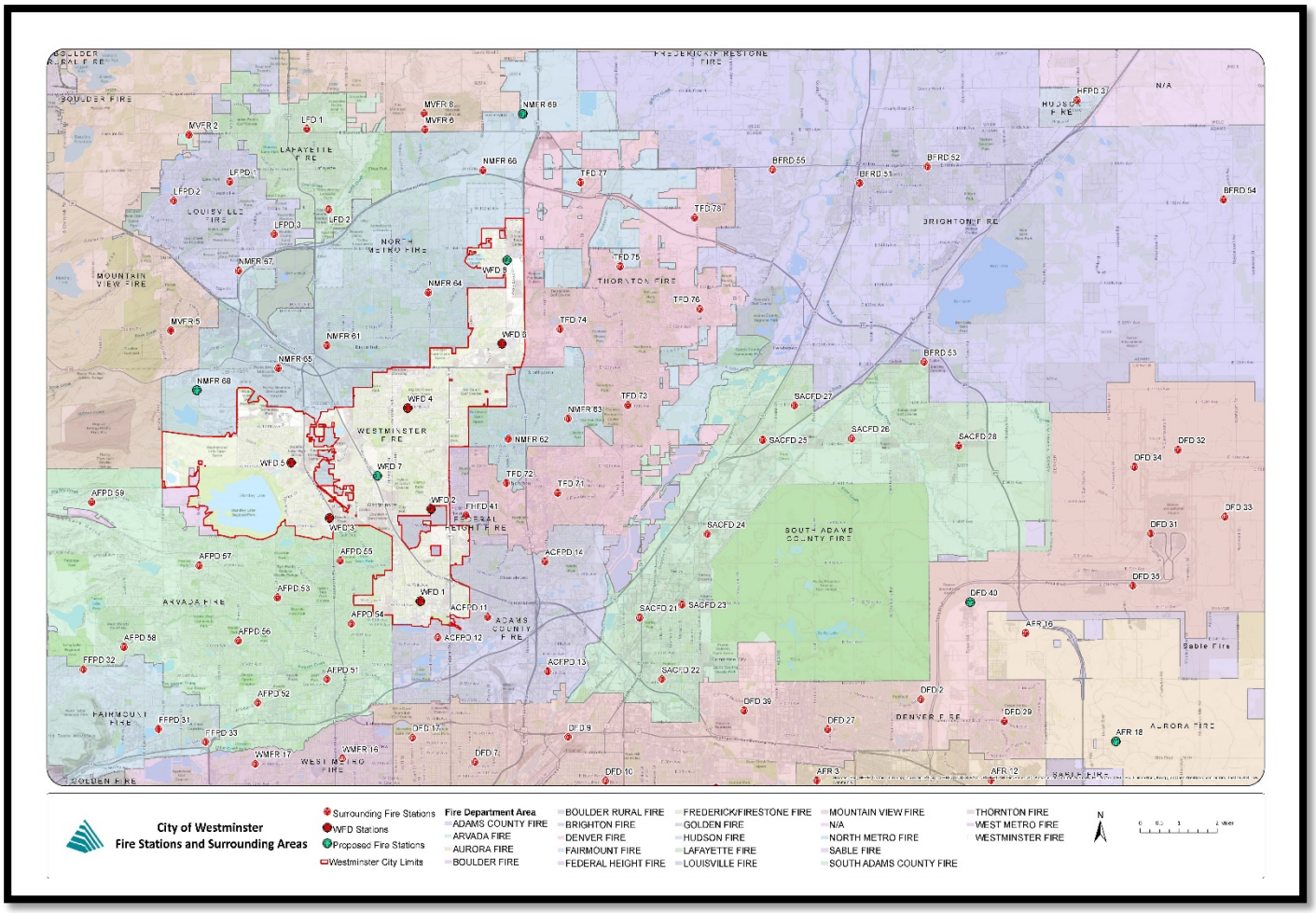
Westminster Fire Department has specific automatic aid agreements with Thornton Fire Department to the east of Westminster, Adams County Fire Rescue to the south/southeast, and Arvada Fire Department to the west/southwest. Additionally, WFD has an intergovernmental agreement (IGA) for the North Area (see Section 2, "North Area Fire Departments" for a more specific discussion of the North Area) automatic aid.

In 2022, Westminster Fire Department began CAD-to-CAD integration with most of the North Area fire departments. This allows for closest unit dispatching between departments, faster assembly of an effective response force, increased resiliency and more efficient incident response. This change has been guided by a North Area Inter Governmental Agreement (IGA) allowing for automatic aid through the CAD-to-CAD system for those member departments. These include Adams County Fire, Brighton Fire, North Metro Fire, South Adams County Fire, Thornton Fire and Westminster Fire. Federal Heights Fire Department is working to join the CAD-to-CAD system. This provides for automatic dispatch of the closest unit(s) to an incident regardless of geopolitical boundaries. All member agencies have agreed upon response groups, closest unit dispatch, move-ups, and operations among agencies. This has created a significant positive impact on service delivery in the north area.

The Arvada Fire Protection District is part of the Jefferson County agencies dispatched by "Jeffcom". Arvada has expressed some interest in researching and potentially joining with the CAD-to-CAD system in the north area.

Responses can still be supplemented with other regional agencies per mutual aid agreements as necessary.

Secondary Service Area



Map 2: Secondary Service Area

Insurance Rating

Effective April 2018, Westminster Fire Department was rated Class 1 by the Insurance Services Office (ISO). WFD achieved a total score of 90.05 out of a possible 105.5. In early 2024, the Westminster Fire Department will be undergoing another rating survey. Based on improvements over the past five years, it is anticipated that the City will retain a Class 1 rating and strengthen its score.

Financials/Budgeting

The City of Westminster is primarily funded through sales and use taxes, which accounts for approximately 66 percent of city revenue in the general fund. The total sales tax rate is 3.85 percent and consists of three components: the base sales tax (3%), the Parks, Open Space, and Trails (POST) tax (.25%), and the public safety tax (PST) (.60%). The PST is a supplemental revenue source and does not account for the entire public safety budgets. Due to the low mill rate of 3.650, the City of Westminster relies on property taxes for only about 4 percent of its funding. The remainder of funds are through areas such as intergovernmental transfers and similar funding.

The budget process works well, and the fire department is well-funded by the City. The City is on an annual budget cycle, and each department submits personnel requests, then operating budget requests, and CIP requests for review. The City provides a budget calendar each year and provides guidance and expectations relating to budget requests and timing. The final budget will be adopted by the City Council in October.

The Fire Department, like all City departments, has two major components to its budget. The operational budget consists of: personnel services including salaries, benefits, overtime, uniform and equipment and career development; contract services; commodities; and capital outlay such as tools and equipment. The other main component is the Capital Improvement Project (CIP) budget. This accounts for fire station major modifications, upgrades to facilities and major equipment such as ballistic protection, construction of the storage building (station 6 annex) and similar projects. Vehicle purchases are made by the Fleet Maintenance section in conjunction with the Policy and Budget Office (PBO) and the Fire Department. The General Capital Outlay Replacement Fund (GCORF) is an account controlled by PBO and is used for fire apparatus, medic units, specialized units and other fleet vehicles as well as major purchases of specialized equipment such as the replacement of all heart monitors.

North Area Fire Departments

The broad collective of fire departments found in the northern suburbs of Denver are known colloquially as the North Area. Most North Area departments, save North Metro Fire Rescue (which serves the City and County of Broomfield, parts of Jefferson County, parts of Adams County and a small part of Weld County), Frederick-Firestone Fire Department (Weld County), and Westminster (parts of Jefferson County and parts of Adams County) are located entirely in

Adams County. The primary members of the North Area are Westminster Fire Department, Thornton Fire Department, North Metro Fire Rescue, Adams County Fire Rescue, Federal Heights Fire Department, South Adams County Fire District, and Brighton Fire Rescue. The Arvada Fire Department, which covers Jefferson County and a small section of Adams County, also is part of the overall North Area but has less of a role and does not currently participate in the CAD-to-CAD system.

The relationship between these departments goes back decades. Approximately 40 years ago, the Adams County Mutual Aid Fire Chief's Trust provided the framework for departments to enter into Inter Governmental Agreements (IGA's) to provide mutual aid, and the beginnings of HazMat response groups. The original formalized Mutual Aid IGA dates to 1991. This agreement covered every fire department in Adams County, including the ones outside the Denver Metro Area. In 2018 and 2019, Automatic Aid IGAs were signed and put into place by the North Area and included some departments outside the immediate Denver Metro Area. Broadly, the North Area departments collaborate on mutual and automatic aid, CAD-to-CAD, response groups, policies, directives, guidelines, training, EMS procedures, technical rescue and regional hazmat support.

Over the past decade, the North Area Chiefs group, a committee made up of all the North Area fire chiefs, has emerged as a driver of cooperation on mutual and automatic aid, merging of resources and training, and other initiatives. Chiefs group discussions have led to the formation of a joint academy in 2012, the adoption of North Area specific directives and operating guidelines, the North Area Company Officers Fundamentals course, and cooperative efforts on fire investigations. In addition to the Chiefs group, North Area committees have been formed for Operations Chiefs, Training Chiefs, and EMS Chiefs to share knowledge and work on similar operational procedures.

Section 2 – Community Profile

Brief History of Westminster, Colorado

Before European settlers arrived, historical records indicate that Westminster was first settled by the Arapaho people on what is now known as Gregory Hill, in the south-central portion of the city. A gold strike in Little Dry Creek in 1858 and the passage of the Homestead Act in 1862 brought the first wave of European settlers west to Westminster. However, many of the fortune-seekers and homesteaders eventually returned home. The semi-arid climate made farming much more difficult than what many of them were used to in the Midwest and East. However, the hardiest among them stayed in the area, bought up farmland, and planted apple, cherry, peach, and other fruit trees. They eventually expanded these small tree farms into many large orchards. Decades later in the early-to-mid 20th century, Westminster became home to some of the largest apple and cherry orchards in the country.

In the 1950's, with the construction of the Denver- Boulder Turnpike (US Highway 36) and the post-World War II housing boom, Westminster began the transition from small farming community to suburban city. Veterans of the Second World War and their families came to the city for cheap housing, good jobs, and picturesque scenery. In 1951, Dow Chemical opened the now long-defunct Rocky Flats Nuclear Weapons Plant near Westminster, further increasing demand for housing. From 1953 to 1960, the population increased from 2,500 to 13,850.

Westminster Now

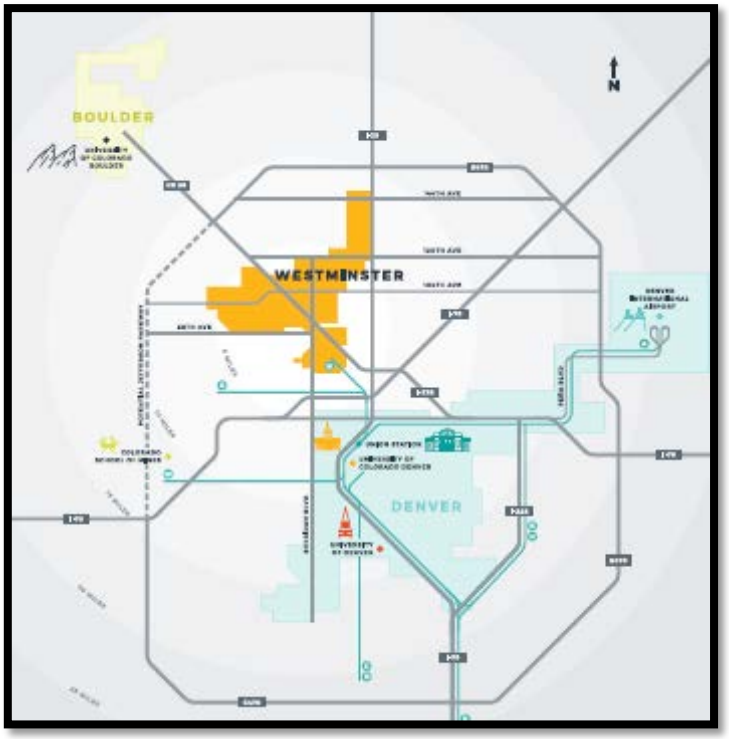
Today, Westminster is a vibrant community of approximately 116,000. Westminster is in Adams and Jefferson Counties in the northern Denver Metropolitan Area. The Denver Metro Area is one of the fastest growing regions in the country with a population of over 3 million. Westminster lies approximately 10 miles northwest of Denver and 20 miles southeast of Boulder. The proximity of the city to both Denver and Boulder has made Westminster an attractive location for an array of industries, including tech, energy, and medicine. Two publicly traded companies, Ball Corporation, a packaging and aerospace company, and Maxar Industries, a space technology company; as well as Tri-State Generation and Transmission Association, a non-profit power supplier to electric co-ops, all have their headquarters in Westminster.

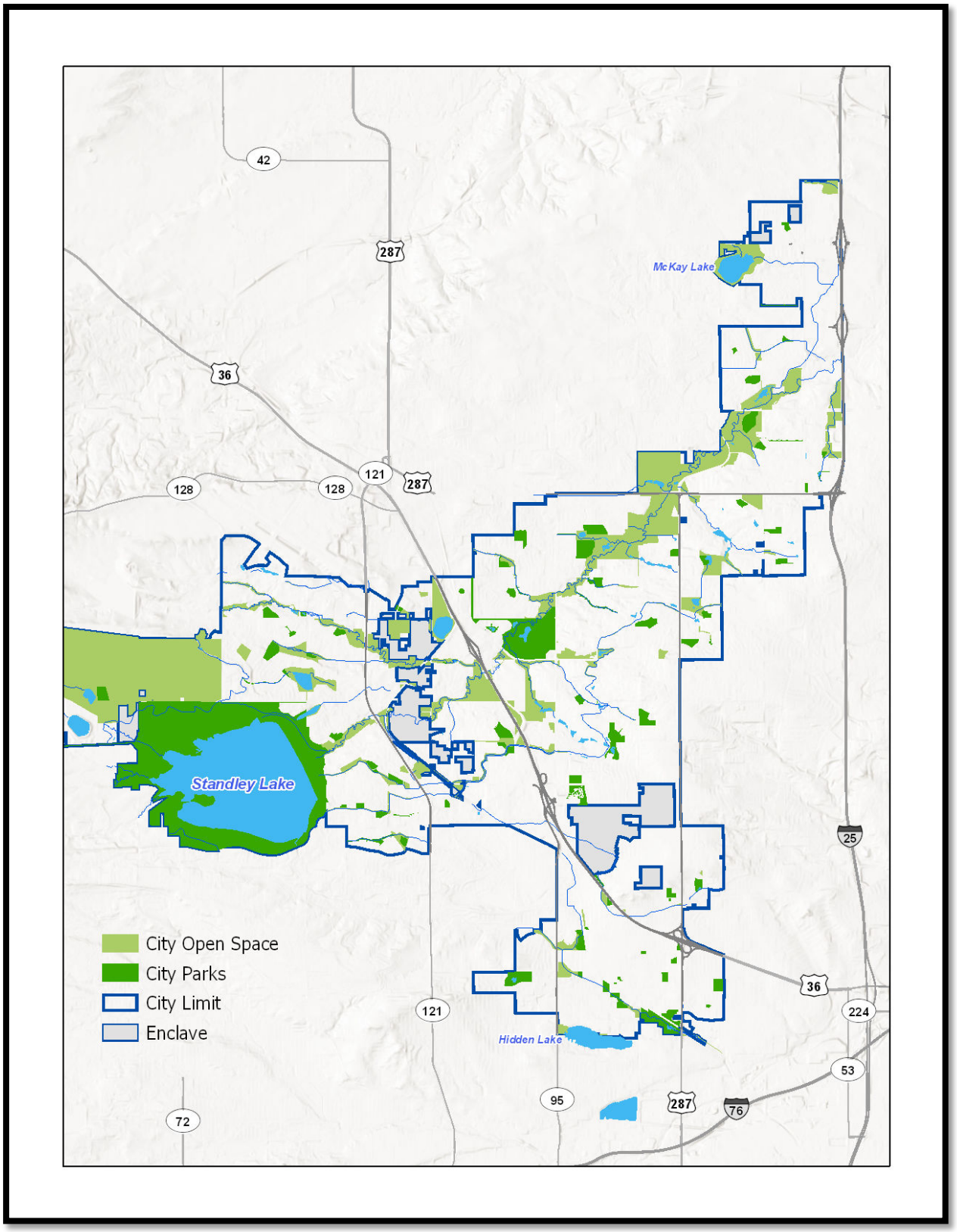
Geography and Topography

Westminster is bound on the south/southeast by unincorporated portions of Adams County, on the southwest by the City of Arvada, on the west by the Rocky Flats National Wildlife Refuge and the Colorado Hills Open Space, on the north/northwest by the City and County of Broomfield, and on the east by the Cities of Northglenn, Thornton, and Federal Heights. There are additional unincorporated enclaves in the south-central part of the city (Adams County) and in the western portion (Jefferson County).

Westminster sits on the western edge of the High Plains, where the flat landscape transitions to the foothills of the Rocky Mountains. The elevation in the city ranges from 5,150 to 5,772 feet, with the official elevation at 5,384 feet. The terrain gradually rises from the east to the south-central portion of the city before slowly declining down toward the north and west. Westminster's overall topography is level with gently rolling hills.

Little Dry Creek cuts south across the city while Big Dry Creek bisects the north. There are also numerous reservoirs, ponds, streams, and irrigation ditches in Westminster. Areas near the headwaters of Big Dry Creek are bisected by numerous smaller seasonal waterways. These waterways protect those areas from most flooding events. Standley Lake, a 1,200-acre reservoir, is the largest body of water located within the city. Standley Lake provides most of the drinking water for Westminster.





Map 3: City of Westminster Watershed

Climate

Westminster's climate is typical of the High Plains: low humidity, abundant sunshine, and moderate-to-high winds. Summer daily temperatures can average 85 degrees Fahrenheit or above, while winter highs can top out at 30 degrees. However, the weather is not necessarily temperate as it is routine for summer days to reach 95 degrees or above, and winter lows can get well below zero. The record all time high temperature is 105 degrees, and the record all time low temperature is -29 degrees.

Between 70 and 80 percent of the precipitation in the city falls between April and September. Fall and winter tend to be dry with light rain and snowfall. March through June brings periodic widespread snow and thunderstorms which can produce intense rain, hail, wind, and lightning. It is also not unusual for snow to fall well into May.

Drought is common in the area, with some years receiving less than half of the usual precipitation. High winds combined with drought can form wildfire conditions.

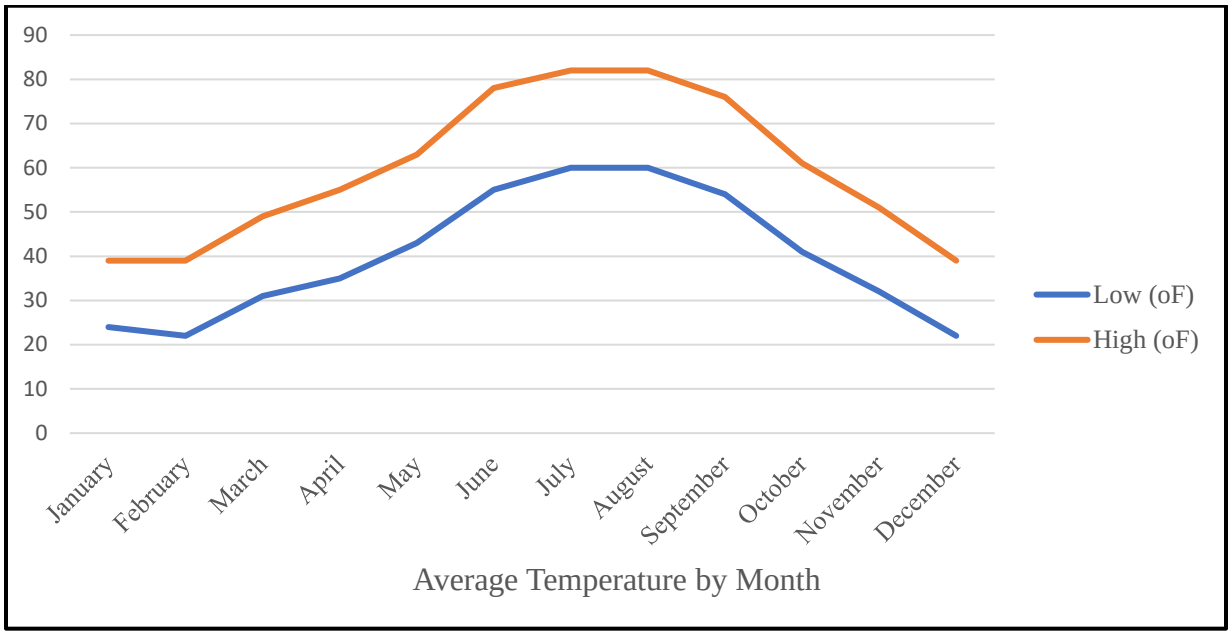


Chart 1: City of Westminster Average Temperature by Month

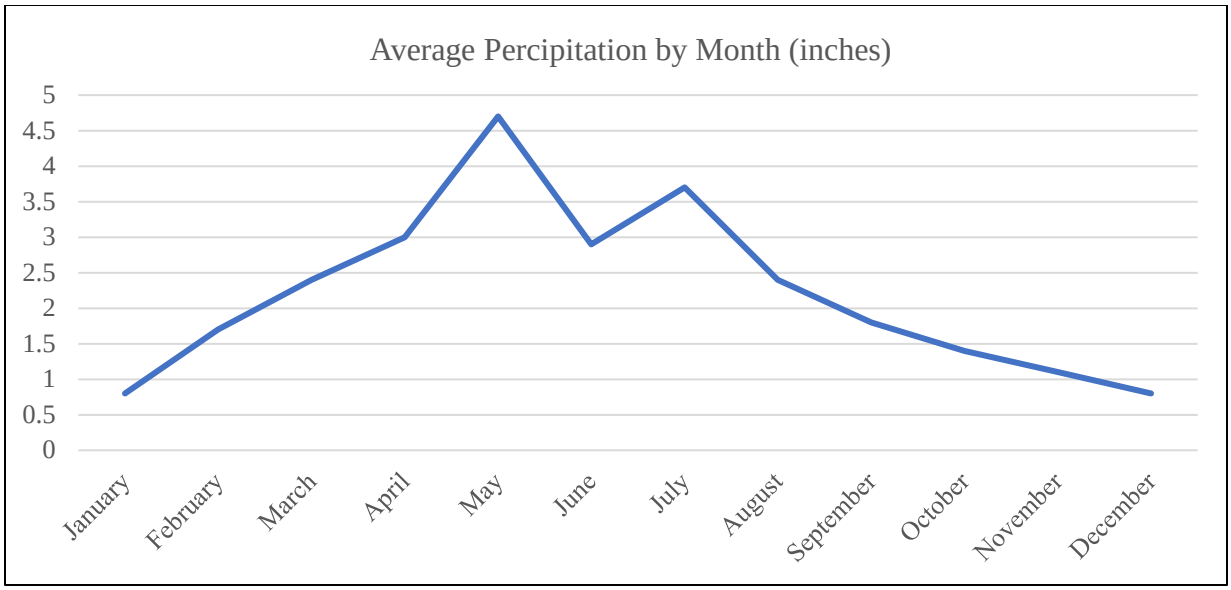


Chart 2: City of Westminster Average Precipitation by Month

Section 3 – Community Demographics

- Approximately 116,317 residents[1]
  - White: 79.9 percent
  - Hispanic or Latino (Any Race): 23.6 percent
  - Two or More Races: 9 percent
  - Asian Alone: 5 percent
  - Black or African- American Alone: 1.4 percent
  - American Indian or Alaska Native Alone: 1 percent
  - Native Hawaiian and Other Pacific Islander Alone: .10 percent
  - White Alone, Not Hispanic or Latino: 65.9 percent
- 8th Most Populace City in Colorado, 258th in the United States
- Total Housing Units: 48,905[1]
- Total Households: 47,797[2]
- Median Age: 36.4[2]
- 65 Years or Older: 15.3 percent[2]
- 18 Years or Under: 20.3 percent[2]
- 5 Years or Younger: 4.9 percent[2]

- Language Other Than English Spoken at Home: 16.2 percent[2]
- Median Household Income: $86,688[2]
- Poverty Rate: 6.6 percent[2]
- Population without Health Coverage: 8.2 percent[2]
- Population with a bachelor's degree or higher: 41.1 percent[2]

[1] *2020 Census*
[2] *2021 American Community Survey 1-Year Estimates*

Community Expectations

Starting September 2021, the Westminster Fire Department distributed a community-wide survey. The intention was to "check in" with the community to ensure the department was meeting expectations in terms of service delivery. Community member's answers were used to inform the department's strategic planning, program appraisal efforts, and future survey questions.

The survey was left open September 22, 2021 – November 1, 2021. Links to the survey were provided on the department's social media as well as the department's website. The survey was 13 questions and was distributed in both English and Spanish. The total number of responses in 2021 was 237, with all survey respondents filling out the English-language version. Unfortunately, there were no Spanish-language responses.

The results showed that the survey respondents 1. Identified fire suppression, rescue operations, and EMS as the top 3 most important services the department provides; 2. They did not generally indicate that WFD should be providing other services; 3. Response times were generally in line with community expectations; 4. They overwhelmingly indicated that WFD was doing an excellent or good job. Please see the appendix for a more thorough analysis of the results.

In addition, in 2023, as part of WFD's strategic planning process, the department convened a Community Partners Strategic Planning Group. The Group was made up of members of the community who the department identified as having a stake in the success of the department. Members of the Group included: representatives from the chamber of commerce, non-profit organizations, public schools, colleges, private industry; City of Westminster representation including members of the City Manager's Office and Public Safety Dispatch; and members representing adjacent fire departments. Over the course of three sessions, the agency was able to

gain insight into the Group's expectations and priorities. The sessions included: an in-person introduction and presentation along with a station tour, with a service priorities survey being administered (June 26th, 2023); and two remote sessions where the Group was asked to conduct a Strengths, Weaknesses, Opportunities, and Challenges (SWOC) exercise (July 11th, 2023), and a Strategic Priorities exercise (July 20th, 2023).

In terms of service priorities, the group identified EMS, fire suppression, and rescue as their top three. A similar service priority survey was administered to the department's supervisor group, and their top three were the same. In terms of strategic priorities, the Community Partners Strategic Planning Group identified community behavioral health, community outreach, and community collaboration as some of the primary focus areas they wanted the department to address.

Section 4 – Risk Assessment

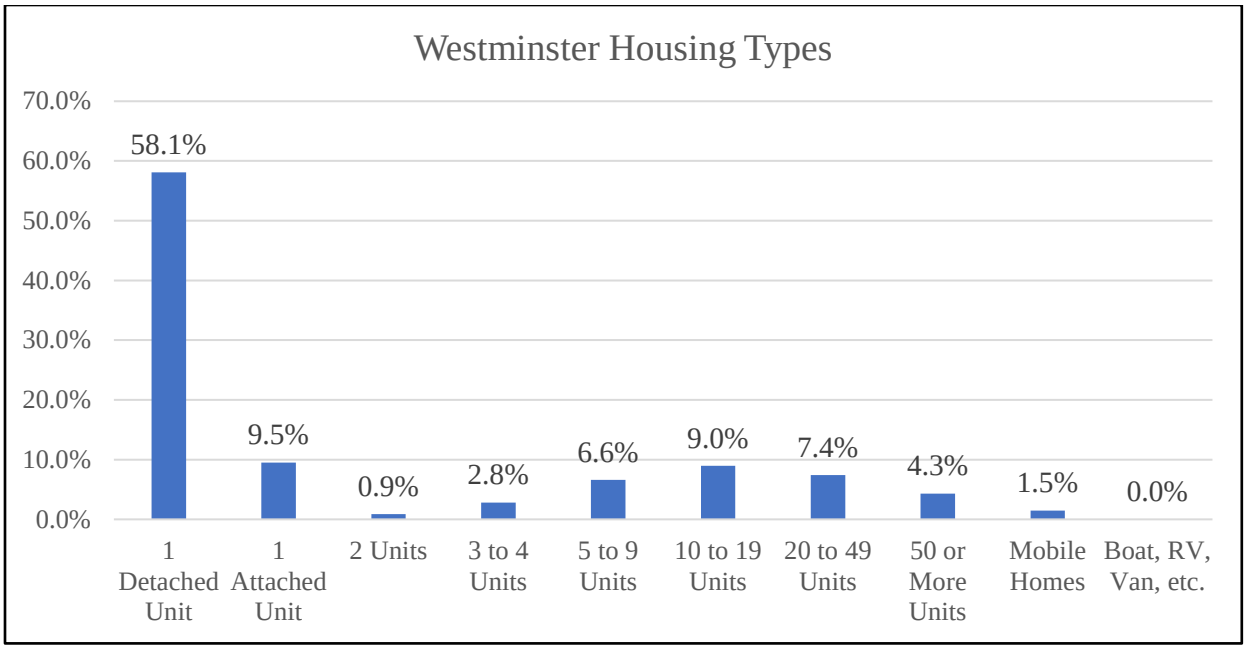
Westminster is subject to a broad range of natural and man-made risks and hazards. These can include:

- Extreme Winter Weather
- Extreme Heat
- Drought
- Flooding
- Wildfire
- Tornados
- Hailstorms
- Hazardous Material Spills
- Critical Infrastructure Failure
- Pandemic

Each hazard carries specific risks and consequences based on the timing, duration, mitigation, and severity of the incident. These hazards are identified to assist Westminster Fire Department in developing plans should an actual emergency occur. The hazards described above, along with many more, have been captured in detail in the City of Westminster's *All-Hazards Community Risk Assessment (2020)* authored by WFD's Emergency Management Coordinator, and the *City's Hazard Mitigation Plan (2023).*

Occupancy Profile

The City of Westminster is approximately 34 square miles, with 109 acres of open space. According to the most recent City of Westminster Comprehensive Plan, parks, recreation and open space account for the largest share of land use in Westminster at approximately 33 percent. Residential makes up 30 percent of land use followed by vacant land at 8 percent. The remainder is made up of a combination of retail, commercial, office space, industrial, and mixed use. In addition, a good portion of land is set aside for rights-of-way (16 percent). Westminster's housing stock is relatively new with most housing units being built from approximately 1970 to 2000. However, the southern portion of the city contains housing that was built primarily in the post-WWII period. The median age of housing units in Historic Westminster is approximately 65 years old. Older homes pose a potential risk to fire personnel in case of fire due to potentially hazardous building materials, including asbestos. Additionally, older homes tend to have outdated electrical systems, increasing the general risk of fire. Most housing in Westminster are single family detached units. However, about 30 percent of housing units within the city are categorized as multi-family dwellings. Higher density housing correlates with higher risk of loss of life and higher rates of emergency responses.

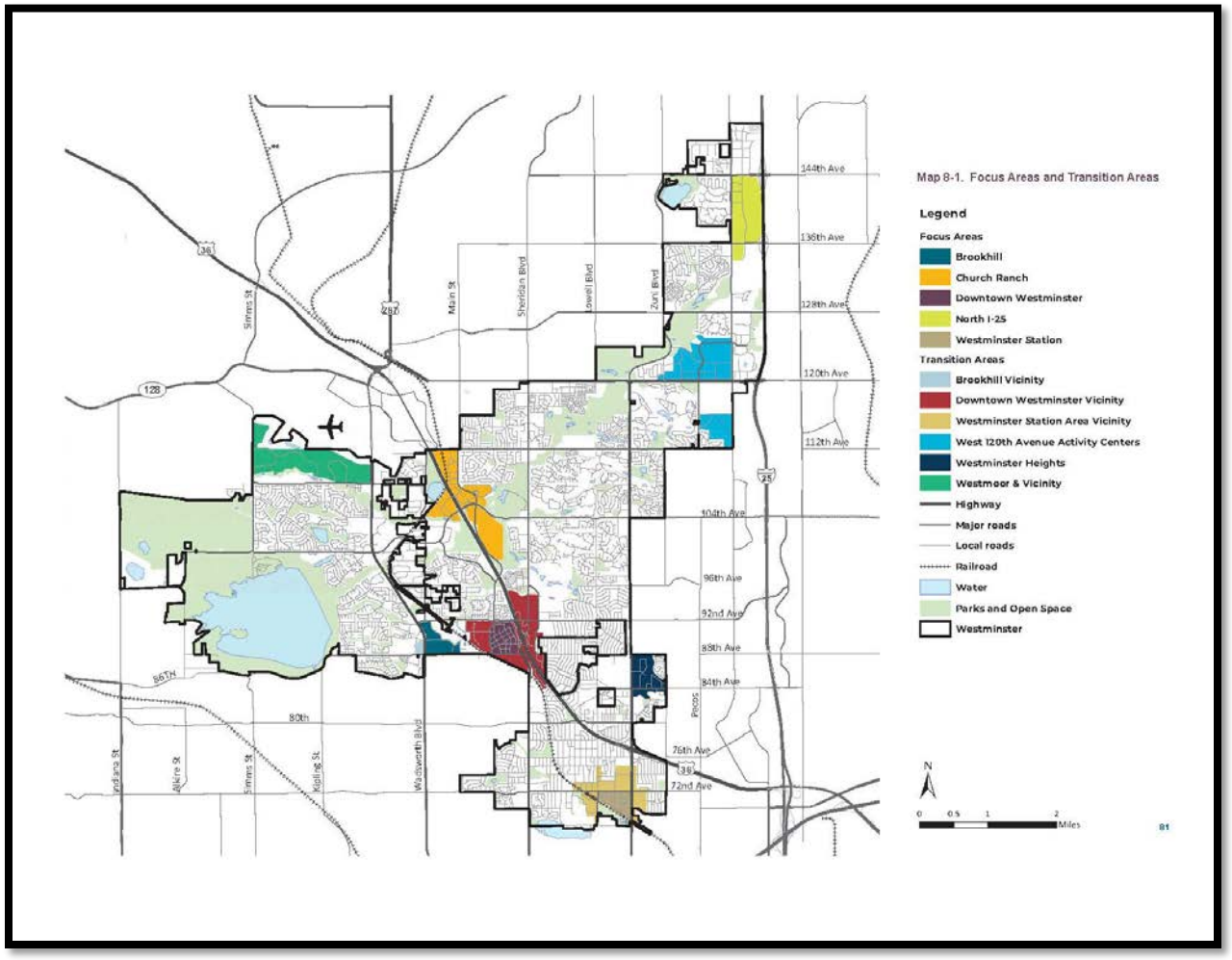


OCCUPANCY TYPE AND ACTIVITY	2019	2020	2021	2022	Grand Total
COMMERCIAL	**241**	**171**	**248**	**218**	**878**
ADDITION				1	1
BUILDING	115	73	104	98	390
DEMOLITION	13	9	11	8	41
ELECTRICAL	10	9	6	6	31
MECHANICAL	3	5	3	7	18
PLUMBING	2	3			5
REROOF	7	9	5	8	29
TENANT FINISH	90	63	119	90	362
WATER REPAIR	1				1
NEW COMMERCIAL	**40**	**21**	**11**	**18**	**90**
NEW BUILDING	15	9	10	12	46
NEW MULTIFAMILY	23	6	1	4	34
NEW RETAINING WALL	2	6		2	10
NEW RESIDENTIAL	**101**	**103**	**177**	**31**	**412**
SINGLE FAMILY ATTACHED	17	46	88	21	172
SINGLE FAMILY DETACHED	84	57	89	10	240
GRAND TOTAL	**382**	**295**	**436**	**267**	**1380**

Charts 3 and 4: Housing Types and 2019 - 2022 Building Permit Activity

Planned Developments

The *City of Westminster Comprehensive Plan (2023)* has identified 5 Focus Areas in the city for future development and redevelopment:



Map 4: City of Westminster Development Focus Areas

<u>Downtown Westminster</u>

The redevelopment of the 105-acre Westminster Mall site into the new Downtown Westminster is in full swing. There is currently one hotel, several retail stores, a movie theatre, a new public park, three apartment buildings and a townhouse complex that have been constructed. There are plans for office buildings, more townhouses, condominium buildings and additional retail in the future.

Westminster Station

The City has plans for a mixed-use retail and residential development centered around the commuter rail station in Historic Westminster. This includes multi-family apartments and townhouses as well as shops and restaurants.

I-25 North Corridor

The ultimate goal of this development is to establish a district of higher density office uses which would bring in more employment centers. This area is already home to a major retail center, The Orchards, and a major hospital, St. Anthony's North Health Campus. The Foster Farms development is beginning to take place, which will be a mixed-use development with office, commercial/retail and some residential.

Church Ranch Corridor

This area is already a major regional entertainment and retail district with restaurants, shops, bars, hotels, a movie theatre, and an ice rink. Much like the I-25 North Corridor, the City's goal is to bring more mixed-use activity into the area to complement the existing retail and entertainment uses.

Brookhill Retail Development

The City plans to redevelop this area into a mixed use residential and commercial neighborhood with a walkable street grid. Brookhill is also about one mile west of the new Downtown, so it is a prime location for redevelopment. Currently, the area is home to several big and medium box store retail fronts, some of which are either vacant or suffer from constant turnover.

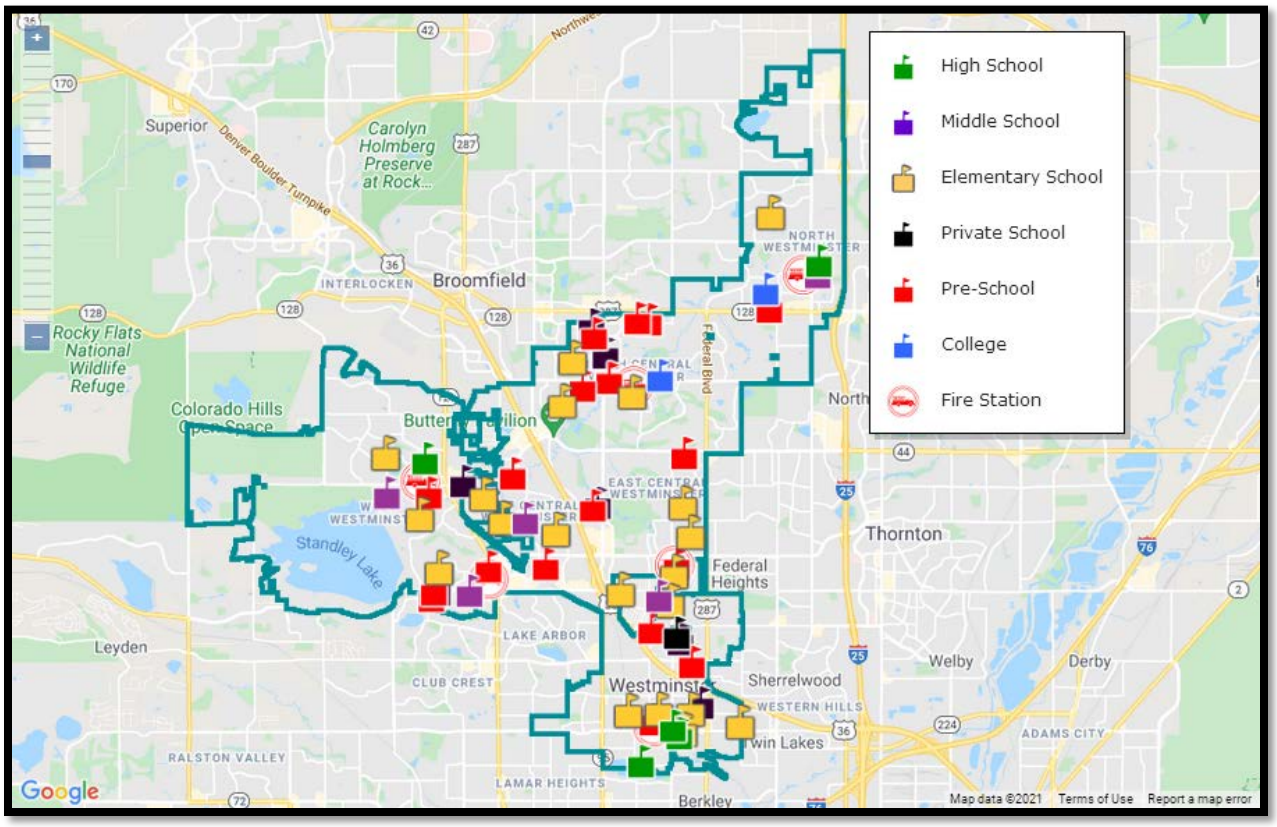
In addition to the five focus areas, the Uplands development, a 234-acre mixed-use development project, is breaking ground on the first parcels. The development is expected to add an additional 2,350 housing units to an area that was previously a working farm. WFD has conducted some preliminary analysis on the impact of this project, and has found that at full build-out, it could potentially add anywhere from 78 additional calls per year at the low end, to 611 on the high end.

Higher densities, and more people living, working, and shopping within the city are likely to lead to an increase in calls for emergency services. Therefore, it is important that WFD remain aware of, and engaged with, any new plans for development within Westminster.

Schools

Westminster is served by three school districts (two in Adams County, one in Jefferson County); Adams 12 Five Star Schools, Westminster Public Schools, and Jefferson County Public Schools. Within the city there are 17 elementary schools, five middle schools, five high schools, and five charter schools. Additionally, Front Range Community College (FRCC), a two-year vocational and pre-baccalaureate college, has a campus in the city. FRCC's Westminster campus serves approximately 1,700 full-time and 4,700 part-time students. The college is part of the wider FRCC system in northern Colorado with additional campuses in Ft. Collins, Boulder, Longmont, and Brighton. DeVry University, a private for-profit college maintains a campus within the city limits as well.

Schools operate primarily during the weekday, but evening classes and athletic events could create opportunities for people to occupy these spaces at varying hours during nights and weekends.



Map 5: Location of Schools with Westminster City Limits

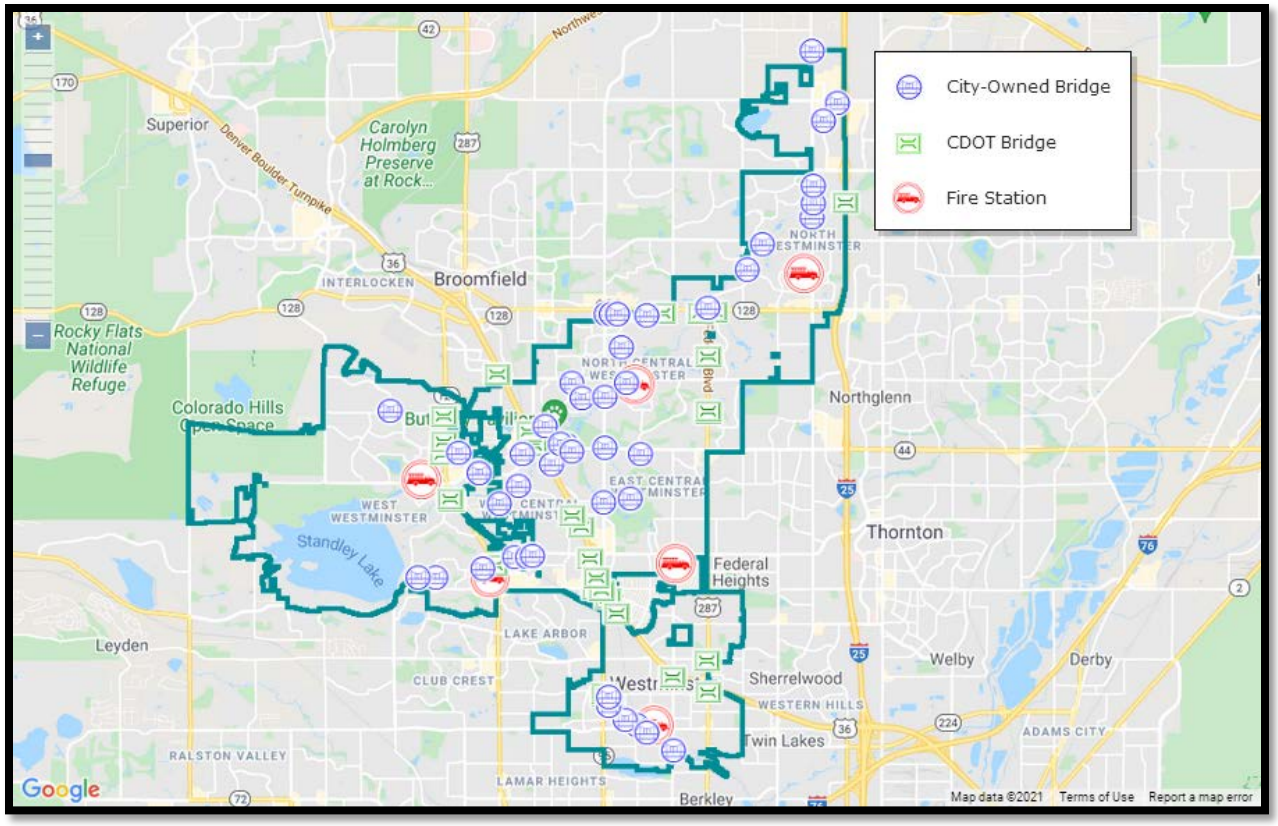
Transportation Networks

Roadways and Bridges

Westminster's roadway system is a traditional grid pattern. The roadways are integrated with communities to the north, south, east, and west forming a grid that extends out to the broader Denver Metro Area. The major regional arterials are US Highway 36, cutting southeast to northwest across the city from Denver to Boulder; and Interstate 25, bordering Westminster to the northeast, and running north to south. Additionally, there are multiple state highway routes in the city including Wadsworth Boulevard (State Highway 121), 120th Avenue (US Highway 287/State Highway 128), Sheridan Boulevard (State Highway 95), and Federal Boulevard (US Highway 287).

The *City of Westminster Comprehensive Plan (2040)* established a Comprehensive Roadway Plan (CRP) to ensure the smooth flow of traffic along city streets and to identify any current or future roadway deficiencies. The CRP classifies the city's arterial system into three major types: 2-3 lane street, 4-5 lane street, and 6-7 lane street. The average daily traffic volume on Westminster arterials is approximately 18,000 cars per day on lower trafficked streets to 53,000 on stretches of some of the city's busier roads. There are currently 173 traffic lights within Westminster at intersections and pedestrian crossings. To increase motorist safety as well as apparatus response times, traffic lights are equipped with signal pre-emption technology. The City's Traffic Engineering and Fire Department are planning to upgrade this system with a newer, technologically advanced system. Intersections, particularly those near highway interchanges are known locations for vehicle accidents.

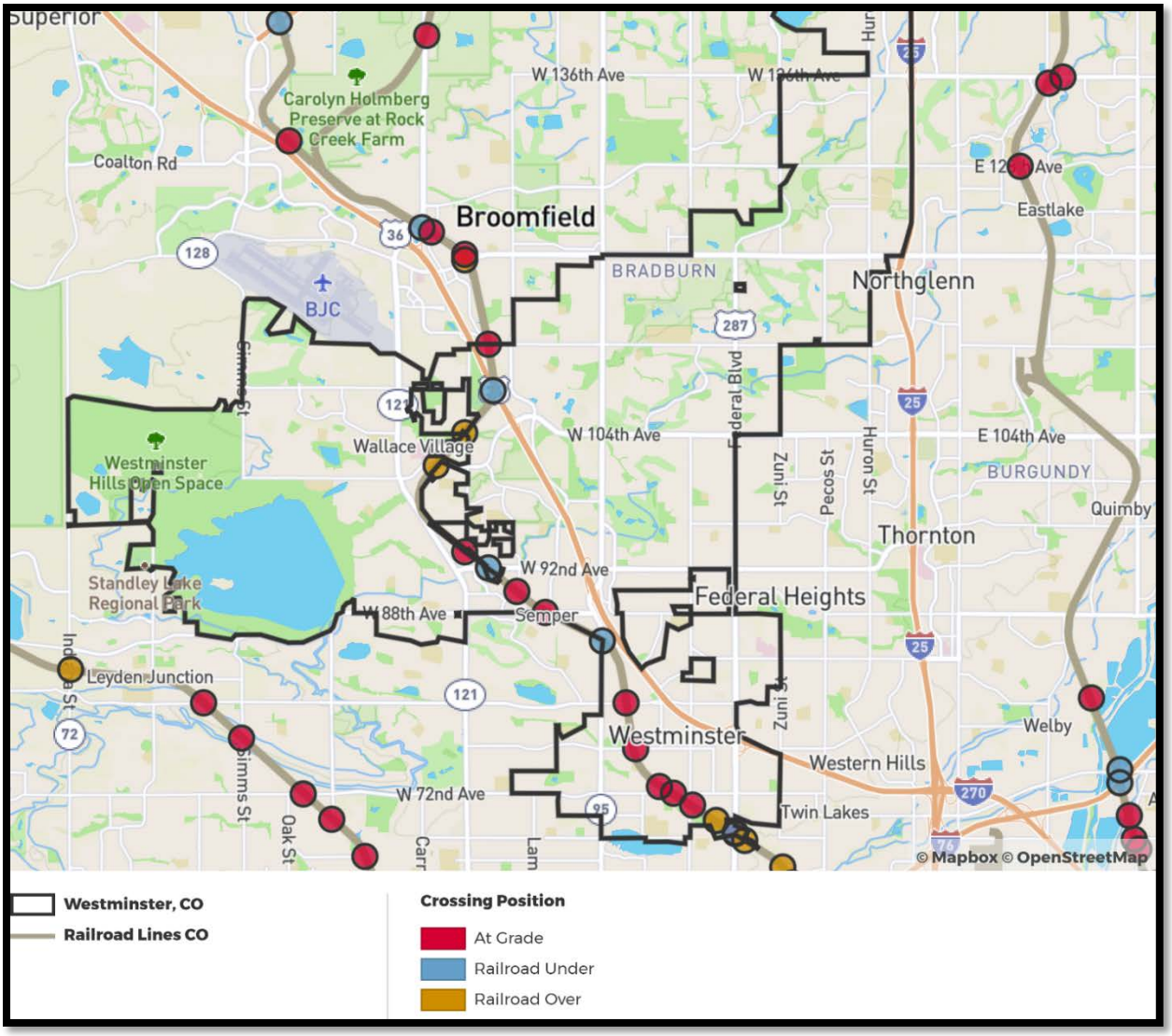
The City of Westminster maintains 68 bridges throughout the city, and the Colorado Department of Transportation (CDOT) maintains an additional 29. A bridge-out could cause major delays to emergency response.



Map 6: Location of Bridges

Railways

Burlington Northern Santa Fe (BNSF) owns and operates approximately 7.5 miles of freight rail which runs generally southeast to northwest through Westminster. Typical freight service through the city is approximately five to seven trains per day, with a projected six to eight trains per day by 2035. Five of the city's fourteen rail crossings are grade separated. The other nine are at-grade and controlled by gates and flashers. At-grade rail crossings have the potential to delay emergency operations if a train is passing through.



Map 7: Location of Railroad Crossings

BNSF transports a variety of freight including coal, petroleum, and hazardous materials. Of concern to WFD are the hazardous materials being freighted through the city. According to a recent rail commodity flow study, for the years 2021-2022, 11,345 tank cars of hazardous material passed through Westminster. Half of the material was petroleum products while the other half was a variety of hazardous and corrosive material. Though rare, the potential consequences of a hazardous material rail accident would be catastrophic for the community and the City's ecology. One need only to look toward a recent example, the train derailment in East Palestine, OH in 2023.

The Regional Transportation District (RTD), the Denver Metro Area's mass transit authority, operates a commuter rail line in Westminster. The rail line, known as the B-Line, begins at Denver's Union Station and ends at Westminster Station in the southern portion of the city. By 2040, there are plans to build two additional B-Line stations in the city, extending the line several miles further into Westminster. Though commuter rail accidents are exceedingly rare, an accident would likely require, at minimum, heavy rescue/extrication operations and an emergency medical response. Because the rail lines operate across municipal boundaries, it is difficult to get the exact number of riders per day in Westminster. However, RTD reported approximately 16 million light rail/commuter rail boardings in 2020, the most recent reporting year.

Bus

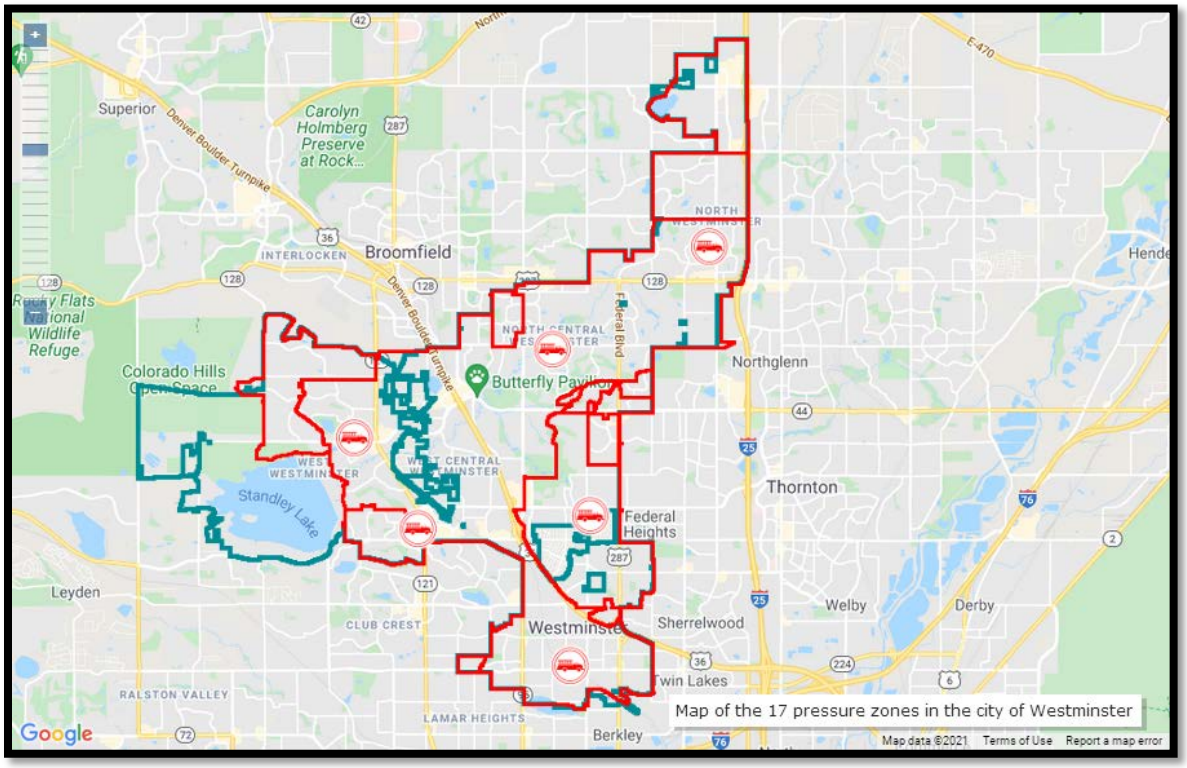
In addition to operating commuter rail within the Denver Metro area, RTD operates extensive regional bus lines, with approximately 9,750 bus stops throughout the region. RTD reported approximately 33 million bus boardings in the metro area for 2020. As expected, ridership is highest during the work week.

Air

While Westminster does not have any airports within its city limits, it is bordered by the Rocky Mountain Metropolitan Airport (RMMA) on the northwest in unincorporated Jefferson County. RMMA is a regional airport that mostly handles small aircraft, private aircraft, and flight instruction. The airport can handle larger commercial aircraft, but only one carrier has scheduled service with smaller aircraft, less than 30 passengers each. Approximately four miles of take-off and approach are directly over Westminster, and according to the latest City of Westminster *All-Hazards Risk Assessment (2020),* the entire city is under aircraft lanes. Denver International Airport (DIA) also has holding patterns over Westminster and RMMA is the first emergency airport for planes departing west from DIA. Additionally, RMMA is the 3rd busiest airport in Colorado with approximately 390 average daily flights. Given the nature and volume of air traffic over Westminster, the consequences of an air accident could be catastrophic. However, most air traffic out of RMMA is of the non-commercial variety. In addition, many of the areas immediately surrounding the airport are sparsely populated, or open space land.

Water Supply and Hydrants

The City of Westminster's water supply system consists of raw water, potable water, and reclaimed (treated and recycled) water. Standley Lake is the center of the city's water supply system and acts as storage for approximately 43,000 acre-feet of raw water that is carried primarily by several agricultural ditches and pipelines from Coal Creek and Clear Creek. Potable water is treated, then distributed as drinking water, at two potable water treatment facilities: Semper Water Treatment Plant and the Northwest Water Treatment Plant. Reclaimed water from the Big Dry Creek Wastewater Plant is disinfected and filtered at the Big Dry Water Reclamation Plant. Most treated water is released back into Big Dry Creek. Reclaimed water is used for irrigation of golf courses, parks, and commercial and private properties around the city. Seventeen pressure zones and over 5,400 isolation valves enable the City of Westminster's Public Works and Utilities Department (PWU) to isolate potential water disruptions and maintain service in unaffected areas while repairs are underway. The City has plans for a replacement water treatment plant to replace Semper Water Treatment Plant. Construction is anticipated to begin in 2025, with Semper set to close in 2040.



Map 7: Water Pressure Zones within Westminster City Limits

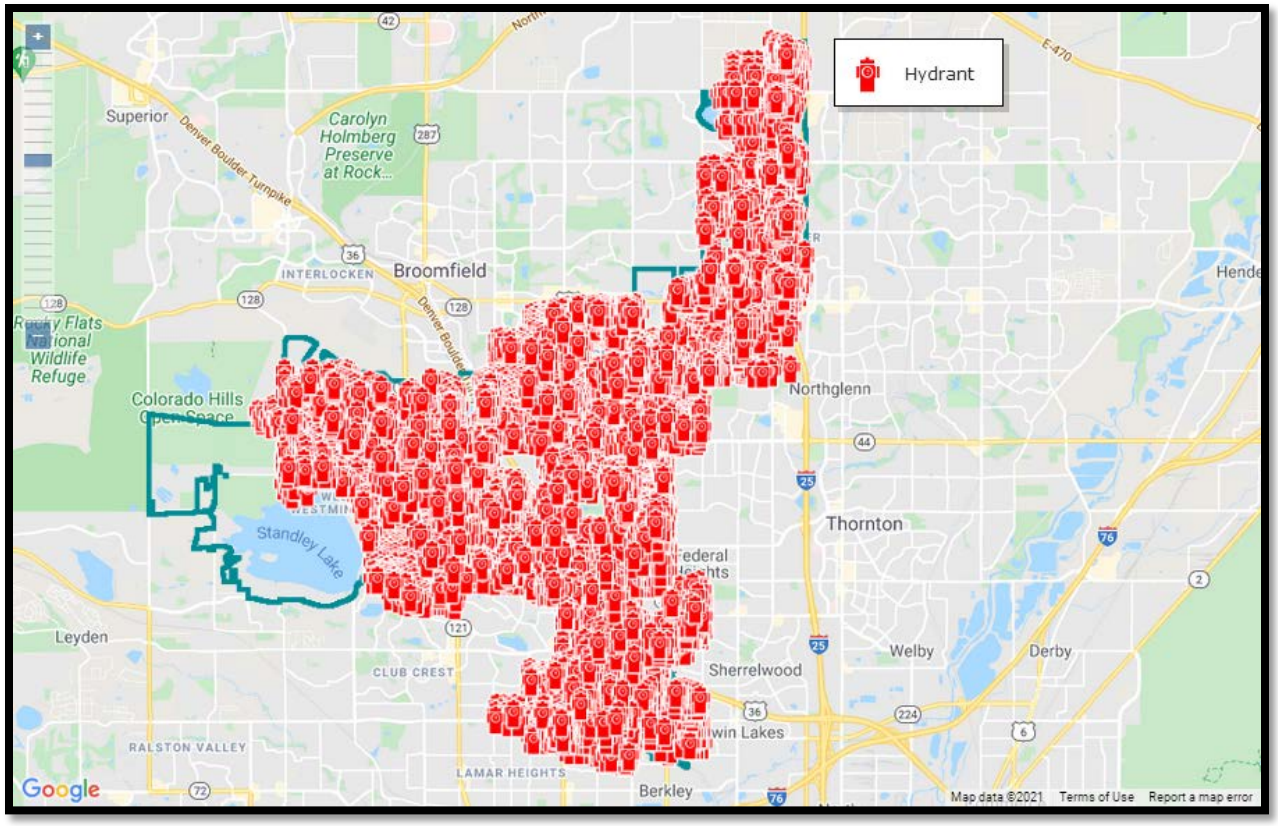
There are approximately 4,847 fire hydrants in Westminster, which cover all areas of the city with two exceptions: areas near Standley Lake, and the City's "Brauch" property. There are only four buildings directly adjacent to Standley lake, and it has been determined that apparatus tank water would be sufficient to handle any fire on those properties. The Brauch property has a former house that serves as the open space office, and a large building housing a wide range of equipment. Due to the lack of water in the area, the fire department would call for additional resources for sufficient water in the event of a fire in one of the buildings. Due to the cold winter climate, hydrants in Westminster are dry barrel.

Fire hydrants are included in any new development with spacing and flow requirements guided by the International Fire Code, the American Water Works Association, and the City of Westminster. WFD's Prevention Bureau provides final approval for hydrant location and spacing for all development. Fire hydrants are maintained by the City of Westminster's Public Works and Utilities Department (PWU). The PWU's Water Distribution Team flushes, pressure tests, and performs maintenance on all Westminster hydrants. This process can take anywhere from 6 to 8 months.

WFD's Fire Prevention Bureau conducts flow testing of hydrants for new developments to provide flow data for sprinkler systems. Although these requests are sporadic and can occur anywhere, they provide valuable flow information throughout the city.

Hydrant GIS maps are maintained by the City's Planning Department. As new developments arise, hydrant maps are automatically updated, and the information is made available in apparatus MDC's.

There are several complexes within the City that have private hydrant systems. Most of these are apartment complexes. New private hydrant systems have not been allowed in the City for several years. These systems are required to be annually inspected, tested, and maintained per the fire code, with documentation of the results provided to the fire department. These systems are identified by the different color of the steamer cap on the hydrants. Public hydrant systems are in close proximity to the private systems for supplemental water as needed.



Map 8: Location of Hydrants within Westminster City Limits

Trash Collection

The City of Westminster does not manage trash collection or recycling services within the city. These services are contracted independently by individual homeowners or homeowner's associations. Solid waste companies take their trash to several landfills around the Denver Metro Area, including Foothills Landfill in Golden, Denver Regional Landfill in Commerce City, and Front Range Landfill in Erie. There are no landfills in Westminster. The City does host a central recycling location for the public's use.

Utilities

Electricity and Gas

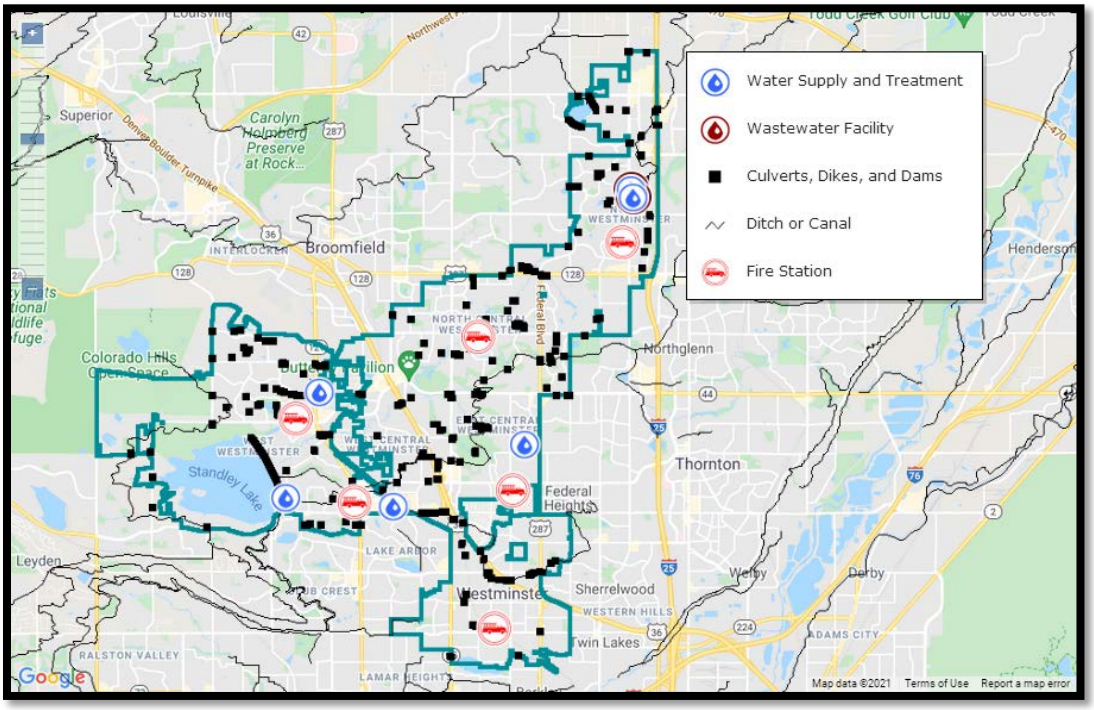
Electricity and gas in Westminster are provided primarily by Xcel Energy. A small portion of Westminster's northernmost areas receive energy from United Power. Additionally, some homeowners take advantage of on-site solar panels to provide their energy. Solar panels can create an additional hazard to fire response as they produce electricity non-stop. The City of Westminster and Xcel Energy promote the use of solar panels. Xcel Energy maintains over 30 power and gas "gateways" which help mitigate the impact of local disruptions. WFD routinely coordinates with Xcel in response to natural gas incidents. Over the years, the city has seen two significant natural gas leaks that resulted in explosions. This resulted in the destruction of several pieces of property.

Internet Service

Internet service in Westminster is provided primarily by Comcast and CenturyLink.

Stormwater Management and Flood Control

The drainage system in Westminster is made up of curb and gutters, underground storm sewers, drainage ditches, lakes, detention ponds, open channels, and natural creeks. Major drainageways within the city include Big Dry Creek, Little Dry Creek, and Walnut Creek. Drainage facilities are managed within public right of ways and easements, and on property owned by the City of Westminster. Private portions of the drainage system are maintained by the property owner or the local stormwater management district. The City of Westminster is a member of the Mile High Flood District (MHFD), a regional flood management authority. The City collaborates with MHFD on major drainage facilities and drain-way planning efforts. If the City follows MHFD criteria on design and construction of drain-way and drainage facilities, MHFD will maintain these facilities long term. The City of Westminster collaborates with both MHFD and the Federal Emergency Management Agency (FEMA) on floodplain mapping. New development on identified floodplains is not permitted. Westminster has a Class 6 floodplain compliance rating, one of the highest, through FEMA's Community Rating System (CRS) program. This means that Westminster residents that reside within floodplains receive a 20 percent discount on flood insurance.

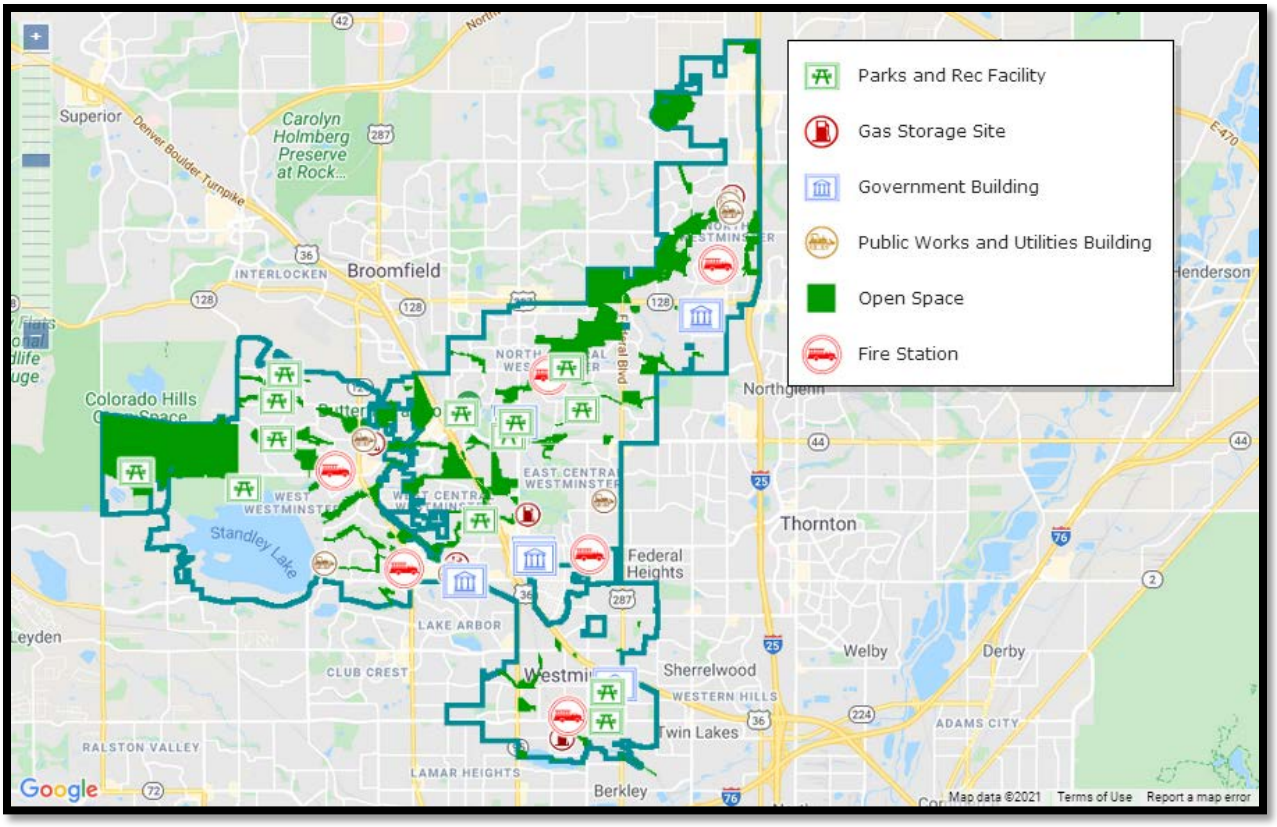


Map 9: Stormwater Management and Flood Control Features

Additional Physical Assets Protected

Critical City Infrastructure

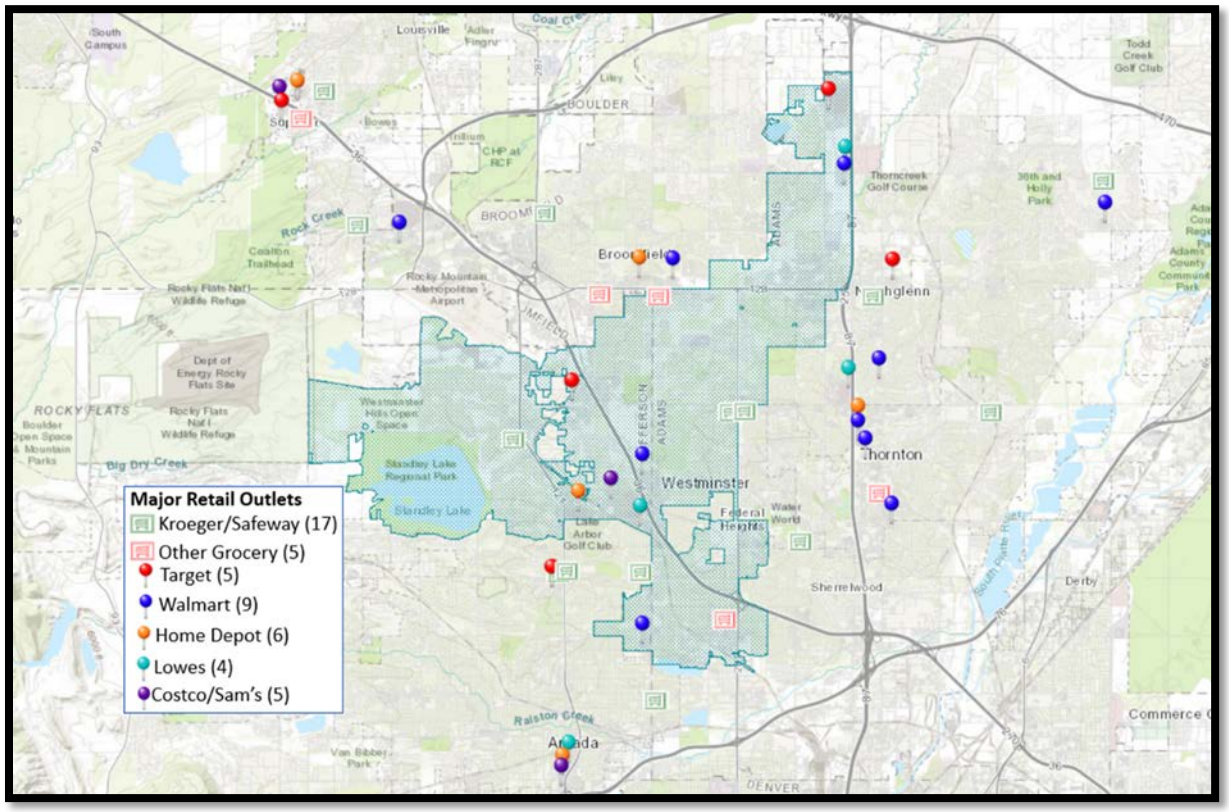
Westminster is home to a variety of public buildings that provide critical services to the citizens of the city. These include city hall, fire stations, the municipal courthouse, county buildings, and police headquarters. To ensure that citizens have areas to recreate, the City of Westminster maintains a number of parks and recreation facilities including public parks, gyms, and community centers. Additionally, the City has preserved 109 acres of land as open space and has an extensive trail system. Finally, Public Works and Utilities buildings house the vehicles and tools by which the City's infrastructure is maintained.



Map 10: Critical City of Westminster Infrastructure

Retail Centers

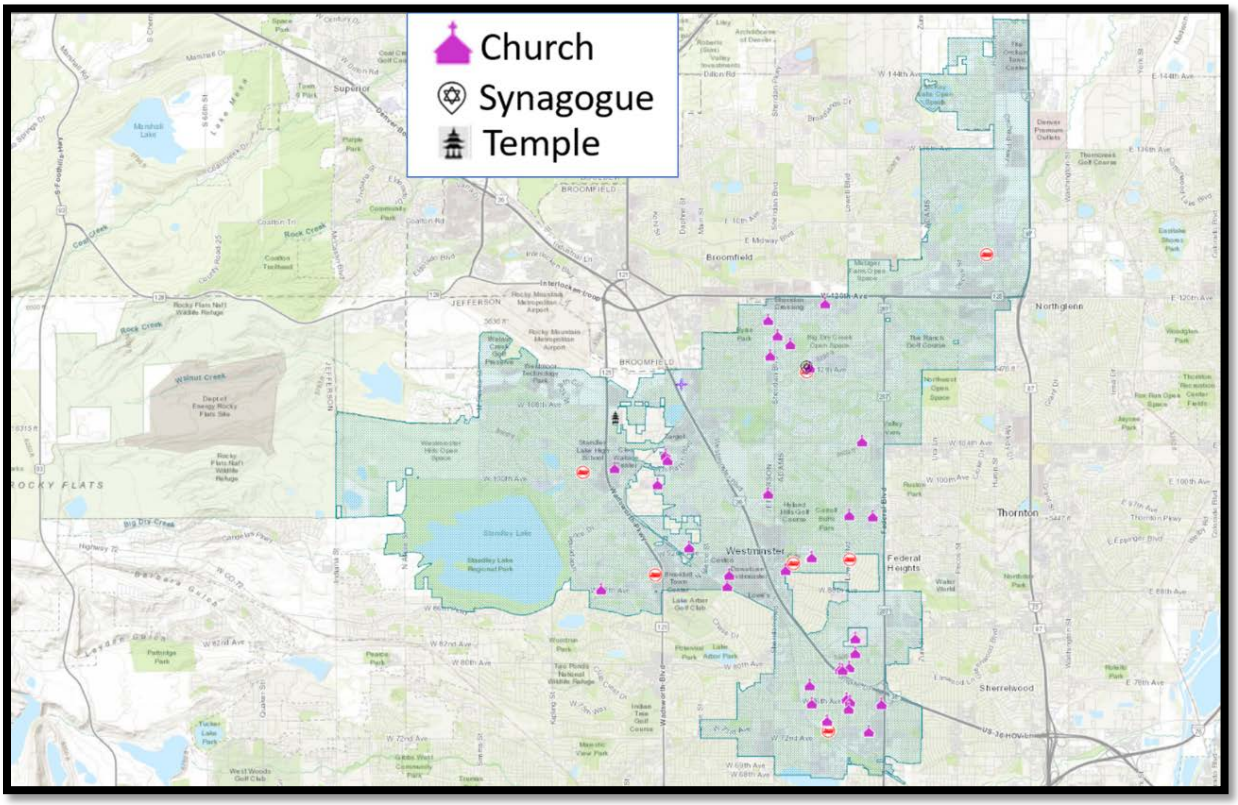
Westminster is home to a variety of retail spaces. These include the concentrated, pedestrian-friendly retail areas of Downtown Westminster, Promenade/Walnut Creek, and The Orchards. Westminster also has several mini-malls and other auto-dependent retail centers scattered throughout the city. These areas attract shoppers throughout the year and are particularly busy during the winter holiday period.



Map 11: Large Retail Centers within Westminster City Limits

Houses of Worship

There are a variety of houses of worship within Westminster city limits, including churches, synagogues, and Buddhist temples. Aside from scheduled worship services, these spaces host activities throughout the week.

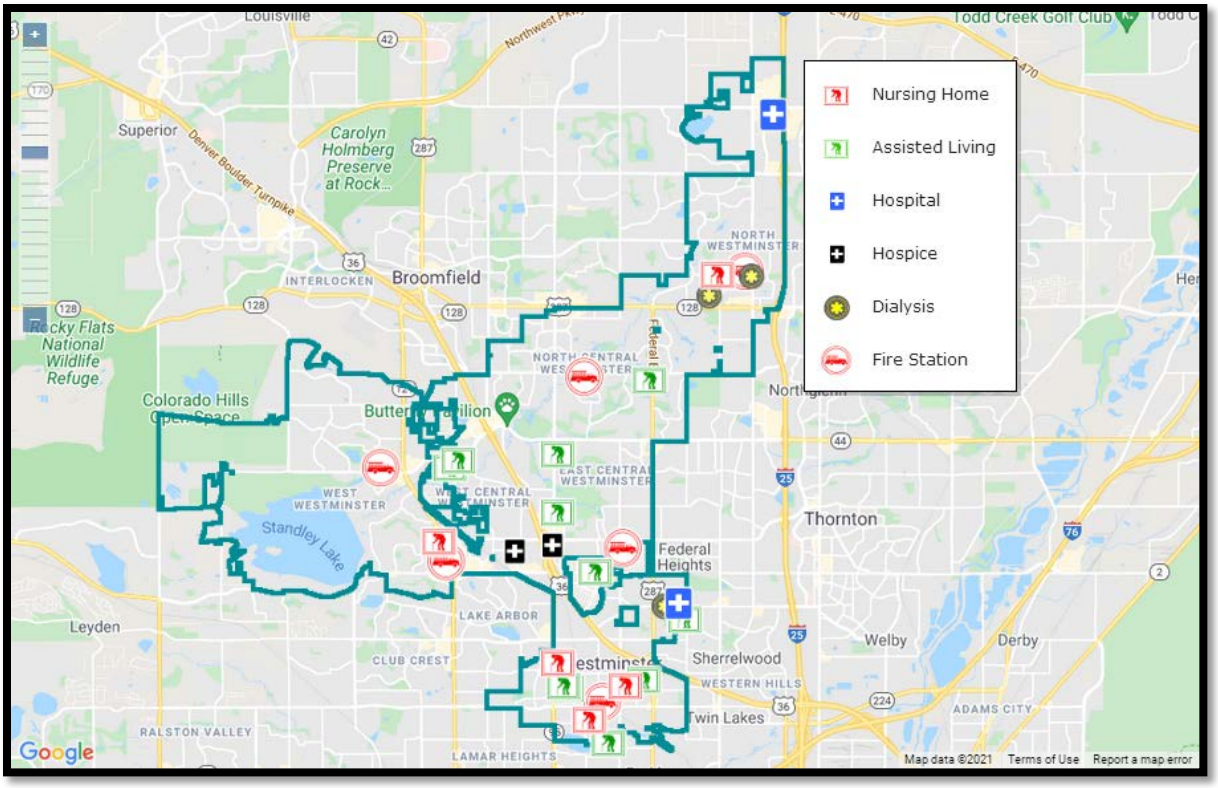


Map 12: Houses of Worship within Westminster City Limits

Medical Facilities

Hospital facilities within Westminster include a Level III Trauma Center and a neighborhood health clinic with a 24-hour emergency room. There is also a stand-alone emergency room facility. Several urgent care centers are scattered throughout the City. In addition, the City has a number of assisted living and nursing home facilities, particularly in Historic Westminster. There are also several dialysis and hospice facilities within the City.

Within several miles of the City are several hospitals, three of which are Level II Trauma Centers. One is just to the east, one to the northwest, and one further southwest. An additional Level I Trauma Center is located in the downtown Denver area. Children's Hospital has an emergency department and facility a few miles north of the City. Based on the location of an incident in the City, an appropriate level Trauma Center is within a short drive.



Map 13: Medical Facilities within Westminster City Limits

Multi-storied buildings (anything 3 stories or above)

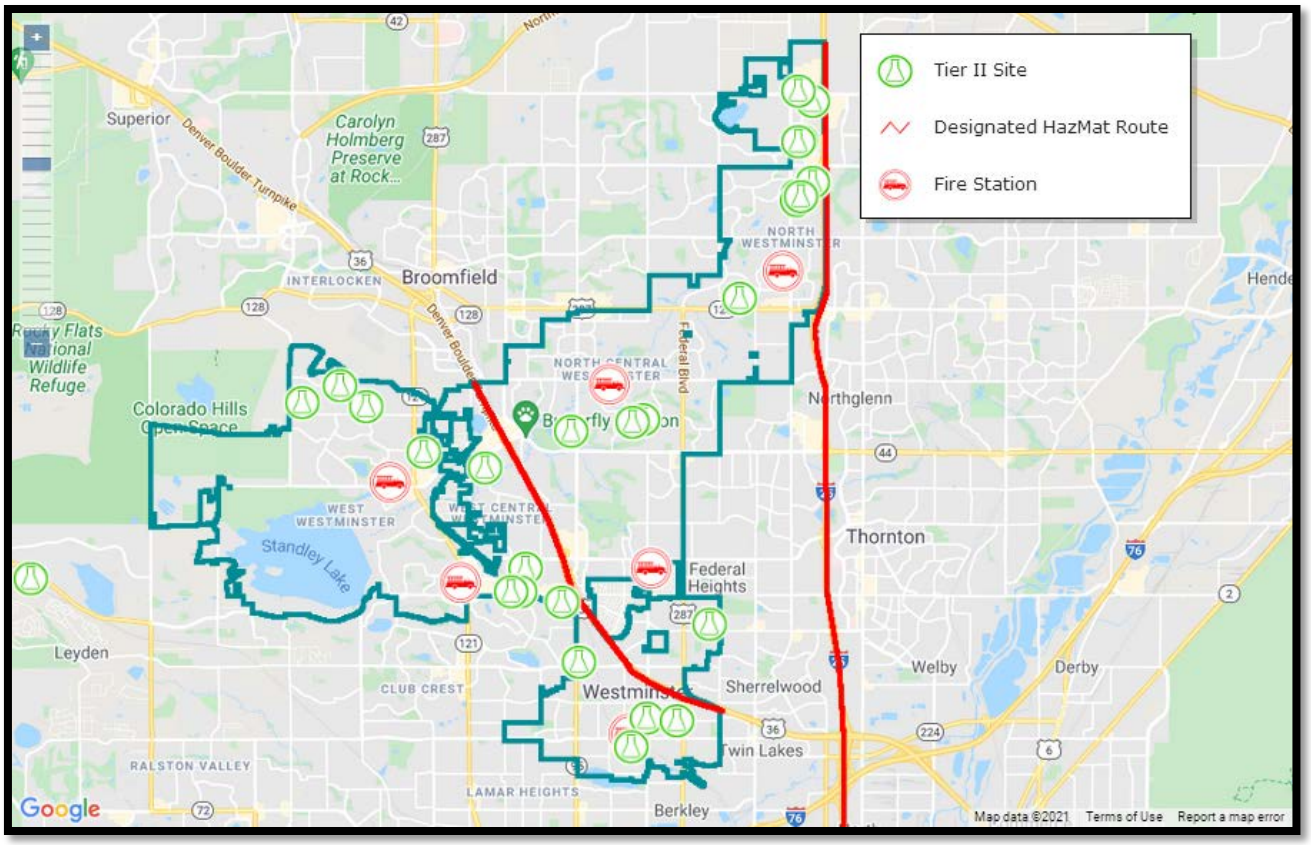
Tall buildings pose a special risk. Emergencies in upper floors require the use of aerial apparatus both for rescue and to potentially deliver water. Currently, the tallest building in Westminster is the Westin Hotel. The structure has 14 floors and contains 370 guest rooms and was built to "high rise" requirements in the building and fire codes. Several buildings, including multi-family and commercial occupancies, are over three stories in height. Most of these have fire protection systems that include sprinklers, fire alarms, standpipes, and combination sprinkler/standpipe systems. Only a few very old buildings of this size do not have any sprinkler system. The majority of very large, multi-story buildings are considered Target Hazards.

Large Buildings (anything 100,000 square feet or larger)

Westminster is home to a variety of big box retail and warehouse space. The large surface area of these structures could also potentially require the use of aerial apparatus in case of emergency. In addition to their large size, these buildings may also store hazardous materials. All significant large-footprint buildings in the City have fire sprinkler/standpipe combination systems as well as fire alarm systems.

Hazardous Materials Sites

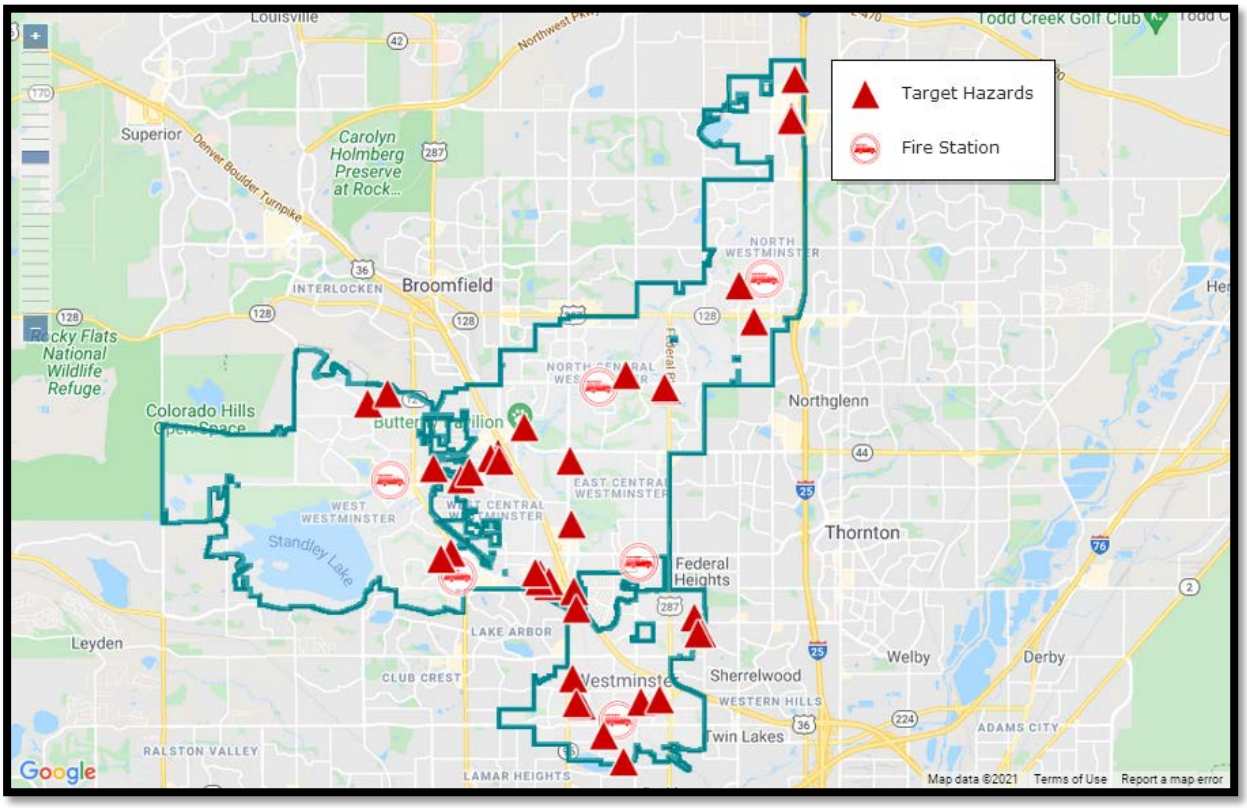
Westminster has 23 Tier II chemical storage sites. Companies or organizations that store 10,000 pounds of chemicals or more must fill out a Tier II report to be filed with the Environmental Protection Agency (EPA) and the Colorado Emergency Preparedness Committee. WFD is an active participant in the Adams and Jefferson County Local Area Emergency Planning Committees (LEPCs). The city also has two TSCA (Toxic Substances Control Act) sites. The TSCA regulates the manufacturing, use, and disposal of specific dangerous chemicals. These can include PCB's, radon, asbestos, and lead-based paints. Approximately 10 miles of US-36 and I-25 that run through and adjacent to Westminster are designated as hazardous materials routes.



Map 14: Hazardous Materials Sites and Evacuation Routes

Target Hazards

Target hazards include any building that has high occupancy and/or contains a high-risk population. These include large hotels, business headquarters, hospitals, colleges, nursing homes, assisted living facilities, and behavioral health facilities. Target hazards are found in nearly every part of Westminster, with a particular concentration in the southern end. As previously mentioned, Historic Westminster is home to many of the city's nursing homes and assisted living facilities.



Map 15: Target Hazards

Large Scale Events

The City of Westminster hosts a variety of events over the course of a year. Large-scale events, those which draw thousands or tens of thousands, include the annual 4th of July fireworks display at Westminster City Park, Westy Fest at City Park, and the Latino Festival. WFD participates in these events by providing fire or medical apparatus in case of emergency, and by providing public outreach and educational information through the PIS. The potential for a mass casualty event is heightened during these events.

Community Loss and Save Data

	2020	2021	2022	2023
Cardiac Arrest Count[123]	16	9	8	5
Saves[4]	4	5	5	2
Save Percentage	25.0%	55.6%	62.5%	40.0%
[1]Ventricular Fibrillation OR Tachycardia AND				
[2]Presumed Cardiac Arrest AND				
[3]Arrest Witnessed by Healthcare Provider or Layperson AND				
[4]Return of Spontaneous Circulation At or Prior To ED				

Chart 5: 2020 – 2023 Cardiac Arrest Saves (Modified Utstein Template)

	2019	2020	2021	2022	2023
Property and Content Lost	$ 1,825,570.00	$ 1,413,366.00	$ 5,752,974.00	$ 5,912,141.00	$ 3,301,138.00
Property and Content Saved	$57,547,360.00	$97,833,181.00	$200,694,944.00	$122,394,065.60	$133,250,298.00

Chart 6: 2019 - 2023 Structure Fire Property and Content Lost and Saved

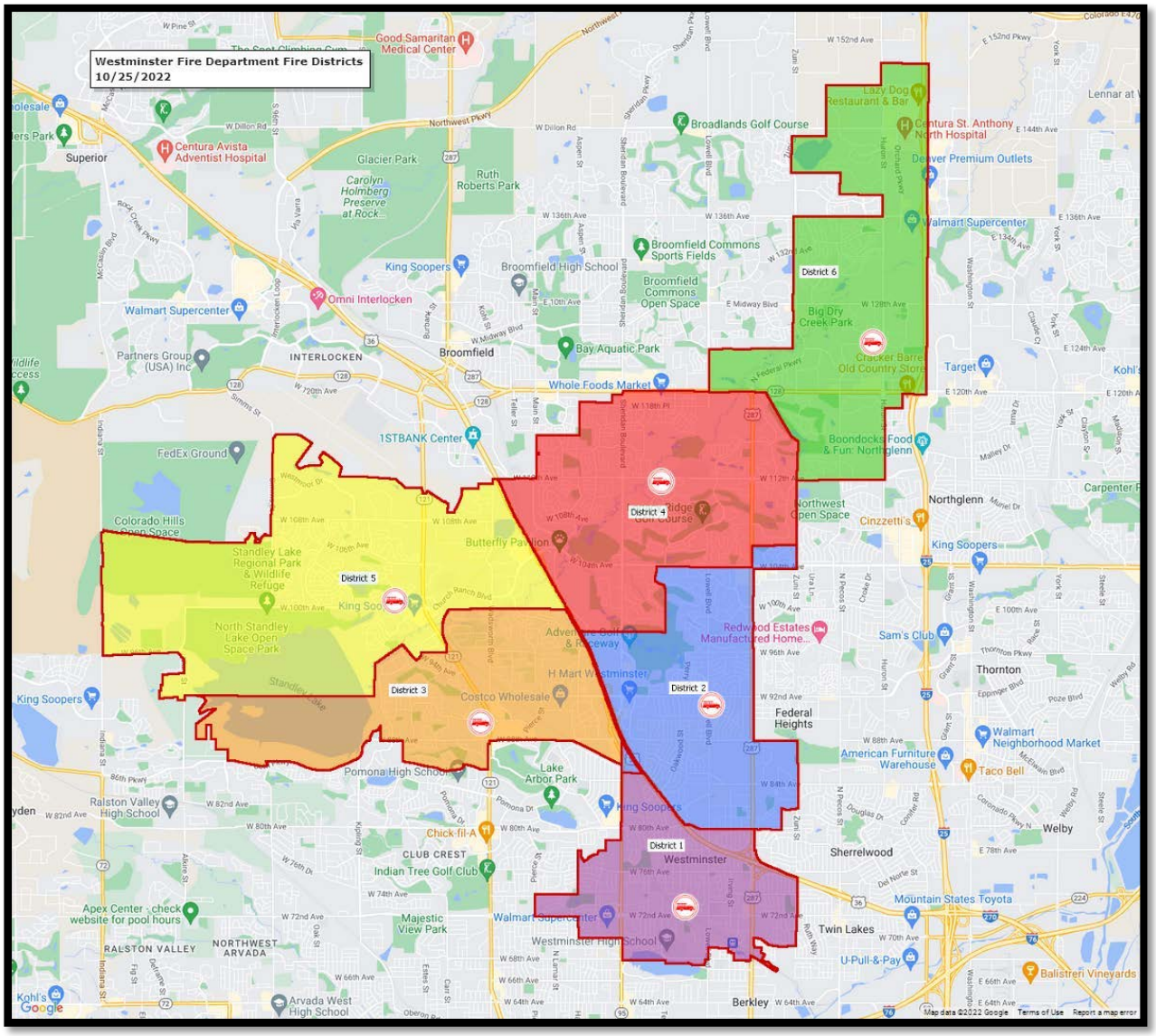
	2019	2020	2021	2022	2023	Grand Total
Civilian	10	10	9	25	4	58
Fire	0	3	1	3	4	11
Grand Total	**10**	**13**	**10**	**28**	**8**	**69**

Chart 7: 2019 – 2023 Injuries

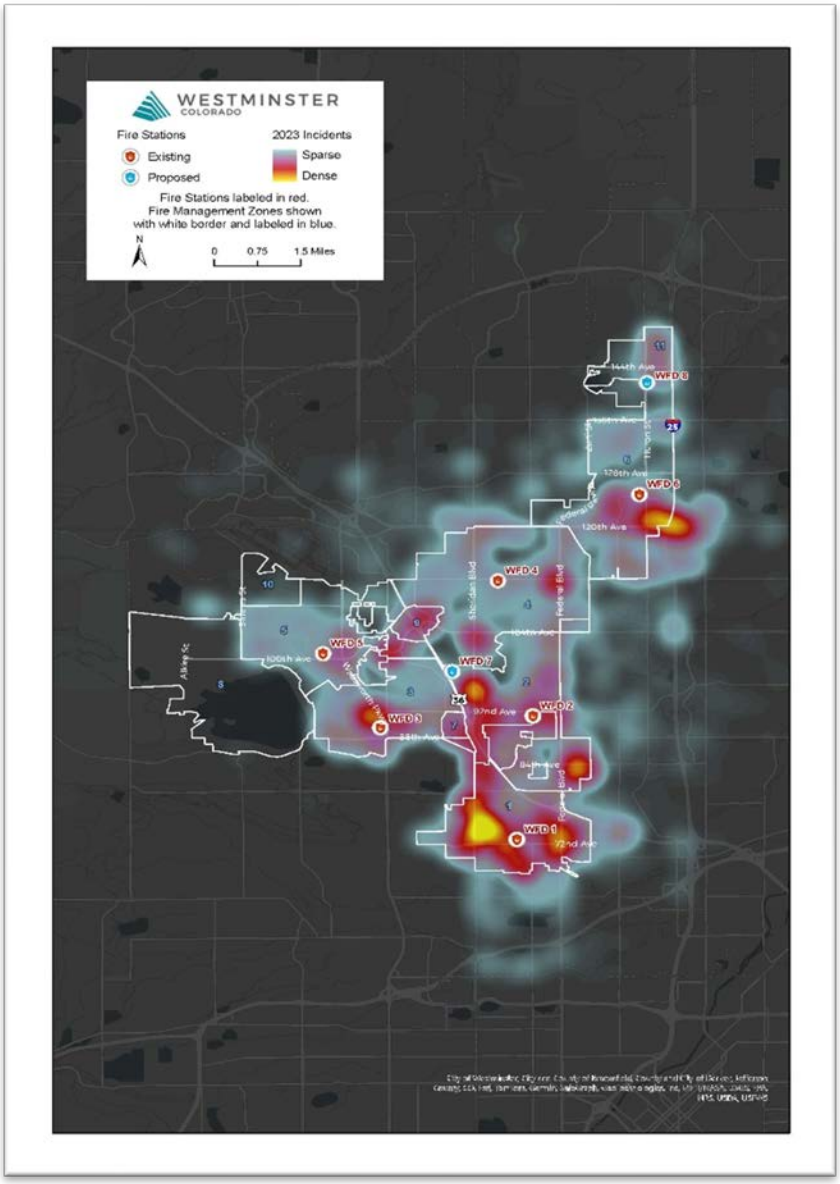
Building Risk Assessment

The Fire Department used a numeric system to identify fire risks to all of the buildings in the City. During business inspections, crews completed score sheets on buildings, which included categories such as size, occupancy, construction, protection systems in place, hazardous materials, cooking on-site, and related categories. These numbers were then added up and scored, with buildings placed into either a high-, moderate-, standard-, or low-risk level. In addition to using this information to help identify target hazards, it also aided with scheduling the frequency of business inspections. Based on the risk level, buildings were inspected once every six months, annually, biennially, or triennially. Since the initial assessments, all buildings have been returned to an annual inspection, with target hazards inspected every six months. Buildings are periodically reviewed for risk assessment, and new buildings are evaluated for risk with an appropriate hazard rating applied to them.

Section 5 – District/Planning Zone Description



Map 16: Westminster Fire Department District Map



Map 17: 2023 Call Volume Density

Master Plan Facilities Study

In 2020, WFD contracted with HB&A, an architecture and planning firm, to conduct a detailed department-wide master plan facilities study. The goal of the study was to assess the current conditions of the facilities, and potential future facility needs of the department. In 2021, HB&A delivered their final report. They recommended several near-term, medium-term, and long-term projects for the department to undertake.

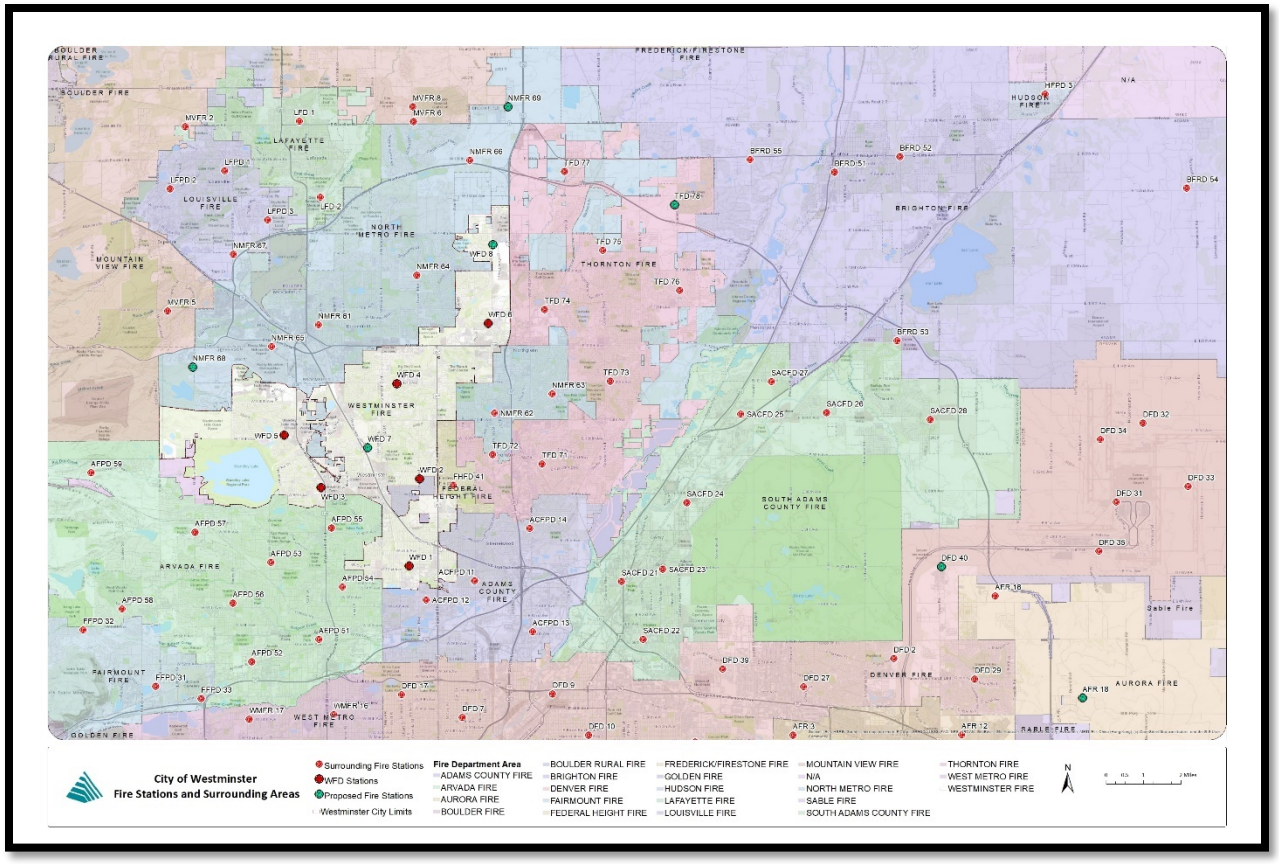
These included:

- Health and safety projects to be carried out as soon as possible, to include:
    - Testing and balancing all station HVAC systems.
    - Upgrading active exhaust systems to all station bays
    - Upgrading bay door hardware
    - Creating vestibules to separate bays from dayrooms.
    - Improving decontamination areas
    - Relocating bunker gear from bays to bunker gear storage rooms.
- Relocation and expansion of fire administration headquarters in 1 to 3 years
- Replacement of Station 4 in the next 3 to 5 years
- Building a new Station 7 and training facility in 5 to 10 years
- Building a new Station 8 in 5 to 10 years
- Replacement of Station 3 in 5 to 10 years
- Station remodel and addition projects for Stations 1 and 5 in 5 to 10 years

Some of these recommendations have been completed. The vehicle exhaust systems will be replaced in all stations in 2024, and funds have been secured for this.

The City has studied debt service to fund several infrastructure projects, including new and replacement fire stations. To prepare for this, a City team, made up of fire and facilities personnel, visited several new fire stations in the area. Three separate architectural groups took the City staff to stations that had been recently built by their respective firms, and those visits helped determine and experience the newest trends in health, safety, and station design. As the City moves forward with these plans, station priorities and modern designs will be incorporated into planning for these facilities.

As noted in the study, new Stations 7 and 8 would increase coverage, provide faster first-due response, provide resiliency, and provide for a more rapid effective response force arrival. Additionally, staff are reviewing the feasibility of housing fire administration in new Station 7. Area for a future training center is also being evaluated as part of the Station 7 project.



Map 18: North Area Fire Stations

District/Planning Zone Methodology

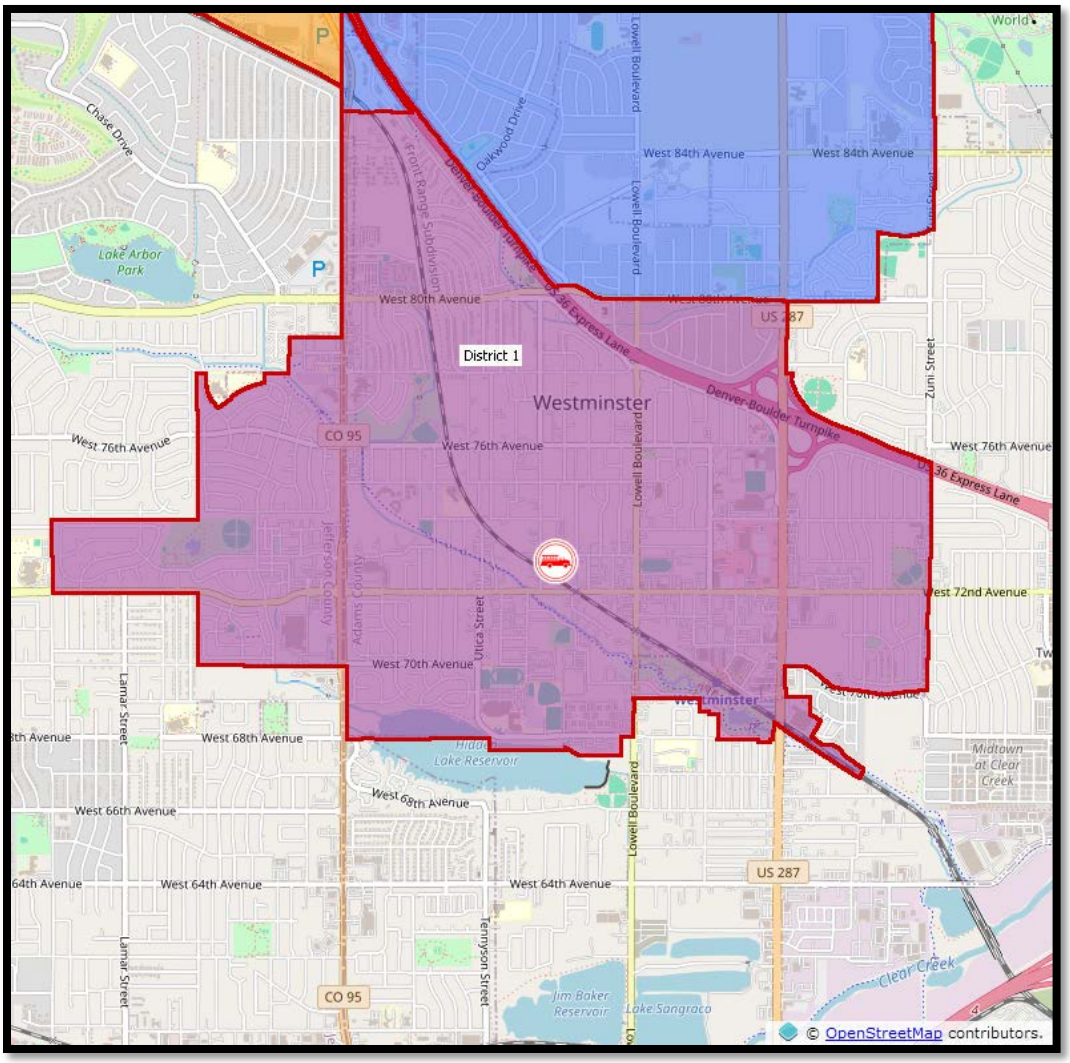
Geographical planning zones are organized to overlap with the agency's response districts. There are six planning zones which correspond with the six response districts. Planning zones are assessed every 5 years concurrent with the agency's accreditation cycle. Assessment takes the form of:

1. 4-minute travel time analysis within response area by planning zone
2. 8-minute travel time analysis within response area by planning zone
3. Response time analysis within response area by planning zone
4. CAD-to-CAD effects on balance of call load, response, travel times

Based on the above analysis, Command Staff will determine whether planning zones need to be modified.

In addition to planning zones, there are an additional five evaluation zones. Evaluation zones are special zones of analysis within the existing six planning zones. The zones were chosen for additional analysis because they are areas of potential growth, areas outside 4-minute travel time, or areas that are relatively remote. Data is gathered on a yearly basis to assess response counts and types of calls into evaluation zones.

District 1



Map 19: District 1 Location

District 1		Percentage
Total Population	22,518	
Median Age	34.4	
Female	11,174	49.62%
Male	11,344	50.38%
Median Household Income	$63,220	
Per Capita Income	$24,301.75	
Households Below Poverty	1,237	14.02%
Total Households	8,825	
Average Household Size	2.15	
Total Housing Units	9,382	
Owner Occupied	4,797	
Renter Occupied	4,028	
Vacant	512	
White	12,890	57.24%
Black	484	2.15%
American Indian	533	2.37%
Asian	1,127	5.00%
Pacific Islander	17	0.08%
Other Race	3,665	16.28%
Two or More Races	3,802	16.88%
Hispanic	9,279	41.21%

Chart 8: District 1 Demographics

Area Description

District 1 is the oldest area of Westminster and typically has the highest number of emergency calls. The district has a mix of residential, commercial, and light industrial uses. The housing stock in the area tends to be older than the rest of the city, with a large amount of housing built during the immediate post-WWII period. Relative to the rest of Westminster, District 1 has a large number of multi-family dwellings, including duplexes, fourplexes, and three-to-four-story apartment buildings. Some of these buildings are subsidized housing, however, income level and socioeconomic status varies across the district. There is also a high concentration of nursing homes and assisted living facilities in the area, along with elderly-specific apartment buildings.

Station Description

Figure 2: Station 1

Station 1, at 3948 W. 73rd Ave, serving District 1, is Westminster Fire Department's oldest station, having been rebuilt on its current site in 1969. Station 1 has undergone several remodels over the years, with the last major remodel completed in 2004. Like all WFD fire stations, Station 1 is equipped with a Nederman exhaust system, and an extractor washing machine and dryer unit to wash and dry turnout gear. The main external feature of Station 1 is a four-story hose tower used for firefighter training. In addition, Station 1 contains six individual bunk rooms, officer's quarters, a natural gas-fueled generator, and a fire sprinkler system in the living quarters.

Daily minimum staffing is 5 personnel. Apparatus operating out of this station are:

Apparatus	**Personnel Required**
Medic 1	1 Firefighter/Paramedic
	1 Firefighter/EMT-Basic
Engine 1	1 Officer
	1 Engineer
	1 Firefighter/EMT-Basic

Master Plan Facilities Study Station 1 SWOT analysis

Strengths:

- Comfortable living quarters
- Crew quarters and officer's quarters are separated.
- Fitness room
- Large parking area with pump testing/training, utilized by entire department.
- Hose tower with built-in training prop, utilized by entire department.
- Ideal location for providing response coverage to its first due district.

Weaknesses:

- Small, noisy quarters
- Single narrow hallway from bunkroom quarters to dayroom leading to the apparatus bay. This has the potential to negatively impact turnout times.
- Not enough storage space in quarters
- Narrow apparatus bay
- Gender accommodations, particularly bathrooms

Opportunities:

- There is enough room on the site to remodel and/or add space for additional dorms and bathrooms.
- The station itself is large enough to expand further.
- Bay space can be repurposed if reserve units are relocated.

Threats:

- Health and safety issues
- Location near train tracks can hinder response times.
- Cannot handle any more personnel or apparatus.
- Parking lot and building security
- Not ADA compliant
- Limo parking on Osceola St. hinders visibility.
- Daily minimum staffing is 5 personnel.

Response Type	2019	2020	2021	2022	2023	5 Year Total
EMS	2,357	2,328	3,221	3,322	3,228	14,456
Service Call	204	277	402	911	859	2,653
Cancelled- Good Intent	299	286	510	479	442	2,016
False Alarm or False Call	162	108	147	156	169	742
Fire	45	66	125	136	103	475
Hazardous Condition- No Fire	41	51	65	76	67	300
Rescue	47	54	52	44	64	261
Overpressure, Rupture, Explosion, Overheat- No Fire	6	3	1	2	1	13
Special Incident Type	2	1	3	1		7
911 Citizen Complaint	2		3			5
Severe Weather and Natural Disaster	1					1
Type Not Yet Assigned					1	1
Grand Total	**3,166**	**3,174**	**4,529**	**5,127**	**4,934**	**20,930**

Chart 9: District 1 Response Count 2019 – 2023

	2019	2020	2021	2022	2023
Call Processing	1:29	1:25	2:01	2:20	2:20
Turnout	1:35	1:39	2:02	2:09	2:14
Travel	5:51	6:03	5:49	5:57	5:44
Total Response	7:58	8:07	8:40	9:21	9:23

Chart 10: District 1 90th Percentile Emergent Response Call Times 2019 – 2023

	2019	2020	2021	2022	2023	5 Year Total
Engine 1	3,039	3,048	3,167	3,170	3,082	15,506
Medic 1	2,494	2,458	2,615	2,606	2,515	12,688
Grand Total	**5,533**	**5,506**	**5,782**	**5,776**	**5,597**	**28,194**

Chart 11: District 1 Response Count by Apparatus 2019 – 2023

Major Transportation Protected

- US Highway 36 (US-36), a major regional east-west highway, is the general northern boundary of District 1. US-36 has a high volume of traffic most times, particularly on weekdays from approximately 7 to 9 am and 3 to 6 pm.
- Burlington Northern Santa Fe (BNSF) rail line cuts through District 1 running northwest to southeast. Tracks pass just to the south of Station 1. There are also five at-grade road crossings in District 1.
- RTD Westminster Station, a commuter rail station, operates in the southern portion of District 1. The tracks are adjacent to the BNSF track but do not interfere with apparatus response.

Schools Protected

- Westminster High School
- Hidden Lake High School
- Adco Alternative Center for Education
- Harris Park Elementary School
- Westminster Elementary School
- Skyline Vista Elementary School
- Holy Trinity Catholic School

Government Facilities Protected

- City of Westminster Municipal Court

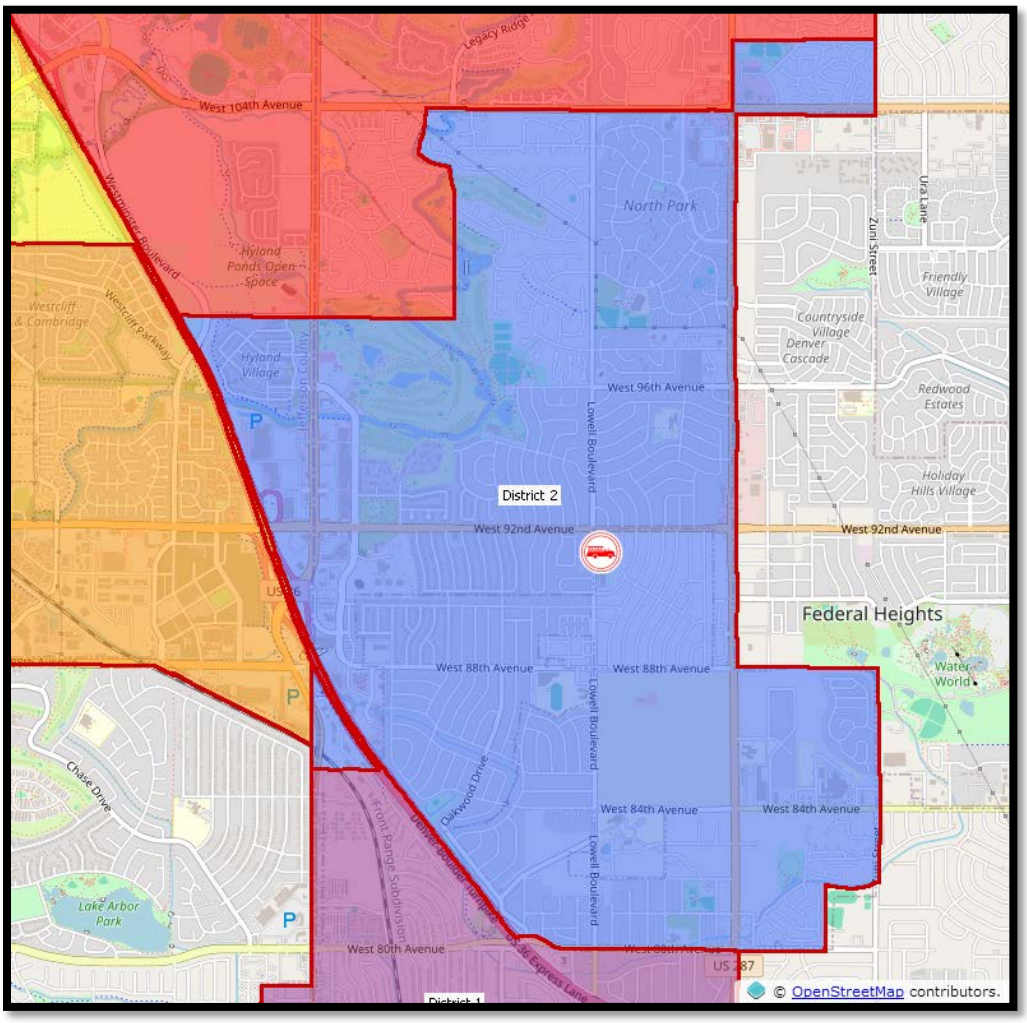
Target Hazards Protected

- Arbors at San Marino
- Clear Creek Care Center
- East Bay Senior Housing
- Estates at San Marino
- LifeCare Center
- Park Forest Care Center
- Villas at San Marino
- Westminster Commons

Additional District Hazards

- High call volume
- Many people in the district speak English as a second language. This can present a challenge during emergency incidents as well as non-emergency situations, including business inspections.
- Fire hazards in the district include some large businesses, most of which have fire protection systems, and some smaller, light industrial businesses that do not have fire protection systems. Historically, fire incidents have been highest from residential properties. Several fires in single-family and multi-family structures have led to injury and property loss, but there has not been a fire fatality in several years. Overall, the risk of fire incidents in this district is low.
- The amount of senior living and assisted living facilities in the district presents several hazards and challenges. All of these facilities have fire protection systems, but the nature of the clientele and the large number of occupants within these facilities presents a challenge.

District 2



Map 20: District 2 Location

District 2		Percentage
Total Population	18,584	
Median Age	37.85	
Female	9,350	50.31%
Male	9,234	49.69%
Median Household Income	$72,863.5	
Per Capita Income	$40,496.50	
Households Below Poverty	552	7.55%
Total Households	7,313	
Average Household Size	2.455	
Total Housing Units	7,726	
Owner Occupied	5,001	
Renter Occupied	2,312	
Vacant	413	
White	11,461	61.67%
Black	334	1.80%
American Indian	345	1.86%
Asian	955	5.14%
Pacific Islander	24	0.13%
Other Race	2,187	11.77%
Two or More Races	3,278	17.64%
Hispanic	6,552	35.26%

Chart 12: District 2 Demographics

Area Description

District 2 historically has been the second busiest district after District 1. The district has diverse housing stock ranging from smaller, older homes built in the post-WWII period, new, smaller-lot energy efficient houses, to larger, mansion-style homes. Large lower socio-economic multi-family housing can be found in the southern and eastern portions of the district, while higher income apartments can be found in the western edge of the district.

District 2 has a medical district to the east, which contains a hospital and several medical facilities. The hospital has an emergency room, imaging facilities, and patient beds. WFD transports to this hospital, as well as many others.

District 2 has several commercial and retail spaces, which range from older non-sprinklered buildings to newer, fully sprinklered shopping areas. The district also has two office parks with multi-story office buildings, and several multi-story hotels near US Highway 36.

Station Description

Figure 3: Station 2

Station 2 at 9150 Lowell Blvd, covers all of District 2. Station 2 is WFD's newest station, having been built in 2003. Former Station 2, which is across the street, was built in 1961. Currently, former Station 2, known as the "Training Annex", is used to store reserve and specialty apparatus, and additional material storage as well as provide for several training props both inside and outside. These include roof props, an enclosed SCBA maze, and multiple scenarios capability inside the annex.

Station 2 is a large four-bay, one-and-a-half deep station. The apparatus bay doors are on the front and back, allowing for apparatus to drive through. Like all WFD fire stations, Station 2 is equipped with a Nederman exhaust system and extractor washing machine and dryer unit to wash and dry turnout gear. A compressor and SCBA fill station are housed at station 2. The station contains nine individual bunk rooms, a training room, two large officer's quarters with an

office and bunk, a large battalion chief's office and bunk, a subterranean hose tower, and a mechanical hose washer. Two offices for the Field Training Officers are located next to the training room.

Daily minimum staffing is 10 personnel. Apparatus operating out of this station are:

Apparatus	Personnel Required
Battalion 1	1 Battalion Chief
Medic 2	1 Firefighter/Paramedic
	1 Firefighter/EMT-Basic
Engine 2	1 Officer
	1 Engineer
	1 Firefighter/EMT-Basic
Truck 2	1 Officer
	1 Engineer
	1 Firefighter/EMT-Basic
SAM 1	1 Safety and Medical Officer
Heavy Rescue 2	*Apparatus not staffed full-time
Collapse One	*Apparatus not staffed full-time

Former Station 2

Former Station 2 (the training annex) is located at 9099 Lowell Blvd, directly across the street from Station 2. The former Station 2 was built in 1961 and taken out of service in 2003 after the completion of Station 2. Former Station 2 has three back-in apparatus bays that are used as storage and to house reserve apparatus and the training engine. The living quarters have been converted into an area that is used in various rescue and other training scenarios. As noted, the backyard of the station contains training props, including pitched and flat roofs to practice roof ventilation, additional maze props, and forcible entry props. The yard area is also used to house several trailers used for moving training props.

Master Plan Facilities Study Station 2 SWOT Analysis

Strengths:

- The only double company station in the city
- Battalion Chief headquarters
- Large, functional kitchen and dayroom
- Training/community room and training headquarters
- Dorm room size and layout
- Adequate storage
- Newest station

Weaknesses:

- Small fitness room
- Apparatus bays are full and not all function as drive-thru.
- Dorm layout can negatively affect turnout time.
- The site is constrained due to location.
- Limited crew computer workstations
- Gender accommodations in bathrooms

Opportunities:

- Remodel or addition to enlarge fitness room.
- If training functions are relocated, additional space will open up.

Threats:

- Health and safety issues
- Cannot house any more apparatus.
- Traffic issues due to school proximity

Response Type	2019	2020	2021	2022	2023	5 Year Total
EMS	1,542	1,803	1,380	1,584	1,557	7,866
Cancelled- Good Intent	244	254	235	295	282	1,310
Service Call	230	255	207	257	260	1,209
False Alarm or False Call	109	132	103	100	115	559
Fire	23	39	44	53	54	213
Hazardous Condition- No Fire	43	44	34	33	30	184
Rescue	48	34	21	31	37	171
Overpressure, Rupture, Explosion, Overheat- No Fire		1	2	1	1	5
Special Incident Type		1		1	2	4
911 Citizen Complaint		1	1		1	3
Severe Weather and Natural Disaster					2	2
Type Not Yet Assigned				1		1
Grand Total	**2,239**	**2,564**	**2,027**	**2,356**	**2,341**	**11,527**

Chart 13: District 2 Response Count 2019 – 2023

	2019	2020	2021	2022	2023
Call Processing	1:26	1:28	1:52	2:14	2:13
Turnout	1:46	1:47	2:07	2:06	2:08
Travel	6:11	6:09	5:33	5:25	5:29
Total Response	**8:23**	**8:16**	**8:15**	**8:36**	**9:08**

Chart 14: District 2 90th Percentile Emergent Response Call Times 2019 – 2023

	2019	2020	2021	2022	2023	5 Year Total
Medic 2	2,406	2,607	2,667	2,612	2,351	12,643
Engine 2	2,208	2,487	2,637	2,568	2,356	12,256
Truck 2	1,456	1,454	1,471	1,389	1,256	7,026
SAM 1	917	963	730	769	730	4,109
BC Vehicle	480	419	406	421	397	2,123
Grand Total	**7,467**	**7,930**	**7,911**	**7,759**	**7,090**	**38,157**

Chart 15: District 2 Response Count by Apparatus 2019 - 2023

Major Transportation Protected

- US Highway 36 (US-36), a major regional east-west highway, runs through the southern and western ends of District 2. US-36 has a high volume of traffic most times, particularly on weekdays from approximately 7 to 9 am and 3 to 6 pm.
- BNSF railway runs through a very small portion of District 2. No streets in this district are affected.

Hospitals Protected

- 84th Avenue Neighborhood Health Center - ER

Schools Protected

- Belleview Christian School *
- Shaw Heights Middle School *
- Flynn Elementary School *
- Mesa Elementary School *
- Vista Grande Elementary School *
- Sunset Ridge Elementary School
- Rocky Mountain Elementary School

*out of the City but 1st due with CAD-to-CAD

Government Facilities Protected

- City of Westminster City Hall
- City of Westminster Public Safety Center

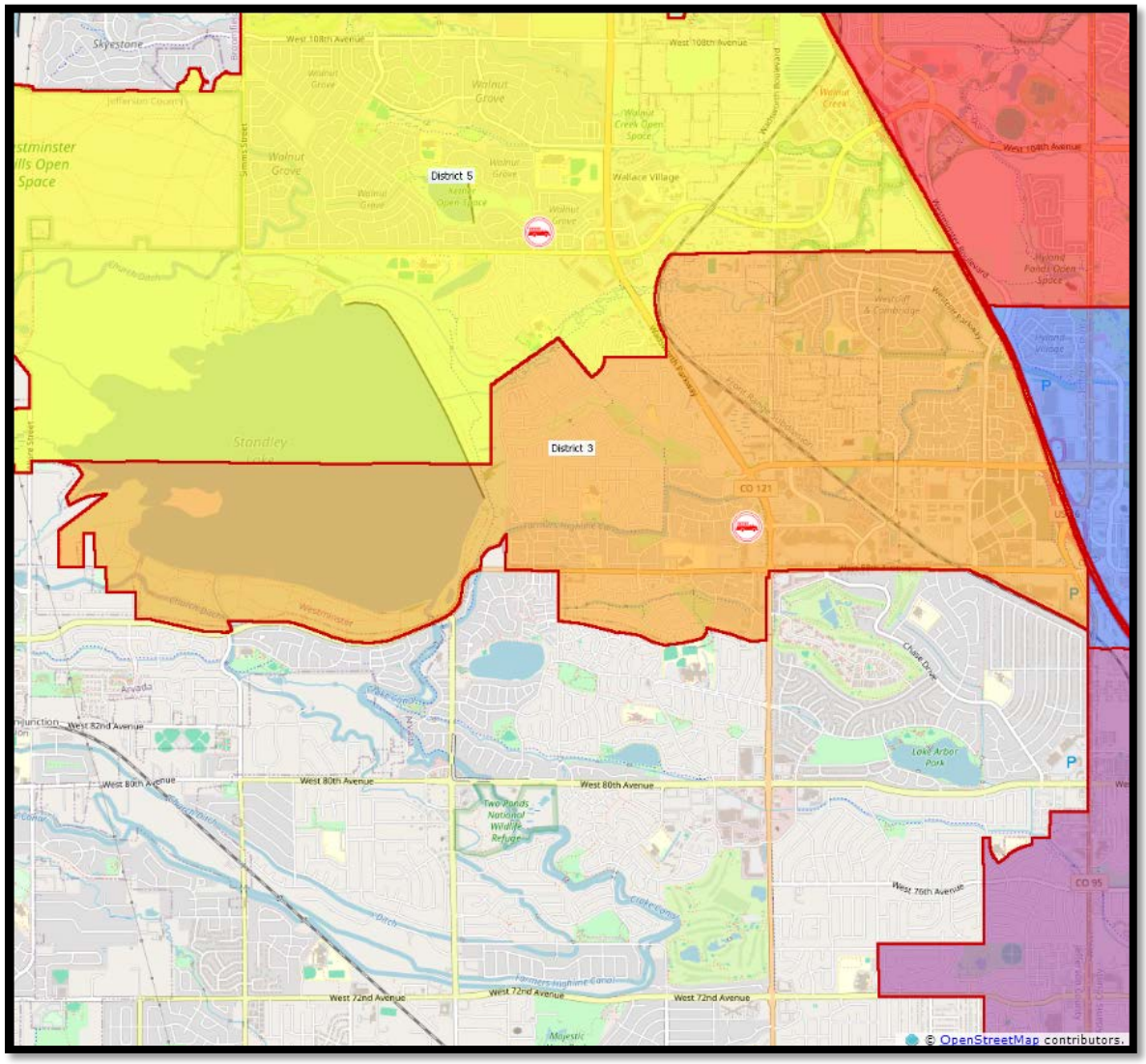
Target Hazards Protected

- 84th Avenue Neighborhood Health Center
- Atria Assisted Living
- Clare of Assisi Homes
- Doubletree Hotel
- University of Phoenix Building
- Villa Maria

Additional District Hazards

- Fire risk in District 2 is historically low, but it comes from older non-sprinklered multi-family units. The district has not seen a fire casualty in several years, but there have been several residential structure fires in the past.

District 3



Map 21: District 3 Location

District 3		Percentage
Total Population	18,363	
Median Age	36.7	
Female	9,357	50.96%
Male	9,006	49.04%
Median Household Income	$79,553	
Per Capita Income	$48,107	
Households Below Poverty	394	4.82%
Total Households	8,166	
Average Household Size	2.24	
Total Housing Units	8,333	
Owner Occupied	4,485	
Renter Occupied	3,681	
Vacant	670	
White	13,923	75.82%
Black	343	1.87%
American Indian	183	1.00%
Asian	868	4.73%
Pacific Islander	19	0.10%
Other Race	851	4.63%
Two or More Races	2,176	11.85%
Hispanic	3,113	16.95%

Chart 16: District 3 Demographics

Area Description:

District 3 has a diverse range of occupancies, though residential units tend to be newer relative to the rest of the city. Much of the housing stock was built in the 1970's and 80's, with a few subdivisions built within the last decade. There is one manufactured home subdivision built in the early 1980's. Overall, the size of housing within the district is between 1500 to 2500 square feet. In addition, there is a large number of multi-family homes in the district, the majority of which are three stories.

District 3 has a good amount of retail and commercial space, which runs anywhere from small mom-and-pop stores built in the 1970's to large national chain stores. Most of these businesses are protected by fire protection systems. At the far eastern end of the district, the new Downtown Westminster is taking shape. Downtown Westminster is a high-density development that has shops, restaurants, apartments, movie theatres, and other commercial, retail, and entertainment amenities. All properties within the downtown will have fire protection systems. District 3 also has a large office park which contains light industrial and commercial properties. There is a four-story office building in the center of the district as well as another office building to the north of Station 3.

Station Description

Figure 4: Station 3

Station 3, located at 7702 W. 90th Ave, serves District 3. Station 3 was built in 1976 and was originally intended to house volunteers. Career staff was placed in the station in 1989. In 1993, the station was expanded to include six individual bunk rooms, separate male and female shower facilities, an office, dayroom, expanded kitchen, and an exercise room. A third apparatus bay was added on the west side of the station. By 2000, a full-time ambulance (medic) was in service

at station 3. The additional personnel assigned created the need for another expansion, and an addition was added to the east side of the facility. Like all WFD fire stations, Station 3 is equipped with a Nederman exhaust system and extractor washing machine and dryer unit to wash and dry turnout gear. The station also has a compressor and SCBA fill station. Currently, the station has six bunk rooms and an officer's quarters that has an office and a bunkroom.

Daily minimum staffing is 5 personnel. Apparatus operating out of this station are:

Apparatus	Personnel Required
Medic 3	1 Firefighter/Paramedic
	1 Firefighter/EMT-Basic
Engine 3	1 Officer
	1 Engineer
	1 Firefighter/EMT-Basic
Dive 1	*Apparatus no staffed full-time

Master Plan Facilities Study Station 3 SWOT Analysis

Strengths:

- Large dayroom
- Kitchen and dining area
- Large, secluded yard

Weaknesses:

- No fitness rooms.
- Only one way to get to bays from the living area.
- Narrow hallways
- Small dorm rooms, several of which have no windows.
- Dayroom turnout times
- Gender accommodations
- Small apparatus bays
- Site constrained due to location.
- Residential-quality material used during the station's numerous remodels.

Opportunities:

- Potential for living quarters expansion.
- Underused storage on the upper level
- The large yard is underused.

Threats:

- Health and safety issues
- Cannot accommodate additional staff or apparatus.
- Not ADA compliant
- Adjacent City of Westminster utility building has an above-ground diesel tank right behind the station.

Response Type	2019	2020	2021	2022	2023	5 Year Total
EMS	1,030	1,038	1,101	1,248	1,220	5,637
Service Call	211	181	156	204	152	904
Cancelled- Good Intent	151	143	142	159	174	769
False Alarm or False Call	100	104	105	169	141	619
Fire	27	35	31	55	22	170
Hazardous Condition- No Fire	34	28	28	26	41	157
Rescue	21	18	28	17	26	110
Overpressure, Rupture, Explosion, Overheat- No Fire	1	1	2		2	6
Special Incident Type		1		2		3
911 Citizen Complaint	1				1	2
Severe Weather and Natural Disaster			1			1
Grand Total	**1,576**	**1,549**	**1,594**	**1,880**	**1,779**	**8,378**

Chart 17: District 3 Response Count 2019 – 2023

	2019	2020	2021	2022	2023
Call Processing	1:25	1:19	1:39	2:06	2:05
Turnout	1:40	1:41	1:53	1:51	1:51
Travel	5:32	5:44	5:37	5:50	5:49
Total Response	7:48	7:47	8:35	8:51	8:57

Chart 18: District 3 90th Percentile Emergent Response Call Times 2019– 2023

	2019	2020	2021	2022	2023	5 Year Total
Medic 3	1,861	1,884	2,204	2,246	2,074	10,269
Engine 3	1,518	1,518	1,824	2,152	1,832	8,844
Grand Total	**3,379**	**3,402**	**4,028**	**4,398**	**3,906**	**19,113**

Chart 19: District 3 Response Count by Apparatus 2019 - 2023

Major Transportation Protected

- US Highway 36 (US-36), a major regional east-west highway, borders the far eastern and northeastern portions of District 3. US-36 has a high volume of traffic most times, particularly on weekdays from approximately 7 to 9 am and 3 to 6 pm.
- BNSF railroad cuts through the district from the southeast to the northwest. There are three at-grade railroad crossings in the district which could cause emergency response delays.

Major Infrastructure Protected

- Semper Water Treatment Facility
- Xcel Energy electrical transmission facility
- Standley Lake

Schools Protected

- Mandalay Middle School
- Moore Middle School
- Shepard of the Valley Lutheran School
- Doral Academy
- Betty Adams Elementary School
- Semper Elementary School

Government Facilities Protected:

- City of Westminster Municipal Services Center

Target Hazards Protected

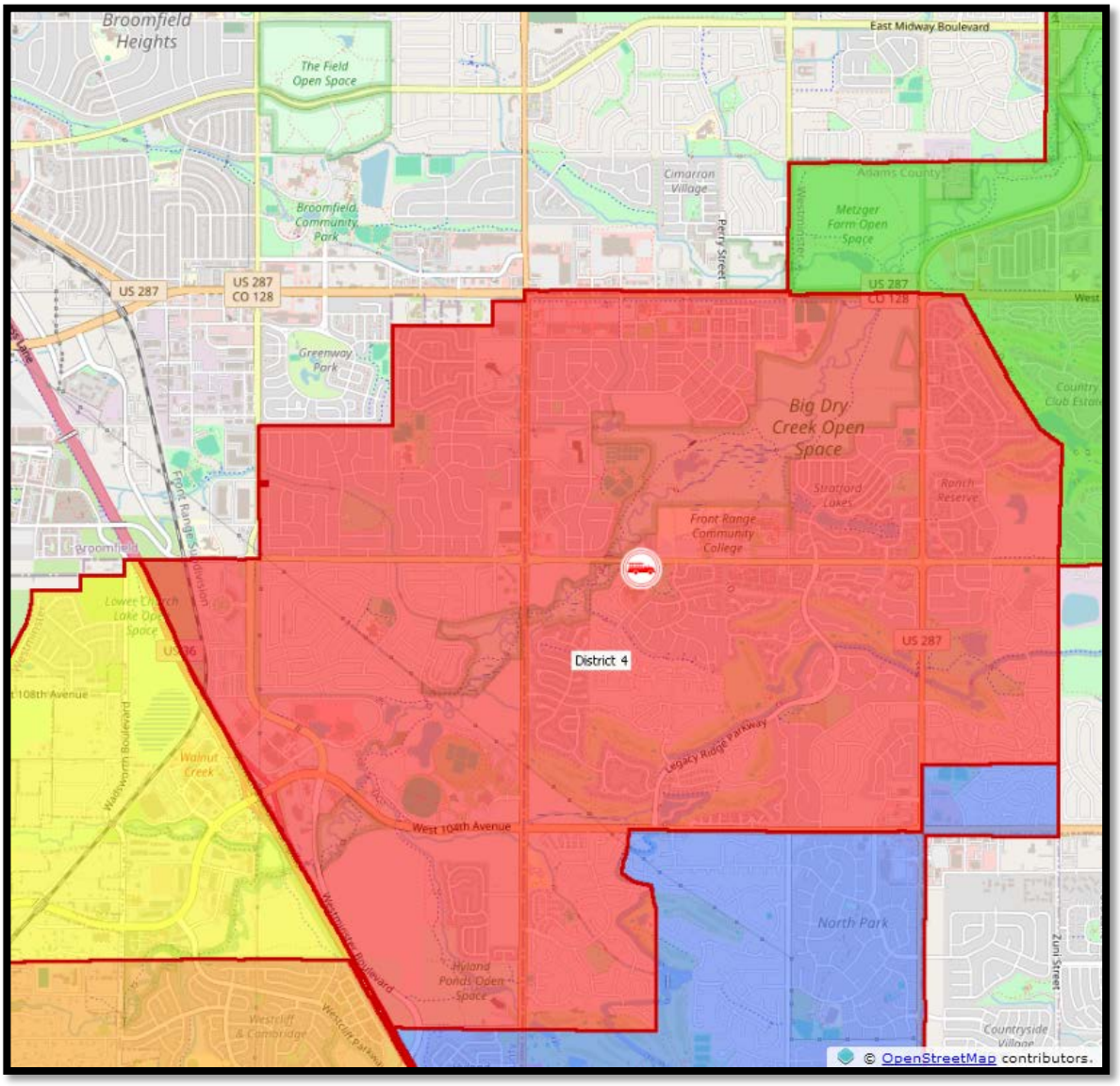
- Ascent Apartments
- Aspen Place at Covenant Village
- Aspire Apartments
- Covenant Village

- Eaton Street Housing
- Origins Hotel
- Westminster Peak

Additional District Hazards

- Fire risk is mitigated in this area by the fire protection systems in most buildings. Most of the commercial, retail, and multi-family residential occupancies have sprinklers and fire alarms.
- Transportation risks are high within the district. Several fatal accidents have occurred on the roadways within the district. In addition, the railway that bisects the district passes close to several residential units. A hazardous materials spill could have negative consequences for those close to the tracks.
- A dam failure at Standley Lake would likely destroy several hundred homes in the north end of District 3. While this is unlikely, it would be devastating to the city.

District 4



Map 22: District 4 Location

District 4		Percentage
Total Population	25,419	
Median Age	41.5	
Female	12,827	50.46%
Male	12,592	49.54%
Median Household Income	$112,805	
Per Capita Income	$58,201	
Households Below Poverty	355	3.43%
Total Households	10,341	
Average Household Size	2.45	
Total Housing Units	10,758	
Owner Occupied	8,050	
Renter Occupied	2,291	
Vacant	538	
White	19,291	75.89%
Black	282	1.11%
American Indian	170	0.67%
Asian	1,933	7.60%
Pacific Islander	25	0.10%
Other Race	828	3.26%
Two or More Races	2889	11.37%
Hispanic	3545	13.95%

Chart 20 District 4 Demographics

Area Description

District 4 is a rapidly developing area that has a housing stock ranging from the 1970's through the current year. Most of the homes are between 1500 to over 4000 square feet. Homes built after 2013 are all equipped with residential sprinkler systems. There are pockets of multi-family developments throughout the district as well, with many of them sprinklered. There are some gated subdivisions in the area where emergency response is delayed slightly by the limited access.

There is a major retail and entertainment district in the area, the Promenade. The venue is on 104th Avenue on the east side of US Highway 36. The Promenade contains shopping, restaurants, and entertainment. The Promenade is new, with many buildings having been

completed in the last 20 years. As such, all buildings have been sprinkled and contain fire alarms. Furthermore, the Promenade has undergone a large overhaul, including moving buildings and adding a new, five-story multi-family residence. The new buildings are all retail outlets, mainly consisting of restaurants.

Across the street from the Promenade is the Westin Hotel Westminster, a 14-story high-rise hotel. The Westin was built in 1999 and is the tallest building in the city. The hotel normally operates at approximately 90 percent capacity. The Westin is a code high-rise and meets all code requirements of a high-rise structure

Station Description

Figure 5: Station 4

Station 4, at 4580 W. 112th Ave, serves District 4. Station 4 was built in 1980 to provide protection to the growing north side of the city. The station was designed as a tri-level, meaning that the bays, guest bathrooms, and an office are on the main level while the remainder is either up or down a flight of stairs. The downstairs houses the crew living quarters, kitchen, dining area, and laundry; while the upper floor contains a meeting room and three offices, one of which

is the officer's quarters and bunk. The other two offices are for EMS Lieutenants. Like all WFD fire stations, Station 4 is equipped with a Nederman exhaust system and extractor washing machine and dryer unit to wash and dry turnout gear. In addition, the station has a hose tower, and an area for storing, testing, and maintaining WFD's SCBA equipment. The station also houses a compressor and SCBA fill station.

A creek runs behind the station, which in the past has flooded, causing damage to the facility. As a result, there have been ongoing discussions about replacing Station 4 and moving it to a location nearby. The Master Plan Facilities Study supports relocating and rebuilding Station 4

Daily minimum staffing is 5 personnel. Apparatus operating out of this station are:

Apparatus	**Personnel Required**
Medic 4	1 Firefighter/Paramedic
	1 Firefighter/EMT-Basic
Engine 4	1 Officer
	1 Engineer
	1 Firefighter/EMT-Basic

Master Plan Facilities Study Station 4 SWOT Analysis:

Strengths:

- Training classroom space
- EMS administrative staff offices

Weaknesses:

- No fitness room.
- Split-level design presents safety concerns and affects rapid turnout.
- Narrow and short back-in apparatus bays
- Not enough crew office space
- Small dorm rooms; two of them are windowless.
- Aging and inadequate infrastructure
- Cosmetic issues due to building settling; could also be indicative of more serious structural issues.
- No bathroom in Officer's quarters

Opportunities:

- Underused training room; potentially repurposed for EMS administrative offices.

Threats:

- Health and safety issues
- Flooding
- Building settling
- Cannot accommodate additional staff or apparatus.
- Not ADA compliant

Response Type	2019	2020	2021	2022	2023	5 Year Total
EMS	1,190	991	1,183	1,555	1,656	6,575
Service Call	163	169	187	319	294	1,132
Cancelled- Good Intent	169	139	179	204	225	916
False Alarm or False Call	143	117	149	159	152	720
Hazardous Condition- No Fire	32	32	35	36	37	172
Fire	13	22	28	32	29	124
Rescue	17	12	30	21	24	104
Special Incident Type	1		10	1	4	16
Overpressure, Rupture, Explosion, Overheat-No Fire		3		1		4
911 Citizen Complaint			1			1
Grand Total	**1,728**	**1,485**	**1,802**	**2,328**	**2,421**	**9,763**

Chart 21: District 4 Response Count 2019 – 2023

	2019	2020	2021	2022	2023
Call Processing	1:21	1:16	1:48	1:57	2:14
Turnout	1:51	1:48	2:09	2:06	2:10
Travel	6:23	6:06	6:17	5:58	5:51
Total Response	8:31	8:15	9:17	9:22	9:20

Chart 22: District 4 90th Percentile Emergent Response Call Times 2019 – 2023

	2019	2020	2021	2022	2023	5 Year Total
Engine 4	1,862	1,691	1,948	2,211	2,212	9,924
Medic 4	1,552	1,478	1,837	2,127	2,060	9,054
Grand Total	**3,414**	**3,169**	**3,785**	**4,338**	**4,272**	**18,978**

Chart 23: District 4 Response Count by Apparatus 2019 - 2023

Major Transportation Protected

- US Highway 36 (US-36), a major regional east-west highway, forms the western border of District 4. US-36 has a high volume of traffic most times, particularly on weekdays from approximately 7 to 9 am and 3 to 6 pm.
- BNSF railway runs through a small portion of the district in the extreme western end. In 1985, this was the location of a head-on rail accident that resulted in the deaths of four rail employees. The resulting fire caused major damage to a US-36 overpass, requiring it to be rebuilt.

Schools Protected

- Academy of Charter Secondary School
- Front Range Community College
- Life Christian Academy
- Ryan Elementary School
- Cotton Creek Elementary School

Government Facilities Protected

- City of Westminster Park Operations Center

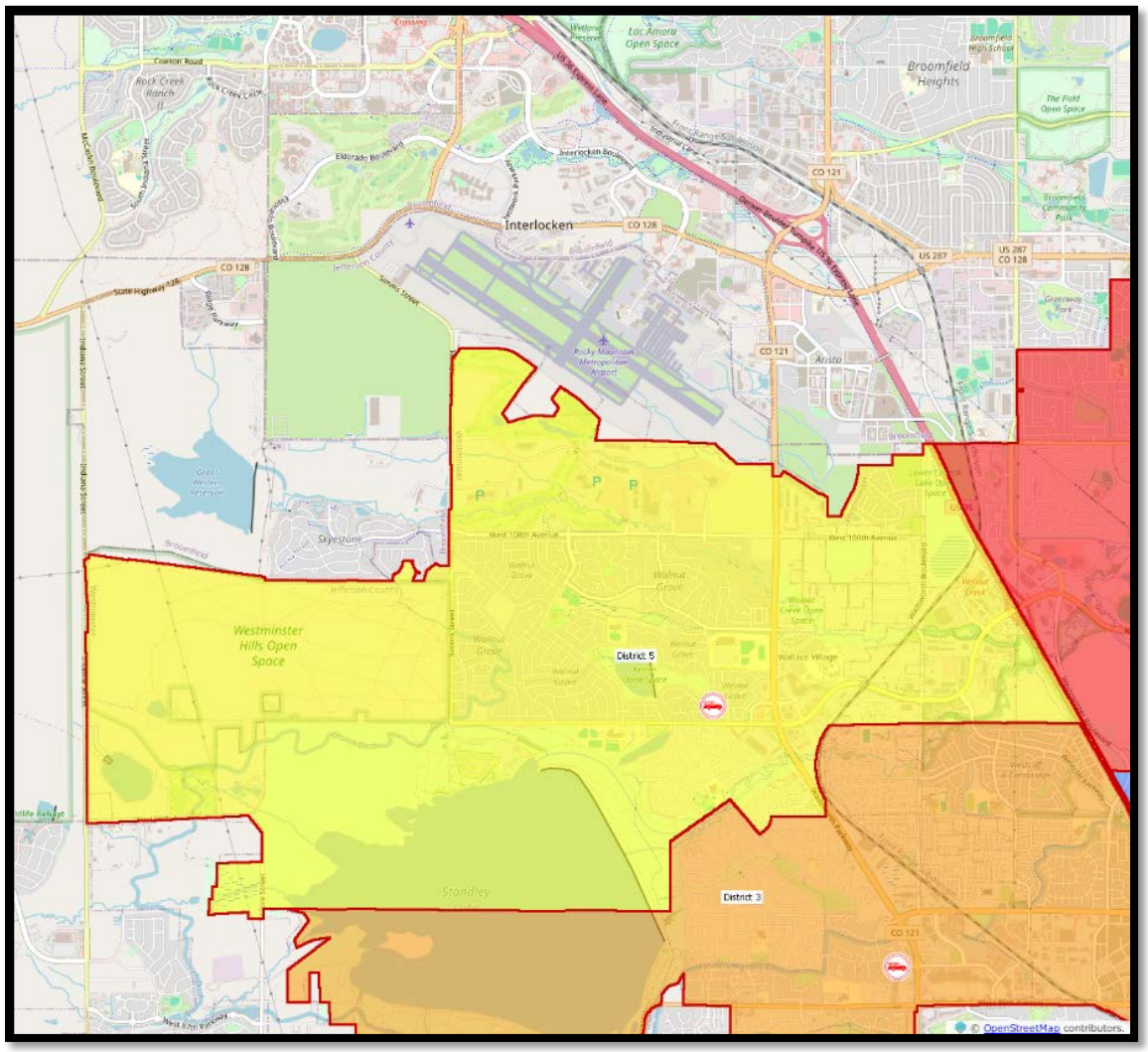
Target Hazards Protected

- Front Range Community College
- Keystone Place at Legacy Ridge
- Keystone Place II at Legacy Ridge
- Sunrise of Westminster- Mountain View
- Sunrise of Westminster- Reminiscence
- Westin Hotel

Additional District Hazards

- Historically, the main fire risk has been residential homes, with almost all building fires in the district residential in nature. It has been over 5 years since there has been a serious injury or death from fire in the district. There has been one small commercial fire in the district in the last 25 years, and a few small, minor fires at the Westin Hotel.
- The ice arena located in the Promenade stores a large amount of ammonia on site (256 tons). This presents a hazardous materials risk to the Promenade district and the city.

District 5



Map 23: District 5 Location

District 5		Percentage
Total Population	14,178	
Median Age	38.6	
Female	7,081	49.94%
Male	7,097	50.06%
Median Household Income	$105,507	
Per Capita Income	$49,826	
Households Below Poverty	232	4.18%
Total Households	5,544	
Average Household Size	2.55	
Total Housing Units	5,721	
Owner Occupied	4,296	
Renter Occupied	1,248	
Vacant	166	
White	13,923	98.20%
Black	343	2.42%
American Indian	183	1.29%
Asian	868	6.12%
Pacific Islander	19	0.13%
Other Race	851	6.00%
Two or More Races	2,176	15.35%
Hispanic	3,113	21.96%

Chart 24: District 5 Demographics

Area Description

District 5 is mostly a residential area, with housing stock generally built from the 1970's and later. There have been a few commercial developments built since the 1990's. The district has a few multi-family apartments, and all but one is fully sprinklered and alarmed.

There is a major retail and entertainment venue at the extreme eastern end of the district, The Shops at Walnut Creek. The district is on Church Ranch Boulevard on the west side of US Highway 36. Walnut Creek contains shopping, restaurants, and entertainment. Walnut Creek is new, with the majority of buildings having been completed in the last 20 years. As such, all buildings have been sprinklered and contain fire alarms. Across the street and to the south of

Walnut Creek are four large hotels, all of which are between four and five stories. Commercial developments include several large, modern office parks. These buildings are all sprinklered and alarmed. One international business occupies several buildings in the area and is building more. This business conducts research and development and has a laboratory with hundreds of chemicals, all in small quantities. A second international business is also headquartered in the district and occupies two large buildings.

Standley Lake is in the southwestern portion of the district. The primary response to the lake is from Station 5. Rocky Mountain Metropolitan Airport borders the north side of district 5.

Station Description

Figure 6: Station 5

Station 5, built in 1981 and located at 10100 Garland St, serves District 5. Station 5 is the main HazMat station. In the past, a truck from Adams/Jefferson County Hazardous Material Response Authority (AJHMRA) was housed there. Recently, the hazmat team truck assigned to station 5 was decommissioned by the regional team.

Like all WFD fire stations, Station 5 is equipped with a Nederman exhaust system and extractor washing machine and dryer unit to wash and dry turnout gear. The station contains four individual bunk rooms, and an officer's quarters with an office and bunk.

The daily minimum staffing is 3 personnel. Apparatus operating out of this station are:

Apparatus	Personnel Required
Engine 5	1 Officer
	1 Engineer
	1 Firefighter/EMT-Basic
Brush Truck 5	*Apparatus not staffed full-time

Master Plan Facilities Study Station 5 SWOT Analysis

Strengths:

- Comfortable living quarters
- Officer quarters are separate from crew quarters.
- Station size keeps turnout times low.
- Good location for response district coverage
- Adequate bay space

Weaknesses:

- Small, noisy dorm rooms
- Too little storage
- Gender accommodations
- No community space within the station
- No separate fitness room.

Opportunities:

- Potential to remodel or expand dorm and bathroom area.
- The site is large enough to support a station expansion.
- Potential to enclose a patio area to create a fitness room.

Threats:

- Health and safety issues
- Cannot accommodate additional staff or apparatus.
- Security in parking lot and station
- Not ADA compliant

Response Type	2019	2020	2021	2022	2023	5 Year Total
EMS	719	703	844	880	943	4,089
Cancelled- Good Intent	127	98	105	146	155	631
Service Call	77	83	79	135	119	493
False Alarm or False Call	91	81	82	97	102	453
Hazardous Condition- No Fire	26	25	26	26	25	128
Fire	10	24	28	25	18	105
Rescue	17	7	20	23	33	100
Overpressure, Rupture, Explosion, Overheat- No Fire	1	2	3			6
Severe Weather and Natural Disaster				1	1	2
911 Citizen Complaint		1				1
Special Incident Type		1				1
Grand Total	**1,068**	**1,025**	**1,187**	**1,333**	**1,396**	**6,009**

Chart 25: District 5 Response Count 2019 – 2023

	2019	2020	2021	2022	2023
Call Processing	1:25	1:24	1:41	2:04	2:24
Turnout	1:30	1:36	1:55	1:52	2:00
Travel	6:03	6:23	6:03	6:16	6:20
Total Response	8:15	8:18	8:32	9:06	9:39

Chart 26: District 5 90th Percentile Emergent Response Call Times 2019 – 2023

	2019	2020	2021	2022	2023	5 Year Total
Engine 5	**1,250**	**1,197**	**1,350**	**1,501**	**1,519**	**6,817**

Chart 27: District 5 Response Count by Apparatus 2019 - 2023

Major Transportation Protected

- US Highway 36 (US-36), a major regional east-west highway, forms the eastern border of District 5. US-36 has a high volume of traffic most times, particularly on weekdays from approximately 7 to 9 am and 3 to 6 pm.
- BNSF railway enters the district from the south and continues northeast running parallel to Wadsworth Parkway, a major surface street. There have been two pedestrian-train accidents on the tracks in District 5 in the past several years.

Major Infrastructure Protected

- Northwest Water Treatment Facility
- Standley Lake
- Woman Creek Reservoir

Schools Protected

- Standley Lake High School
- Wayne Carle Middle School
- Jefferson Academy Elementary School*
- Lukas Elementary School

*out of the City but 1st with CAD-to-CAD

Target Hazards Protected

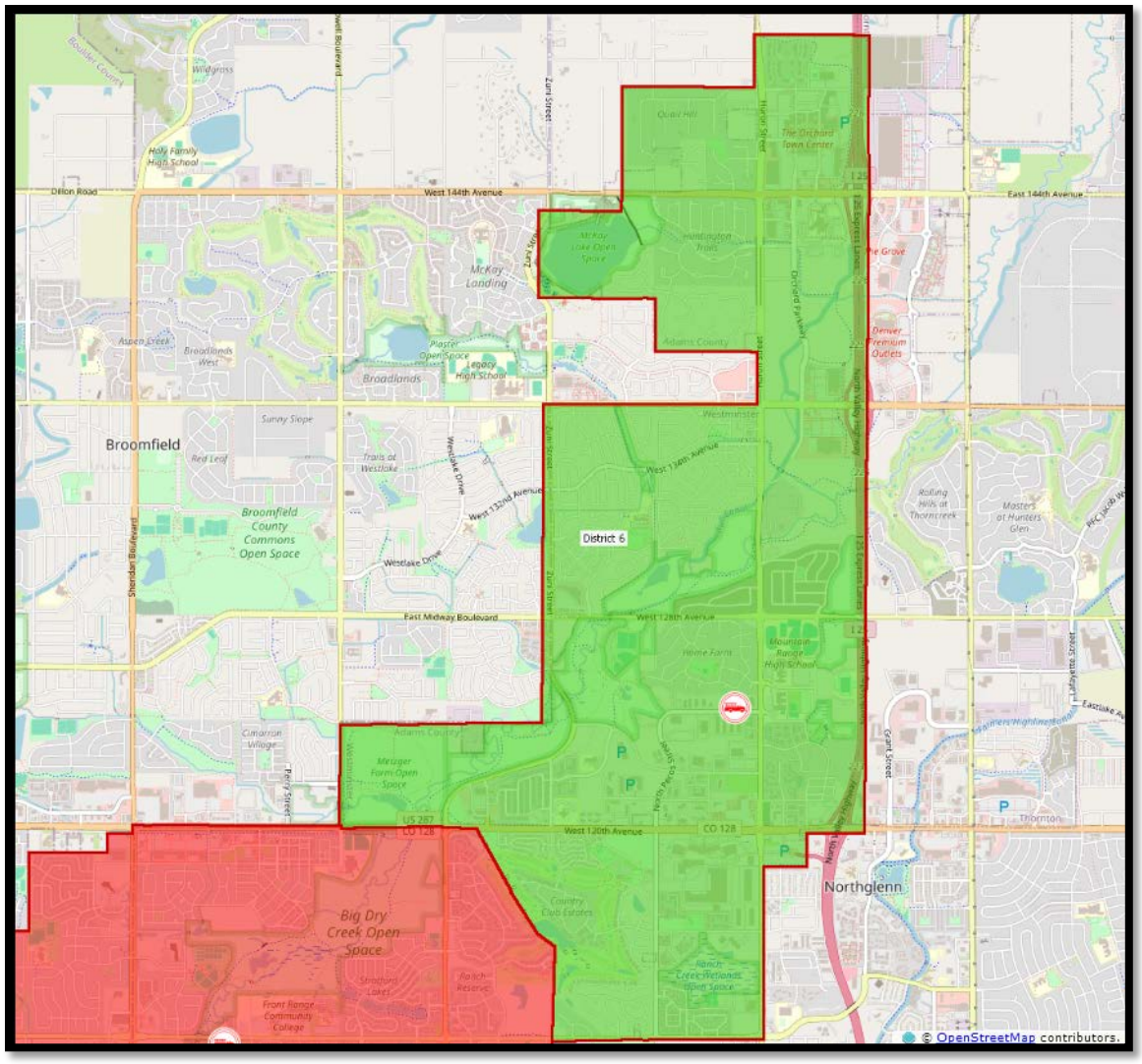
- Ball Aerospace Manufacturing
- Ball Metal Beverage Container Plant
- Trimble Navigation
- Drury Inn and Suites
- Greenridge Place at Church Ranch
- Heritage Senior Living
- Hyatt Place Westminster
- Marriott Westminster
- Springhill Suites
- The Retreat at Church Ranch

Additional District Hazards

- Like most districts in the city, the largest fire risk is from single-family residential homes. In the past two decades, there have been two non-accidental fire deaths in the district.
- The district's proximity to the Rocky Mountain Metropolitan Airport presents a potential major hazard. A large portion of the eastern and northeastern corner of the district is within the approach and take-off paths of the airport. However, general aviation traffic is moderate and the overall probability of an incident occurring is low.

- Standley Lake Regional Park resides within District 5. The park is a popular recreation area. Several times a year, WFD responds to calls for service in the area, with most calls' medical in nature. As mentioned previously there is also the potential for flooding and dam failure, which of course would present a massive hazard were it to happen.

District 6



Map 24: District 6 Location

District 6		Percentage
Total Population	18,781	
Median Age	35.9	
Female	9,429	50.20%
Male	9,352	49.80%
Median Household Income	$86,112	
Per Capita Income	$53,812	
Households Below Poverty	453	5.78%
Total Households	7,833	
Average Household Size	2.39	
Total Housing Units	8,123	
Owner Occupied	4,074	
Renter Occupied	3,759	
Vacant	359	
White	12,874	68.55%
Black	388	2.07%
American Indian	260	1.38%
Asian	1,222	6.51%
Pacific Islander	14	0.07%
Other Race	1,530	8.15%
Two or More Races	2,494	13.28%
Hispanic	4,302	22.91%

Chart 28: District 6 Demographics

Area Description

There is a wide variety of housing stock in the district, ranging from mobile home parks and multi-family homes to large custom homes on large lots. There is also a good amount of office and retail space and a large hospital at the north end of the district. In addition, there are some research and development occupancies, some light industrial, and hazardous materials shipping and handling in the district.

There is a large amount of retail in the district, with a very large outdoor shopping center, The Orchards, centered around Interstate 25 and Huron Street. The Orchards has a mix of shopping, dining, and entertainment, and hosts several outdoor events every year. Concert series take place in the center during the summer months, a carnival in June, and a safety event in the spring. These events can attract thousands of people. WFD takes part in all these events, from reviewing and approving venues and street closures to providing emergency support. The area is also home to several high-end multi-family apartment buildings. The main portion of The Orchards was built in the mid-2000's, with additional pads still under development. The 120th Ave corridor is also a major retail area, with many restaurants and shops in that area.

Station Description

Figure 7: Station 6

Station 6, serving District 6, is located at 999 W. 124th Ave. Station 6 was built in 1987 and opened officially in early 1988. The station was the first in the department to incorporate separate bunk rooms, separate bunk room and bathroom facilities for female members, and separate bathroom facilities for the on-duty officer.

The station contains six individual bunk rooms and an officer's quarters. Like all WFD fire stations, Station 6 is equipped with a Nederman exhaust system and extractor washing machine and dryer unit to wash and dry turnout gear. Behind Station 6 is a large cell phone tower used by a private company for many years. In 2014, the City upgraded the radio system and uses this tower as a repeater tower for the north suburbs.

A new storage building (Station 6 annex) is located behind station six. It is three bays wide and "double deep" to allow for storage of reserve apparatus, equipment and logistical supplies. It currently houses a reserve truck, a reserve engine, the Seagrave parade engine, and the Draft Commander trailer that is used for pump testing and engineer training. The third bay is open to allow for logistics support, specifically storage, delivery of items, and distribution.

Daily minimum staffing is 5 personnel. Apparatus operating out of this station are:

Apparatus	**Personnel Required**
Medic 6	1 Firefighter/Paramedic
	1 Firefighter/EMT-Basic
Truck 6	1 Officer
	1 Engineer
	1 Firefighter/EMT-Basic
Brush Truck 6	*Apparatus not staffed full-time

<u>Master Plan Facilities Study Station 6 SWOT Analysis</u>

Strengths:

- Comfortable living quarters
- Officer and crew quarters are separate.
- Good location for response district coverage
- Adequate bay space for current use
- Large rear parking allows for some training opportunities.

Weaknesses:

- Noisy dorm rooms
- Too little storage
- No community space within the station
- The fitness room is very small and not well separated from bays.

Opportunities:

- Potential to remodel or expand bathroom area.
- The site is large enough to support expansion.
- Potential to add on to station to build a fitness room.

Threats:

- Health and safety issues
- Cannot accommodate additional staff or apparatus.
- Security in the parking lot and station
- Not ADA compliant

Response Type	2019	2020	2021	2022	2023	5 Year Total
EMS	1,209	1,155	1,363	1,765	1,863	7,355
Cancelled- Good Intent	217	227	280	372	307	1,403
Service Call	124	135	141	394	448	1,242
False Alarm or False Call	143	105	134	200	169	751
Fire	27	40	37	66	48	218
Rescue	27	36	44	43	52	202
Hazardous Condition- No Fire	36	30	47	35	48	196
Special Incident Type	1		2	2	11	16
Type Not Yet Assigned				4	4	8
911 Citizen Complaint	1	1				2
Severe Weather and Natural Disaster	1		1			2
Overpressure, Rupture, Explosion, Overheat- No Fire				1		1
Grand Total	**1,786**	**1,729**	**2,049**	**2,882**	**2,950**	**11,396**

Chart 29: District 6 Response Count 2019 – 2023

	2019	2020	2021	2022	2023
Call Processing	1:25	1:18	2:02	2:31	2:27
Turnout	1:46	1:48	2:08	2:09	2:14
Travel	7:15	6:55	7:06	6:47	6:24
Total Response	9:21	9:04	10:04	10:07	10:07

Chart 30: District 6 90th Percentile Emergent Response Call Times 2019 – 2023

	2019	2020	2021	2022	2023	5 Year Total
Truck 6	1,864	1,824	2,057	2,456	2,497	10,698
Medic 6	1,509	1,482	1,761	2,046	2,126	8,924
Grand Total	**3,373**	**3,306**	**3,818**	**4,502**	**4,623**	**19,622**

Chart 31: District 6 Response Count by Apparatus 2019 – 2023

Major Transportation Protected

- Interstate 25, a major interstate highway, borders District 6 on the east. Like US Highway 36, Interstate 25 has a high volume of traffic most times, particularly on weekdays from approximately 6 to 9 am and 3 to 6 pm.

Major Infrastructure Protected

- Reclaimed Water Treatment Facility
- Big Dry Creek Wastewater Plant

Hospitals Protected

- St. Anthony's North Health Campus (full -service hospital)
- Dialysis Center

Schools Protected

- DeVry University
- Mountain Range High School
- Silver Hills Middle School
- Arapahoe Ridge Elementary School
- Academy of Charter Elementary School

Government Facilities Protected

- Adams County Human Services Building

Target Hazards Protected

- Maxar Industries
- St. Anthony's Pavilions- ER
- St. Anthony's North Health Campus
- The Center at Northridge
- Aloft Denver North Westminster Hotel
- Mariott Hotel

Additional District Hazards

- As mentioned, District 6 has a large amount of retail shopping in the area and many workers are employed in the district. Traffic volume is high, both on Interstate 25 and the surrounding surface streets, contributing to the call volume for vehicle accidents and other traffic-related emergencies.
- In the past, there have been fires in multi-family apartments, including two arsons. In 2018, arson was responsible for extensive damage to a 68-unit apartment complex. The fire resulted in two civilian deaths and multiple civilian injuries.

Public Safety Center

The Public Safety Center (PSC) is located across a driveway from Westminster City Hall. The PSC is at 9110 Yates Street and houses WFD administration. WFD currently shares the building with the Westminster Police Department and occupies approximately 15 percent of the space. There are currently 20 full-time and two part-time administrative staff housed in the space. The remaining four administrative personnel occupy offices at stations two and four. The size of the space in fire administration is sufficient for current administrative functions, however in the near future WFD administration will need to be moved. A significant remodel that eliminated the break area and added two offices and two additional cubicles, was completed in December 2022. The fire administration area is out of room for any additional personnel and needs storage, meeting, and other space. The department needs to increase the size of administration; however, the Public Safety Center does not have the space to accommodate that growth.

Training Tower

WFD's training tower is six stories and is made of steel and pre-cast concrete. The lower two stories are enclosed with concrete walls, while the upper four stories are open on three sides. The tower was built in 1997 and is in good condition. The site is used approximately 65 to 75 days a year for a variety of training scenarios including rappelling, high-angle rescue, standpipe training, confined space rescue, ladder evolutions, and joint fire/police rescue operations. The parking lot surrounding the site is also used by the public for parking at the nearby softball field, which is the home field for one of the high schools. The site is City-owned and because of its community use, the City will not allow it to be securely fenced. The tower lot is within a flood-prone area due to its proximity to Little Dry Creek. Parks, Recreation and Libraries have identified this lot as critical to their overall open space and park planning and would like to change this from the current use to incorporating it into the regional waterway and eco-system. Parks and Fire are in discussion for options that will benefit all needs.

Storage Building

The fire department was able to expand the reserve fleet by one engine and one medic unit, as well as maintain an engine to be assigned to training, in 2020-2021. Additionally, the fire department has added more trailers to its fleet, including a pump test trailer and training trailers. Due to these additions, the department has run out of space to house the additional units. To address this need, an area was identified behind fire station six to construct a metal storage building. The City supported this effort and funding was identified to build the structure. This facility is three bays wide and "double deep". It is only used for storage, not for response, and is very basic in design and features. It has water, sewer, electricity, gas, and a data line for a computer to be used by the logistics officer when they are working from this site. The building can house several pieces of apparatus and trailers and has a mezzanine to help store additional equipment and supplies. The building was completed and put into service in January 2024.

Additional Zones for Study

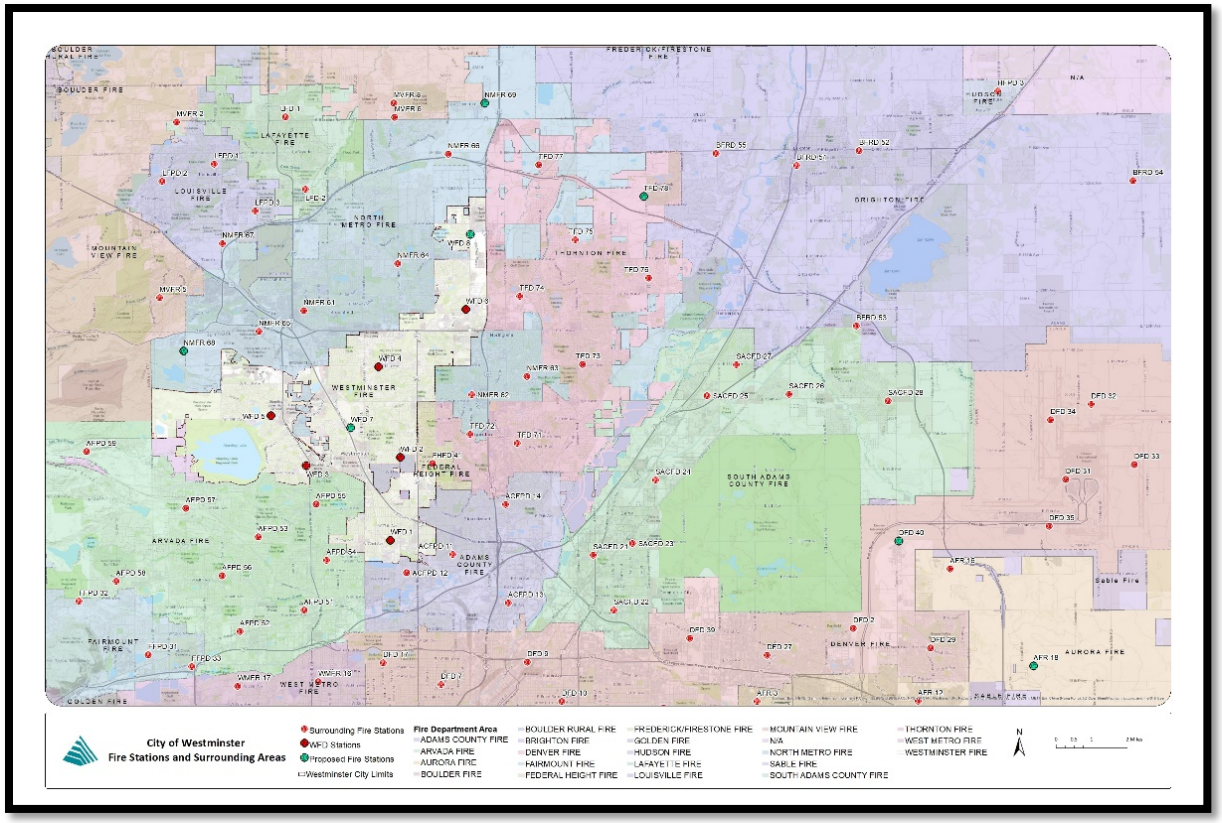
To ensure community needs are being met in terms of response times and resiliency, during WFD's first accreditation cycle in 2019, Evaluation Zones were established. Evaluation Zones were established in areas of growth, areas that have the potential for extended response times, or areas of relative isolation. Each Evaluation Zone is described below.

	2019	2020	2021	2022	2023	Grand Total
Westminster Promenade/Walnut Creek- Zone 9	250	174	226	401	382	1728
The Orchards- Zone 11	175	192	253	313	294	1441
Downtown Westminster- Zone 7	69	193	120	163	145	711
Westmoor- Zone 10	29	13	19	31	18	136
Standley Lake- Zone 8	16	11	21	23	17	94
Grand Total	**539**	**583**	**639**	**931**	**856**	**4110**

Chart 32: 2019 – 2023 Count of Responses by Evaluation Zone

Evaluation Zone 7 (Downtown Westminster)

As described in the District 3 section, Downtown Westminster contains a mix of retail, commercial, residential, and entertainment spaces. In addition, the area is expected to grow rapidly, with new townhomes and additional office and retail space slated for construction over the next few years. As a result, locations near Downtown Westminster have been identified as potential locations for a new station in the future. Downtown Westminster was chosen as an Evaluation Zone because of its unique mixed-use character, and its potential for growth in the future. This zone and zone nine (below) have been evaluated separately and together when evaluating for a new station. The optimal location for a new centralized station would be approximately halfway between zones seven and nine and would provide first-due response for both.



Map 25: Station Location Maps (Green Dots are Proposed Stations)

"WFD 7" as noted on the map is the prime location for a new fire station that would provide first due to Evaluation Zones 7 and 9. It would also take in other surrounding areas that are currently first due for other stations. This station would relieve the call load from at least four surrounding stations, provide resiliency, and provide a faster ERF assemblage for most, if not all, of the City, due to its centralized location in the City.

Evaluation Zone 8 (Standley Lake Area)

The Standley Lake area was chosen as an Evaluation Zone because of its rural nature, relative isolation, and lack of hydrants. Historically, responses to this area have been low, and mostly EMS in nature. Though not technically classified as a Wildland/Urban Interface (WUI), Evaluation Zone 8 is the closest to areas with the potential for grass fires including Colorado Hills Open Space and Rocky Flats National Wildlife Refuge. Within Evaluation Zone 8 is the City's open space offices and some equipment storage. There are no hydrants or water supply in this remote area, and water for firefighting would be from tank water on engines or via mutual aid tenders. The risk in this area is very slight as there are only two structures on site, one of which is a metal Quonset hut, and some heavy machinery and equipment on site.

Evaluation Zone 9 (Westminster Promenade/Walnut Creek)

Located in Districts 4 and 5, Walnut Creek and the Westminster Promenade are large retail, entertainment, and hotel districts located across from each other on either side of US-36 in north central Westminster. The 14-story Westin Hotel, the tallest hotel in Westminster, is in the Westminster Promenade area. Evaluation Zone 9 has the largest concentration of hotel rooms in Westminster. This area was chosen for evaluation because of the large number of people that frequent the area, its location on the outskirts of both Districts 4 and 5, and its slightly elevated response times.

As noted in Evaluation Zone 7 above, Zone 9 has been evaluated on its own and in conjunction with Zone 7 for service delivery. Studies have indicated that a new station at approximately 98th and Westminster Blvd., about halfway between Zones 7 and 9, would provide for improved first due response to both areas as well as many surrounding areas in the center section of the City ("WFD 7" as noted on the previous map – see that section for details.)

Evaluation Zone 10 (Westmoor)

The Westmoor area is in District 5 in the far northwest corner of Westminster. The zone contains a large business park, which contains several two- to four-story commercial buildings. There are also some residential areas, a recreation center, and an 18-hole golf course in the zone. The Rocky Mountain Metropolitan Airport is located just north of the area as well. Westmoor was chosen as an Evaluation Zone because of its relative remoteness and extended response times. However, the area is new enough that the majority of commercial spaces have fire sprinklers and alarm systems. North Metro Fire Rescue Authority (NMFRA) is monitoring their area west of Evaluation Zone 10 for growth and are proposing a new fire station ("NMFR 68" on the station map above) in that area. When NMFRA builds a station in that general area, due to CAD-to-CAD, that station will provide first-due coverage for most if not all of Westmoor within Evaluation Zone 10.

Evaluation Zone 11 (The Orchards)

Like Downtown Westminster, The Orchards is a mix of retail, residential, commercial, and entertainment. The area is also home to a large hospital complex. The Orchards is located approximately 20 blocks north of Station 6 in District 6, and as such response and travel times to the area are usually beyond established travel and response time benchmarks. However, because most of the structures in the area were built within the last twenty years, response time issues are

mitigated by fire alarms and sprinkler systems. The Orchards was chosen as an Evaluation Zone because of its mixed-use nature, extended response and travel times to the area, and its rapid growth. Several multi-family buildings are located at the north end of the Orchards, the furthest point from Station 6. Given all these factors, The Orchards area has also been identified as a potential location for a future station. Even though CAD-to-CAD is in effect around the Orchards, studies have indicated that none of those outside agencies can provide appropriate first-due coverage. This area has been identified as a location for a new fire station, which will provide first due coverage in this Zone as well as provide added resiliency to a large part of District Six. The proposed station is identified on the previous map (WFD 8). Studies have indicated that this fire station would provide appropriate first- and second-due response and coverage in areas within the City and provide some additional first-due coverage for the surrounding jurisdictions via CAD-to-CAD. This station will also provide added resiliency and reduce ERF assemblage times within a large part of the City.

II. Standards of Cover

Section 1- Response Guidelines

Westminster Fire Department's *SOG 200.01- Response Groups (2021)* defines the department's response group guidelines. It outlines 12 response groups for EMS, fire suppression, hazardous material, technical rescue, and dive team callouts. The SOG also has an additional five response groups for responding to accidents with injuries on US Highway 36 and Interstate 25.

Basic Response Model

Call Processing

The dispatcher in Westminster's PSAP receives the call and the information provided to that dispatcher is entered into the Computer Aided Dispatch (CAD) system. The CAD then determines the initial response based on the call type entered and where the call is located. The CAD system integrates with the CAD-to-CAD to identify the closest units.

Unit Assignment

Based on the type of incident, response group, and Automatic Vehicle Locator (AVL)/GPS information, the CAD system, using CAD-to-CAD identified units, assigns the appropriate type and number of apparatuses. Assigned units are verbally pre-alerted via radio by dispatch between the hours of 0600 and 2100. This allows for units out of the station and "on the air" to receive the information quickly, as well as personnel in all the stations. Station alerting is activated immediately upon entry into and acceptance of CAD information by the dispatcher. Alerts are broadcast to Active 911, a smartphone application used by WFD members, and Tablet Command, an Incident Command and Accountability program located on iPads in every response unit and assigned to the Fire Department Command Staff. The alerts from Tablet Command are generally received before the station alerting as they are directly tied to the CAD system. Active 911 alerts are generally received in conjunction with or immediately after station alerting have taken place. The dispatcher then announces the responding units, type of call, and location over the radio.

Turnout

Upon dispatch notification and after donning the necessary PPE, units place themselves enroute by using the status button on their Mobile Data Computers (MDC). Units may only place themselves enroute once the apparatus parking brake is released and the apparatus begins to move. Crews are not to air enroute status over the radio unless there are special circumstances including MDC's out of service, dispatch advises to do otherwise, or personnel are not with the apparatus.

Travel

Dispatch monitors all enroute apparatus and airs additional information to responding units. As they travel to the scene, crews are also able to monitor their MDC's and tactical radio channels for any additional information. Once the apparatus has arrived on scene, they use the designated radio channel to indicate arrival status. The MDC can be used as a backup to indicate arrival if the airwaves are busy.

EMS Response

On low-risk, routine EMS responses, a minimum of one truck or engine and one medic unit are dispatched on all medical or motor vehicle accident calls. Medium and high-risk EMS call responses add a Safety and Medical (SAM) Officer, with high risk adding a Battalion Chief to

oversee the scene, assume command, and free up personnel for direct patient care. If circumstances dictate additional needs, due to information provided, responding units can request additional response from the SAM, Battalion Chief, or other resources.

All EMS responses: NFIRS 321, 322, 323.

EMS Response Call Types

Low Risk[1]	Ill party
	Overdose
	Seizure
	Stroke
	Unresponsive party
	Injured party
	Drowning
	Crash w/ pedestrian
	Domestic violence w/ injuries
	Domestic violence w/ injuries
	Domestic violence w/ injuries
	Choking
	Difficulty breathing
	Person down
	Suicide attempt
	Medical alarm
	Crash w/ injuries
	Hit and run w/injuries
	Behavioral crisis
	Fall victim
	Assist citizen
	Heart attack
	Traffic accident (non-extrication)
Medium Risk[2]	CPR in progress
	Possible DOA
	Disturbance
	Disturbance w/ injuries
High Risk[3]	Shooting
	Stabbing
	Code blue
Special Risk[4]	Mass casualty incident
	Active shooter

[1]1 Engine/Truck and 1 Medic Unit- ERF of 5
[2]1 Engine/Truck, 1 Medic Unit, and 1 Safety and Medical Officer- ERF of 6
[3]1 Engine/Truck, 1 Medic Unit, 1 Safety and Medical Officer, and 1 Battalion Chief- ERF of 7
[4]4 Engines, 1 Truck, 2 Medic Units, 2 Battalion Chiefs, 1 Safety and Medical Officer- ERF of 20

EMS Response Critical Tasking

Critical Task	Low Risk	Medium Risk	High Risk	Special Risk
Incident Command	1	1	1	1
Safety Officer			1	1
Medical Officer		1		1
Staging Officer				1
Patient Triage				3
BLS Treatment	2	2	3	6
ALS Treatment	2	2	2	6
Transport Officer				1
Total Tasks	**5**	**6**	**7**	**20**

Fire Suppression Response

A minimum of four engines, one truck, two medic units, two Battalion Chiefs, and a SAM Officer are dispatched for all structure fire calls. WFD considers all working structure fires to be high risk. The total number of dispatched personnel is a minimum of 20. Additional resources may be requested at the discretion of the Battalion Chief, Incident Commander (IC), or company officer. Special Risk/Target hazard working structure fire responses add an additional four engines, one truck, one medic unit, and one Battalion Chief.

Non-structural fire incidents, including vehicle fires, dumpster fires, trash fires, and small field fires require a minimum of one engine or truck to respond. WFD considers these incidents to be medium risk.

Fire Suppression Call Types

Low Risk/Medium Risk

All NFIRS 100 series responses, except 111 (1 Engine/Truck)- ERF of 3

High Risk

All NFIRS 111 responses (4 Engines, 1 Truck, 2 Medic Units, 2 Battalion Chiefs, 1 Safety and Medical Officer)- ERF of 20

Special Risk

Target hazard NFIRS 111 responses (8 Engines, 2 Trucks, 3 Medic Units, 3 Battalion Chiefs, 1 Safety and Medical Officer) - ERF of 38

Fire Suppression Response Critical Tasking

Critical Task	Medium Risk	High Risk	Special Risk
Incident Command	1	1	1
Safety Officer		1	1
Pump Operator	1	1	1
Fire Attack	1	2	4
Water Supply		1	1
Backup Line		2	4
RIC			3
Ventilation Group		2	3
Search Group		2	3
Truck Operator			1
Medical/Rehab		2	2
Division Supervisor			2
Logistics			3
Staging		3	6
On Deck		3	3
Total Tasks	**3**	**20**	**38**

Hazardous Materials Response

The number of resources dispatched on hazardous materials calls can vary based on the level of the emergency.

Low Risk

NFIRS Codes: 400, 410, 411, 412, 413, 421, 424, 420

Hazardous materials mitigation can be accomplished with the crews on-hand or by WFD. No additional outside resources are necessary unless requested by the IC or Battalion Chief. A Level 1 incident is usually low risk and can include incidents such as gas leaks, odor investigations, and carbon monoxide alarms. Level 1 incidents can be handled by one engine or truck.

Level 1 (Medium Risk)

NFIRS Codes: 422, 423, 431, 451

Hazardous materials mitigation requires a higher level of expertise and personnel. A typical Level 1 response will include at least one HazMat Technician on scene. Additional resources from WFD can be specifically called to assist with offensive operations to mitigate small

incidents. Response at this level may also require coordination on mitigation, reporting, and environmental compliance with City departments including Public Works and Utilities (PWU) and Community Development's Stormwater Management division. A typical Level 1 response includes 1 Engine or Truck, 1 Medic Unit, 1 Battalion Chief, and 1 Safety and Medical Officer. Additional resources would include HazMat Technician-certified personnel.

Level 2 (High Risk)

Level 2 responses minimally include 1 Engine or Truck, 1 Medic Unit, 1 Battalion Chief, 1 Safety and Medical Officer for WFD, and an array of apparatus and personnel provided by the regional HazMat team.

Special Risk

Due to the complexity, size, and dynamics of the incident, Special Risk responses minimally include a Level 2 response and state and/or federal resources.

Hazardous Materials Critical Tasking

Critical Task	Low Risk	Medium Risk	High Risk	Special Risk
Incident Command	1	1	1	1
Scene Safety Officer		1	1	1
Water Supply		3	3	3
Branch Director			1	1
Entry Team Supervisor			1	1
Entry Team	2	3	2	2
Backup Team			2	2
Decon Team Supervisor			1	1
Decon Team			2	2
Medical Team		2	2	2
Technical Reference/Research			2	2
Logistics			2	2
HazMat Team Safety Officer			1	1
Total Tasks	**3**	**10**	**21**	**21**

Technical Rescue Response

Low Risk

NFIRS Codes: 322 (with vehicle extrication), 341, 350, 352, 353, 357, 361

For a low-risk technical rescue response, such as a vehicle extrication, a minimum of two suppression response units (engines or trucks), one Battalion Chief, one medic unit, and one SAM officer are dispatched. On-duty technical rescue members will respond as well as any specialized equipment, depending on the type of incident. Westminster is a member of the North Area Technical Rescue Team (NATRT) and can use resources from that team in the event of a technical rescue. If requested at the regional or national level, WFD can also deploy some personnel that are members of the regional NATRT and/or the USAR team.

Level 1 (Medium Risk)

NFIRS Codes: 365, 372, 362, 461

Medium risk technical rescue calls require additional assistance for specialty incidents. These includes adding divers for a water or ice rescue or adding the Heavy Rescue for larger extrication or minimally involved rescue/shoring/bracing type of incidents.

High Risk

NFIRS Codes: 342, 343, 351, 354, 355, 356, 363, 364

High risk technical rescue calls are those that are complex and involve the North Area Technical Rescue Team. These incidents include confined space, trench, high- and low-angle, heavy vehicle (train, commuter rail) extrications, and dive rescue and/or recovery calls. These incidents are prolonged in nature and may extend up to a full 12-hour operational period.

Special Risk

Special risk technical rescues are the same type of incidents as High risk but involve operations that exceed one operational period. This will require the use of rotating crews from multiple jurisdictions to address a long-term **rescue** scenario.

Dive Team Response - all risk levels

If a Dive Team Call is received for an underwater or ice rescue, and the incident has occurred within the last 90 minutes, a minimum of two engines or trucks, one medic unit, one Battalion Chief, one Safety and Medical Officer, and Dive 1 are dispatched. Additional units that have dive personnel on board may respond to provide adequate resource staffing (divers) during the

incident. The 90-minute time frame has been established by medical control as the survivable time with proper resuscitation efforts.

Water rescue responses range from ice rescues of animals, which are generally handled by first due companies, to complicated rescue and recovery operations within large bodies of water, sometimes with higher risk components of ice diving. With the variation in seasons, the fact that all bodies of water in the State are considered “cold water”, and the potential for ice on a body of water in which a dive operation may take place, all dive operations are high risk. Due to these expanded risks, the critical tasking component is set for the highest risk dive. In addition to WFD dive personnel, backup and relief personnel can be requested from Thornton Fire, West Metro Fire or South Metro Fire.

Technical Rescue Call Types

Low Risk[1]	Crash w/ extrication
	Search for person on land
	Extrication from machinery
Medium Risk[2]	Ice rescue
	Watercraft rescue
	Animal water rescue
	Vehicle v. building
	Trapped by power lines
	Building or structure weakened by collapse- 461
High Risk[3]	Trench rescue
	Building collapse
	Confined space rescue
	Rope rescue
	Heavy vehicle extrication
	Search for person in water
	Search for person underground
	Structural extrication
	Swiftwater rescue
	Dive rescue/recovery
	Surf rescue
	Any High-Risk technical rescue incident which requires a North Area Technical Rescue Team (NATRT) call out or additional dive rescue

Special Risk[4]	Any High-Risk technical rescue incident which requires a North Area Technical Rescue Team (NATRT) call out or additional diver rescue resources.
	Special risk is specific to incidents that take more than one operational period to resolve.

[1]2 Engines/Trucks, 1 Medic Unit, 1 Battalion Chief, 1 Safety and Medical Officer- ERF of 10
[2]2 Engine/Trucks, 1 Medic Unit, 1 Battalion Chief, 1 Dive Unit/Heavy Rescue, 1 Safety and Medical Officer- ERF of 14
[3]2 Engines/Trucks, 2 Medic Units, 1 Battalion Chief, 1 Heavy Rescue Unit/1 Dive Unit, 1 Safety and Medical Officer, North Area Tech Rescue Team - ERF of 23
[4]2 Engine/Trucks, 2 Medic Units, 1 Battalion Chief, 1 Heavy Rescue Unit, North Area Tech Rescue Team, 1 Safety and Medical Officer- ERF of 23 (* Special Risk is for extended operations over the initial operational period)

Technical Rescue Response Critical Tasking

Critical Task	Low Risk	Medium Risk[1]	High Risk	Special Risk
Incident Command	1	1	1	1
Safety and Medical Officer	1	1	1	1
Shoring		3	4	4
Stabilization			6	6
Ventilation			1	1
Atmosphere Monitoring			1	1
Extrication Group	3	3	3	3
Medical/Rehab	2	2	2	2
Operations Section Chief			1	1
Logistics/Support	3	3	3	3
Total Tasks	10	13	23	23

[1]Vehicle v. building

Dive Response Critical Tasking

Critical Task	Personnel[1]
Incident Command	1
Safety	1
Water Operations	1
Dive Safety	1
Divers	3
Back up Divers	3
Communications	1
Topside	1
Support	2
Medical/Rehab	4
Total Tasks	18

[1]Tasks completed by multiple personnel.

Historic Workload

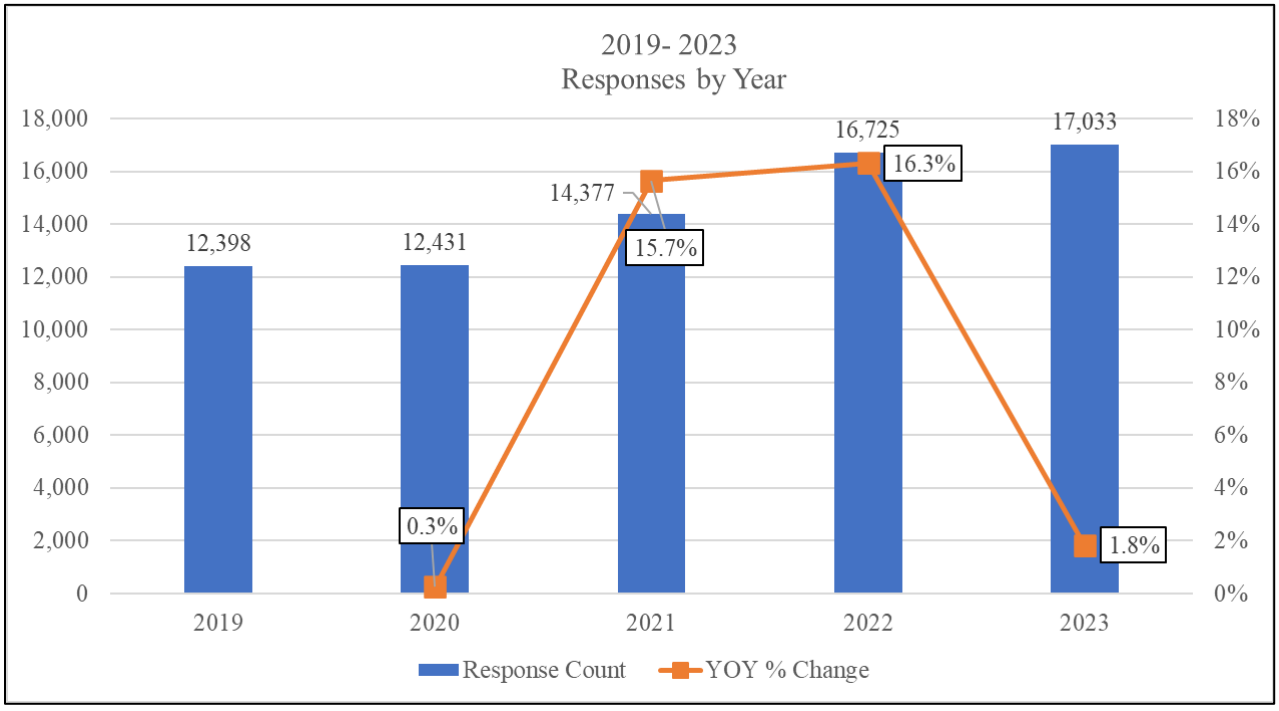


Chart 33: 2019 – 2023 Responses by Year

	2019	2020	2021	2022	2023	5 Year Total
EMS	8,331	8,365	9,630	10,815	11,174	48,315
Cancelled- Good Intent	1,659	1,585	1,946	1,794	1,800	8,784
Service Call	1,032	1,129	1,211	2,360	2,281	8,013
False Alarm or False Call	756	655	742	901	886	3,940
Fire	164	262	333	405	336	1,500
Hazardous Condition- No Fire	219	213	242	235	256	1,165
Rescue	217	204	234	197	267	1,119
Special Incident Type	5	4	22	12	18	61
Overpressure, Rupture, Explosion, Overheat- No Fire	9	10	8	5	5	37
911 Citizen Complaint	4	3	7		2	16
Severe Weather and Natural Disaster	2	1	2	1	3	9
Type Not Yet Assigned					5	5
Grand Total	**12,398**	**12,431**	**14,377**	**16,725**	**17,033**	**72,964**

Chart 34: 2019 – 2023 Responses by Type

	2019	2020	2021	2022	2023	5 Year Total
District 1	3,166	3,174	4,529	5,127	4,934	**20,930**
District 2	2,239	2,564	2,027	2,356	2,341	**11,527**
District 6	1,786	1,729	2,049	2,882	2,950	**11,396**
District 4	1,728	1,485	1,802	2,328	2,421	**9,764**
District 3	1,576	1,549	1,594	1,880	1,779	**8,378**
District 5	1,068	1,025	1,187	1,333	1,396	**6,009**

Chart 35: 2019 – 2023 Responses by District

	2019	2020	2021	2022	2023	5 Year Total
Engine 1	3,039	3,048	3,167	3,170	3,082	15,506
Medic 1	2,494	2,458	2,615	2,606	2,515	12,688
Medic 2	2,406	2,607	2,667	2,612	2,351	12,643
Engine 2	2,208	2,487	2,637	2,568	2,356	12,256
Truck 6	1,864	1,824	2,057	2,456	2,497	10,698
Medic 3	1,861	1,884	2,204	2,246	2,074	10,269
Engine 4	1,862	1,691	1,948	2,211	2,212	9,924
Medic 4	1,552	1,478	1,837	2,127	2,060	9,054
Medic 6	1,509	1,482	1,761	2,046	2,126	8,924
Engine 3	1,518	1,518	1,824	2,152	1,832	8,844
Truck 2	1,456	1,454	1,471	1,389	1,256	7,026
Engine 5	1,250	1,197	1,350	1,501	1,519	6,817
SAM 1	917	963	730	769	730	4,109
Battalion 1	480	419	406	421	397	2,123
Grand Total	**24,416**	**24,510**	**26,674**	**28,274**	**27,007**	**130,881**

Chart 36: 2019 - 2023 Responses by Core Apparatus

	2021	2022	2023
Medic 1	21.40%	20.80%	19.60%
Medic 2	21.20%	20.10%	18.40%
Medic 3	19.40%	18.50%	18.20%
Medic 4	17.20%	17.50%	16.80%
Medic 6	13.30%	13.90%	15.50%
Engine 1	11.50%	10.40%	9.70%
Engine 2	10.10%	9.00%	8.60%
Truck 6	8.30%	8.60%	9.60%
Engine 4	8.50%	8.60%	8.00%
Engine 3	7.70%	8.10%	7.10%
Engine 5	6.20%	6.20%	6.10%
Truck 2	5.90%	5.50%	4.80%
SAM 1	4.20%	3.40%	3.20%
Battalion 1	3.50%	2.70%	2.80%

Chart 37: 2021 – 2023 Unit Hour Utilization by Core Apparatus

Section 2- External Community Response Type Risk Level

The Westminster Fire Department conducted a building risk assessment from 2016-2018. These assessments provided information and scoring on the risk involved in buildings regarding fire events. This helped with inspection scheduling and identification of target hazards. It also provided insight into critical tasking functions for various occupancies or building types. When evaluating the risk levels contained in the previous Response Guidelines section, a key component was to get the overall landscape of community risk. Though the main driver of response is the risk level analysis critical tasking and resource deployment, it is important for WFD to understand the likelihood of a given response, the consequence to life safety and property of that response, and its overall impact on resource use and drawdown. Thus, WFD conducted a community response type risk level analysis. To evaluate community response type risk, the Westminster Fire Department evaluated each response type (fire suppression, EMS, technical rescue, and hazardous material) by three factors: probability, consequence, and impact. Below each factor will be described in more detail.

Probability Factor

Probability refers to the average likelihood of an incident occurring based on experience. The factor is based on a 10-point scale with 0 on the scale meaning 0 average incidents per year, and 10 being an average of 512 or more incidents per year. After the probability factor is calculated, WFD's top-10 highest probability responses are:

NFIRS Code	Description
321	EMS call, excluding vehicle accident with injury
322	Motor vehicle accident with injuries
611	Dispatched & canceled enroute
571	Cover assignment, standby, move up
600	Good intent call, other
622	No incident found on arrival at dispatch address
111	Building fire
551	Assist police or other governmental agency
324	Motor vehicle accident with no injuries.
745	Alarm system activation, no fire - unintentional

Please see the appendix for the Community Risk Factor Scores worksheet for more details on the methodology.

Consequence Factor:

The consequence factor attempts to quantify the real or potential consequence of a given response type. The primary mission of WFD and by extension, all fire departments, is to protect life and property. Thus, the consequence factor measures civilian and fire member casualties (life safety) combined with property and content loss (property) per response type. The consequence factor is made up of two different "sub-factors:" Property and Content Loss Factor and Total Casualty Count Factor. The final consequence factor score is Property Loss Factor + Total Casualty Count Factor. The consequence factor operates on a 10-point scale with 0 being no average property or content loss or no civilian or fire member casualties, and 10 being property and content loss averaging greater than $100,000 and civilian or fire member casualty count greater than 4. After the consequence factor is calculated, WFD's top-10 highest consequence responses are:

NFIRS Code	Description
111	Building fire
240	Explosion (no fire), other
112	Fires in structure other than in a building
113	Cooking fire, confined to container
131	Passenger vehicle fire
461	Building or structure weakened or collapsed
500	Service Call, other
321	EMS call, excluding vehicle accident with injury
130	Mobile property (vehicle) fire, other
143	Grass fire

Please see the appendix for the Community Risk Factor Scores worksheet for more details on the methodology.

Impact Factor

The impact factor measures the average total time committed on each response type. Committed time in this case means from the moment the call is dispatched to the moment the call is cleared. Measuring impact is important because the longer WFD spends on a given response, the higher the potential that this could affect WFD's availability to respond in a timely manner to the next response. The impact factor is a 10-point scale with 0 being zero average committed minutes per response, and 10 being greater than 90 minutes average committed minutes per response. By this calculation, WFD's top-10 highest impact responses are:

NFIRS Code	Description
240	Explosion (no fire), other
137	Camper or recreational vehicle (RV) fire
354	Trench/below grad rescue
421	Chemical hazard (no spill or leak)
423	Refrigeration leak
111	Building fire
155	Outside stationary compactor/compacted trash fire
121	Fire in mobile home used as fixed residence
161	Outside storage fire
370	Electrical rescue, other

Please see the appendix for the Community Risk Factor Scores worksheet for more details on the methodology.

Overall Community Risk Scores

By combining all three factors (probability, consequence, and impact) and applying Heron's formula (A = Square Root(s(s-a)(s-b)(s-c)) to properly weight the factors, a final community risk score is attained.

Below are the final community risk levels and scores:

Risk Level	Risk Score
High	30 and above
Medium	10 to 29.99
Low	0 to 9.99

Applying the risk score methodology, below are the final community risk scores for every WFD response type (table xx). WFD's overall highest community risk responses are building fires (NFIRS 111), EMS calls, excluding vehicle accident with injury (NFIRS 321), explosion (no fire), other (NFIRS 240), and motor vehicle accident with injuries (NFIRS 322). Two out of the four highest community risk responses are EMS in nature.

On an operations level, WFD's Response Group SOG defines low, medium, and high-risk responses, and their attendant effective response force. The Response Group SOG functions as the primary guide by which WFD deploys resources and personnel. Thus, for the purposes of this document and the Standards of Cover, WFD will be using the low, medium, and high risk defined under the preceding Response Group section.

Conducting this community risk level analysis allowed WFD to analyze the likelihood of a given response in the community, the consequence to life safety and property of that response on

the community, and its overall impact on WFD drawdown, which could affect the ability to respond on the next call.

The WFD had previously identified the need for two future fire stations, one near the center of the City (Station 7) and the other toward the north end (Station 8). These were previously discussed in the Evaluation Zone section. Data and information were obtained to demonstrate the need for the two stations. WFD reviewed the probability, consequence and impact information to help verify the needs for the additional stations, which should have a positive effect on initial response, ERF, resiliency and reliability. These were reviewed by taking into consideration how the additional stations would positively impact service delivery. Maps that were provided by the City's GIS section demonstrate the call volumes and areas of first due calls that would be handled by the new stations. Anecdotal knowledge of responses, areas of coverage, and historical needs were also evaluated in conjunction with the GIS and other supportive data. Having additional response capability has a positive impact on community risk, as it reduces the consequences due to additional resources being available, along with a shorter response time, and it also lowers the impact by lessening the time involved to mitigate an incident when it occurs. Resiliency and reliability have been increased with the use of CAD-to-CAD. The two new stations will: provide relief to the current call volume of other units; take over first due responses from other units, positively impacting response times; provide for a faster assembly of the ERF; provide for resiliency and reliability by being able to cover much of the City during incidents; and provide appropriate move-ups for coverage. This will positively impact the overall community risk as identified.

NFIRS Code	Description	Community Risk Score Description	Final Risk Score
111	Building fire	High Community Risk	78.72
321	EMS call, excluding vehicle accident with injury	High Community Risk	38.73
240	Explosion (no fire), other	High Community Risk	36.23
322	Motor vehicle accident with injuries	High Community Risk	32.64
131	Passenger vehicle fire	Medium Community Risk	22.98
461	Building or structure weakened or collapsed	Medium Community Risk	22.85
551	Assist police or other governmental agency	Medium Community Risk	21.21
113	Cooking fire, confined to container	Medium Community Risk	19.61
611	Dispatched & canceled en route	Medium Community Risk	19.09

112	Fires in structure other than in a building	Medium Community Risk	18.37
412	Gas leak (natural gas or LPG)	Medium Community Risk	17.68
571	Cover assignment, standby, moveup	Medium Community Risk	16.97
130	Mobile property (vehicle) fire, other	Medium Community Risk	16.79
552	Police matter	Medium Community Risk	14.85
142	Brush or brush-and-grass mixture fire	Medium Community Risk	14.85
311	Medical assist, assist EMS crew	Medium Community Risk	14.14
324	Motor vehicle accident with no injuries.	Medium Community Risk	12.73
745	Alarm system activation, no fire - unintentional	Medium Community Risk	12.73
741	Sprinkler activation, no fire - unintentional	Medium Community Risk	11.31
500	Service Call, other	Medium Community Risk	11.05
323	Motor vehicle/pedestrian accident (MV Ped)	Medium Community Risk	10.61
531	Smoke or odor removal	Medium Community Risk	10.61
651	Smoke scare, odor of smoke	Medium Community Risk	10.61
143	Grass fire	Medium Community Risk	10.39
137	Camper or recreational vehicle (RV) fire	Medium Community Risk	10.02
360	Water & ice-related rescue, other	Low Community Risk	9.90
600	Good intent call, other	Low Community Risk	9.90
622	No incident found on arrival at dispatch address	Low Community Risk	9.90
160	Special outside fire, other	Low Community Risk	9.59
140	Natural vegetation fire, other	Low Community Risk	9.19
154	Dumpster or other outside trash receptacle fire	Low Community Risk	9.19
155	Outside stationary compactor/compacted trash fire	Low Community Risk	9.03
100	Fire, other	Low Community Risk	8.49
400	Hazardous condition, other	Low Community Risk	8.49
424	Carbon monoxide incident	Low Community Risk	8.49
440	Electrical wiring/equipment problem, other	Low Community Risk	8.49
521	Water evacuation	Low Community Risk	8.49
151	Outside rubbish, trash or waste fire	Low Community Risk	8.49
320	Emergency medical service incident, other	Low Community Risk	8.49
733	Smoke detector activation due to malfunction	Low Community Risk	8.49
735	Alarm system sounded due to malfunction	Low Community Risk	8.49

744	Detector activation, no fire - unintentional	Low Community Risk	8.49
554	Assist invalid	Low Community Risk	8.49
743	Smoke detector activation, no fire - unintentional	Low Community Risk	8.49
121	Fire in mobile home used as fixed residence	Low Community Risk	8.03
161	Outside storage fire	Low Community Risk	8.03
352	Extrication of victim(s) from vehicles	Low Community Risk	8.03
354	Trench/below grad rescue	Low Community Risk	7.07
421	Chemical hazard (no spill or leak)	Low Community Risk	7.07
423	Refrigeration leak	Low Community Risk	7.07
510	Person in distress, other	Low Community Risk	7.07
700	False alarm or false call, other	Low Community Risk	7.07
162	Outside equipment fire	Low Community Risk	6.48
150	Outside rubbish fire, other	Low Community Risk	6.36
300	Rescue, EMS incident, other	Low Community Risk	6.36
411	Gasoline or other flammable liquid spill	Low Community Risk	6.36
445	Arcing, shorted electrical equipment	Low Community Risk	6.36
522	Water or steam leak	Low Community Risk	6.36
671	HazMat release investigation w/no HazMat	Low Community Risk	6.36
114	Chimney or flue fire, confined to chimney or flue	Low Community Risk	6.04
370	Electrical rescue, other	Low Community Risk	5.66
410	Combustible/flammable gas/liquid condition, other	Low Community Risk	5.66
422	Chemical spill or leak	Low Community Risk	5.66
442	Overheated motor	Low Community Risk	5.66
742	Extinguishing system activation	Low Community Risk	5.66
900	Special type of incident, other	Low Community Risk	5.66
511	Lock-out	Low Community Risk	5.66
740	Unintentional transmission of alarm, other	Low Community Risk	5.66
746	Carbon monoxide detector activation, no CO	Low Community Risk	5.66
116	Fuel burner/boiler malfunction, fire confined	Low Community Risk	5.05
122	Fire in motor home, camper, recreational vehicle	Low Community Risk	5.05
430	Radioactive condition, other	Low Community Risk	4.95
342	Search for person in water	Low Community Risk	4.24
363	Swift water rescue	Low Community Risk	4.24

732	Extinguishing system activation due to malfunction	Low Community Risk	4.24
118	Trash or rubbish fire, contained	Low Community Risk	4.24
251	Excessive heat, scorch burns with no ignition	Low Community Risk	4.24
381	Rescue or EMS standby	Low Community Risk	4.24
441	Heat from short circuit (wiring), defective/worn	Low Community Risk	4.24
444	Power line down	Low Community Risk	4.24
520	Water problem, other	Low Community Risk	4.24
710	Malicious, mischievous false call, other	Low Community Risk	4.24
715	Local alarm system, malicious false alarm	Low Community Risk	4.24
730	System malfunction, other	Low Community Risk	4.24
736	CO detector activation due to malfunction	Low Community Risk	4.24
353	Removal of victims from stalled elevator	Low Community Risk	4.24
550	Public service assistance, other	Low Community Risk	4.24
553	Public service	Low Community Risk	4.24
561	Unauthorized burning	Low Community Risk	4.24
362	Ice rescue	Low Community Risk	3.54
443	Breakdown of light ballast	Low Community Risk	3.54
132	Road freight or transport vehicle fire	Low Community Risk	3.08
350	Extrication, rescue other	Low Community Risk	2.83
356	High angle rescue	Low Community Risk	2.83
413	Oil or other combustible liquid spill	Low Community Risk	2.83
641	Vicinity alarm (incident in other location)	Low Community Risk	2.83
814	Lightning strike (no fire)	Low Community Risk	2.83
480	Attempted burning, illegal action, other	Low Community Risk	2.83
621	Wrong location	Low Community Risk	2.83
631	Authorized controlled burning	Low Community Risk	2.83
650	Steam, other gas mistaken for smoke, other	Low Community Risk	2.83
652	Steam, vapor, fog or dust thought to be smoke	Low Community Risk	2.83
653	Smoke from barbecue, tar kettle	Low Community Risk	2.83
661	EMS call, party transported by non-fire agency	Low Community Risk	2.83
711	Municipal alarm system, malicious false alarm	Low Community Risk	2.83
714	Central station, malicious false alarm	Low Community Risk	2.83

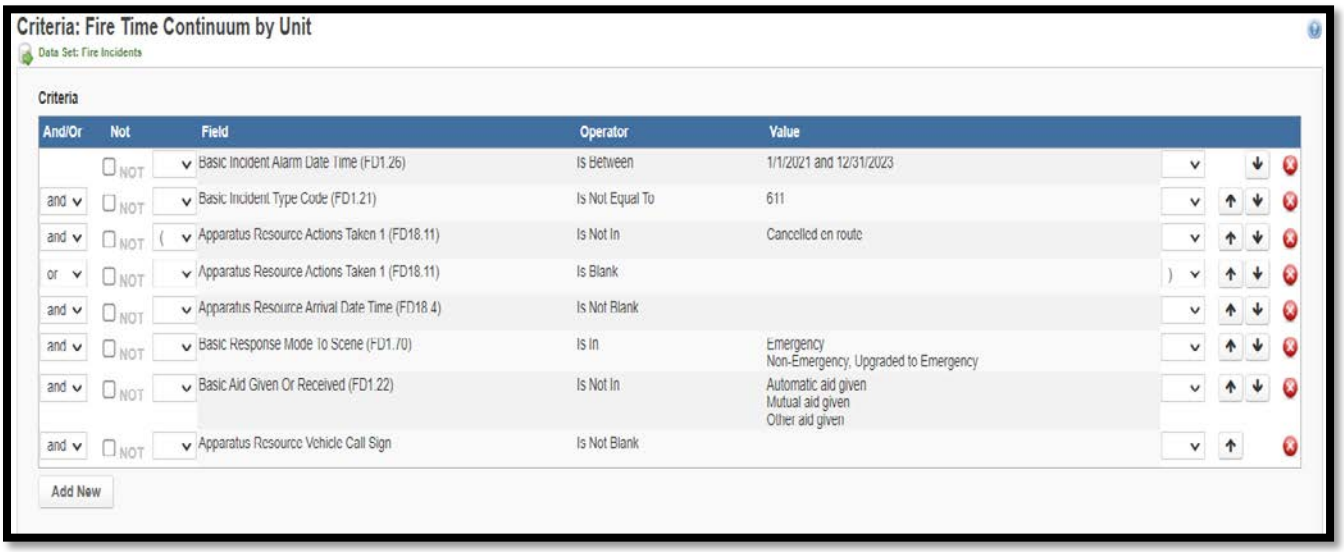
221	Overpressure rupture of air or gas pipe/pipeline	Low Community Risk	2.12
331	Lock-in (if lock out , use 511)	Low Community Risk	2.12
460	Accident, potential accident, other	Low Community Risk	2.12
463	Vehicle accident, general cleanup	Low Community Risk	2.12
542	Animal rescue	Low Community Risk	2.12
555	Defective elevator, no occupants	Low Community Risk	2.12
731	Sprinkler activation due to malfunction	Low Community Risk	2.12
911	Citizen complaint	Low Community Risk	2.12
UUU	Unknown	Low Community Risk	2.12
123	Fire in portable building, fixed location	Low Community Risk	2.12
200	Overpressure rupture, explosion, overheat other	Low Community Risk	1.41
243	Fireworks explosion (no fire)	Low Community Risk	1.41
343	Search for person underground	Low Community Risk	1.41
355	Confined space rescue	Low Community Risk	1.41
420	Toxic condition, other	Low Community Risk	1.41
462	Aircraft standby	Low Community Risk	1.41
481	Attempt to burn	Low Community Risk	1.41
512	Ring or jewelry removal	Low Community Risk	1.41
813	Wind storm, tornado/hurricane assessment	Low Community Risk	1.41
210	Overpressure rupture from steam, other	Low Community Risk	0.71
361	Swimming/recreational water areas rescue	Low Community Risk	0.71
713	Telephone, malicious false alarm	Low Community Risk	0.71

Chart 38: Community Risk Scores

Section 3- Baseline Statements

The agency's baselines were calculated using data from 2019-2023. The agency calculated overall, and low, medium, high, and special risk baselines for EMS, fire suppression, hazardous materials, and technical rescue. Please see the appendix for more detailed performance charts.

Below are the criteria for the basic data set:



Overall

For 90 percent of all emergent incidents:

- **Call processing time** for the first arriving unit is **1 minute and 49 seconds.**
- **Turnout time** for the first arriving unit is **1 minute and 58 seconds.**
- **Travel time** for the first arriving unit is **6 minutes and 9 seconds.**
- **Total response time** for the first arriving unit is **8 minutes and 55 seconds.**

EMS

Low Risk

For 90 percent of all low-risk EMS incidents, **call processing time** for the first arriving unit, staffed with a minimum of two personnel, is **1 minute and 42 seconds**. The first arriving unit is capable of assessing the scene, ensuring safety, establishing command, calling for additional resources as needed, providing patient assessment, and conducting basic medical procedures and

other assistance.

For 90 percent of all low-risk EMS incidents, **turnout time** for the first arriving unit, staffed with a minimum of two personnel, is **1 minute and 51 seconds**. The first arriving unit is capable of assessing the scene, ensuring safety, establishing command, calling for additional resources as needed, providing patient assessment, and conducting basic medical procedures and other assistance.

For 90 percent of all low-risk EMS incidents, **travel time** for the first arriving unit, staffed with a minimum of two personnel, is **5 minutes and 57 seconds**. The first arriving unit is capable of assessing the scene, ensuring safety, establishing command, calling for additional resources as needed, providing patient assessment, and conducting basic medical procedures and other assistance.

For 90 percent of all low-risk EMS incidents, **total response time** for the first arriving unit, staffed with a minimum of two personnel, is **8 minutes and 29 seconds**. The first arriving unit is capable of assessing the scene, ensuring safety, establishing command, calling for additional resources as needed, providing patient assessment, and conducting basic medical procedures and other assistance, and providing transportation to the appropriate medical facility.

For 90 percent of all low-risk EMS incidents, **travel time** for the **Effective Response Force (ERF),** staffed with a minimum of **five personnel,** is **7 minutes and 34 seconds**. The ERF is capable of continuity of command, ensuring scene safety, recording scene events, obtaining medical history and information, providing appropriate treatment, including **Advanced Life Support (ALS)** as necessary, and transporting the patient to the appropriate medical facility.

For 90 percent of all low-risk EMS incidents, **total response time** for the **Effective Response Force (ERF),** staffed with a minimum of **five personnel,** is **10 minutes and 6 seconds.** The ERF is capable of continuity of command, ensuring scene safety, recording scene events, obtaining medical history and information, providing appropriate treatment, including **Advanced Life Support (ALS)** as necessary, and transporting the patient to the appropriate medical facility.

Medium Risk

For 90 percent of all medium-risk EMS incidents, **call processing time** for the first arriving unit, staffed with a minimum of two personnel, is **1 minute and 56 seconds.** The first arriving unit is capable of assessing the scene, ensuring safety, establishing command, calling for

additional resources as needed, performing patient assessment, providing basic life support including defibrillation, and providing patient transportation to the appropriate medical facility.

For 90 percent of all medium-risk EMS incidents, the **turnout time** for the first arriving unit, staffed with a minimum of two personnel, is **1 minute and 51 seconds.** The first arriving unit is capable of assessing the scene, ensuring safety, establishing command, calling for additional resources as needed, performing patient assessment, providing basic life support including defibrillation, and providing patient transportation to the appropriate medical facility.

For 90 percent of all medium-risk EMS incidents, **travel time** for the first arriving unit, staffed with a minimum of two personnel, is **5 minutes and 49 seconds.** The first arriving unit is capable of assessing the scene, ensuring safety, establishing command, calling for additional resources as needed, performing patient assessment, providing basic life support including defibrillation, and providing patient transportation to the appropriate medical facility.

For 90 percent of all medium-risk EMS incidents, **total response time** for the first arriving unit, staffed with a minimum of two personnel, is **8 minutes and 25 seconds.** The first arriving unit is capable of assessing the scene, ensuring safety, establishing command, calling for additional resources as needed, performing patient assessment, providing basic life support including defibrillation, and providing patient transportation to the appropriate medical facility.

For 90 percent of all medium-risk EMS incidents, **travel time** for the **Effective Response Force (ERF),** staffed with a minimum of six personnel, is **8 minutes and 56 seconds.** The ERF is capable of continuity of command, ensuring scene safety, recording scene events, obtaining medical history and information, providing appropriate treatment, including Advanced Life Support (ALS) as necessary, and transporting the patient to the appropriate medical facility.

For 90 percent of all medium-risk EMS incidents, **total response time** for the **Effective Response Force (ERF),** staffed with a minimum of six personnel, is **11 minutes and 58 seconds.** The ERF is capable of continuity of command, ensuring scene safety, recording scene events, obtaining medical history and information, providing appropriate treatment, including Advanced Life Support (ALS) as necessary, and transporting the patient to the appropriate medical facility.

<u>High Risk</u>

For 90 percent of all high-risk EMS incidents, **call processing time** for the first arriving unit, staffed with a minimum of two personnel, is **1 minute and 50 seconds.** The first arriving unit is

capable of assessing the scene, ensuring safety, establishing command, calling for additional resources as needed, performing patient assessment, providing basic life support including defibrillation, Advanced Life Support as necessary, and providing patient transportation to the appropriate medical facility.

For 90 percent of all high-risk EMS incidents, **turnout time** for the first arriving unit, staffed with a minimum of two personnel, is **2 minutes and 1 second.** The first arriving unit is capable of assessing the scene, ensuring safety, establishing command, calling for additional resources as needed, performing patient assessment, providing basic life support including defibrillation, Advanced Life Support as necessary, and providing patient transportation to the appropriate medical facility.

For 90 percent of all high-risk EMS incidents, **travel time** for the first arriving unit, staffed with a minimum of two personnel, is **6 minutes and 45 seconds.** The first arriving unit is capable of assessing the scene, ensuring safety, establishing command, calling for additional resources as needed, performing patient assessment, providing basic life support including defibrillation, Advanced Life Support as necessary, and providing patient transportation to the appropriate medical facility.

For 90 percent of all high-risk EMS incidents, **total response** time for the first arriving unit, staffed with a minimum of two personnel, is **10 minutes.** The first arriving unit is capable of assessing the scene, ensuring safety, establishing command, calling for additional resources as needed, performing patient assessment, providing basic life support including defibrillation, Advanced Life Support as necessary, and providing patient transportation to the appropriate medical facility.

For 90 percent of all high-risk EMS incidents, **travel time** for the **Effective Response Force (ERF),** staffed with a minimum of seven or more personnel, is **9 minutes and 47 seconds.** The ERF is capable of continuity of command, ensuring scene safety, recording scene events, obtaining medical history and information, providing appropriate treatment, including Advanced Life Support (ALS) as necessary, and transporting the patient to the appropriate medical facility.

For 90 percent of all high-risk EMS incidents, **total response time** for the **Effective Response Force (ERF),** staffed with a minimum of seven or more personnel, is **12 minutes and 11 seconds.** The ERF is capable of continuity of command, ensuring scene safety, recording scene events, obtaining medical history and information, providing appropriate treatment,

including Advanced Life Support (ALS) as necessary, and transporting the patient to the appropriate medical facility.

Special Risk

The agency established the Special Risk category during the Critical Tasking Analysis conducted in 2021. Since then, the agency has had no special risk data to measure against for the study period. The High-Risk benchmarks will thus serve as the Special Risk benchmarks until the next reevaluation cycle. In the event of a Special Risk EMS incident, the agency requires a minimum of 20 personnel, including a Staging Officer, three personnel assigned to patient triage, and a Transport Officer. A special risk incident could include a mass casualty event or a mass shooter event.

Fire Suppression

Low Risk/Medium Risk

For 90 percent of all low/medium-risk fire suppression incidents, **call processing time** for the first arriving unit, staffed with a minimum of three personnel, is **2 minutes and 13 seconds.** The first arriving unit is capable of conducting size-up, establishing command, performing immediate rescue, providing 500 gallons of water and 1500 gallons per minute of pumping capacity, advancing an attack line at a minimum of 150 gallons per minute, beginning containment of the fire, and requesting additional resources.

For 90 percent of all low/medium-risk fire suppression incidents, **turnout time** for the first arriving unit, staffed with a minimum of three personnel, is **2 minutes and 11 seconds.** The first arriving unit is capable of conducting size-up, establishing command, performing immediate rescue, providing 500 gallons of water and 1500 gallons per minute of pumping capacity, advancing an attack line at a minimum of 150 gallons per minute, beginning containment of the fire, and requesting additional resources.

For 90 percent of all low/medium-risk fire suppression incidents, **travel time** for the first arriving unit, staffed with a minimum of three personnel, is **6 minutes and 48 seconds.** The first arriving unit is capable of conducting size-up, establishing command, performing immediate rescue, providing 500 gallons of water and 1500 gallons per minute of pumping capacity, advancing an attack line at a minimum of 150 gallons per minute, beginning containment of the fire, and requesting additional resources.

For 90 percent of all low/medium-risk fire suppression incidents, **the total response time** for

the first arriving unit, staffed with a minimum of three personnel, is **10 minutes and 12 seconds.** The first arriving unit is capable of conducting size-up, establishing command, performing immediate rescue, providing 500 gallons of water and 1500 gallons per minute of pumping capacity, advancing an attack line at a minimum of 150 gallons per minute, beginning containment of the fire, and requesting additional resources.

High Risk

For 90 percent of all high-risk fire suppression incidents, **call processing** time for the first arriving unit, staffed with a minimum of three personnel, is **1 minute and 52 seconds.** The first arriving unit is capable of conducting size-up, establishing command, performing immediate rescue, providing 500 gallons of water and 1500 gallons per minute of pumping capacity, advancing an attack line at a minimum of 150 gallons per minute, beginning containment of the fire, and requesting additional resources.

For 90 percent of all high-risk fire suppression incidents, **turnout time** for the first arriving unit, staffed with a minimum of three personnel, is **2 minutes and 13 seconds.** The first arriving unit is capable of conducting size-up, establishing command, performing immediate rescue, providing 500 gallons of water and 1500 gallons per minute of pumping capacity, advancing an attack line at a minimum of 150 gallons per minute, beginning containment of the fire, and requesting additional resources.

For 90 percent of all high-risk fire suppression incidents, **travel time** for the first arriving unit, staffed with a minimum of three personnel, is **5 minutes and 41 seconds.** The first arriving unit is capable of conducting size-up, establishing command, performing immediate rescue, providing 500 gallons of water and 1500 gallons per minute of pumping capacity, advancing an attack line at a minimum of 150 gallons per minute, beginning containment of the fire, and requesting additional resources.

For 90 percent of all high-risk fire suppression incidents, **total response time** for the first arriving unit, staffed with a minimum of three personnel, is **8 minutes and 21 seconds.** The first arriving unit is capable of conducting size-up, establishing command, performing immediate rescue, providing 500 gallons of water and 1500 gallons per minute of pumping capacity, advancing an attack line at a minimum of 150 gallons per minute, beginning containment of the fire, and requesting additional resources.

For 90 percent of all high-risk fire suppression incidents, **travel time** for the **Effective**

Response Force (ERF), consisting of 20 or more personnel, is **13 minutes and 17 seconds.** The ERF is capable of formalizing command, ensuring on-going scene safety by complying with two-in/two-out and by appointing a safety officer, establishing an uninterrupted water supply, advancing the attack line and providing for a backup and/or secondary lines. The lines are capable of flowing a minimum of 150 gallons per minute, supplying building support systems via fire department connections as required, performing forcible entry, conducting search and rescue, ventilation, control of utilities, overhaul, and salvage.

For 90 percent of all high-risk fire suppression incidents, **total response time** for the **Effective Response Force (ERF)**, consisting of 20 or more personnel, is **16 minutes and 32 seconds.** The ERF is capable of formalizing command, ensuring on-going scene safety by complying with two-in/two-out and by appointing a safety officer, establishing an uninterrupted water supply, advancing the attack line, and providing for a backup and/or secondary lines. The lines can flow a minimum of 150 gallons per minute, supplying building support systems via fire department connections as required, performing forcible entry, conducting search and rescue, ventilation, control of utilities, overhaul, and salvage.

Target Hazard/Special Risk

WFD did not have a Target Hazard/Special Risk fire incident during the study period. The agency's benchmark statements will not vary from the last published Community Risk Assessment/Standards of Cover.

HazMat

Low Risk

For 90 percent of all low-risk hazardous materials incidents, **call processing time** for the first arriving unit, staffed with a minimum of three personnel, is **2 minutes and 11 seconds.** The first arriving unit is capable of establishing command, instituting scene safety, beginning identification of the hazardous product, calling for additional resources if necessary, and completing mitigation of the hazard.

For 90 percent of all low-risk hazardous materials incidents, **turnout time** for the first arriving unit, staffed with a minimum of three personnel, is **2 minutes and 5 seconds.** The first arriving unit is capable of establishing command, instituting scene safety, beginning identification of the hazardous product, calling for additional resources if necessary, and completing mitigation of the hazard.

For 90 percent of all low-risk hazardous materials incidents, **travel time** for the first arriving unit, staffed with a minimum of three personnel, is **7 minutes and 48 seconds.** The first arriving unit is capable of establishing command, instituting scene safety, beginning identification of the hazardous product, calling for additional resources if necessary, and completing mitigation of the hazard.

For 90 percent of all low-risk hazardous materials incidents, **total response time** for the first arriving unit, staffed with a minimum of three personnel, is **10 minutes and 46 seconds.** The first arriving unit is capable of establishing command, instituting scene safety, beginning identification of the hazardous product, calling for additional resources if necessary, and completing mitigation of the hazard.

Medium Risk

For 90 percent of all medium-risk hazardous materials incidents, **call processing time** for the first arriving unit, staffed with a minimum of three personnel, is **2 minutes and 20 seconds.** The first arriving unit is capable of establishing command, instituting scene safety, beginning identification of the hazardous product, conducting defensive actions, calling for additional resources if necessary, and completing mitigation of the hazard.

For 90 percent of all medium-risk hazardous materials incidents, **turnout time** for the first arriving unit, staffed with a minimum of three personnel, is **2 minutes and 24 seconds.** The first arriving unit is capable of establishing command, instituting scene safety, beginning identification of the hazardous product, conducting defensive actions, calling for additional resources if necessary, and completing mitigation of the hazard.

For 90 percent of all medium-risk hazardous materials incidents, **travel time** for the first arriving unit, staffed with a minimum of three personnel, is **4 minutes and 53 seconds.** The first arriving unit is capable of establishing command, instituting scene safety, beginning identification of the hazardous product, conducting defensive actions, calling for additional resources if necessary, and completing mitigation of the hazard.

For 90 percent of all medium-risk hazardous materials incidents, **total response time** for the first arriving unit, staffed with a minimum of three personnel, is **8 minutes and 58 seconds.** The first arriving unit is capable of establishing command, instituting scene safety, beginning identification of the hazardous product, conducting defensive actions, calling for additional

resources if necessary, and completing mitigation of the hazard.

For 90 percent of all medium-risk hazardous materials incidents, **travel time** for the **Effective Response Force (ERF)**, staffed with a minimum of 10 or more personnel, is **15 minutes.** The ERF is capable of formalizing command, ensuring continued scene safety, instituting a HazMat branch, conducting offensive mitigation operations, and providing fire support and medical care.

For 90 percent of all medium-risk hazardous materials incidents, **total response time** for the **Effective Response Force (ERF)**, staffed with a minimum of 10 or more personnel, is **25 minutes.** The ERF is capable of formalizing command, ensuring continued scene safety, instituting a HazMat branch, conducting offensive mitigation operations, and providing fire support and medical care.

High Risk/Special Risk

During the study period, the agency did not have any high-risk or special risk hazardous materials incidents. The agency's benchmark statements will not vary from the last published Community Risk Assessment/Standards of Cover.

Technical Rescue

Low Risk

For 90 percent of all low-risk technical rescue incidents, **call processing time** for the first arriving unit, staffed with a minimum of three personnel, is **2 minutes and 47 seconds.** The first arriving unit is capable of establishing command, instituting scene safety, providing rescue, calling for additional resources, and completing limited technical rescue activities.

For 90 percent of all low-risk technical rescue incidents, **turnout** time for the first arriving unit, staffed with a minimum of three personnel, is **1 minute and 46 seconds.** The first arriving unit is capable of establishing command, instituting scene safety, providing rescue, calling for additional resources, and completing limited technical rescue activities.

For 90 percent of all low-risk technical rescue incidents, **travel time** for the first arriving unit, staffed with a minimum of three personnel, is **5 minutes and 7 seconds.** The first arriving unit is capable of establishing command, instituting scene safety, providing rescue, calling for additional resources, and completing limited technical rescue activities.

For 90 percent of all low-risk technical rescue incidents, **total response time** for the first arriving unit, staffed with a minimum of three personnel, is **9 minutes and 24 seconds.** The first

arriving unit is capable of establishing command, instituting scene safety, providing rescue, calling for additional resources, and completing limited technical rescue activities.

For 90 percent of all low-risk technical rescue incidents, **travel time** for the **Effective Response Force (ERF)**, staffed with a minimum of 10 or more personnel, is **9 minutes and 24 seconds.** The ERF is capable of formalizing command, ensuring continued safety, assigning safety personnel and/or RIC, conducting rescues, and providing medical care.

For 90 percent of all low-risk technical rescue incidents, **total response time** for the **Effective Response Force (ERF)**, staffed with a minimum of 10 or more personnel, is **16 minutes and 40 seconds.** The ERF is capable of formalizing command, ensuring continued safety, assigning safety personnel and/or RIC, conducting rescues, and providing medical care.

Medium Risk

For 90 percent of all medium-risk technical rescue incidents, **call processing time** for the first arriving unit, staffed with a minimum of three personnel, is **1 minute and 53 seconds.** The first arriving unit is capable of establishing command, instituting scene safety, providing rescue, calling for additional resources, and completing limited technical rescue activities.

For 90 percent of all medium-risk technical rescue incidents, **turnout time** for the first arriving unit, staffed with a minimum of three personnel, is **1 minute and 47 seconds.** The first arriving unit is capable of establishing command, instituting scene safety, providing rescue, calling for additional resources, and completing limited technical rescue activities.

For 90 percent of all medium-risk technical rescue incidents, **travel time** for the first arriving unit, staffed with a minimum of three personnel, is **4 minutes and 57 seconds.** The first arriving unit is capable of establishing command, instituting scene safety, providing rescue, calling for additional resources, and completing limited technical rescue activities.

For 90 percent of all medium-risk technical rescue incidents, **total response time** for the first arriving unit, staffed with a minimum of three personnel, is **7 minutes and 14 seconds.** The first arriving unit is capable of establishing command, instituting scene safety, providing rescue, calling for additional resources, and completing limited technical rescue activities.

For 90 percent of all medium-risk technical rescue incidents, **travel time** for the **Effective Response Force (ERF**), staffed with a minimum of 14 or more personnel, is **8 minutes and 27 seconds.** The ERF is capable of formalizing command, ensuring continued safety, assigning safety personnel and/or RIC, conducting rescues, and providing medical care.

For 90 percent of all medium-risk technical rescue incidents, **total response time** for the **Effective Response Force (ERF)**, staffed with a minimum of 14 or more personnel, is **13 minutes and 45 seconds.** The ERF is capable of formalizing command, ensuring continued safety, assigning safety personnel and/or RIC, conducting rescues, and providing medical care.

High Risk

For 90 percent of all high-risk technical rescue incidents, **call processing time** for the first arriving unit, staffed with a minimum of three personnel, is **3 minutes and 56 seconds.** The first arriving unit is capable of establishing command, instituting scene safety, providing rescue, calling for additional resources, and completing limited technical rescue activities.

For 90 percent of all high-risk technical rescue incidents, **turnout time** for the first arriving unit, staffed with a minimum of three personnel, is **1 minute and 55 seconds.** The first arriving unit is capable of establishing command, instituting scene safety, providing rescue, calling for additional resources, and completing limited technical rescue activities.

For 90 percent of all high-risk technical rescue incidents, **travel time** for the first arriving unit, staffed with a minimum of three personnel, is **7 minutes.** The first arriving unit is capable of establishing command, instituting scene safety, providing rescue, calling for additional resources, and completing limited technical rescue activities.

For 90 percent of all high-risk technical rescue incidents, **total response time** for the first arriving unit, staffed with a minimum of three personnel, is **11 minutes and 30 seconds.** The first arriving unit is capable of establishing command, instituting scene safety, providing rescue, calling for additional resources, and completing limited technical rescue activities.

For 90 percent of all high-risk technical rescue incidents, **travel time** for the **Effective Response Force (ERF)**, staffed with a minimum of 23 or more personnel, is **15 minutes.** The ERF is capable of formalizing command, ensuring continued safety, assigning safety personnel and/or RIC, conducting rescues, and providing medical care.

For 90 percent of all high-risk technical rescue incidents, **total response time** for the **Effective Response Force (ERF)**, staffed with a minimum of 23 or more personnel, is **25 minutes.** The ERF is capable of formalizing command, ensuring continued safety, assigning safety personnel and/or RIC, conducting rescues, and providing medical care.

Section 4- Benchmark Statements

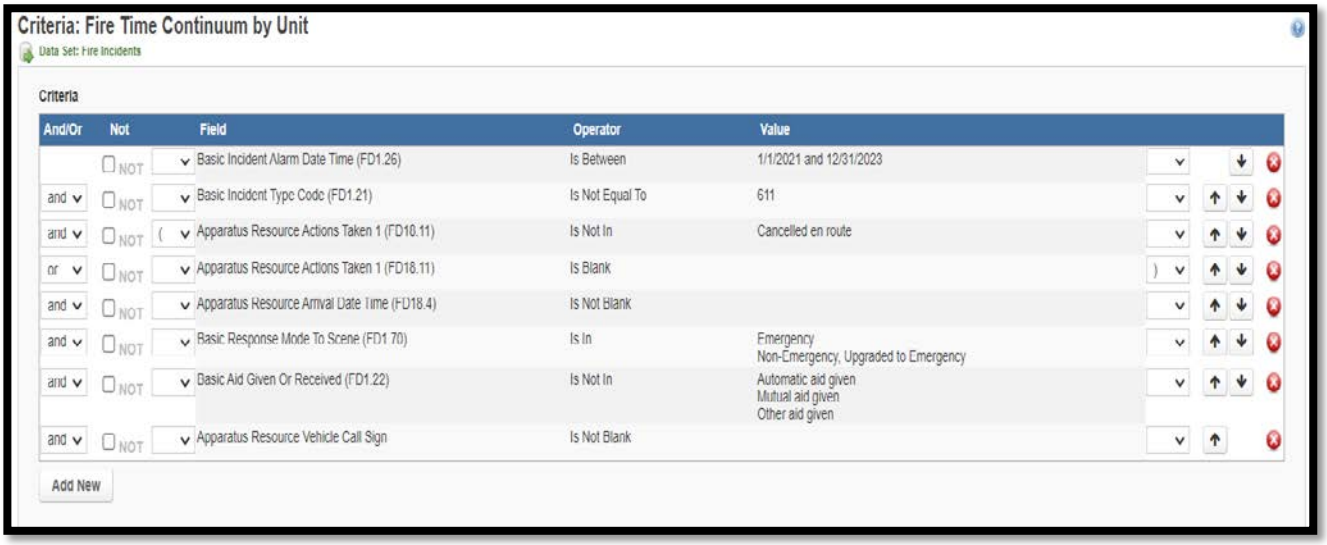
The agency monitors its standards of cover on a quarterly basis. To make changes to its benchmarks, the agency evaluates its overall baseline performance against its current benchmarks over a 5-year cycle.

The agency evaluated its benchmarks against its baselines from the period of 2019-2023 and based on the performance gap, or in some cases, parity or overperformance, established its benchmarks for 2024-2028. To calculate the benchmarks, the agency took 50 percent of the performance gap and added (or subtracted 50 percent in the case of overperformance) that number to the benchmarks established in the agency's initial accreditation cycle. For example, the established benchmark time for low-risk EMS call processing was 1:01. The actual baseline performance from 2019-2023 was 1:42. The performance gap was :41, thus the new benchmark for 2024-2028 is 1:21.

The agency has established overall benchmarks, and low, medium, high, and special risk benchmarks for EMS, hazardous materials, and technical rescue. For fire suppression, the agency has benchmarks for medium, high, and special risk incidents.

Due to the full implementation of the CAD-to-CAD system, in 2022, the agency began to include automatic aid first arriving units as part of the calculations. Effective Response Force calculations can include automatic aid due to closest unit dispatching. Please see the appendix for more detailed performance charts.

The below is the criteria for the basic data set:



Overall

For 90 percent of all emergent incidents, **call processing time** for the first arriving unit will be **1 minute and 25 seconds.**

For 90 percent of all emergent incidents, **turnout time** for the first arriving unit will be **1 minute and 40 seconds.**

For 90 percent of all emergent incidents, **travel time** for the first arriving unit will be **5 minutes and 33 seconds.**

For 90 percent of all emergent incidents, **total response time** for the first arriving unit will be **8 minutes and 12 seconds.**

EMS

Low Risk

For 90 percent of all low-risk EMS incidents, **call processing time** for the first arriving unit, staffed with a minimum of two personnel, will be **1 minute and 21 seconds.** The first arriving unit will be capable of assessing the scene, ensuring safety, establishing command, calling for additional resources as needed, providing patient assessment, and conducting basic medical procedures and other assistance.

For 90 percent of all low-risk EMS incidents, **turnout time** for the first arriving unit, staffed with a minimum of two personnel, will be **1 minute and 33 seconds.** The first arriving unit will be capable of assessing the scene, ensuring safety, establishing command, calling for additional

resources as needed, providing patient assessment, and conducting basic medical procedures and other assistance.

For 90 percent of all low-risk EMS incidents, **travel time** for the first arriving unit, staffed with a minimum of two personnel, will be **5 minutes and 26 seconds.** The first arriving unit will be capable of assessing the scene, ensuring safety, establishing command, calling for additional resources as needed, providing patient assessment, and conducting basic medical procedures and other assistance.

For 90 percent of all low-risk EMS incidents, **total response time** for the first arriving unit, staffed with a minimum of two personnel, will be **8 minutes and 21 seconds.** The first arriving unit will be capable of assessing the scene, ensuring safety, establishing command, calling for additional resources as needed, providing patient assessment, and conducting basic medical procedures and other assistance.

For 90 percent of all low-risk EMS incidents, **travel time** for the **Effective Response Force (ERF)**, staffed with a minimum of six personnel, will be **7 minutes and 34 seconds.** The ERF will be capable of continuity of command, ensuring scene safety, recording scene events, obtaining medical history and information, providing appropriate treatment, including Advanced Life Support (ALS) as necessary, and transporting the patient to the appropriate medical facility.

For 90 percent of all low-risk EMS incidents, **total response time** for the **Effective Response Force (ERF)**, staffed with a minimum of six personnel, will be **10 minutes and 6 seconds.** The ERF will be capable of continuity of command, ensuring scene safety, recording scene events, obtaining medical history and information, providing appropriate treatment, including Advanced Life Support (ALS) as necessary, and transporting the patient to the appropriate medical facility.

Medium Risk

For 90 percent of all medium-risk EMS incidents, **call processing** time for the first arriving unit, staffed with a minimum of two personnel, will be **1 minute and 28 seconds.** The first arriving unit will be capable of assessing the scene, ensuring safety, establishing command, calling for additional resources as needed, performing patient assessment, providing basic life support including defibrillation, and providing patient transportation to the appropriate medical facility.

For 90 percent of all medium-risk EMS incidents, **turnout time** for the first arriving unit,

staffed with a minimum of two personnel, will be **1 minute and 33 seconds.** The first arriving unit will be capable of assessing the scene, ensuring safety, establishing command, calling for additional resources as needed, performing patient assessment, providing basic life support including defibrillation, and providing patient transportation to the appropriate medical facility.

For 90 percent of all medium-risk EMS incidents, **travel** time for the first arriving unit, staffed with a minimum of two personnel, will be **5 minutes and 22 seconds.** The first arriving unit will be capable of assessing the scene, ensuring safety, establishing command, calling for additional resources as needed, performing patient assessment, providing basic life support including defibrillation, and providing patient transportation to the appropriate medical facility.

For 90 percent of all medium-risk EMS incidents, **total response** time for the first arriving unit, staffed with a minimum of two personnel, will be **7 minutes and 33 seconds.** The first arriving unit will be capable of assessing the scene, ensuring safety, establishing command, calling for additional resources as needed, performing patient assessment, providing basic life support including defibrillation, and providing patient transportation to the appropriate medical facility.

For 90 percent of all medium-risk EMS incidents, **travel time** for the **Effective Response Force (ERF)**, staffed with a minimum of six personnel, will be **7 minutes and 34 seconds.** The ERF will be capable of continuity of command, ensuring scene safety, recording scene events, obtaining medical history and information, providing appropriate treatment, including Advanced Life Support (ALS) as necessary, and transporting the patient to the appropriate medical facility.

For 90 percent of all medium-risk EMS incidents, **total response time** for the **Effective Response Force (ERF)**, staffed with a minimum of six personnel, will be **9 minutes and 42 seconds.** The ERF will be capable of continuity of command, ensuring scene safety, recording scene events, obtaining medical history and information, providing appropriate treatment, including Advanced Life Support (ALS) as necessary, and transporting the patient to the appropriate medical facility.

<u>High Risk</u>

For 90 percent of all high-risk EMS incidents, **call processing time** for the first arriving unit, staffed with a minimum of two personnel, will be **1 minute and 25 seconds.** The first arriving unit will be capable of assessing the scene, ensuring safety, establishing command, calling for additional resources as needed, performing patient assessment, providing basic life support

including defibrillation, Advanced Life Support as necessary, and providing patient transportation to the appropriate medical facility.

For 90 percent of all high-risk EMS incidents, **turnout time for the first arriving unit**, staffed with a minimum of two personnel, will be **1 minute and 38 seconds.** The first arriving unit will be capable of assessing the scene, ensuring safety, establishing command, calling for additional resources as needed, performing patient assessment, providing basic life support including defibrillation, Advanced Life Support as necessary, and providing patient transportation to the appropriate medical facility.

For 90 percent of all high-risk EMS incidents, **travel time** for the first arriving unit, staffed with a minimum of two personnel, will be **5 minutes and 50 seconds.** The first arriving unit will be capable of assessing the scene, ensuring safety, establishing command, calling for additional resources as needed, performing patient assessment, providing basic life support including defibrillation, Advanced Life Support as necessary, and providing patient transportation to the appropriate medical facility.

For 90 percent of all high-risk EMS incidents, **total response time** for the first arriving unit, staffed with a minimum of two personnel, will be **8 minutes and 34 seconds.** The first arriving unit will be capable of assessing the scene, ensuring safety, establishing command, calling for additional resources as needed, performing patient assessment, providing basic life support including defibrillation, Advanced Life Support as necessary, and providing patient transportation to the appropriate medical facility.

For 90 percent of all high-risk EMS incidents, **travel time** for the **Effective Response Force (ERF)**, staffed with a minimum of seven or more personnel, will be **8 minutes.** The ERF will be capable of continuity of command, ensuring scene safety, recording scene events, obtaining medical history and information, providing appropriate treatment, including Advanced Life Support (ALS) as necessary, and transporting the patient to the appropriate medical facility.

For 90 percent of all high-risk EMS incidents, **total response time** for the **Effective Response Force (ERF)**, staffed with a minimum of seven or more personnel, will be **11 minutes and 16 seconds.** The ERF will be capable of continuity of command, ensuring scene safety, recording scene events, obtaining medical history and information, providing appropriate treatment, including Advanced Life Support (ALS) as necessary, and transporting the patient to the appropriate medical facility.

Special Risk

The agency established the Special Risk category during the Critical Tasking Analysis conducted in 2021. Since then, the agency has had no special risk data to measure against for the study period. The High-Risk benchmarks will thus serve as the Special Risk benchmarks until the next reevaluation cycle. In the event of a Special Risk EMS incident, the agency requires a minimum of 20 personnel, including a Staging Officer, three personnel assigned to patient triage, and a Transport Officer. A special risk incident could include a mass casualty event or a mass shooter event.

For 90 percent of all special risk EMS incidents, **call processing time** for the first arriving unit, staffed with a minimum of two personnel, will be **1 minute and 1 second.** The first arriving unit will be capable of assessing the scene, ensuring safety, establishing command, calling for additional resources as needed, perform patient assessment, providing basic life support including defibrillation, Advanced Life Support as necessary, and providing patient transportation to the appropriate medical facility.

For 90 percent of all special risk EMS incidents, **turnout time** for the first arriving unit, staffed with a minimum of two personnel, will be **1 minute and 15 seconds.** The first arriving unit will be capable of assessing the scene, ensuring safety, establishing command, calling for additional resources as needed, perform patient assessment, providing basic life support including defibrillation, Advanced Life Support as necessary, and providing patient transportation to the appropriate medical facility.

For 90 percent of all special risk EMS incidents, **travel time** for the first arriving unit, staffed with a minimum of two personnel, will be **4 minutes and 56 seconds.** The first arriving unit will be capable of assessing the scene, ensuring safety, establishing command, calling for additional resources as needed, perform patient assessment, providing basic life support including defibrillation, Advanced Life Support as necessary, and providing patient transportation to the appropriate medical facility.

For 90 percent of all special EMS incidents, **total response time** for the first arriving unit, staffed with a minimum of two personnel, will be **8 minutes and 11 seconds.** The first arriving unit will be capable of assessing the scene, ensuring safety, establishing command, calling for additional resources as needed, perform patient assessment, providing basic life support including defibrillation, Advanced Life Support as necessary, and providing patient

transportation to the appropriate medical facility.

For 90 percent of all special risk EMS incidents, **travel time** for the **Effective Response Force (ERF)**, staffed with a minimum of 20 or more personnel, will be **8 minutes and 11 seconds.** The ERF will be capable of continuity of command, ensuring scene safety, recording scene events, obtaining medical history and information, providing appropriate treatment, including Advanced Life Support (ALS) as necessary, and transporting the patient to the appropriate medical facility.

For 90 percent of all special risk EMS incidents, **total response time** for the **Effective Response Force (ERF)**, staffed with a minimum of 20 or more personnel, will be **11 minutes and 22 seconds.** The ERF will be capable of continuity of command, ensuring scene safety, recording scene events, obtaining medical history and information, providing appropriate treatment, including Advanced Life Support (ALS) as necessary, and transporting the patient to the appropriate medical facility.

Fire Suppression

Low Risk/Medium Risk

For 90 percent of all low/medium-risk fire suppression incidents, **call processing time** for the first arriving unit, staffed with a minimum of three personnel, will be **1 minute and 37 seconds.** The first arriving unit will be capable of conducting size-up, establishing command, performing immediate rescue, providing 500 gallons of water and 1500 gallons per minute of pumping capacity, advancing an attack line at a minimum of 150 gallons per minute, beginning containment of the fire, and requesting additional resources.

For 90 percent of all low/medium-risk fire suppression incidents, **turnout** time for the first arriving unit, staffed with a minimum of three personnel, will be **1 minute and 46 seconds.** The first arriving unit will be capable of conducting size-up, establishing command, performing immediate rescue, providing 500 gallons of water and 1500 gallons per minute of pumping capacity, advancing an attack line at a minimum of 150 gallons per minute, beginning containment of the fire, and requesting additional resources.

For 90 percent of all low/medium-risk fire suppression incidents, **travel time** for the first arriving unit, staffed with a minimum of three personnel, will be **5 minutes and 53 seconds.** The first arriving unit will be capable of conducting size-up, establishing command, performing immediate rescue, providing 500 gallons of water and 1500 gallons per minute of pumping

capacity, advancing an attack line at a minimum of 150 gallons per minute, beginning containment of the fire, and requesting additional resources.

For 90 percent of all low/medium-risk fire suppression incidents, **total response time** for the first arriving unit, staffed with a minimum of three personnel, will be **8 minutes and 39 seconds.** The first arriving unit will be capable of conducting size-up, establishing command, performing immediate rescue, providing 500 gallons of water and 1500 gallons per minute of pumping capacity, advancing an attack line at a minimum of 150 gallons per minute, beginning containment of the fire, and requesting additional resources.

High Risk

For 90 percent of all high-risk fire suppression incidents, **call processing time** for the first arriving unit, staffed with a minimum of three personnel, will be **1 minute and 26 seconds.** The first arriving unit will be capable of conducting size-up, establishing command, performing immediate rescue, providing 500 gallons of water and 1500 gallons per minute of pumping capacity, advancing an attack line at a minimum of 150 gallons per minute, beginning containment of the fire, and requesting additional resources.

For 90 percent of all high-risk fire suppression incidents, **turnout time** for the first arriving unit, staffed with a minimum of three personnel, will be **1 minute and 47 seconds.** The first arriving unit will be capable of conducting size-up, establishing command, performing immediate rescue, providing 500 gallons of water and 1500 gallons per minute of pumping capacity, advancing an attack line at a minimum of 150 gallons per minute, beginning containment of the fire, and requesting additional resources.

For 90 percent of all high-risk fire suppression incidents, **travel time** for the first arriving unit, staffed with a minimum of three personnel, will be **5 minutes and 19 seconds.** The first arriving unit will be capable of conducting size-up, establishing command, performing immediate rescue, providing 500 gallons of water and 1500 gallons per minute of pumping capacity, advancing an attack line at a minimum of 150 gallons per minute, beginning containment of the fire, and requesting additional resources.

For 90 percent of all high-risk fire suppression incidents, **total response time** for the first arriving unit, staffed with a minimum of three personnel, will be **7 minutes and 39 seconds.** The first arriving unit will be capable of conducting size-up, establishing command, performing immediate rescue, providing 500 gallons of water and 1500 gallons per minute of pumping

capacity, advancing an attack line at a minimum of 150 gallons per minute, beginning containment of the fire, and requesting additional resources.

For 90 percent of all high-risk fire suppression incidents, **travel time** for the **Effective Response Force (ERF)**, consisting of 20 or more personnel, will be **11 minutes and 38 seconds.** The ERF will be capable of formalizing command, ensuring on-going scene safety by complying with two-in/two-out and by appointing a safety officer, establishing an uninterrupted water supply, advancing the attack line and providing for a backup and/or secondary lines. The lines are capable of flowing a minimum of 150 gallons per minute, supplying building support systems via fire department connections as required, performing forcible entry, conducting search and rescue, ventilation, control of utilities, overhaul, and salvage.

For 90 percent of all high-risk fire suppression incidents, **total response time** for the **Effective Response Force (ERF)**, consisting of 20 or more personnel, will be **14 minutes and 46 seconds.** The ERF will be capable of formalizing command, ensuring on-going scene safety by complying with two-in/two-out and by appointing a safety officer, establishing an uninterrupted water supply, advancing the attack line, and providing for a backup and/or secondary lines. The lines can flow a minimum of 150 gallons per minute, supplying building support systems via fire department connections as required, performing forcible entry, conducting search and rescue, ventilation, control of utilities, overhaul, and salvage.

Target Hazard/Special Risk

WFD did not have a Target Hazard/Special Risk fire incident during the study period. The agency's benchmark statements will not vary from the last published Community Risk Assessment/Standards of Cover.

For 90 percent of all target hazard/special risk fire suppression incidents, **call processing time** for the first arriving unit, staffed with a minimum of three personnel, will be **1 minute and 1 second.** The first arriving unit will be capable of conducting size-up, establishing command, performing immediate rescue, providing 500 gallons of water and 1500 gallons per minute of pumping capacity, advancing an attack line at a minimum of 150 gallons per minute, beginning containment of the fire, and requesting additional resources.

For 90 percent of all target hazard/special risk fire suppression incidents, **turnout time** for the first arriving unit, staffed with a minimum of three personnel, will be **1 minute and 22 seconds.** The first arriving unit will be capable of conducting size-up, establishing command,

performing immediate rescue, providing 500 gallons of water and 1500 gallons per minute of pumping capacity, advancing an attack line at a minimum of 150 gallons per minute, beginning containment of the fire, and requesting additional resources.

For 90 percent of all target hazard/special risk fire suppression incidents, **travel time** for the first arriving unit, staffed with a minimum of three personnel, will be **4 minutes and 58 seconds.** The first arriving unit will be capable of conducting size-up, establishing command, performing immediate rescue, providing 500 gallons of water and 1500 gallons per minute of pumping capacity, advancing an attack line at a minimum of 150 gallons per minute, beginning containment of the fire, and requesting additional resources.

For 90 percent of all target hazard/special risk fire suppression incidents, **total response** time for the first arriving unit, staffed with a minimum of three personnel, will be **7 minutes and 7 seconds.** The first arriving unit will be capable of conducting size-up, establishing command, performing immediate rescue, providing 500 gallons of water and 1500 gallons per minute of pumping capacity, advancing an attack line at a minimum of 150 gallons per minute, beginning containment of the fire, and requesting additional resources.

For 90 percent of all target hazard/special risk fire suppression incidents, **travel time** for the **Effective Response Force (ERF)**, consisting of 38 or more personnel, will be **10 minutes.** The ERF will be capable of formalizing command, ensuring on-going scene safety by complying with two-in/two-out and by appointing a safety officer, assigning divisions and/or groups, controlling building systems, establishing an uninterrupted water supply, advancing the attack line, and providing for a backup and/or secondary lines. The lines can flow a minimum of 150 gallons per minute, supplying building support systems via fire department connections as required, performing forcible entry, conducting search and rescue, ventilation, control of utilities, overhaul, and salvage, and establishing RIC and/or on-deck crews.

For 90 percent of all target hazard/special risk fire suppression incidents, **total response time** for the **Effective Response Force (ERF)**, consisting of 38 or more personnel, will be **18 minutes and 21 seconds.** The ERF will be capable of formalizing command, ensuring on-going scene safety by complying with two-in/two-out and by appointing a safety officer, assigning divisions and/or groups, controlling building systems, establishing an uninterrupted water supply, advancing the attack line, and providing for a backup and/or secondary lines. The lines can flow a minimum of 150 gallons per minute, supplying building support systems via fire

department connections as required, performing forcible entry, conducting search and rescue, ventilation, control of utilities, overhaul, and salvage, and establishing RIC and/or on-deck crews.

HazMat

Low Risk

For 90 percent of all low-risk hazardous materials incidents, **call processing time** for the first arriving unit, staffed with a minimum of three personnel, will be **1 minute and 36 seconds.** The first arriving unit will be capable of establishing command, instituting scene safety, beginning identification of the hazardous product, calling for additional resources if necessary, and completing mitigation of the hazard.

For 90 percent of all low-risk hazardous materials incidents, **turnout time** for the first arriving unit, staffed with a minimum of three personnel, will be **1 minute and 43 seconds.** The first arriving unit will be capable of establishing command, instituting scene safety, beginning identification of the hazardous product, calling for additional resources if necessary, and completing mitigation of the hazard.

For 90 percent of all low-risk hazardous materials incidents, **travel time** for the first arriving unit, staffed with a minimum of three personnel, will be **7 minutes and 48 seconds.** The first arriving unit will be capable of establishing command, instituting scene safety, beginning identification of the hazardous product, calling for additional resources if necessary, and completing mitigation of the hazard.

For 90 percent of all low-risk hazardous materials incidents, **total response time** for the first arriving unit, staffed with a minimum of three personnel, will be **9 minutes and 31 seconds.** The first arriving unit will be capable of establishing command, instituting scene safety, beginning identification of the hazardous product, calling for additional resources if necessary, and completing mitigation of the hazard.

Medium Risk

For 90 percent of all medium-risk hazardous materials incidents, **call processing time** for the first arriving unit, staffed with a minimum of three personnel, will be **1 minute and 40 seconds.** The first arriving unit will be capable of establishing command, instituting scene safety, beginning identification of the hazardous product, conducting defensive actions, calling for additional resources if necessary, and completing mitigation of the hazard.

For 90 percent of all medium-risk hazardous materials incidents, **turnout time** for the first arriving unit, staffed with a minimum of three personnel, will be **1 minute and 53 seconds.** The first arriving unit will be capable of establishing command, instituting scene safety, beginning identification of the hazardous product, conducting defensive actions, calling for additional resources if necessary, and completing mitigation of the hazard.

For 90 percent of all medium-risk hazardous materials incidents, **travel time** for the first arriving unit, staffed with a minimum of three personnel, will be **4 minutes and 53 seconds.** The first arriving unit will be capable of establishing command, instituting scene safety, beginning identification of the hazardous product, conducting defensive actions, calling for additional resources if necessary, and completing mitigation of the hazard.

For 90 percent of all medium-risk hazardous materials incidents, **total response time** for the first arriving unit, staffed with a minimum of three personnel, will be **8 minutes and 2 seconds.** The first arriving unit will be capable of establishing command, instituting scene safety, beginning identification of the hazardous product, conducting defensive actions, calling for additional resources if necessary, and completing mitigation of the hazard.

For 90 percent of all medium-risk hazardous materials incidents, **travel time** for the **Effective Response Force (ERF)**, staffed with a minimum of 10 or more personnel, will be **15 minutes.** The ERF will be capable of formalizing command, ensuring continued scene safety, instituting a HazMat branch, conducting offensive mitigation operations, and providing fire support and medical care.

For 90 percent of all medium-risk hazardous materials incidents, **total response time** for the **Effective Response Force (ERF)**, staffed with a minimum of 10 or more personnel, will be **25 minutes.** The ERF will be capable of formalizing command, ensuring continued scene safety, instituting a HazMat branch, conducting offensive mitigation operations, and providing fire support and medical care.

<u>High Risk/Special Risk</u>

During the study period, the agency did not have any high-risk or special risk hazardous materials incidents. The agency's benchmark statements will not vary from the last published Community Risk Assessment/Standards of Cover.

For 90 percent of all high-risk/special risk hazardous materials incidents, **call processing time** for the first arriving unit, staffed with a minimum of three personnel, will be **1 minute and**

1 second. The first arriving unit will be capable of establishing command, instituting scene safety, conducting size-up, beginning identification of the hazardous product, conducting defensive actions, calling for additional resources if necessary, and completing mitigation of the hazard.

For 90 percent of all high-risk/special risk hazardous materials incidents, **turnout time** for the first arriving unit, staffed with a minimum of three personnel, will be **1 minute and 22 seconds.** The first arriving unit will be capable of establishing command, instituting scene safety, conducting size-up, beginning identification of the hazardous product, conducting defensive actions, calling for additional resources if necessary, and completing mitigation of the hazard.

For 90 percent of all high-risk/special risk hazardous materials incidents, **travel time** for the first arriving unit, staffed with a minimum of three personnel, will be **5 minutes and 28 seconds.** The first arriving unit will be capable of establishing command, instituting scene safety, conducting size-up, beginning identification of the hazardous product, conducting defensive actions, calling for additional resources if necessary, and completing mitigation of the hazard.

For 90 percent of all high-risk/special risk hazardous materials incidents, **total response time** for the first arriving unit, staffed with a minimum of three personnel, will be **7 minutes and 7 seconds.** The first arriving unit will be capable of establishing command, instituting scene safety, conducting size-up, beginning identification of the hazardous product, conducting defensive actions, calling for additional resources if necessary, and completing mitigation of the hazard.

For 90 percent of all high-risk/special risk hazardous materials incidents, **travel time** for the **Effective Response Force (ERF)**, staffed with a minimum of 21 or more personnel, will be **15 minutes.** The ERF will be capable of formalizing command, ensuring continued safety, calling for regional team and State/Federal assistance as needed, establishing a HazMat branch, conducting offensive mitigation operations, providing fire and medical support, and establishing liaison activities.

For 90 percent of all high-risk/special risk hazardous materials incidents, **total response time** for the **Effective Response Force (ERF)**, staffed with a minimum of 21 or more personnel, will be **25 minutes.** The ERF will be capable of formalizing command, ensuring continued safety, calling for regional team and State/Federal assistance as needed, establishing a HazMat branch, conducting offensive mitigation operations, providing fire and medical support, and establishing liaison activities.

Technical Rescue

Low Risk

For 90 percent of all low-risk technical rescue incidents, **call processing time** for the first arriving unit, staffed with a minimum of three personnel, will be **1 minute and 54 seconds.** The first arriving unit will be capable of establishing command, instituting scene safety, providing rescue, calling for additional resources as needed, and completing limited technical rescue activities.

For 90 percent of all low-risk technical rescue incidents, **turnout** time for the first arriving unit, staffed with a minimum of three personnel, will be **1 minute and 34 seconds.** The first arriving unit will be capable of establishing command, instituting scene safety, providing rescue, calling for additional resources as needed, and completing limited technical rescue activities.

For 90 percent of all low-risk technical rescue incidents, **travel time** for the first arriving unit, staffed with a minimum of three personnel, will be **5 minutes and 1 second.** The first arriving unit will be capable of establishing command, instituting scene safety, providing rescue, calling for additional resources as needed, and completing limited technical rescue activities.

For 90 percent of all low-risk technical rescue incidents, **total response time** for the first arriving unit, staffed with a minimum of three personnel, will be **8 minutes and 37 seconds.** The first arriving unit will be capable of establishing command, instituting scene safety, providing rescue, calling for additional resources as needed, and completing limited technical rescue activities.

For 90 percent of all low-risk technical rescue incidents, **travel time** for the **Effective Response Force (ERF)**, staffed with a minimum of 10 or more personnel, will be **9 minutes and 57 seconds.** The ERF will be capable of formalizing command, ensuring continued safety, assigning safety personnel and/or RIC, conducting rescues, and providing medical care.

For 90 percent of all low-risk technical rescue incidents, **total response time** for the **Effective Response Force (ERF)**, staffed with a minimum of 10 or more personnel, will be **16 minutes and 40 seconds.** The ERF will be capable of formalizing command, ensuring continued safety, assigning safety personnel and/or RIC, conducting rescues, and providing medical care.

Medium Risk

For 90 percent of all medium-risk technical rescue incidents, **call processing time** for the first arriving unit, staffed with a minimum of three personnel, will be **1 minute and 27 seconds.** The first arriving unit will be capable of establishing command, instituting scene safety, providing rescue, calling for additional resources as needed, and completing limited technical rescue activities.

For 90 percent of all medium-risk technical rescue incidents, **turnout time** for the first arriving unit, staffed with a minimum of three personnel, will be **1 minute and 34 seconds.** The first arriving unit will be capable of establishing command, instituting scene safety, providing rescue, calling for additional resources as needed, and completing limited technical rescue activities.

For 90 percent of all medium-risk technical rescue incidents, **travel time** for the first arriving unit, staffed with a minimum of three personnel, will be **4 minutes and 33 seconds.** The first arriving unit will be capable of establishing command, instituting scene safety, providing rescue, calling for additional resources as needed, and completing limited technical rescue activities.

For 90 percent of all medium-risk technical rescue incidents, **total response time** for the first arriving unit, staffed with a minimum of three personnel, will be **7 minutes and 10 seconds.** The first arriving unit will be capable of establishing command, instituting scene safety, providing rescue, calling for additional resources as needed, and completing limited technical rescue activities.

For 90 percent of all medium-risk technical rescue incidents, **travel time** for the **Effective Response Force (ERF),** staffed with a minimum of 14 or more personnel, will be **8 minutes and 27 seconds.** The ERF will be capable of formalizing command, ensuring continued safety, assigning safety personnel and/or RIC, conducting rescues, and providing medical care.

For 90 percent of all medium-risk technical rescue incidents, **total response time** for the **Effective Response Force (ERF)**, staffed with a minimum of 14 or more personnel, will be **13 minutes and 45 seconds.** The ERF will be capable of formalizing command, ensuring continued safety, assigning safety personnel and/or RIC, conducting rescues, and providing medical care.

High Risk

For 90 percent of all high-risk technical rescue incidents, **call processing time** for the first arriving unit, staffed with a minimum of three personnel, will be **2 minutes and 28 seconds.** The first arriving unit will be capable of establishing command, instituting scene safety, providing rescue, calling for additional resources as needed, and completing limited technical rescue activities.

For 90 percent of all high-risk technical rescue incidents, **turnout time** for the first arriving unit, staffed with a minimum of three personnel, will be **1 minute and 38 seconds.** The first arriving unit will be capable of establishing command, instituting scene safety, providing rescue, calling for additional resources as needed, and completing limited technical rescue activities.

For 90 percent of all high-risk technical rescue incidents, **travel time** for the first arriving unit, staffed with a minimum of three personnel, will be **7 minutes.** The first arriving unit will be capable of establishing command, instituting scene safety, providing rescue, calling for additional resources as needed, and completing limited technical rescue activities.

For 90 percent of all high-risk technical rescue incidents, **total response time** for the first arriving unit, staffed with a minimum of three personnel, will be **9 minutes and 18 seconds.** The first arriving unit will be capable of establishing command, instituting scene safety, providing rescue, calling for additional resources as needed, and completing limited technical rescue activities.

For 90 percent of all high-risk technical rescue incidents, **travel time** for the **Effective Response Force (ERF)**, staffed with a minimum of 23 or more personnel, will be **15 minutes.** The ERF will be capable of formalizing command, ensuring continued safety, assigning safety personnel and/or RIC, conducting rescues, and providing medical care.

For 90 percent of all high-risk technical rescue incidents, **total response time** for the **Effective Response Force (ERF)**, staffed with a minimum of 23 or more personnel, will be **25 minutes.** The ERF will be capable of formalizing command, ensuring continued safety, assigning safety personnel and/or RIC, conducting rescues, and providing medical care.

III. Plan for Maintaining and Improving Response Capabilities

Westminster Fire Department's current response and deployment practices have been found to be effective in handling all incidents. Call processing and turnout times have increased since 2019, and travel times have remained steady. The implementation of CAD-to-CAD in 2022 has been highly effective in reducing travel time. WFD is committed to maintaining and improving performance by following the programs described below.

STATPAK

STATPAK is the department's primary performance management system. In 2020, WFD identified the need for a more systematic approach to monitor performance. As a result, STATPAK was established. STATPAK monitors approximately 20 key performance indicators across several department functions including operations, EMS, prevention bureau, and training. STATPAK is reviewed on a quarterly basis, and at the beginning of the subsequent year. STATPAK has been instrumental in identifying both positive and negative trends, including decreasing overall total response times and rising turnout times.

Program Appraisals

WFD has been conducting program appraisals since 2017. As part of the appraisal process, program managers are asked to set yearly goals and objectives. In 2023, Westminster Fire Department asked program managers to provide quarterly "check-ins" on their goals. As this is a new process, there have been some growing pains in terms of getting managers to check in every quarter. As a result, WFD will be exploring tying the program appraisal to the annual budget process to better tie in program appraisals with actual program operations.

Strategic Plan Reviews

On at least a yearly basis, Westminster Fire Department conducts Strategic Plan reviews. The yearly reviews are conducted during the annual Command Staff daylong strategic planning retreat, usually held in November or early December. In 2022, WFD began to require quarterly reviews of goals and objectives. As this was a new process, there were some growing pains. For

the future, WFD will be exploring ways to make this review process easier for Strategic Plan goal and objective managers.

Performance Management Methodology

Starting in 2024, the agency intends to institute a more robust performance management system. This will include:

- Continuing the yearly and quarterly reviews of STATPAK
- Yearly and quarterly reviews of Strategic Plan goals, objectives and outcomes
- Program appraisals with yearly and quarterly reviews
- Dashboards of key performance indicators for real-time monitoring
- Yearly performance gap analysis to include a review of the SOC and formalized continuous improvement plans if gaps are persistent.
- Yearly environmental scan to include both external and internal factors
- Yearly update to the Standards of Cover
- Yearly presentation to the AHJ to include STATPAK, Strategic Plan progress, performance gap analysis, and environmental scan.

Staffing

The Westminster Fire Department continually reviews staffing needs and provides staffing planning and recommendations to the AHJ. Based upon a recommendation from the 2019 accreditation cycle, a staffing analysis was conducted by the Fire Prevention Bureau. Data analysis and workload monitoring was conducted. Other analyses and needs assessments were conducted throughout the department, and as a result of these various efforts, the following positions have been added to the fire department, with specifics as follows:

- A second Fire Plans Analyst added to the Fire Prevention Bureau to provide for faster and more complete plan reviews, reduction of overtime, and additional inspection capability (2022)
- A second Fire Inspector, specifically to move all of the business inspections from the line crews to the bureau, relieving the line crews from the inspection workloads, and also to assist the other inspector with technical inspections as needed (2023)
- A second Field Training Officer, to provide for assistance in the training division relating to fire trainings and certifications (2023)

- A Logistics Officer, to handle purchasing and procurement and assist department personnel that have purchasing responsibilities with the process, reducing some of the workloads on several of the line personnel (2023)
- Six new Firefighter positions, specifically to address the overtime use for minimum staffing, and to reduce or relieve the mandatory overtime use (2024)

In addition to these ten newly added positions, the AHJ has allowed the Fire Department to "over hire" three additional positions each of the last two years (2023, 2024). This greatly assists in maintaining staffing at the approved levels and reducing "lag" time from a vacancy to when a trained person is able to fill the position. This program worked extremely well in 2023. As many of these vacancies occurred in the past two years, an analysis will be conducted in the future to determine the effectiveness of the additional personnel. It is anticipated that this will have a positive impact on response as the line crews will be focused more on response and operations without having to conduct company inspections, having additional assistance in the training section, and not being as responsible for purchasing of items. Furthermore, the additional personnel in the bureau have increased the responsiveness to line requests, particularly with following up on alarm or related system issues. This provides additional relief for the line crews.

Apparatus

In 2020, it became evident that the reserve fleet was in need of an additional apparatus. A couple of incidents occurred when multiple units were out-of-service, and an engine was borrowed from an adjoining agency. Approval was received to keep an additional engine to bolster the reserve fleet (from two engines to three) by not trading in an engine on the newest apparatus purchase. In 2021, another engine was authorized to be retained for use as a designated training engine, which could also be pressed into service if required. Also in 2021, an additional medic unit was authorized to be retained to bolster that reserve fleet from two medic units to three. With the supply chain shortages taking place, the Fleet Section, Fire Department, and Policy and Budget revised the apparatus replacement schedule to provide for earlier requisition of apparatus. A funding alternative was used for fleet purchases, using the Colorado EMS Supplemental Payment Plan funds (a supplemental payment program for ambulance transports under CMC) to purchase fire apparatus and medic units outright, eliminating the need for any leases. This program is expected to allow for current leases to expire and provide for future

outright purchasing of apparatus. Additional fleet purchases were authorized by the AHJ to provide enhancements to training, provide vehicles for new positions, and enhance the fleet.

The new vehicle additions from 2020 and newer are:

- 2020 new Engine (no trade in – additional reserve)
- 2020 replacement Battalion Chief SUV
- 2021 new Engine (no trade in – training engine)
- 2021 remounted Medic
- 2022 remounted Medic
- 2022 remounted Medic
- 2023 remounted Medic
- 2023 remounted Medic
- 2021 replacement EMS Chief SUV
- 2022 replacement Fire Investigator pickup (former 2018 truck moved to SAM)
- 2022 flat trailer for training
- 2023 new Fire Chief SUV
- 2023 replacement Fire Plans Analyst shared SUV.
- 2023 new Fire Inspector SUV
- 2023 new Fire Inspector SUV
- 2023 replacement Fire Marshal SUV
- 2023 replacement Training Chief pickup (former unit to tow dive boats and trailer) *
- 2023 new Field Training Officer pickup *
- 2023 new Field Training Officer pickup *
- 2023 new Logistics Officer pickup *
- 2023 “Draft Commander” pump test and training trailer
- 2023 Boat trailer, new Zodiac, new Boat
- 2023 new add Collapse Truck – (2017 vehicle acquired from Parks, Rec and Libraries)

  *plow set ups to assist with large storms – clearing snow at stations or incident access

In addition to the new vehicles, the following are on order:

- 2022 new Aerial Truck (replacement) with 107’ aerial, rear steer, 1500 gpm
- 2022 replacement Engine

- 2022 replacement Dive Truck
- 2023 replacement Engine
- 2024 new add Type III wildland truck.
- 2024 replacement Admin Chief SUV

These vehicles will enhance response capabilities as they provide newer, more efficient vehicles, the administrative vehicles provide for field personnel to have immediate vehicle access, and four of the new pickups will have plow attachments. This will be beneficial in times of major snowstorms, when access to side streets is limited. The administrative Chiefs also respond to major incidents, and all the new vehicles are being outfitted with appropriate response equipment, such as lighting, siren, and tablets. The "Draft Commander" pump testing and training trailer eliminates the need for fire apparatus to rotate to fire station one for training and pump testing at the "pit". The Draft Commander can be pulled to each station and left for a period of time for annual pump testing and pump training for personnel. This provides less out-of-service travel time and enhances the time available for calls.

With the additional reserve engine, training engine, and reserve medic unit, the fire department was out of bay space. The AHJ supported the construction of a storage building, located behind Fire Station Six, which is currently open and being used to house additional reserve equipment and logistical supplies.

Fire Stations

In 2006, the Fire Department had a Master Plan completed and developed by ESCi. This study found three areas of the City that were "gaps" in fire service delivery. One was at the northwest corner of the City, one in the central part of the City, and the other in the far north end of the City.

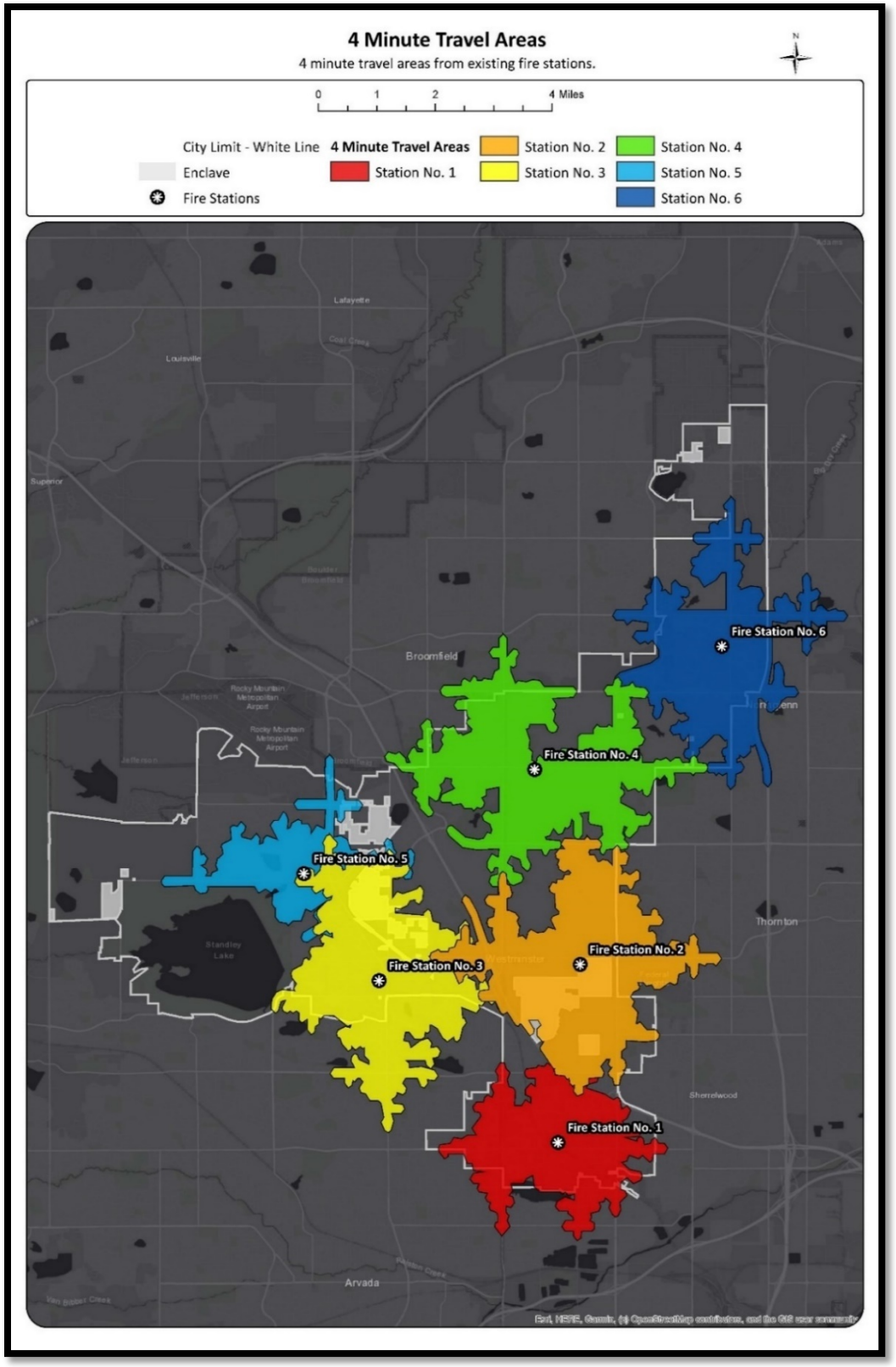
In 2018, further study was completed internally using the City's GIS section as part of the development of the Standard of Cover. That study showed the same "gap" areas but also demonstrated how they could be filled by adding two fire stations. Analysis furthermore showed that automatic aid from adjoining jurisdictions would not provide any relief as the travel time from those stations was as long or longer than from WFD stations.

In 2020, the Fire Department contracted with HB&A architects to do a facility study, which was completed in 2021. That study showed the same gap areas and also recommended adding two stations, one north and one central, to provide adequate coverage. That study also recommended

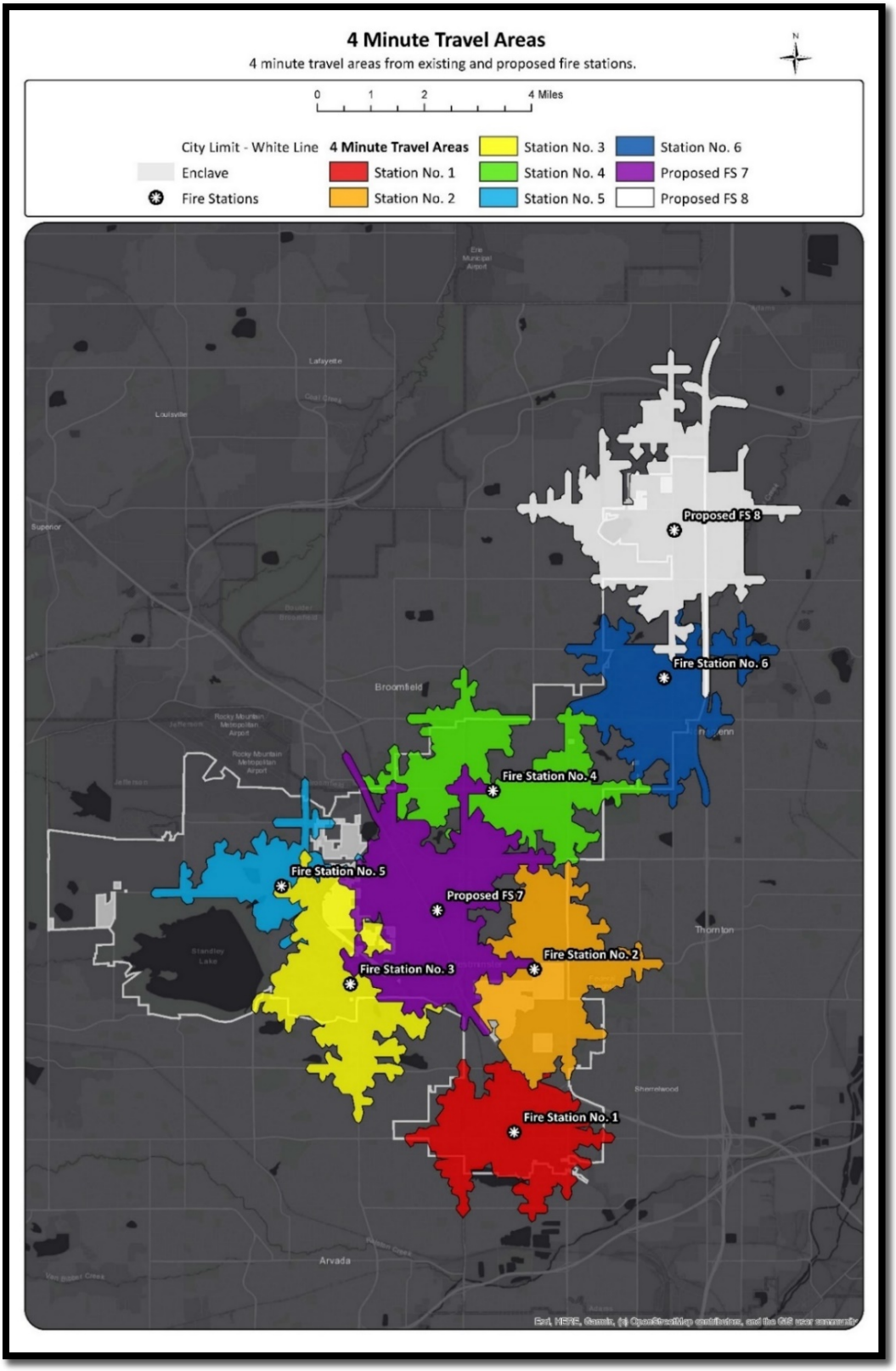
the replacement of stations three and four and additions and remodels of stations one, five and six.

In 2022, a presentation was made to the AHJ regarding the fire station needs, specifically the two new stations and rebuilding stations three and four. The AHJ was supportive of these proposals.

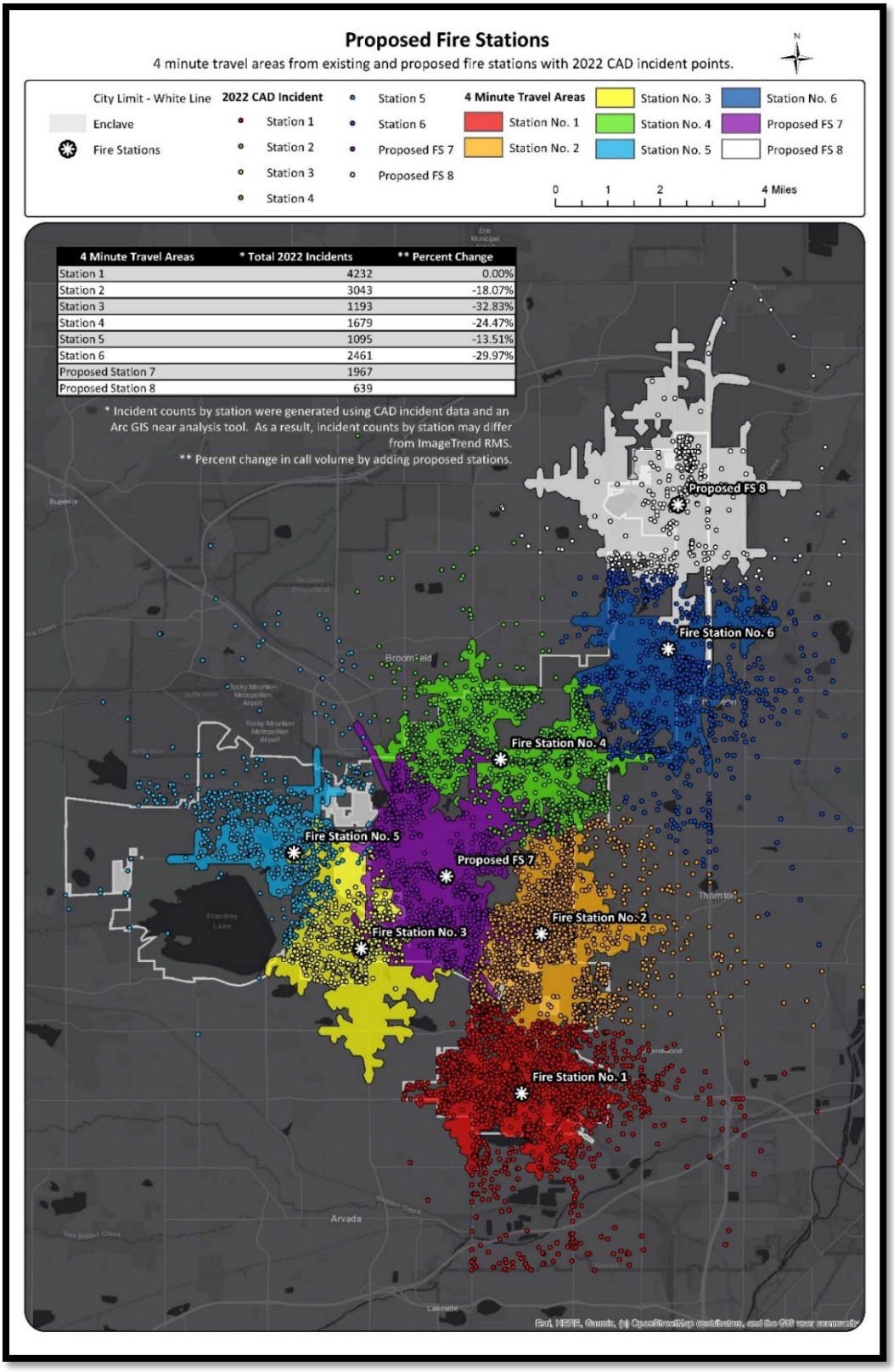
In 2023, the City's GIS section provided updated mapping and data analysis for station location and coverage within the City. This was a comprehensive analysis that not only showed travel times, but it included specific call data to provide estimates on the call volumes that could be anticipated for the new stations as well as the reduction in call volume for other surrounding stations. This analysis also confirmed that, although CAD-to-CAD was being used for closest unit dispatch, the CAD-to-CAD was not providing any quicker response to the center of the City or to the north end of the City.



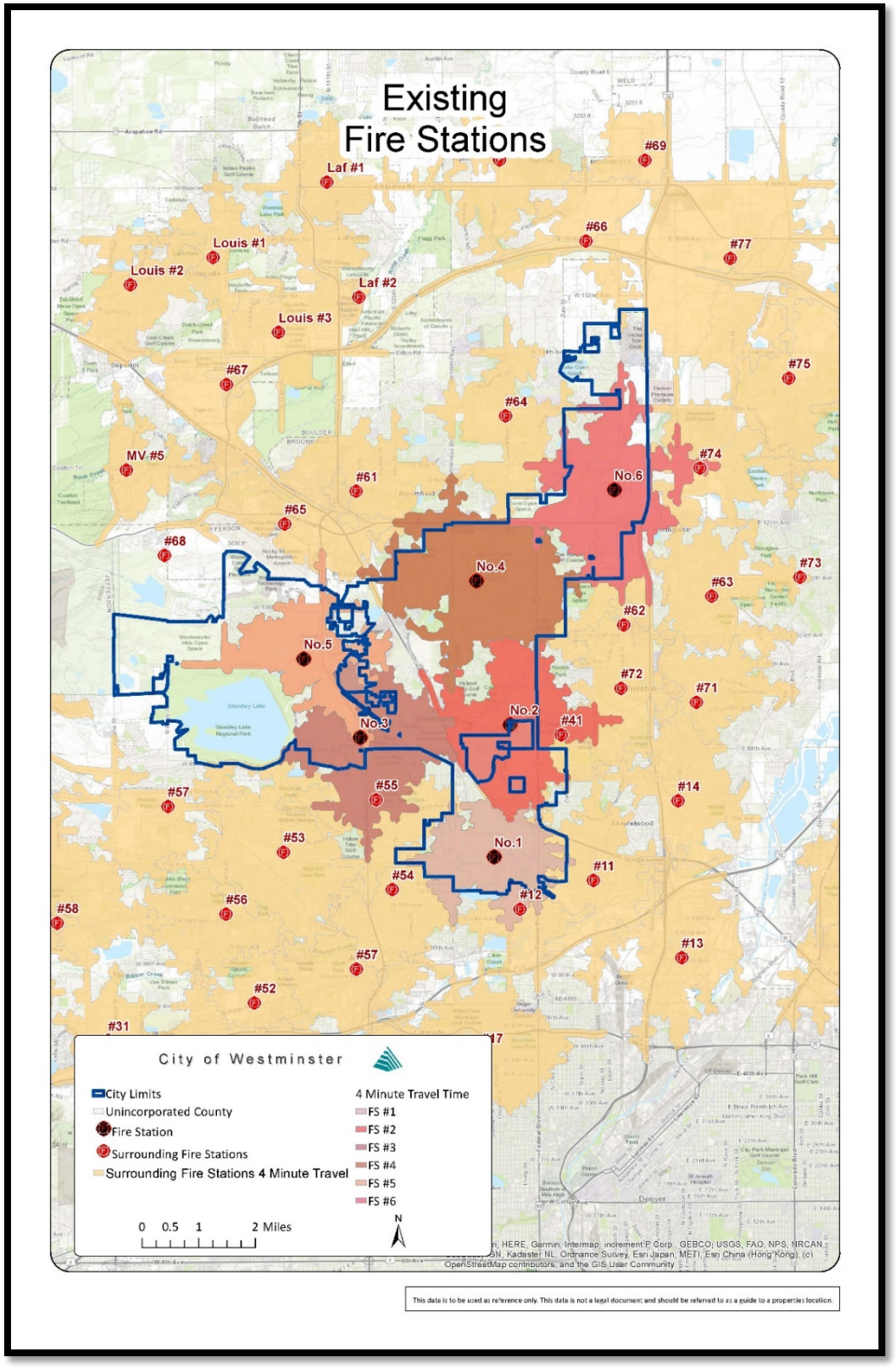
Map 26: 4 Minute Travel Time from Existing WFD Stations



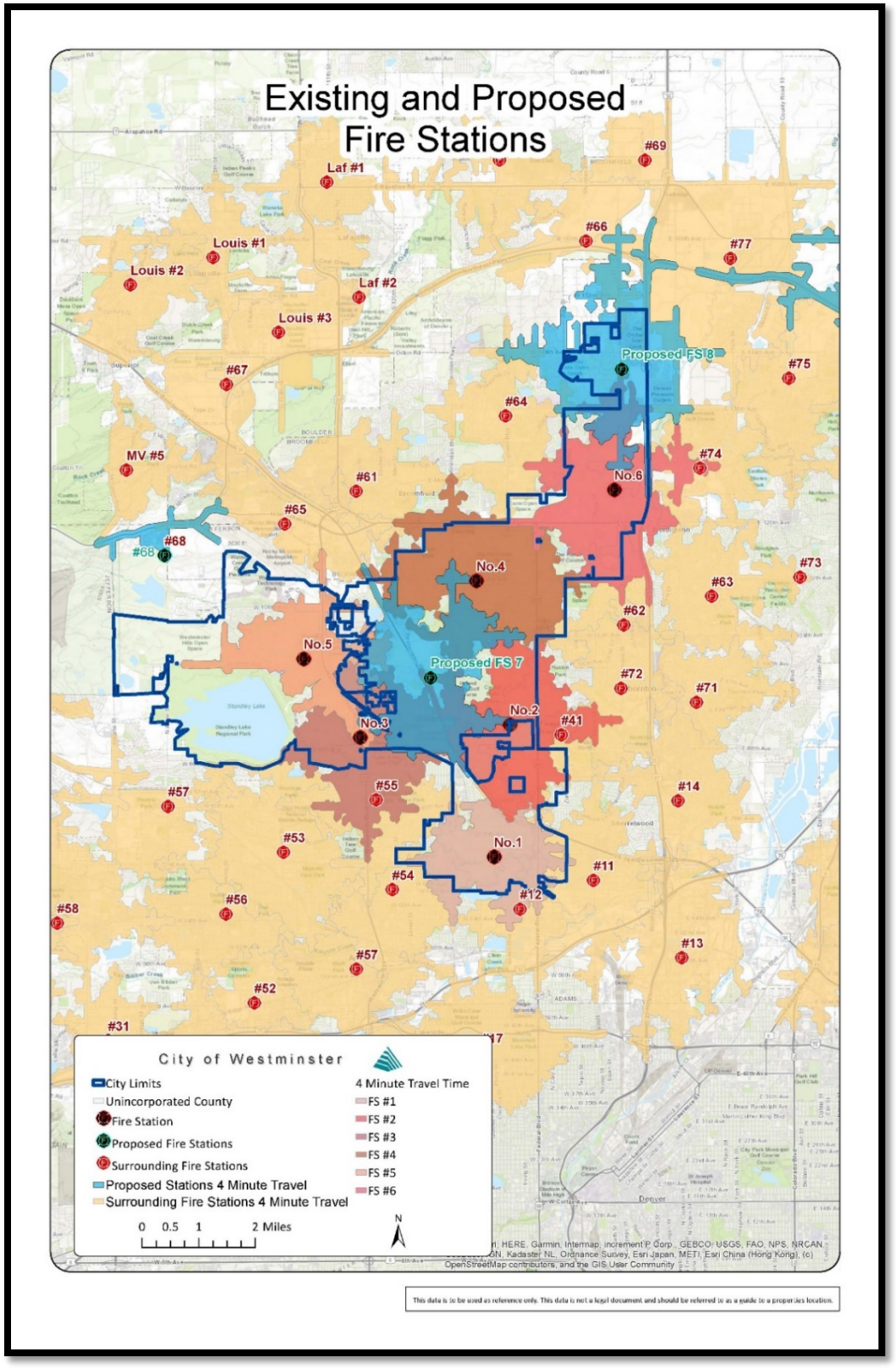
Map 27: 4 Minute Travel Time Including Two New Proposed Stations



Map 28: Call Volume Handled within each District



Map 29: Call Volume Handled within each District Including Proposed Stations



Map 30: Four Minute Travel Time WFD and Surrounding Agencies with Fire Stations 7 and 8

WFD compiled data to further help determine the potential effect that adding two more stations (7 and 8) could theoretically have on call volume on the surrounding stations. Through this analysis it was determined that adding Station 7 would be directly beneficial for Stations 2, 3, 4, and 5. Station 8 would naturally directly benefit Station 6. It was also determined that the number of incidents for those new response areas, as well as the adjusted number of incidents for the remaining response areas, justified the new stations and maintaining the current stations. With the CAD-to-CAD, the third area of the City that was studied was evaluation zone 10, and as mentioned previously in this document, when North Metro Fire Rescue Authority (NMFRA) build their station 68, that station will provide for first-due response into most, if not all, of evaluation zone 10. This negates the need for WFD to do any further studies for a fire station in this area at this time.

The AHJ has identified potential funding for future Fire Station 8, and the WFD is working closely with the AHJ on needs, location, and all other aspects of building a new fire station in that area. The AHJ is also working on funding alternatives for the future Fire Station 7.
Fire Station 4 has been identified to be rebuilt. The target location for the new station is about one-to-two blocks away from and across the street from the current location. It has been determined that the current location does not have enough area to build a fire station that would meet current health, safety, and other needs, so a “scrape and rebuild” on the site is not an option. A new, modern, larger station is being planned.

Fire Station 3 has also been identified to be rebuilt. This area is fully built out, and this will require a “scrape and rebuild” of the fire station on this site. The lot has been briefly evaluated by an architect group and it has been determined that the site is of sufficient size to rebuild a station on the site, which would be able to house the same equipment and staffing that the current station houses. The new station would have a different footprint and would modernize the facility, providing increased health, safety, and other needs for the station.
Fire Station 5, Fire Station 1, and Fire Station 6 were also identified for additions and remodels. The AHJ has identified the new builds of Station 7 and Station 8, as well as the rebuilds of Station 4 and Station 3 as priorities. The other projects are on a longer-term priority list.
In accordance with the plan for maintaining and improving response capabilities, the new stations and the rebuild of two additional stations will provide a great deal of response improvement. New station 7 will assume a call volume of approximately 1800 calls for service

annually, it will reduce the travel time to a large section of the City, it will provide resiliency by being second- and third-due to several adjoining response areas, and it will add to a much quicker ERF assembly. Likewise, station 8 will have a similar effect albeit on a smaller overall geographical scale. It is anticipated to assume a call volume of 700-800 calls for service annually, helping to greatly reduce the call volume for station 6. It is also anticipated that station 8 will be providing greater first-due coverage to neighboring agencies. On a financial scale, this is beneficial as EMS transports made by WFD from other jurisdictions will provide additional revenue to the City. Rebuilt stations 4 and 3 will also enhance service delivery by having modern stations that are built with health, safety, and turnout time components incorporated, and in the case of station 4, a much larger structure to house additional response units as needed, now and in the future. Furthermore, the new location will help provide for a faster response and quicker turnout due to being on the top of a hill, instead of at the bottom; as well as having better traffic control upon exiting the station through new signaling devices. The addition of two new engines and two new medic units will greatly enhance the response capabilities of the entire City.
With the addition of another station and more response vehicles, it has been determined that a second Battalion Chief will have to be put into service for administrative and emergency response coverage. This will further improve the response and coverage capabilities.

Apparatus Placement

The WFD reviews apparatus placement on two scales; what is best for the citizens and coverage for Westminster, and what works well within the north area, particularly with the CAD-to-CAD agencies. WFD is reviewing the placement of an aerial truck currently at fire station 6, evaluating if it would be beneficial to move this truck to fire station 5. Other agencies have trucks close to station 6, and there is a lack of truck coverage in the station 5 region.
Other placement options have been discussed due to the large amount of equipment on the roster, and limited bay space for storage. This has resulted in the new dive trailer and boats to be housed at fire station 5 until station 7 is built.

With stations 7 and 8 being reviewed, a plan has been tentatively devised for the location of all response apparatus, including special teams and the Battalion Chiefs. The plan has also been discussed on a strategic basis, looking at locations and coverage when the two new stations and the two rebuilt stations are all in service. At that time, it is likely that the special teams will be adjusted and placed at station 7 (water rescue), station 4 (technical rescue) and station 2

(haz mat). This is subject to change but is the current plan for personnel and associated specialized equipment. This will further improve service delivery as the teams will be more centrally located, will have a greater number of team members assigned together, and will be in appropriate sized and planned facilities to incorporate special teams training.

Training Center

The WFD has access to several training centers in the north area, but only has a large driving pad with a five-story tower located on it for its training center. Over the years many options for a training facility have been evaluated but nothing has come to fruition. With the location of fire station 7 identified, there are several acres of adjoining land that may be available and suitable for a future training center. This area would be part of the new fire station 7. Initially, the training tower would be moved and either rebuilt as the same tower or used for props with a new tower purchased. There may be room for a gas (natural or propane) burn building on the site. The area for the training center is being studied as a City-wide training facility, so other City departments can use it for driver training or other needs. Although this is the primary area currently being reviewed, there may be other options available in the future.

Fire Administration

Station 7 has been identified as the site for fire administration to relocate. The current fire administration is located in the Public Safety Center (PSC), and the 2021 facilities study identified the need for fire administration to move out of the PSC and into its own space. As part of this relocation, a training room and offices are being considered to enhance WFD training, to start building the infrastructure for a training center, and in order to expand training space available to the City departments. With fire administration and training both located at fire station 7, this furthers the response capabilities by having these located very near the center of the City, providing for less travel and out-of-service time for crews going to either admin or training.

CAD-to-CAD

The CAD-to-CAD was fully implemented in June 2022. Since that time, improvement in travel times has been documented due to using the closest unit regardless of jurisdiction. As the system is evaluated, the north area Operations Chiefs will continue to review and make adjustments as needed to provide the best response available. Other agencies are interested in

joining, and this will be phased out and monitored by the Operations Chiefs. CAD-to-CAD greatly improves service delivery by providing faster initial response, enhanced resiliency, and a quicker ERF time to incidents. It also provides additional coverage with move-ups as units are out-of-service for extended periods of time. These factors improve the service delivery for many agencies.

Appendix

2019-2023 Baseline and Benchmark Data Evaluation Performance Charts

Emergency Medical Services

(Low Risk) EMS 90th Percentile Times - Baseline Performance			Benchmark (Target)	2019-2023	2023	2022	2021	2020	2019
Alarm Handling	Pick-up to Dispatch	Urban	1:21	1:42	2:12	2:01	1:46	1:19	1:22
Turnout Time	Turnout Time 1st Unit	Urban	1:33	1:51	2:03	1:55	2:00	1:39	1:38
Travel Time	Travel Time 1st Unit **Distribution**	Urban	5:26	5:57	5:45	5:54	5:59	6:01	6:05
	Travel Time ERF **Concentration**	Urban	7:34	7:34	7:22	7:38	7:35	7:40	7:34
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	8:21	8:29	8:58	8:45	8:38	8:02	8:07
				26,706	4,787	4,629	5,189	5,785	6,316
	Total Response Time ERF **Concentration**	Urban	10:06	10:06	11:20	11:01	10:26	9:04	8:57
				25,430	4,600	4,176	4,909	5,632	6,113

Chart 39: Low Risk EMS Baseline and Benchmark Data

(Medium Risk) EMS 90th Percentile Times - Baseline Performance			Benchmark (Target)	2019-2023	2023	2022	2021	2020	2019
Alarm Handling	Pick-up to Dispatch	Urban	1:28	1:56	2:22	2:17	1:59	1:17	1:25
Turnout Time	Turnout Time 1st Unit	Urban	1:33	1:51	1:58	1:53	1:59	1:34	1:32
Travel Time	Travel Time 1st Unit **Distribution**	Urban	5:22	5:49	5:43	5:09	6:03	6:12	6:15
	Travel Time ERF **Concentration**	Urban	7:34	8:56	8:57	8:13	8:58	9:00	11:36
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	7:33	8:25	9:31	8:00	8:26	7:39	7:58
				736	173	151	172	128	112
	Total Response Time ERF **Concentration**	Urban	9:42	11:58	12:43	11:53	11:43	10:20	13:24
				376	86	88	76	71	55

Chart 40: Medium Risk EMS Baseline and Benchmark Data

(High Risk) EMS 90th Percentile Times - Baseline Performance			Benchmark (Target)	2019-2023	2023	2022	2021	2020	2019
Alarm Handling	Pick-up to Dispatch	Urban	1:25	1:50	2:29	2:44	2:04	:54	1:22
Turnout Time	Turnout Time 1st Unit	Urban	1:38	2:01	2:18	2:21	2:04	1:13	1:12
Travel Time	Travel Time 1st Unit **Distribution**	Urban	5:50	6:45	4:06	6:12	7:18	6:41	5:34
	Travel Time ERF **Concentration**	Urban	8:00	9:47	7:10	10:16	7:31	11:18	9:15
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	8:34	10:00	9:11	10:58	10:10	7:54	7:12
				118	10	18	39	28	23
	Total Response Time ERF **Concentration**	Urban	11:16	12:11	9:14	11:19	11:56	12:28	12:07
				60	7	9	19	10	15

Chart 41: High Risk EMS Baseline and Benchmark Data

Fire Suppression:

(Low Risk/Medium Risk) Fire Suppression 90th Percentile Times - Baseline Performance			Benchmark (Target)	2019-2023	2023	2022	2021	2020	2019
Alarm Handling	Pick-up to Dispatch	Urban	1:37	2:13	3:03	2:17	2:29	1:28	1:35
Turnout Time	Turnout Time 1st Unit	Urban	1:46	2:11	2:28	1:59	2:22	2:07	1:55
Travel Time	Travel Time 1st Unit **Distribution**	Urban	5:53	6:48	6:44	6:13	8:02	6:59	6:14
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	8:39	10:12	11:17	8:58	11:03	9:30	8:29
				656	104	157	157	157	81

Chart 42: Low/Medium Risk Fire Suppression Baseline and Benchmark Data

(High Risk) Fire Suppression 90th Percentile Times - Baseline Performance			Benchmark (Target)	2019-2023	2023	2022	2021	2020	2019
Alarm Handling	Pick-up to Dispatch	Urban	1:26	1:52	2:46	1:55	1:26	1:45	1:20
Turnout Time	Turnout Time 1st Unit	Urban	1:47	2:13	2:18	2:07	2:23	1:46	1:48
Travel Time	Travel Time 1st Unit **Distribution**	Urban	5:19	5:41	4:56	5:33	5:06	6:45	6:06
	Travel Time ERF **Concentration**	Urban	11:38	13:17	10:28	11:32	10:34	15:11	12:38
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	7:39	8:21	8:04	8:35	7:35	8:30	7:07
				137	21	35	26	24	31
	Total Response Time ERF **Concentration**	Urban	14:46	16:32	18:19	18:09	14:11	16:40	14:11
				91	12	15	19	21	24

Chart 43: High Risk Fire Suppression Baseline and Benchmark Data

HazMat*

*Note: there were no High-Risk HazMat responses during the study period.

(Low Risk) HazMat 90th Percentile Times - Baseline Performance			Benchmark (Target)	2019-2023	2023	2022	2021	2020	2019
Alarm Handling	Pick-up to Dispatch	Urban	1:36	2:11	2:08	2:48	3:17	1:36	1:46
Turnout Time	Turnout Time 1st Unit	Urban	1:43	2:05	2:04	1:53	2:18	2:08	1:56
Travel Time	Travel Time 1st Unit **Distribution**	Urban	7:48	7:48	6:44	6:29	8:56	6:42	8:00
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	9:31	10:46	10:52	9:53	11:25	9:41	9:59
				276	48	38	60	61	69

Chart 44: Low Risk HazMat Baseline and Benchmark Data

(Medium Risk) HazMat 90th Percentile Times - Baseline Performance			Benchmark (Target)	2019-2023	2023	2022	2021	2020	2019
Alarm Handling	Pick-up to Dispatch	Urban	1:40	2:20	1:08	N/A	2:28	:50	2:07
Turnout Time	Turnout Time 1st Unit	Urban	1:53	2:24	2:13	N/A	2:37	2:11	1:27
Travel Time	Travel Time 1st Unit **Distribution**	Urban	4:53	4:53	4:34	N/A	5:05	4:29	4:10
	Travel Time ERF **Concentration**	Urban	15 minutes	6:18	6:18	N/A	N/A	N/A	N/A
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	8:02	8:58	7:55	N/A	10:07	7:03	7:44
				8	2	N/A	3	2	1
	Total Response Time ERF **Concentration**	Urban	25 minutes	N/A	N/A	N/A	N/A	N/A	N/A
				2	1	N/A	N/A	1	N/A

Chart 45: Medium Risk HazMat Baseline and Benchmark Data

Tech Rescue

(Low Risk) Tech Rescue 90th Percentile Times - Baseline Performance			Benchmark (Target)	2019-2023	2023	2022	2021	2020	2019
Alarm Handling	Pick-up to Dispatch	Urban	1:54	2:47	2:39	3:15	2:40	1:04	:50
Turnout Time	Turnout Time 1st Unit	Urban	1:34	1:46	1:51	1:42	2:14	1:38	1:38
Travel Time	Travel Time 1st Unit **Distribution**	Urban	5:01	5:07	4:59	5:07	5:05	4:19	6:04
	Travel Time ERF **Concentration**	Urban	9:57	9:57	8:20	10:11	10:30	9:38	9:56
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	8:37	9:24	9:42	9:32	9:20	6:16	7:27
				76	11	24	11	12	18
	Total Response Time ERF **Concentration**	Urban	16:40	16:40	17:06	16:45	18:25	11:18	10:28
				54	7	17	9	12	9

Chart 46: Low Risk Tech Rescue Baseline and Benchmark Data

(Medium Risk) Technical Rescue 90th Percentile Times - Baseline Performance			Benchmark (Target)	2019-2023	2023	2022	2021	2020	2019
Alarm Handling	Pick-up to Dispatch	Urban	1:27	1:53	1:44	1:41	2:07	1:09	N/A
Turnout Time	Turnout Time 1st Unit	Urban	1:34	1:47	1:18	1:11	2:18	1:14	N/A
Travel Time	Travel Time 1st Unit **Distribution**	Urban	4:33	4:57	3:34	4:53	3:13	6:32	N/A
	Travel Time ERF **Concentration**	Urban	8:27	8:27	N/A	N/A	8:27	N/A	N/A
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	7:10	7:14	6:12	6:52	7:08	8:55	N/A
				12	6	3	2	1	N/A
	Total Response Time ERF **Concentration**	Urban	13:45	N/A	N/A	N/A	N/A	N/A	N/A
				2	1	1	N/A	N/A	N/A

Chart 47: Medium Risk Tech Rescue Baseline and Benchmark Data

Chart 48: High Risk Tech Rescue Baseline and Benchmark Data

(High Risk) Technical Rescue 90th Percentile Times - Baseline Performance			Benchmark (Target)	2019-2023	2023	2022	2021	2020	2019
Alarm Handling	Pick-up to Dispatch	Urban	2:28	3:56	:33	2:24	4:27	N/A	1:32
Turnout Time	Turnout Time 1st Unit	Urban	1:38	1:55	1:58	1:26	1:31	N/A	1:16
Travel Time	Travel Time 1st Unit **Distribution**	Urban	7:00	7:00	6:48	6:29	3:56	N/A	3:30
	Travel Time ERF **Concentration**	Urban	15:00	15:00	N/A	N/A	N/A	N/A	N/A
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	9:18	11:30	12:41	10:06	7:37	N/A	5:05
				11	2	3	3	N/A	3
	Total Response Time ERF **Concentration**	Urban	25 minutes	25 Minutes	N/A	N/A	N/A	N/A	N/A
				N/A	N/A	N/A	N/A	N/A	N/A

Response Type Risk Level Methodology

WFD uses a three-axis risk evaluation model to determine the risk for the community for each response type. Response types are categorized by their NFIRS code. The risk evaluation model uses the combined scores of the below factors to formulate a final community response type risk score. Each factor is equally weighted.

- Probability Factor
- Consequence Factor
  - Property Loss Factor
  - Total Casualty Factor
- Impact Factor

Combining all three factors, high, medium, and low risk call types are organized as follows:

Risk Level	Risk Score
High	30 and above
Medium	10 to 29.99
Low	0 to 9.99

Probability Factor

The probability factor is simply the number of incidents per particular response type. Probability refers to the likelihood that an incident happens. The higher the probability, the higher the probability factor. The probability factor scale is broken down as follows:

- **if [Incident Count] <=1 and [Incident Count] <=4 then 2**
- **ELSEIF [Incident Count] >4 and [Incident Count] <=12 then 4**
- **ELSEIF [Incident Count] >12 and [Incident Count] <=52 then 6**
- **ELSEIF [Incident Count] >52 and [Incident Count] <=365 then 8**
- **ELSEIF [Incident Count] >365 then 10**

The basic theory of the probability factor is if a response type occurs infrequently (once a year, once a quarter, etc.), then the probability factor score is low; conversely if a response type occurs frequently (weekly, daily, multiple times a day, etc.) then the probability factor score is high. A low score is 2 and a high score is 10.

Consequence Factor

The consequence factor attempts to quantify the real or potential consequence of a given response type. The primary mission of WFD and by extension, all fire departments, is to protect life and property. Thus, the consequence factor measures civilian and fire member casualties (life safety) combined with property and content loss (property) per response type. The consequence factor is made up of two different "sub-factors:" Property Loss Factor and Total Casualty Count Factor. The final Consequence factor score is thus **Property Loss Factor + Total Casualty Count Factor**. Below are descriptions of each sub-factor:

Property Loss Factor

- **if [Property and Content Lost]>=1000 and [Property and Content Lost]<=25000 then 1**
- **ELSEIF [Property and Content Lost]>25000 and [Property and Content Lost] <= 50000 then 2**
- **ELSEIF [Property and Content Lost]>50000 and [Property and Content Lost] <= 75000 then 3**
- **ELSEIF [Property and Content Lost]>75000 and [Property and Content Lost] <=100000 then 4**
- **ELSEIF [Property and Content Lost]> 100000 then 5**
- **ELSEIF [Property and Content Lost] = 0 then 0**
- **ELSEIF [Property and Content Lost]>=1 and [Property and Content Lost]<1000 then 0**
- **ELSEIF ISNULL([Property and Content Lost]) then 0**

In plain English, this means that if the combined property and content loss of a given response type is greater than $100,000 than it is given a high property and content loss factor score.

After analyzing past data and consulting with fire department colleagues, $100,000 worth of property and content loss was determined to be at the higher end.

Total Casualty Count Factor

The Total Casualty Count Factor adds the total number of civilian deaths and injuries and the total number of fire member deaths and injuries.

Total casualty count factor is:

- **if [Total Casualty Count]=0 then 0**
- **ELSEIF [Total Casualty Count]=1 then 1**
- **ELSEIF [Total Casualty Count]=2 then 2**
- **ELSEIF [Total Casualty Count]=3 then 3**
- **ELSEIF [Total Casualty Count]=4 then 4**
- **ELSEIF [Total Casualty Count]>4 then 5**
- **ELSEIF ISNULL([Total Casualty Count]) then 0**

If the casualty count is greater than zero, then the total casualty count factor is high.

Impact Factor

Impact factor measures WFD resource use for each response type average minutes committed per incident type. It seeks to measure the potential community impact of resource drawdown. The impact factor is calculated as follows:

- **if [AVG Commitment Minutes] <= 10 then 1**
- **ELSEIF [AVG Commitment Minutes] >10 and [AVG Commitment Minutes] <=20 then 2**
- **ELSEIF [AVG Commitment Minutes] >20 and [AVG Commitment Minutes] <=30 then 3**
- **ELSEIF [AVG Commitment Minutes] >30 and [AVG Commitment Minutes] <=40 then 4**
- **ELSEIF [AVG Commitment Minutes] >40 and [AVG Commitment Minutes] <=50 then 5**
- **ELSEIF [AVG Commitment Minutes] >50 and [AVG Commitment Minutes] <=60 then 6**
- **ELSEIF [AVG Commitment Minutes] >60 and [AVG Commitment Minutes] <=70 then 7**
- **ELSEIF [AVG Commitment Minutes] >70 and [AVG Commitment Minutes] <=80 then 8**
- **ELSEIF [AVG Commitment Minutes] >80 and [AVG Commitment Minutes] <=90 then 9**
- **ELSEIF [AVG Commitment Minutes] >90 then 10**

- **ELSEIF [AVG Commitment Minutes]= 0 then 0**

The lower the average committed minutes, the lower the impact factor score. Structure fires have a high average committed times; thus, their impact scores are usually 10.