



WINDSOR SEVERANCE FIRE RESCUE ANNUAL PROGRAM APPRAISALS

2025



2025 Annual Program Appraisals

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Goals and Objectives Program

INTRODUCTION

WSFR is constantly striving for goals and objectives that will push our boundaries and put us in a position for sustainable and effective operations. The implementation of a new, 5-year strategic plan has established the goals and objectives WSFR are focused on. Having developed a method and expectation for actively tracking and reporting upon each of the goals supports active engagement in the evaluation and execution of the goals and objectives.

Type of appraisal: Annual

Appraisal completed by: Travis Chapman

Date appraisal completed: 12/29/2025

Rating Score

- 1 – Fails as a program – Does not meet industry standards.
- 2 – Needs improvement – Meets minimum industry standards
- 3 – Satisfactory program – Meets most industry standards**
- 4 – Excellent program – Meets and exceeds industry standards.

Rating Score: 3

NEW ADDITIONAL EQUIPMENT NEEDS AND JUSTIFICATION

There are no new needs projected for 2026.

PERSONNEL RESOURCES AND ADDITIONAL NEEDS (if applicable)

There are no additional projected needs for 2026.

INPUTS/RESOURCES

Financial Resources: The Goals and Objectives Program does not have a specific line in the WSFR budget. This program is supported through general operating funds allocated to individual program areas. These budgets are developed by program directors based on historical expenses and projected needs as necessary to fulfill Strategic Plan objectives.

Physical Resources: N/A

Human Resources: N/A

Essential Resources: 2025-2030 WSFR Strategic Plan

PREVIOUS YEARS GOALS COMPLETED

The primary goal for 2025 related to this program area will be the implementation of the 2025-2030 WSFR Strategic Plan.

OUTCOMES / IMPACTS OF GOAL COMPLETION

The 2025-2030 WSFR Strategic Plan was adopted by the WSFR Board of Directors (BOD) and has been published to the agency's website. A tracking document has been established to allow staff to communicate the status of goals, objectives, and tasks. The WSFR BOD has been and will be updated semi-annually on the plan progress. This regular communication has allowed the BODs to remain informed and aware of plan progress and positively contributes to the responsible use of limited public funds to support the fire district.

The implementation of the strategic plan allows for transparent and focused efforts to advance the agency during continued community growth and fiscally challenging times. This transparency provides for community knowledge and understanding of agency needs, challenges, and anticipated growth by providing full access to agency reports outlining the results of needs analyses and projected service needs.

PREVIOUS YEARS GOALS NOT COMPLETED / CONCLUSIONS

N/A

GOALS FOR 2026

Continue the execution of the 2025-2030 WSFR Strategic Plan with bi-annual progress updates to the WSFR BOD.

Use the spring (March) BOD strategic plan update as an opportunity to forecast potential budgetary needs related to goal, objective, and task completion.

Assessment and Planning – Performance Gaps Program

INTRODUCTION

Windsor Severance Fire Rescue (WSFR) performs regular and ongoing monitoring of total response times and capabilities of first-due and the effective response force, and regularly compares them with benchmark performance goals as established for WSFR's core functions in its Community Risk Assessment-Standards of Cover (CRA-SOC) and in its overall strategic initiatives related to service delivery. This report is provided to our Board of Directors on a monthly basis.

WSFR has implemented various tools and service delivery distribution and deployment arrangements to improve overall efficiency and effectiveness. WSFR communicates regularly with its Dispatch centers to discuss any call processing or response recommendation questions or concerns. WSFR strives to utilize many data points to determine effectiveness in performance such as response times, training hours, budget capacity, injuries and sick time utilization, fleet performance and reliability, and distribution and condition of facilities.

Type of appraisal: Annual

Appraisal completed by: Chris Angermuller

Date appraisal completed: 1/8/2026

Rating Score

- 1 – Fails as a program – Does not meet industry standards.
- 2 – Needs improvement – Meets minimum industry standards
- 3 – Satisfactory program – Meets most industry standards**
- 4 – Excellent program – Meets and exceeds industry standards.

Rating Score: 3

NEW ADDITIONAL EQUIPMENT NEEDS AND JUSTIFICATION

Conduct the annual GIS from a consultant of calls over the last five years and show impact on potential future station locations to illustrate when the need for a new station will be. This analysis will allow for better justification for future resource needs to include additional stations and establish dual company stations. The estimated cost is \$1,000.00 for this analysis to be completed. Once the 2025-2035 Resource Needs Assessment is updated it will be used to help update the 2025-2035 Staffing Needs Assessment.

PERSONNEL RESOURCES AND ADDITIONAL NEEDS (if applicable)

N/A

INPUTS/RESOURCES

Financial Resources: N/A

Physical Resources: N/A

Human Resources: N/A

Essential Resources: N/A

PREVIOUS YEARS GOALS COMPLETED

This goal was completed and will be updated on an annual basis for the Resource Needs Assessment and Staffing Needs Assessment.

OUTCOME / IMPACTS OF GOAL COMPLETION

The primary outcome that occurred with this being completed was that we were able to utilize GIS data, call data, and growth projections to establish a data-driven system that has outlined what metrics are used to add additional response resources and staff to existing stations and when to add new stations. The total responses for each station response district as well as potential future station locations are evaluated annually along with reliability of each existing station to handle the calls for service within their response area.

PREVIOUS YEARS GOALS NOT COMPLETED / CONCLUSION

N/A

GOALS FOR 2026

Conduct an update to the 2025-2035 Resource Needs Assessment and assess call impacts on future station locations to assess the overall call volume that each station would have handled if they were in service the previous year along with reliability percentages for each existing station. Once this study has been updated an annual update will be conducted on the 2025-2035 Staffing Needs Assessment. These update swill occur during the first quarter of 2026 by Fire Chief Chris Angermuller.

NEXT STEPS / GOALS FOR 2027

Perform an annual update to the 2026-2036 Resource Needs Assessment and 2026-2036 Staffing Needs Assessment by the end of the first quarter of 2027 and publish to the department and the community.

Community Risk Reduction

INTRODUCTION

The agency's Community Risk Reduction Division (CRRD) provides a wide variety of fire prevention and emergency management services to both WSFR members as well as the citizens within the agency's service area. The Division is staffed by a Fire Marshal, one Outreach and Education Manager, one Assistant Fire Marshal and one Fire Inspector. WSFR completes a variety of fire safety inspections, community outreach, fire investigations, and community education each year.

Plan reviews are conducted on all new commercial projects, new multi-family residences, and new residential subdivisions as well as new commercial subdivisions and tenant finishes. Inspections are also conducted throughout construction and final approval for the Certificate of Occupancy which is granted after all requirements are satisfactorily met. The Fire Inspector completes business inspections for all assigned occupancies every year. All the schools within the district are inspected by the Assistant Fire Marshal and/or other certified personnel. School inspections are done on an annual basis. In addition, plans are reviewed, permits are issued, and inspections are conducted for tents, open burning, special events, flammable liquid storage tanks, mobile food trucks, emergency radio amplification systems, and fireworks.

Type of appraisal: Annual

Appraisal completed by: Division Chief of Community Risk Reduction / Fire Marshal

Date appraisal completed: 12/23/2025

Rating Score

- 1 – Fails as a program – Does not meet industry standards.
- 2 – Needs improvement – Meets minimum industry standards
- 3 – Satisfactory program – Meets most industry standards**
- 4 – Excellent program – Meets and exceeds industry standards.

Rating Score: 3

NEW ADDITIONAL EQUIPMENT NEEDS AND JUSTIFICATION

No additional needs at this time.

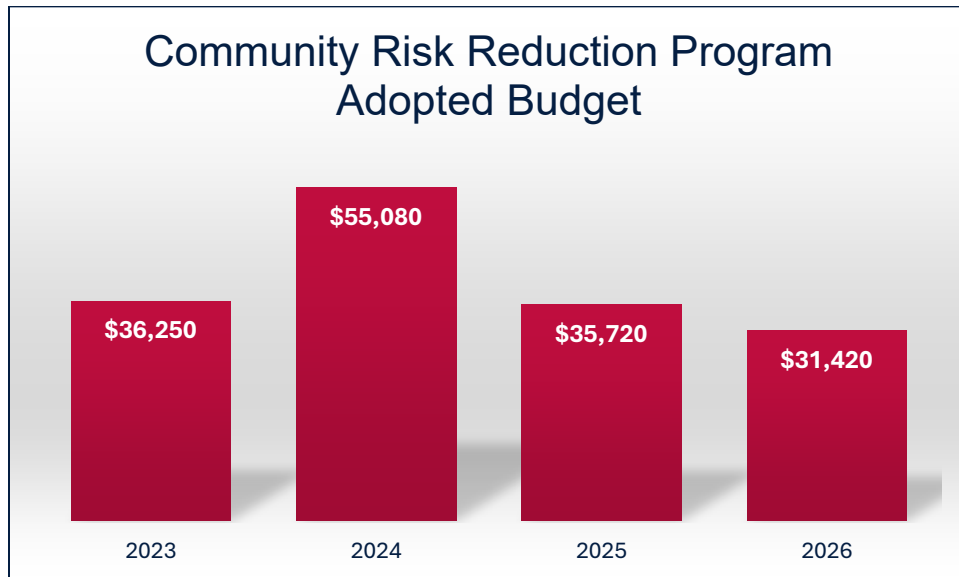
PERSONNEL RESOURCES AND ADDITIONAL NEEDS (if applicable)

The Town of Windsor has adopted within the Municipal Code that all short-term rentals must be permitted and therefore inspected every two years by the fire department for compliance. This goes into effect January 1, 2025. Currently with the staff that we have in the Division, we think that we will be able to still conduct these inspections in a timely and efficient manner, but we won't know for sure until the numbers are produced for how many of these inspections will need to be done annually. We may need to hire at least a part-time fire inspector position to complete these inspections or to supplement the other inspections and duties that are in addition to this

new type of inspection. These numbers will be recorded and assessed throughout the year to make sure we aren't falling behind in our other duties.

INPUTS/RESOURCES

Financial Resources: The agency's total operating budget for the Community Risk Reduction Program for 2026 is \$31,420. This is a decrease of approximately 1.1% from the 2025 budget of \$35,720. The Division does not have any large purchases in the budget for 2026 and has eliminated some training expenses.



Physical Resources:

- 2019 Chevy Colorado
- 2020 Chevy Colorado
- 2024 Dodge Ram Pickup
- 3 sets full of structural PPE and 3 sets of multi-purpose (Tecgen) gear
- 3 desktop computers and 6 monitors
- 2 iPads

Human Resources: The Division is staffed by a Fire Marshal, one Outreach and Education Manager, one Assistant Fire Marshal, and one Fire Inspector.

Essential Resources: Essential resources include a formalized policy and records management software for the documentation of inspections and permits using First Due.

PREVIOUS YEARS GOALS COMPLETED

1. Adoption of the 2024 International Fire Code and amendments
 - a. The 2024 IFC Code has been adopted throughout the fire district with an August 1, 2025, start date.
2. Update the OVAP scores for all commercial occupancies within our fire district.

- a. This was completed in the fall of 2025.
3. We received the new Impact Fee report back and it was approved by our Fire Board for use within the fire district. We will start charging the new amount on January 1, 2026
 - a. Larimer County will be enforcing the new fees on January 1, 2026.
 - b. Work session with the Town of Windsor board will be January 12, 2026; to answer any questions and they intend to have it on their consent agenda shortly after.
 - c. Work session and consent agenda item with the Town of Severance will be forthcoming.

PREVIOUS YEARS GOALS NOT COMPLETED / CONCLUSIONS

1. Scan the larger plans that are in the records room and place them into First Due.
 - a. This is an ongoing project. Most of the 8 ½ x 11 sheets are scanned but still need to get the rest of the bigger plans scanned. CRRD will continue looking into doing this ourselves or finding a company that will do this for us.
2. Evaluate the need for an additional person based on the new Short Term Rental program that the town will start in 2025.
3. Assistant Fire Marshal Buderus is working towards getting his ICC Certified Fire Marshal Certification in 2025. This goal was not completed in 2025 and will be pushed to 2026.

NEXT STEPS / GOALS FOR 2026

1. Evaluate the need for an additional person based on the new Short Term Rental program that the town started in 2025 as well as the inspections done by the current inspectors to see if another Part-time or Full-time inspector is warranted.
2. Assistant Fire Marshal Buderus is working towards getting his ICC Certified Fire Marshal Certification in 2025.
3. WUI Resiliency Code adopted within our fire district in partnership with the Towns and Counties and Safebuilt.
4. Completion of the task books for Fire Marshal, Asst FM, and updating the Fire Inspector ones.
5. Scan the larger plans that are in the records room and place them into First Due.
 - a. This is an ongoing project. Most of the 8 ½ x 11 sheets are scanned but still need to get the rest of the bigger plans scanned. CRRD will continue looking into doing this ourselves or finding a company that will do this for us.

Community Outreach Program

INTRODUCTION

The agency's Community Risk Reduction Division delivers comprehensive fire prevention, public education, and emergency management services to both WSFR personnel and residents throughout the agency's service area. The Division comprises a Fire Marshal, Assistant Fire Marshal, Education and Outreach Manager, and Fire Inspector who collectively conduct fire safety inspections, community outreach initiatives, fire investigations, and educational programming annually.

The agency's public education efforts serve diverse age groups and risk populations across the community. Each October, the Division coordinates with 13 schools to deliver NFPA's annual Fire Prevention Week message to every preschool, first-grade, and third-grade student—reaching 88 classrooms and approximately 1,774 students districtwide.

Beyond school-based programming, WSFR provides year-round community education, including Hands-Only CPR training, senior safety workshops, summer youth activities, fire extinguisher training, Safe Sitter certification courses, and Adulting 101 programs in partnership with Clearview Library District. These educational opportunities strengthen safety knowledge and emergency preparedness among department personnel and community members of all ages.

Type of appraisal: Annual

Appraisal completed by: Hayley Carson

Date appraisal completed: 1/8/2026

Rating Score

- 1 – Fails as a program – Does not meet industry standards.
- 2 – Needs improvement – Meets minimum industry standards
- 3 – Satisfactory program – Meets most industry standards**
- 4 – Excellent program – Meets and exceeds industry standards.

Rating Score: 3

NEW ADDITIONAL EQUIPMENT NEEDS AND JUSTIFICATION

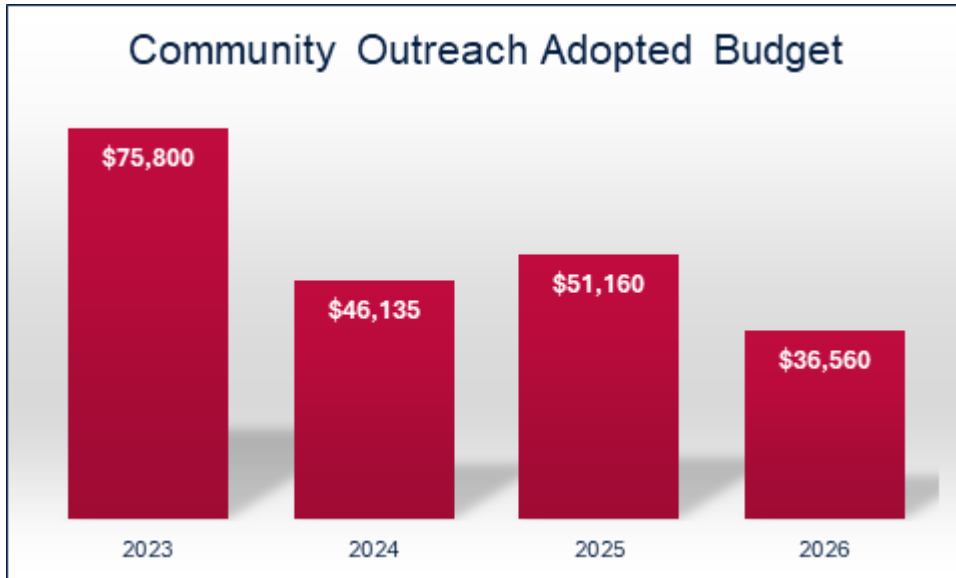
- 1. A new gimbal and better online video editing equipment will be needed to begin additional community engagement videos and social media outreach.

PERSONNEL RESOURCES AND ADDITIONAL NEEDS

- 1. Anticipated 500 yard signs/Window clings for businesses: Possibly collaborate with DigiPix on a yard sign campaign – early “WSFR Supporter” signs for champions to create visible momentum into 2026.
- 2. Crews assist with said campaign and go door to door in their respective station neighborhoods.

INPUTS/RESOURCES

Financial Resources: The agency's total operating budget for the Community Outreach Program for 2026 is \$36,560. This was a 28.5% decrease from the 2025 budget of \$51,560. Many items in the 2025 budget were reduced in the 2026 budget, including CPR/AED/First Aid classes for the community and the Poudre Trail Marker Program partnership with the Town of Windsor (completed in 2025).



Physical Resources:

- 2015 Ford Transit Van
- Older iPad (model unknown)
- 1 set PPE including: branded helmet, pant and jacket.
- 1 Lenovo laptop, 2 desk monitors
- Various WSFR branded SWAG
- CPR manikins: 8 Adult, 8 child, 8 infant
- 3 AED Training units

Human Resources: WSFR has one full-time Education and Outreach Manager assigned to this program, who also manages scheduling for the WSFR Fire Museum. The full-time fire inspector assists throughout October with Fire Prevention Month activities.

Essential Resources: Essential resources include a formalized policy and records management software for the documentation of community outreach events, classes and contacts using First Due.

PREVIOUS YEARS GOALS COMPLETED

- Public education will evaluate its Fire Prevention Month educational programs with post-education surveys to teachers to better evaluate that the materials are timely and appropriate, as well as that the information is being delivered in a way that is easily understood.
 - Fire Prevention Month Surveys were sent out at the end of October to all schools that LSD visited.
- Community Outreach will work with middle and high school Resource Officers (SROs) to identify, create, and implement proper fire safety and risk-related programs for students.
 - LSD taught fire forensics at two Windsor Middle School classes, as well as brought DFPC Fire Investigations and the Fire Investigation Dog to campus for the students.
- Education and Outreach Manager Carson will continue PIO classes through FEMA and NFA to be prepared to take on tasks as the current PIO prepares to retire.
 - Education and Outreach Manager Carson regularly attends the district's PIO meetings and acts as a stand-in PIO as well as steps in when requested for PIO-related activities.

OUTCOMES / IMPACTS OF GOAL COMPLETION

- Just over 16,000 community contacts were made through tours, touch-a-truck opportunities, education, events, classes, and outreach. (up from 14,000 in 2025)
- Fire Prevention Month Surveys sent to 88 teachers at 13 schools. Thirty-five started; 26 completed the survey (30% completion rate is excellent). Results include:
 - 88% said content was very appropriate
 - 86% said length was just right
 - 91% said students were mostly or very engaged
 - 84% noticed students learning fire safety concepts
 - 91% said the overall value of the presentation was very or extremely valuable.
 - 92% would recommend this presentation to others in their grade level (1 said no and 1 said maybe)
 - Overall, comments were positive, and teachers had a lot of great feedback
- Attended FEMA PIO basics class in Denver
- Started attending quarterly PIO meetings for the Weld Re-4
- Continues work with Weld Elves for a Toy Drive and toy delivery with Windsor PD
- Attended the Risk Reduction Leadership Conference in Glendale, AZ
- Attended and presented at the CRRN Conference of the Rockies in Blackhawk, CO (Presented)
- Attended the Women in Fire/Science to the Station in Loveland, CO
- Education and Outreach Manager Carson was appointed Secretary of the Colorado Risk Reduction Network in January 2025 for a 2-year term

PREVIOUS YEARS GOALS NOT COMPLETED / CONCLUSIONS

- Produce Car Seat Training video, but continue to track seats monthly and have started booking other opportunities for installs and CEUs (Target Car Seat Event)
- Work with High School SROs on fire safety/risk-related education programs for students

GOALS FOR 2026

- **Car Seat Technician Training Enhancement:** Develop and produce a comprehensive training video for current and incoming car seat technicians that demonstrates proper documentation procedures, seat logging protocols, and CEU tracking systems to reduce administrative challenges and improve program efficiency.
- **Fire Prevention Month Curriculum Expansion:** Update Fire Prevention Month educational presentations to align with the current NFPA theme while creating differentiated, inclusive programming tailored for special needs students at each elementary school within the district.
- **End-of-Year Helmet Safety Initiative:** Plan and coordinate a community helmet giveaway event scheduled for the conclusion of the school year to promote bicycle and recreational safety among youth.
- **Senior Living File of Life Campaign:** Design and execute an "Update Your File of Life" outreach event at Eagles Peak and Good Samaritan senior living communities to enhance emergency preparedness for vulnerable populations.

Fire Investigation Program

INTRODUCTION

Windsor Severance Fire Rescue's fire investigation program is responsible for conducting origin and cause investigations on fires that occur within the district boundaries.

Type of appraisal: Annual

Appraisal completed by: Division Chief of Community Risk Reduction / Fire Marshal

Date appraisal completed: 12/17/2025

Rating Score

- 1 – Fails as a program – Does not meet industry standards.
- 2 – Needs improvement – Meets minimum industry standards
- 3 – Satisfactory program – Meets most industry standards**
- 4 – Excellent program – Meets and exceeds industry standards.

Rating Score: 3

NEW ADDITIONAL EQUIPMENT NEEDS AND JUSTIFICATION

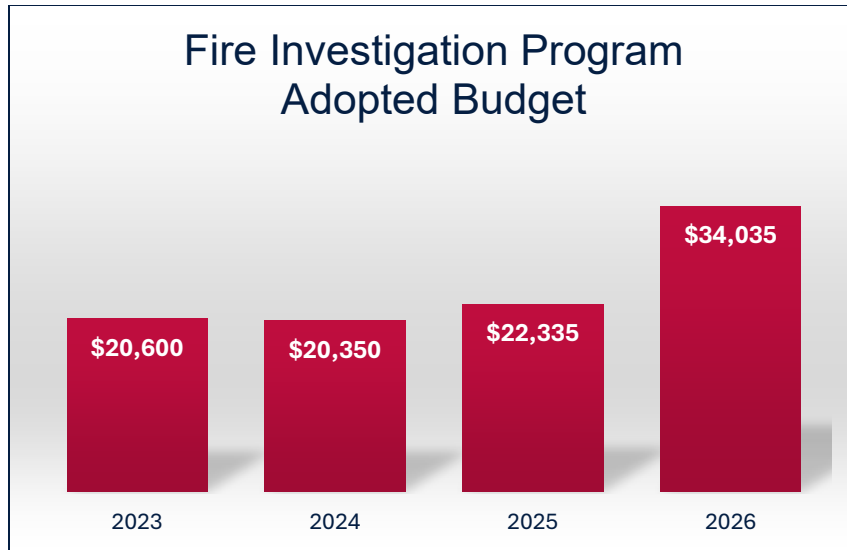
No additional needs at this time.

PERSONNEL RESOURCES AND ADDITIONAL NEEDS (if applicable)

No additional needs at this time.

INPUTS/RESOURCES

Financial Resources: The agency's total operating budget for the fire investigation program for 2026 is \$34,035. This is an increase of 65% from the 2025 budget of \$22,335. This increase is due to new members of the team who need additional training to be certified and the purchase of PAPRs for the team.



Physical Resources: The fire investigation program's significant assets include:

- Three SLR Cameras, one point and shoot for the Battalion Chief's car
- Dedicated staff vehicle for the Fire Marshal who oversees this program
- Three Staff vehicles dedicated to the Community Risk Reduction Division that can be used by other investigators if needed
- Two complete fire investigation jump bags and additional equipment that may be needed for investigations. One is in the Fire Marshal's truck at all times, and the other is in the Division's common space for other investigators to use as needed.

Human Resources: The agency currently has eleven fire investigators including one Fire Marshal, one Assistant Fire Marshal, one Fire Inspector, one Logistics Manager, and seven shift firefighters.

Essential Resources: Essential resources include a formalized policy and records management software for the documentation of fire investigations using First Due.

PREVIOUS YEARS GOALS COMPLETED

1. Provide the resources, guidance, and opportunity for new fire investigators to achieve success in certification and the ability to independently conduct fire investigations. Kilber and Cook were certified in 2025 as Fire Investigation Technicians.

OUTCOMES / IMPACTS OF GOAL COMPLETION

1. By adding Kilber and Cook to the fire investigation roster, we have been able to have more people trained within the organization.
2. We also added Grenz, Henry, Stratman and Morrison to the fire investigation roster to be able to have investigators on each shift.

PREVIOUS YEARS GOALS NOT COMPLETED / CONCLUSIONS

1. Complete a fire investigator task book
 - a. Develop a task book for agency members who would like to become a fire investigator. This book will advise them of the steps to become certified and prepared to apply for future open positions.
2. Develop a methodology to measure the performance of the fire investigation program (CC 5C.4). A draft of this has been created and is being vetted.
3. Have all officers go through the CFI Trainer.net Fire Investigations for Company Officer program. Was not supported by Chief Staff at this time. Will be removed from future goals for WSFR.

NEXT STEPS / GOALS FOR 2026

1. Purchase PAPRs for fire investigators to provide a better environment for the investigators when doing their investigations. This has been added to the 2026 budget for purchase.
2. Because of firefighters being moved around onto different shifts, all three of the shift fire investigators ended up on the same shift (C-shift). We plan to get our new four shift investigators up to speed and FIT certified by mid-2026.
3. Complete a fire investigator task book
 - a. Develop a task book for agency members who would like to become a fire investigator. This book will advise them of the steps to become certified and prepared to apply for future open positions.

Develop a methodology to measure the performance of the fire investigation program (CC 5C.4). A draft of this has been created and is being vetted. This will be finalized in 2026.

All-Hazard Preparedness Program

INTRODUCTION

The purpose of the All-Hazard Preparedness Program is to provide knowledge and prepare our community and our organization for natural and man-made disasters and large-scale emergencies. This includes preparation for, actions during, and recovery following an event in our community. Also included is preparation to effectively integrate with other emergency response agencies to ensure effective operations in responding to and mitigating these events.

Type of appraisal: Annual

Appraisal completed by: Emergency Manager Sandra Friedrichsen

Date appraisal completed: 12/23/2025

Rating Score

- 1 – Fails as a program – Does not meet industry best practices
- 2 – Needs improvement – Meets minimum industry best practices
- 3 – Satisfactory program – Meets most industry best practices**
- 4 – Excellent program – Meets and exceeds industry best practices

Rating Score: 3

NEW ADDITIONAL EQUIPMENT NEEDS AND JUSTIFICATION

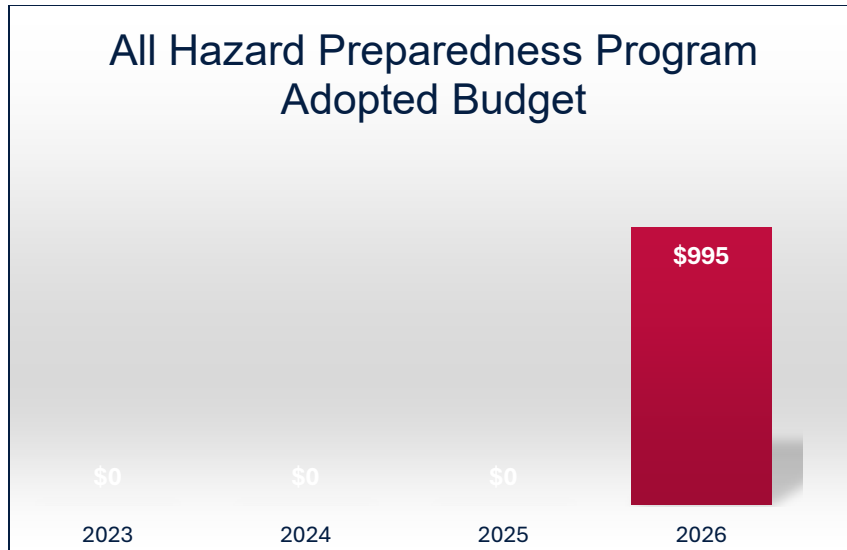
No additional needs at this time.

PERSONNEL RESOURCES AND ADDITIONAL NEEDS (if applicable)

No additional needs at this time.

INPUTS/RESOURCES

Financial Resources: In 2026 an Emergency Management program budget has been established.



Physical Resources: No additional physical resources at this time for this program.

Human Resources: Chief Friedrichsen serves as the agency’s Emergency Manager in addition to her role as the Fire Marshal. She was appointed in December 2024.

Essential Resources: Essential resources include the Continuity of Operations Plan (COOP), Emergency Operations Plan (EOP), and the National Incident Management System (NIMS).

PREVIOUS YEARS GOALS COMPLETED

1. The Emergency Operations Plan (EOP) will be revised, completed, and approved.
2. The role and responsibilities of the Emergency Manager (EM) has been evaluated and solidified.
3. Assess the needs of WSFR having a remote EOC in-house and what resources will be required for that if deemed necessary. No needs for this at this point with the town of Windsor having an AEOC established at the new Police Station.

OUTCOMES / IMPACTS OF GOAL COMPLETION

1. The EOP was written and approved by Command Staff in 2025.
2. A job description was written for this PT position and was added to the Fire Marshal’s job description.
3. With the construction of the new Police Department (PD) building in Windsor, an alternative Emergency Operations Center (EOC) has been established and will be available for fire department use if needed. This provides for three EOC options including the Windsor Town Hall and the Larimer County EOC building in Johnstown.

PREVIOUS YEARS GOALS NOT COMPLETED / CONCLUSIONS

4. Identify resources to adequately cover all planning, training, and emergency plan(s) updates and apply for necessary grants for community outreach opportunities or

resources that are needed with the Office of Emergency Management (OEM). This was not completed as multiple grant changes saw significant program requirement changes in 2025. It should be noted that one previously approved, grant funded project for emergency operations planning was completed in 2025. A back-up natural gas-powered electrical generator was installed to provide emergency power to WSFR's fuel supply depot at the RE-4 School District maintenance shop. This helps to ensure access to diesel fuel and gasoline for fire district needs throughout power outages. Funding was a result of a 2024 Homeland Security grant award.

GOALS FOR 2026

1. The Hazard Mitigation Plan (HMP) will be revised, completed, and approved. We are in the process of working on this with Weld and Larimer County. They should be both completed mid-year of 2026.

To start the process of having a Community Wildland Preparedness Program put into place for our fire district. Please see the attached document for this budget request. The budget request was denied for 2026. We will look for partnerships and grants to get funding for this in the future.

Emergency Medical Services (EMS) Program

INTRODUCTION

Emergency Medical Services (EMS) is a vital part of WSFR response model. In 2025, EMS responses accounted for approximately 62% (2,958) of the total responses. WSFR equips all engines with Basic Life Support (BLS) capabilities and staff each engine with EMT certified Firefighters. In addition, WSFR has a number of members holding advanced certification such as EMT-IV, EMT-Advanced, EMT-Intermediate, and Paramedic.

The EMS Program is managed by the EMS Lieutenant. Several areas of responsibility exist within the program, including EMS response model, asset management/improvement, quality assurance/improvement (QA/QI), and partner contracts. These areas of responsibility within the program are managed by several individuals including the Fire Chief, Deputy Chief of Operations, Division Chief of Training, and Firefighters. Medical protocols are dictated, with contribution from WSFR, by the Office of the Medical Directors (Medical Directors). EMS certifications and continued training are managed by both the WSFR Training Staff and individual members.

WSFR has partnered with UCHHealth EMS (UCH EMS) to provide Advanced Life Support (ALS) care and transport. WSFR also provides emergency services for parts of Larimer County and in Eastern Weld County where ALS services are provided by Thompson Valley EMS (TVEMS) and Banner Health/American Medical Response (AMR) respectively.

Type of appraisal: Annual

Appraisal completed by: Eric Schmitz, EMS Lieutenant

Date appraisal completed: 12/30/2025

Rating Score

- 1 – Fails as a program – Does not meet industry standards.
- 2 – Needs improvement – Meets minimum industry standards
- 3 – Satisfactory program – Meets most industry standards**
- 4 – Excellent program – Meets and exceeds industry standards.

Rating Score: 3

NEW ADDITIONAL EQUIPMENT NEEDS AND JUSTIFICATION

WSFR owns 25 AED's which are in use within each Engine/Tower, Battalion Chief vehicle, and at each station, with the five spare AED's that can be deployed if any are damaged or malfunction. Currently there are no additional needs. However, as each AED has a shelf life and subject to wear and tear, the department needs to be prepared to purchase replacements as needed to maintain the current standard of response capability. Average price per AED is approximately \$2,200. The EMS Lieutenant uses inspection and maintenance records along with manufacturer recommendations for planning replacements and includes those replacements in the annual budget requests as necessary.

WSFR owns one Zoll X-Series Cardiac Monitor with one spare battery. The EMS Lieutenant will add battery replacements in each year's budget requests as necessary.

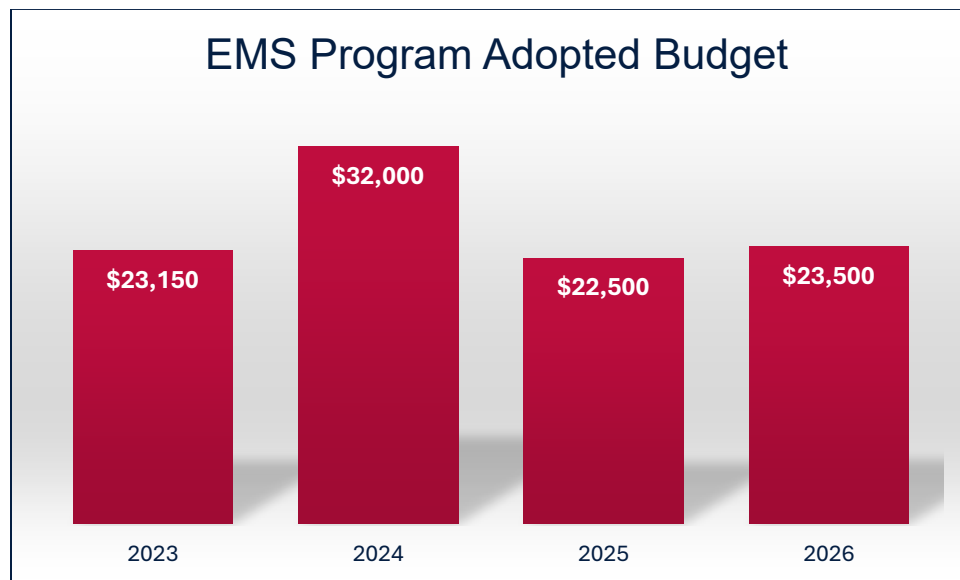
There are no current equipment or supply needs that have not been previously purchased; however, as UCH services continue to expand and the community continues to grow, the EMS Lieutenant and area of responsibility members will continue to evaluate current equipment relative to ongoing and future needs. One potential update being considered is the addition of select cardiac arrest medications which could be used by the Paramedics employed with the department. This would require coordination with the Medical Directors as well as additional training to maintain competencies.

PERSONNEL RESOURCES AND ADDITIONAL NEEDS (if applicable)

No additional EMS Program personnel are needed or planned for 2026.

INPUTS/RESOURCES

Financial Resources: The agency has adopted its 2026 budget. The EMS Program budget is based on staff requests, program manager and administrative review, and the Board of Directors' approval. The adopted budget figures are shown in the table below. The budget includes equipment and supplies only and does not include personnel or apparatus costs.



Physical Resources: The EMS Program includes the following significant assets:

- 25 Zoll Automatic External Defibrillators (AEDs)
- 10 spare AED Battery Packs
- 1 Zoll X-Series Cardiac Monitor
- 1 Zoll X-Series Battery
- 5 First-out EMS Bags
- 3 Back-up EMS Bags

- 6 Suction Units
- 1 First-out EMS SUV (2014 Ford Expedition)
- 2 Medical Equipment Bags for Wild Land Deployments

Human Resources: WSFR currently employs fifty-two (52) EMT's, five (5) Paramedics, one (1) EMT-Intermediate, and three (3) EMT-Advanced. Thirty-three (33) providers have IV Certification. The EMS Program is overseen directly by the Deputy Chief of Operations, Division Chief of Training and EMS Lieutenant.

Essential Resources: Resources include standard operating procedures in place for appropriate resource management. Medical protocols are established and distributed by the Medical Directors. It is essential that the department members have easy access to the protocols, a thorough understanding of the protocol and are compliant with the protocols. These are accomplished through a shared Protocol App, WSFR-facilitated continued education, and QA/QI. Collaborative relationships are essential between WSFR and the partnering agencies listed above as well as town resources. WSFR has agreements with UCH EMS, Thompson Valley EMS, and Banner/AMR for ALS and BLS transport. In addition, aid agreements are in place with surrounding fire departments including Front Range Fire Rescue, Loveland Fire Rescue Authority, Greeley Fire Department, Eaton Fire Protection District, Poudre Fire Authority, and Ault-Pierce Fire Protection District. In 2025, WSFR successfully transitioned from Emergency Reporting System (ERS) to First Due to maintain consistency for all reporting functions.

PREVIOUS YEARS GOALS ACHIEVED

Self-Assessment Competencies:

- 5F.1 – Review all emergency deployment objectives to ensure the agency is meeting its stated goals according to its Standards of Cover for each type and magnitude of emergency medical incident.
- 5F.2 – Ensure that standing orders/protocols are in place and known by all members charged with providing EMS care.
- 5F.3 – Review and update as needed orders/protocols and engage external stakeholders in the process.
- 5F.4 – Ensure that online and offline medical control is in place, and that all members are confident and competent in its use.
- 5F.5 – Review report writing and records management documentation to ensure that pertinent information, including provider impression, patient history, data regarding treatment rendered, and the patient disposition, are recorded and that records are protected from public access.
- 5F.6 – Review the HIPAA compliance training and documentation program to ensure that it meets federal and state guidelines, and that all personnel are properly trained in HIPAA regulations and procedures.
- 5F.7 – Ensure that an EMS QI/QA team is in place and operating according to Standard Operating Procedures to improve system performance and patient

outcomes. Utilize the EMS QA/QI Team to provide enhanced review of cardiac arrest, Echo medical EMD response, or other reports as determined by the QA team, including all medication administered other than oxygen, and procedures performed other than Blood Glucose measurement to identify changes, training issues, concerns, or weaknesses in order to identify, communicate, or recommend changes or improvement opportunities. No additional budgetary impact is anticipated.

- 5F.8 – Review and improve, as needed, the CPR and public access defibrillation program for the community.
- 5F.9 – Conduct an annual EMS program review.

Strategic Goals and Objectives:

- 2A.1 – Complete a comprehensive review of department Standard Operating Procedures, Positional Task Books, and Fire Company Manuals related to EMS delivery.
- 5A.2 – Work with neighboring agencies to ensure an effective response matrix.
- 6C.3 – Review EMS data entry standards to ensure quality data entry for maximum benefit to the District.
- 6C.4 – From an EMS perspective, review and enhance the current quality assurance and quality improvement process for reviewing incident reports as necessary.

Other Goals and Objectives:

- Continue to review EMS Equipment. Evaluate needs for updating/replacing equipment, new equipment, and increasing current par levels of equipment. This will be evaluated by current research and manufacturing recommendations as well as communication with partnering agencies to maintain consistency with equipment. Review of usage and needs which will be monitored via the EMS supplies budget, QA/QI reviews, and member input.
- Continue reviewing and updating the department's standard operating procedures, positional task books, and fire company manuals regarding EMS.
- Improve HIPAA training by working with Human Resources on the onboarding process and incorporating it into EMS training.

OUTCOMES/IMPACTS OF GOALS COMPLETED

Self-Assessment Core Competencies:

- 5F.1 - Response data indicates that 2025 response deployment objectives have been met based upon successfully meeting pre-defined Standards of Coverage response times for the first unit and effective response force (ERF). WSFR continues to be mindful of all times associated with all emergency incidents. The WSFR Data Analyst and Accreditation Manager routinely review response reports and make comparisons with

the Standards of Coverage document and stated goals and objectives. These reports are provided monthly to the Board of Directors and quarterly to the organization. The Deputy Chief regularly discusses each with the Battalion Chiefs to ensure that each is knowledgeable about response statistics and areas required for improvement. Central Square was up and running for the year and has proven to be reliable in its utilization of GPS/AVL technology, closest-unit dispatching, and enhanced interagency interoperability. There are still ongoing issues with interoperability between Weld and Larimer counties that are being addressed at the county commissioner and PSAP levels. Additional build-out and implementation of the upgraded dispatch and notification systems continues with response crews adapting as necessary to ensure effective and appropriate response for service.

- 5F.2 – Standing orders/protocols continue to be offered and updated by the Medical Directors with input from each agency operating under the Medical Directors. These protocols are offered and updated through the NCPP Phone app and the NLCERA.com website. Training on protocol updates is informed by the EMS Lieutenant and conducted by the Training Division. Continued practice of protocols is included in the EMS training plan. Chart review is performed to audit procedures performed, medications administered, and cardiac arrests to ensure proper compliance and documentation as detailed in the QA/QI process below.
- 5F.3 – With the establishment of the EMS Lieutenant, consistent communication with the Medical Directors and WSFR crew members has been established. Monthly meetings with the Medical Directors are held to discuss protocols and the Medical Directors have made themselves available for questions and discussion upon request. The EMS Lieutenant is in consistent communication with partnering agencies' QA/QI and Education Departments to ensure consistent standards among agencies and explore interagency training opportunities.
- 5F.4 – Online and offline medical control are in place via protocols and hospital phone/radio contact. Training is conducted to ensure crews are confident in performing these tasks. Phone numbers and radio channels have been communicated to all staff, and the "Run Sheet" has been updated to include hospital phone numbers within proximity for easy access.
- 5F.5 – Reports are reviewed by on-duty Lieutenants to review report writing and records management documentation to ensure that pertinent information including provider impression, patient history, data regarding treatment rendered, and the patient disposition are recorded, and that records are protected from public access. EMS care and protocol compliance is reviewed by the EMS Lieutenant as part of the QA/QI process. In addition, UHealth EMS provides the EMS Lieutenant with comprehensive QA/QI reports for charts they review including cardiac arrests, Full Trauma Team activations, and cardiac dysrhythmias among others. This information is reviewed and disseminated to the involved WSFR crews for review. Thompson Valley EMS can provide feedback as well upon request. All cardiac arrest CPR feedback is requested from TVEMS for cumulative review through the end of the year.

- 5F.6 – HIPAA training is conducted as part of each new hires on-boarding. First Due is a secured reporting systems to ensure proper privacy is maintained. Paper shredders are easily accessible at each station for disposal of any hard copy PHI.
- 5F.7 – The EMS Lieutenant consistently reviews the charts on Echo medical EMD responses and others reports as determined by the QA team, including all medication administered other than oxygen, and procedures performed other than Blood Glucose. Charting and performance are tracked by EMS Lieutenant to determine successes, areas of improvement, and future equipment. Communications are sent to the crews involved to inform them of successes and remediation. Tracking this created the ability to review historical trends as well as communications. It also has resulted in more focused training initiatives including documentation expectations, CPR performance, and protocol review.
- 5F.8 – The review of and improvements to the CPR and public access defibrillation program for the community has been tasked to the Community Risk Reduction Department (CRRD).
- 5F.9 – The EMS Program has been reviewed by the EMS Lieutenant, the Deputy Chief of Operations, and the Medical Directors. The program meets current standards and will continue to evolve as needs arise.

Strategic Goals and Objectives:

- 2A.1 – A number of documents has been reviewed regarding EMS. The documents have remained in in their original fashion, updated, or archived based on the current relevance to WSFR medical practices.
- 5A.2 – WSFR Leadership, Weld County Dispatch, and surrounding agencies have worked closely together since 2023 to ensure efficient and cohesive response models since the release of CentralSquare. Response matrixes have been updated throughout 2025 to enhance or reduce response models to more appropriately send the number of resources needed while leaving WSFR and partner agencies with adequate coverage. Contractual response time requirements for UCH EMS were updated at the end of 2025 to improve response times.
- 6C.3 – Review of EMS data entry standards to ensure quality data entry for maximum benefit to the District remains in the care of on-duty Lieutenants to audit charts routinely. In addition, the EMS Lieutenant routinely audits for QA/QI as listed above.
- 6C.4 – The EMS Lieutenant is the dedicated resource to ensure there is consistent chart reviews for QA/QI and tracking needs. Information for the reviews is available in spreadsheet form and feedback is consistently relayed to the crews involved. Feedback from partner agencies, including UCHealth EMS and TVEMS, is also provided, as listed above, and used to compile available data, trends and feedback opportunities to WSFR crews.

Other Goals and Objectives:

- EMS equipment has consistently been evaluated throughout the year. Major upgrades have been made regarding MCI, Active Assailant, Trauma, and Pediatric specific equipment. MCI/Triage medical kits have been created. Active Assailant medical kits have been upgraded, including Paramedic Specific kits. Equipment updates to the EMS Bags have been made for both adult and pediatric BVM's. Equipment for safer pediatric fluid administration has been added. The EMS Lieutenant worked with Northeast RETAC of obtain a Neonatal Transport Wrap to be held on the Battalion Chief's vehicle in the event that a neonate is born in the field or requires transport for other reasons. Additional Patient lifting devices have been added for patient and crew safety. These updates have been a result of direct feedback from trainings, crew members, partner agencies and the Medical Directors.
- A number of documents has been reviewed regarding EMS. The documents have remained in in their original fashion, updated, or archived based on the current relevance to WSFR medical practices.
- HIPAA training was discussed and handled by WSFR HR throughout 2025. In 2026 the new hire training has not officially been established, however WSFR policy is in place and EMS Lieutenant has a Health and Human Services approved training video for HIPAA which can be used for all new hires.
- Current QA/QI standard operating procedure was sufficient for effective implementation and transparency. Tracking of QA/QI materials and correspondence by the EMS Lieutenant for Patient Care Reports are being maintained by EMS Lieutenant and are available to involved parties as needed. Throughout the year areas of improvement for documentation, tracking and skills review have been identified. In addition, many strengths have been identified and built upon. Feedback on both has been provided to individual crew members as well as through trainings.

PREVIOUS YEARS GOALS NOT COMPLETED/CONCLUSION

Other Goals and Objectives:

- Improve the department's response model by increasing the number of IV/IO Certified providers on each responding apparatus. Budget impacts for in-house training have been addressed under the 2025 Training Budget. This goal was intended to be achieved by starting an in-house IV Certification program. At the end of 2024 Student Agreement documentation was submitted to UCHealth and sent to their legal team, however, since that time the two UCHealth contacts have moved to different positions and the forms lost. During that time and since, equipment and curriculum has been acquired, and a new contact has been established with UCHealth and the forms resubmitted. Currently awaiting approval. Banner Health has also been contacted but has not responded.

GOALS FOR 2026

Self-Assessment Competencies:

- 5F.1 – Review all emergency deployment objectives to ensure the agency is meeting its stated goals according to its Standards of Cover for each type and magnitude of emergency medical incident.
- 5F.2 – Ensure that standing orders/protocols are in place and known by all members charged with providing EMS care.
- 5F.3 – Review and update as needed orders/protocols and engage external stakeholders in the process.
- 5F.4 – Ensure that online and offline medical control is in place, and that all members are confident and competent in its use.
- 5F.5 – Review report writing and records management documentation to ensure that pertinent information, including provider impression, patient history, data regarding treatment rendered, and the patient disposition, are recorded and that records are protected from public access.
- 5F.6 – Review the HIPAA compliance training and documentation program to ensure that it meets federal and state guidelines, and that all personnel are properly trained in HIPAA regulations and procedures.
- 5F.7 – Ensure that an EMS QI/QA team is in place and operating according to Standard Operating Procedures to improve system performance and patient outcomes. Utilize the EMS QA/QI Team to provide enhanced review of cardiac arrest, Echo medical EMD response, or other reports as determined by the QA team, including all medication administered other than oxygen, and procedures performed other than Blood Glucose measurement to identify changes, training issues, concerns, or weaknesses in order to identify, communicate, or recommend changes or improvement opportunities. No additional budgetary impact is anticipated.
- 5F.9 – Conduct an annual EMS program review.

Strategic Goals and Objectives:

- 2A.1 – Complete a comprehensive review of department Standard Operating Procedures, Positional Task Books, and Fire Company Manuals related to EMS delivery.
- 5A.2 – Work with neighboring agencies to ensure an effective response matrix.
- 6C.3 – Review EMS data entry standards to ensure quality data entry for maximum benefit to the District.
- 6C.4 – From an EMS perspective, review and enhance the current quality assurance and quality improvement process for reviewing incident reports as necessary.

Other Goals and Objectives:

- Continue working to establish the IV Certification program in-house to improve the districts response capabilities.
- Work more closely with local Police Departments to establish consistent and coordinated responses to Active Assailant situations.
- Evaluate the need and discuss with the Medical Directors the possibility of adding Paramedic level “Cardiac Arrest Kits,” including ACLS interventions, in the event of a

prolonged ambulance scene time. As well as review the needs for additional EMS equipment as technology, district needs, and medical advice evolve.

Fire Suppression Program

INTRODUCTION

The Fire Suppression Program, a core component of Windsor Severance Fire Rescue's Operations Division, is responsible for delivering an effective and timely response to all service calls within the community. The Division is led by the Deputy Chief of Operations, who oversees three shift Battalion Chiefs to ensure operational readiness and coordination. Operating from four strategically located fire stations, the Operations Division is positioned to meet the community's emergency response needs with efficiency and effectiveness.

Type of appraisal: Annual

Appraisal completed by: Deputy Chief of Operations Darren Jaques

Date appraisal completed: 1/15/2026

Rating Score

- 1 – Fails as a program – Does not meet industry standards.
- 2 – Needs improvement – Meets minimum industry standards
- 3 – Satisfactory program – Meets most industry standards**
- 4 – Excellent program – Meets and exceeds industry standards.

Rating Score: 3

While the Fire Suppression Program meets most industry standards and demonstrates strong performance in deployment, training, and outcomes, identified administrative capacity constraints and deferred staffing additions limit the program's ability to fully exceed standards at this time.

NEW ADDITIONAL EQUIPMENT NEEDS AND JUSTIFICATION

- The following position and additional equipment was proposed in 2024 and again in 2025. It has subsequently been denied for calendar year 2026 due to budget constraints. However, this position and associated equipment remain a significant need and a high priority of the Operations Division:

The Deputy Chief of Operations has proposed adding a new 40-Hour Administrative Battalion Chief to the position of Battalion Chief of Deployment and Operational Readiness. As such, this individual is to be integrated into the Incident Command System for large incidents, both on- and off-duty, and will be eligible for Battalion Chief backfill shift coverage.

Therefore, a response-capable, take-home vehicle will be required. This vehicle response package should be a Tahoe- or Expedition-style vehicle with a WSFR 1C: *Command Back-up* response package.

- An important project that remains in progress involves the construction of a new training facility. Land was purchased in November 2025 for the new facility. The Training Division continues its work on the design of the facility, and an Owner's Representative has been chosen through a competitive request for proposal (RFP) process to help facilitate the building of the center. This is an exciting moment in WSFR history, and all members are looking forward to the ongoing progress and eventual completion of the training grounds. For further details, please refer to the Training Program report. Training is a crucial aspect of safe and effective fire suppression, and the Operations Division is enthusiastic about this enhancement to the organization.

PERSONNEL RESOURCES AND ADDITIONAL NEEDS

In alignment with the agency's Standards of Cover and critical task evaluation, the agency strives to maintain 16 personnel per shift, with a minimum of 13 personnel scheduled per shift per day as its minimum staffing standard.

- WSFR had four full-time and two part-time resignations from within the Operations Division in 2025. As a result, four full-time, lateral firefighters were hired and trained in 2025. The Command Staff has decided to sunset the part-time program. As a result, these vacant part-time positions will not be filled.
- No new shift personnel positions are planned for 2026. The Deputy Chief of Operations has evaluated shift staffing requirements and will maintain staffing at 16 members per shift. Due to resignations, the Operations Division needs to promote one Engineer and one Lieutenant. Due to the timing of promotional processes, these promotions will occur during the first quarter of 2026. Currently, these vacant positions are being filled by Long-Term Actors (LTA). All shifts are currently fully staffed with 16 members, including one Battalion Chief, four Lieutenants, including one long-term acting lieutenant, four Engineers, including one long-term acting engineer, and seven Firefighters per shift. The Deputy Chief of Operations and the Command Staff are planning to expand the minimum staffing of the Tower aerial apparatus from three to four personnel in 2027.
- The EMS Program Manager job title was successfully reclassified to EMS Lieutenant effective January 1, 2025. This change has proven to be the correct choice. The EMS Lieutenant is doing an outstanding job. He has elevated the position beyond our original hopes through his professionalism in approach to protocol updates, CME training, certification and records management, data analysis, quality assurance and improvement, dialogue and cooperation with Medical Directors, liaison with UCHealth and TVEMS, and many other areas.
- As the agency has expanded in personnel, fixed assets, and call volume, the administrative, management, and leadership responsibilities of the Deputy Chief of Operations have increased proportionally. These demands exceed the sustainable capacity of the position, which currently operates without dedicated support. A study by Employer's Council, a third-party, external human resources firm, conducted a staffing assessment of WSFR and confirmed the need for additional administrative support in several key areas, identifying an Operations Division support role as a top priority. Similarly, WSFR Command Staff's 10-year staffing analysis ranked a position to support the Deputy Chief of Operations as the organization's highest administrative priority. In response to these demands, the Deputy Chief of Operations proposed adding an Assistant Chief of Operations position for the 2025 calendar year, as outlined in the 2024

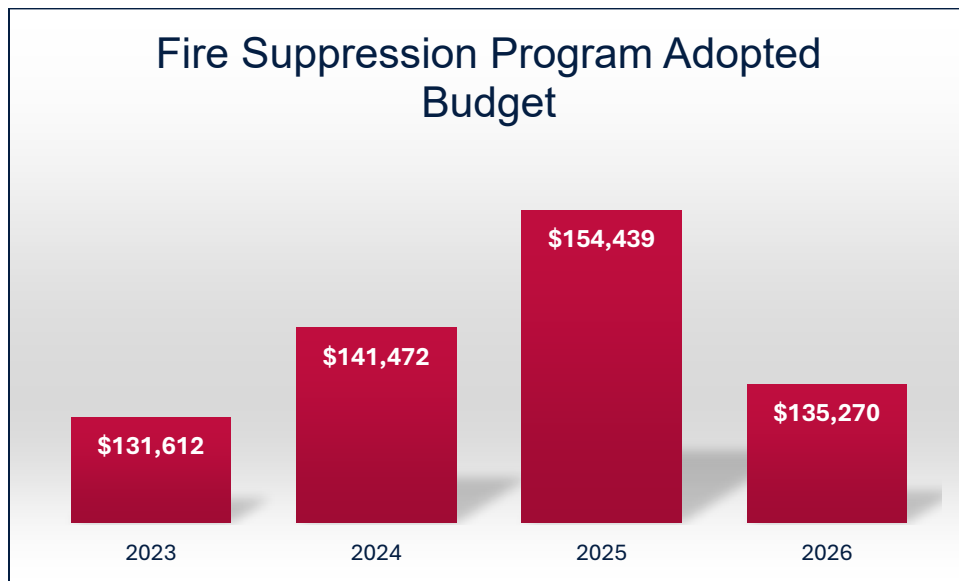
Operations Division Program Appraisal. While this position was not approved in the 2025 budget, it remains a critical need for the Operations Division. A variation of this request, which identified the position as a Battalion Chief, has again been proposed during the 2026 budget preparation process for the 2026 calendar year, but has also been denied.

Collectively, these assessments consistently identify administrative operational support as the organization's highest unmet need. The Deputy Chief of Operations will continue to work within the constraints of time and ability and will propose adding a 40-hour Operations Battalion Chief in the 2027 budget cycle.

INPUTS/RESOURCES

Financial Resources:

The agency has adopted its 2026 Operations budget, which includes direct Fire Suppression Program funding. The Fire Suppression Program budget is based on staff requests, program manager and administrative review, and the Board of Directors' approval. The figures are shown in the table below. The budget includes equipment only and does not include personnel or apparatus costs.



Physical Resources:

The Fire Suppression Program includes the following significant assets:

- Engines and Apparatus
 - Three first-out, Type 1 Engines
 - Two reserve, Type 1 Engines
 - One first-out, Tower platform aerial apparatus
 - One Type 3 wildland engine, capable of front-line reserve suppression engine support
 - One Heavy Rescue apparatus with a cascade system
- Command Vehicles
 - One first-out, Command SUV (2024 Ford Expedition)
 - One back-up, Command SUV (2019 Ford Expedition)

- One Deputy Chief of Operations Command pickup truck (2022 Dodge RAM)
 - One back-up, Command pickup truck (2023 Ford F-150)
- Support and Transport Vehicles
 - One personnel and equipment transport pickup truck (2023 Dodge RAM)
 - One dedicated tow-capable pickup truck for operations trailers (2000 Ford)
 - One firefighting Foam trailer
- SCBA and Life Safety Equipment
 - Self-Contained Breathing Apparatus (SCBA), including 52 firefighting Scott Air-Paks, 95 Scott air cylinders, 5 rescue Scott RIT-Paks, and 5 confined space Scott Ska-Paks.
 - Four air compressors for SCBA cylinder filling
 - Large amounts of loose vital equipment carried on all apparatus, including firefighting tools, ladders, hoses, nozzles, thermal imaging cameras, extrication equipment, etc.
- Wildland and Special Operations apparatus and equipment are not included in this report. See Wildland and Special Operations Program documents for further information on these resources.

2025 Highlights:

- A new Pierce Type 1 engine arrived during the first quarter of 2025 to replace the current E402. E402 has been replaced and moved into Reserve status. The oldest Reserve engine is currently up for sale.
- A new Pierce Type 3 wildland engine arrived early in the first quarter of 2025. This new Type 3 engine is designed to help address critical wildland-urban interface concerns within the fire district, as well as be available for local and national deployment for large-scale wildfires.

Looking Ahead:

- An engine committee has been assembled and is scheduled to meet in January 2026 to begin work on a new Pierce Type 1 engine that will replace the oldest first-out engine in the fleet. The estimated completion date is September 2026.

Human Resources:

- The Deputy Chief of Operations oversees the daily operations of the Fire Suppression Program which includes 48 full-time and 3 part-time operations shift personnel. The Operations Division is structured into three separate shifts, including 16 personnel on each shift.
- The Deputy Chief of Operations also oversees the Training Division, including one Division Chief, Training Lieutenant, and EMS Lieutenant.

Essential Resources:

- Testing and certification of vital Fire Suppression equipment is conducted annually. These processes include the testing of SCBA cylinders and packs, SCBA masks and regulators, ladders, firefighting hoses, fire extinguishers, apparatus pumps, and firefighting Personal Protective ensembles.
 - Testing and Certification Results: All annual testing has been completed with no notable failures. Various items required repair and have been completed. Some items have been removed from service (i.e., Personal Protective

Equipment) due to expiration per manufacturer recommendations. The only pump testing that was not completed in 2025 included the two water tenders, which will be completed in 2026.

- Mutual and auto-aid agreements have been established. Mutual and automatic aid is an essential means of providing effective resource distribution and deployment for both WSFR and neighboring agencies. Utilizing mutual and automatic aid assists WSFR in meeting many needs on the fire ground, including various National Fire Protection Association (NFPA) requirements, enhanced customer service through quicker response times, and resource sharing of tools, equipment, and personnel in labor- and resource-intensive operations. All agreements are currently undergoing review. Many agreements have been reviewed, and the Fire Chief has established the goal of maintaining an annual review of each agreement moving forward.

OUTPUTS

- WSFR responded to 5218 incidents in 2025 (a 10.1 percent increase from 2024), with many of these incidents relating directly to Fire Suppression. WSFR responded to 9 structure fires, which include NFIRS incident types 111 and 121 (a 35.7 percent decrease from 2024). Additionally, WSFR responded to approximately 88 other fire types (a 62.9 percent increase from 2024), including natural vegetation and crop fires, passenger and commercial vehicles, trash or rubbish, dumpster, mechanical or other equipment, cooking, and other special incident fires both in district and out of district for mutual and auto-aid.
 - 2024
 - 4739 Total Calls
 - 14 structure fires (NFIRS 111, no 121s)
 - 54 other fires
 - 2025
 - 5218 Total Calls
 - 9 structure fires (NFIRS 111, no 121s)
 - 88 other fires

PREVIOUS YEAR GOALS COMPLETED

Annual Self-Assessment Core Competencies:

- 5E.1 – A complete review of all distribution and deployment objectives has occurred. This review has resulted in the relocation of various apparatus to be distributed and deployed more effectively. Additionally, a full review of the agency’s emergency response matrix has occurred. This review has resulted in several changes specific to the creation of two additional “closest unit” Intergovernmental Agreements, the addition of blocking apparatus on high-speed roadways, coordinated vegetation response with agency partners, and other changes focused on regionalization and right-sized deployment. Relevant changes have been provided to the agency’s accreditation team to ensure they are updated in appropriate documents and continue to meet both the expectations and intent of the Standards of Cover.
- 5E.2 – A substantial review of training task books, training plans, and associated policies has occurred. Several additions and edits were made to training task books and associated policies to improve consistency and clarity. Additionally, Blue Card incident

command was reinstated into training plans and documentation to ensure a standardized incident command/management system is utilized.

- 5E.3 – A formal annual appraisal of the Fire Suppression Program occurred in 2024 and a biannual program appraisal in August, 2025. This was the first year in the history of WSFR that program appraisals were completed biannually. This change was in response to the inclusion of budgetary items and justification in the appraisal for budgetary planning purposes.

2025-2028 Strategic Plan Goals and Objectives:

- 2.4 – The evaluation and upgrade of existing firefighting equipment occurs each year through the budgetary process among current fire managers of various areas of responsibility. This review process remains underway. The Logistics Manager has entered a complete inventory of all assets into the agency's records management program.

OUTCOMES/IMPACTS OF GOAL COMPLETION

- Property loss and content loss in 2025 for all types of fire incidents totaled \$2,787,322, reflecting an increase of \$2,588,603, or a 92.87 percent increase from 2024. The majority of the increase in reported loss is attributable to two isolated commercial incidents rather than a systemic decline in suppression effectiveness. The report only looks at the following NFIRS Incident Types: 111, 112, 113, 114, 115, 116, 117, 120, 121, and 123.
- There were no significant firefighter or civilian injuries or fatalities associated with any fire reported in 2025. However, WSFR did experience a firefighter Mayday during a training evolution. No significant injury occurred to the firefighter or rescue crews. Additional details about the incident are not appropriate for this document. However, WSFR utilized this incident as a valuable learning and improvement opportunity and has since implemented changes to various standard operating procedures.
- As part of our continued commitment to operational readiness and professional development, significant updates to task books and succession policies occurred in 2025. These changes were developed in collaboration with the Battalion Chiefs, Training Division, and the leadership of Local 4845, reflecting our shared commitment to competence, safety, leadership development, and long-term organizational readiness. These updates strengthen our progression framework, align certification requirements across positions, and support a clear and consistent pathway for career growth at WSFR.
- As growth in population, residential and commercial occupancies and infrastructure, and overall call volume continue to occur, WSFR must remain proactive in its planning to continue to meet service demands. Part of this planning includes support staff, personnel, and physical resources. The Fire Chief, together with the WSFR Command Staff, conducted a staffing needs assessment and a capital asset growth projection study in 2025 to evaluate immediate and future staffing and station requirements. WSFR has published this report and has subsequently included, in its 10-year capital plan, administrative support staff, an additional response crew for Station 1 in or around 2027, a new fire station in or around 2035, and associated apparatus and equipment for this purpose.
- Outcomes and Impacts related to the accomplishment of Annual Self-Assessment Core Competencies and Strategic Objectives

As part of WSFR's ongoing commitment to operational excellence and accreditation compliance, the following outcomes and impacts have resulted in 2025 from the completion of identified core competency reviews and strategic objectives. These accomplishments demonstrate the agency's dedication to continuous improvement, regional collaboration, and alignment of resources with community risk and service demands.

- 5E.1 – Review of Distribution and Deployment Objectives
 - Apparatus is positioned more effectively across the district, improving response times and service coverage.
 - Emergency Response Matrix updated, ensuring deployment is right-sized and better aligned with current risks.
 - Strengthened interagency coordination through two new “closest unit” Intergovernmental Agreements, improving reliability of regional mutual aid.
 - Increased firefighter and civilian safety with the addition of blocking apparatus on high-speed roadways.
 - Improved vegetation fire response efficiency and effectiveness through coordinated plans with partner agencies.
 - Accreditation documents updated, maintaining compliance with Standards of Cover and demonstrating continuous improvement.
- 5E.2 – Review of Training Task Books, Plans, and Policies
 - Greater clarity and consistency across training task books and policies, reducing ambiguity for members.
 - Improved career development pathways with clearer expectations for skill progression.
 - Reintroduction of Blue Card incident command ensures a standardized, nationally recognized incident command system across the organization.
 - Enhanced interoperability and operational effectiveness on multi-agency responses through standardized command training.
- 5E.3 – Fire Suppression Program Appraisal
 - First-ever biannual appraisal process implemented, marking a cultural and operational milestone for WSFR.
 - Improved accountability and program performance tracking through regular appraisals.
 - Direct integration of program appraisal with budget justification, ensuring operational needs are tied to financial planning.
 - Enhanced ability to forecast future needs and defend budget requests with data-driven justifications.
- 2025–2028 Strategic Plan Goals and Objectives: 2.4 – Evaluation and Upgrade of Firefighting Equipment
 - Systematic, annual review of firefighting equipment embedded in the budget cycle, ensuring readiness and modernization.
 - Logistics Manager has created a comprehensive inventory in the records management system, improving asset tracking and accountability.
 - Proactive identification of replacement needs before failures occur, supporting firefighter safety and operational reliability.

- Increased efficiency in procurement and budgeting due to accurate, data-driven equipment inventories.

The completion of these reviews and strategic initiatives reflects significant progress in WSFR's operational readiness, training standardization, equipment management, and regional collaboration. Together, these outcomes strengthen the Fire Suppression Program, ensure alignment with accreditation standards, and enhance the agency's ability to meet the evolving needs of the community.

PREVIOUS YEAR'S GOALS NOT COMPLETED

- Self-Assessment Core Competency 5E.2 – All operations manuals have not been reviewed or updated. This goal will be completed in 2026. The Operations Division will be meeting in April 2026 to accomplish this task.
- Strategic Objective 2.4 – Several measurable objectives have yet to be completed. Each is to be completed within the Strategic Plan's timeline.

GOALS FOR 2026

Ongoing - Annual Self-Assessment Core Competencies:

- 5E.1 – Review all emergency deployment objectives to ensure the agency is meeting its stated goals according to its Standards of Cover for each type and magnitude of fire suppression incident including staffing, response times, stations, pumping capacity, and apparatus and equipment.
- 5E.2 – Review all operations manuals and guiding documents including task books and training plans and objectives to ensure a standardized incident command/management system is utilized.
- 5E.3 – Complete a formal annual appraisal of the Fire Suppression Program at the end of the year to determine the impacts, outcomes, and effectiveness of the program and to measure its performance toward meeting WSFR goals and objectives.

2025-2028 Strategic Plan Goals and Objectives:

- 2.4 – Evaluate and upgrade existing firefighting equipment and replace it as necessary with state-of-the-art tools that improve safety and effectiveness in the field.

Tasks as stated in the Strategic Plan:

- Conduct a complete inventory assessment and evaluation of current firefighting and emergency response equipment to identify critical items for replacement or enhancement.
- Prioritize the purchase of equipment based on need.
- Seek input from the appropriate stakeholders.
- Seek approval for the projected needs.
- Secure funding from the department budget.
- Provide comprehensive training on the operation and maintenance of new equipment.
- Establish a regular replacement schedule for equipment.
- Implement a regular inspection and maintenance program to ensure all equipment remains in optimal working condition.
- Review and revise (if necessary) the maintenance program to ensure reliability.

Measured Outcomes:

- All relevant program managers have submitted recommendations to the Logistics Manager for the replacement or enhancement of firefighting and EMS tools and equipment.
- Asset management processes are formally adopted and published and include consideration of applicable standards, third-party compliance, and industry-best practices.

Technical Rescue Program

INTRODUCTION

Windsor Severance Fire Rescue's Technical Rescue Program, formally known as the Special Operations Team (SOT) ensures personnel and equipment are prepared and effective in rescuing persons from low and high-angle rope, collapse, confined space, and trench emergencies. As well as swift, surface and sub-surface water emergencies. Windsor Severance Fire Rescue responds to complex incidents inside and outside of the Agency response area.

Type of appraisal: Annual

Appraisal completed by: Battalion Chief Kory Tope

Date appraisal completed: 1/16/2026

Rating Score

- 1 – Fails as a program – Does not meet industry best practices
- 2 – Needs improvement – Meets minimum industry best practices
- 3 – Satisfactory program – Meets most industry best practices**
- 4 – Excellent program – Meets and exceeds industry best practices

Rating Score: 3

NEW ADDITIONAL EQUIPMENT NEEDS AND JUSTIFICATION

See Budget for Details

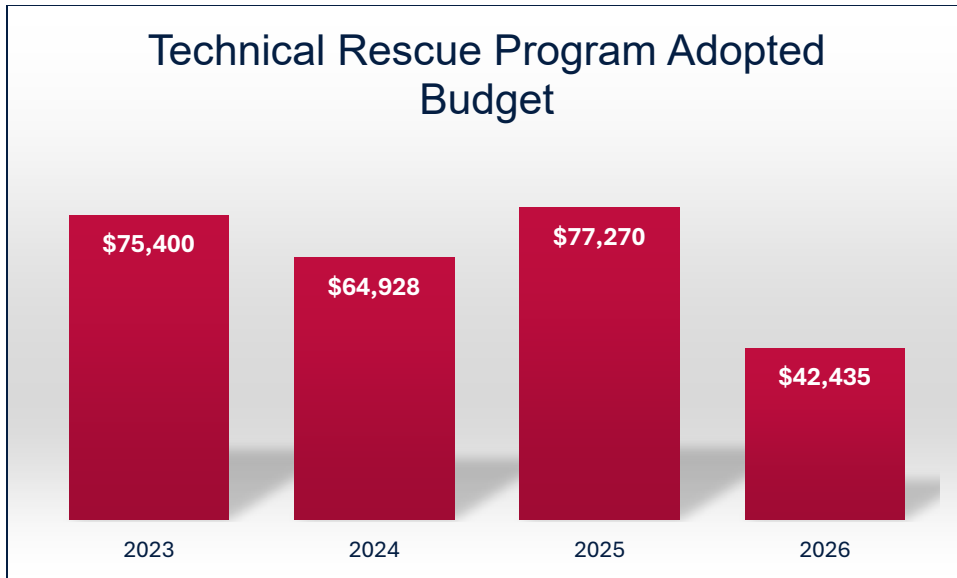
Spending for 2025 is on track to meet the allotted budget amount. Several SOT supervisor meetings have been held to determine if expenses are still needed and/or justified. Several large items will not be purchased as planned, however, the money will be spent on other SOT items as decided by the supervisor group. Special attention has been given to the Dive Rescue program following a change of supervision for that discipline – a detailed review of expenses and equipment was completed, and a new plan was developed for the remainder of 2025.

PERSONNEL RESOURCES AND ADDITIONAL NEEDS (if applicable)

No Additional Personnel Needed

INPUTS/RESOURCES

Financial Resources: Funding for the technical rescue program comes from the agency Operations budget. There is a dedicated line item for technical rescue program.



Physical Resources: Significant assets included:

1. 1x Heavy Rescue with various rescue equipment
2. 1x Dive Truck with various water rescue equipment
3. 1x Zodiac Boat with RDC and side-scan sonar
4. 1x Truck with various rope rescue, extrication and collapse rescue equipment
5. 4x Engines with various rope rescue and extrication equipment
6. 1x Collapse/Trench Trailer with various lumber and collapse and trench rescue equipment.
7. 1x Terradaptor

Human Resources: Technical rescue response to high-threat calls utilizes a combination of on-duty and off-duty personnel. In addition, the agency is a member agency of the *Northern Colorado Special Operations Team (NOCOSOT)* and the *Northern Colorado Dive Team (NOCODIVE)*. These regional teams provide accessible and qualified rescue and water rescue technicians and divers. The agency’s technical rescue program supervisor is Battalion Chief Kory Tope and assisted by Lieutenant Brian Pegg. The agency’s target objective is to assign six technical rescuers and three divers per shift.

Essential Resources: Large cache of specialized rescue equipment to fulfill the necessary capabilities related to the multiple disciplines of technical rescue. Also included are standard operating procedures offering guidance and direction during these generally high-risk, low-frequency events.

PREVIOUS YEARS GOALS ACHIEVED

1. Develop an Intergovernmental Agreement with NOCOSOT and NOCODIVE member agencies to formalize response and interoperability agreements.
 - a. Documentation continues to be a work in progress. There are several levels of accountability reflected in the ongoing effort to complete these documents and

agreements. Significant progress was made in the structure of the team, which resulted in the two-track system, a robust organizational chart, and subsequent training plan (accomplished in 2025 and published for 2026). The Operations Chiefs of the participating agencies are working to formalize the agreements, while the SOT leadership hopes to finalize the documents guiding the team in the near future.

2. Coordinate and execute a regional Trench Rescue Technicians Course
 - a. MUSAR provided a technician level course, hosted at the GFD training area in December 2025. Seven WSFR members attended and were certified.
3. Ensure monthly and quarterly training goals within the NOCOSOT are met to ensure interoperability
 - a. Agency representatives were identified and put in place as coordinators. The role of the coordinators is to design a training calendar based upon the outlined goals of the SOT Chief staff. Monthly training courses were sent to each agency to complete at their discretion, while quarterly training courses were hosted across the county in the form of FSEs. Additionally, a two-track designation system for individual members was established in order to provide a more consistent approach to training and ongoing qualification according to team standards.

OUTCOME / IMPACTS OF GOAL COMPLETION

Several new members were added to the team based upon specific discipline needs across the shifts. Additionally, the new training schedule and standards improved the internal and external level of technical expertise across disciplines. The improvement of relationships between participating agencies was significant. The ongoing training method creates a common “rescue language,” common skills, and a shared understanding when members train or respond together.

PREVIOUS YEARS GOALS NOT COMPLETED / CONCLUSIONS

GOALS FOR 2026

- Develop a plan for sale and replacement of the Heavy Rescue, in favor of a box truck for collapse and trench.
 - Membership attendance to a locally hosted collapse technician course – tentatively put on by Greeley in quarter 4 of 2026.
 - Assess inventory and make equipment purchases as needed according to the 2026 budget.
4. Finalized documentation to formalize NOCOSOT and regional response.

Hazardous Materials Program

INTRODUCTION

Windsor Severance Fire Rescue (WSFR) Hazardous Materials Program is responsible for responding to chemical incidents, supervising, confining and completing the incident. Although WSFR is not a dedicated hazmat team, WSFR has the means to mitigate type 1 incidents and begin the prep work for type 2 & 3 incidents. WSFR is also responsible for providing appropriate, successful training and recertification for WSFR personnel at the operations and technician level.

Type of appraisal: Annual

Appraisal completed by: Joe Seaman

Date appraisal completed: 1/9/2026

Rating Score

- 1 – Fails as a program – Does not meet industry standards.
- 2 – Needs improvement – Meets minimum industry standards
- 3 – Satisfactory program – Meets most industry standards**
- 4 – Excellent program – Meets and exceeds industry standards.

Rating Score: 3

NEW ADDITIONAL EQUIPMENT NEEDS AND JUSTIFICATION

WSFR has received four new Blackline EXO8 devices with expansion packs and four Blackline G7C multi-gas meters. These advanced devices will help improve WSFR's capabilities, particularly when working alongside the NOCO Hazmat Team.

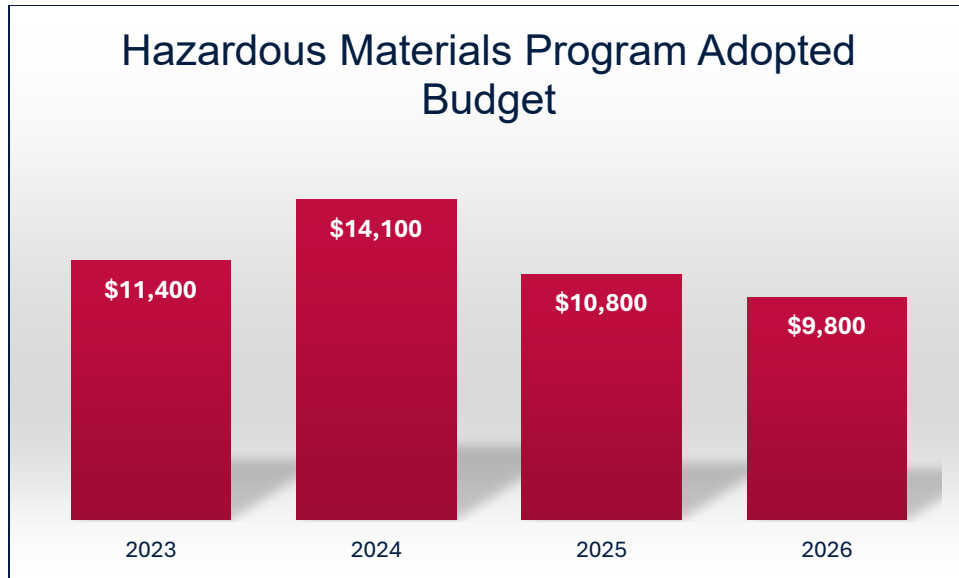
This equipment was made possible through a grant facilitated by the Office of Emergency Management (OEM), with support from Roy Rudisill and the State of Colorado.

PERSONNEL RESOURCES AND ADDITIONAL NEEDS (if applicable)

Subject to availability, WSFR will send 2 members to Hazmat Tech School 2026.

INPUTS/RESOURCES

Financial Resources: WSFR's total operation budget for Hazardous Materials response for 2025 was \$10,800.00 and was a decrease of 23% from 2024. The decrease in budget was due the lack of maintenance that was forecasted for current monitors, as well as no new monitors being needed.



Physical Resources: The Hazardous Materials Program includes the following significant assets:

- 1 RKI GX 6000 PID
- 9 RKI GX-3R Pro 5 gas
- 4 Blackline EXO 8, with expansion packs, Area Monitors
- 4 Blackline G7C, Multi-gas Mobile Monitors

Human Resources: Hazardous Materials response to type 1, 2, and 3 incident threats utilized on duty personnel to respond. Supervision of the Hazardous Materials program was provided by Battalion Chief Joe Seaman. WSFR currently has 7 certified hazardous material technicians with the rest of the members being hazardous materials operation level.

Essential Resources: Resources included the establishment and use of standard operating procedures. Other resources that assist in response are as follows: WSFR Engine Company Operations Manual, WSFR Standard Operating Procedure Manual, and the WSFR Truck Company Operations Manual.

Training was conducted so all personnel could recertify through the state and records are kept by the training division.

PREVIOUS YEARS GOALS COMPLETED

Hazmat Technician Training & Certification

- Two of four personnel are now hazmat technician certified. 50% completed, new personnel will be going in 2026.
- Certification process is being coordinated alongside the Confined Space SOT program, with scheduling dependent on personnel availability and state testing timelines.

Regional Collaboration

- Continued partnership with NOCO Hazmat, including participation in monthly training sessions to maintain interoperability and readiness.

Monitoring Program

- Ongoing development and refinement of the department’s monitoring program, with future enhancements under evaluation.

OUTCOMES / IMPACTS OF GOAL COMPLETION

- Over the past year, progress has been made in strengthening the department’s hazardous materials capabilities. Completion of specialized training has enhanced our personnel’s ability to formulate effective plans during on-scene hazmat incidents, directly improving operational readiness and decision-making. In addition, the department now has greater manpower available to support potential regional hazardous materials responses, expanding our capacity to assist neighboring jurisdictions.
- As classes are made available by the State of Colorado, we continue to evaluate opportunities and will assign new members to attend certification programs, ensuring that our technician-level staffing remains strong and sustainable.
- Monitoring technology also remains a priority area of development. With advancements in detection systems, the department is preparing to incorporate 4 Blackline Area monitors into the program. Implementation of this upgrade is contingent on funding support from the State of Colorado, with Chief Angermuller actively engaged in coordination to secure the resources that have been promised. The new devices will strengthen safety protocols and enhance the effectiveness of hazardous materials response in the region.
- WSFR remains dedicated to using modern technology and fostering strategic partnerships to keep both its personnel and the community safe.
- Collectively, these efforts reflect the department’s ongoing commitment to improving hazmat response readiness, leveraging training, technology, and partnerships to strengthen community and regional safety.

PREVIOUS YEARS GOALS NOT COMPLETED / CONCLUSIONS

Hazmat Response Vehicle Transition

- Hazmat operations will be relocated from the current heavy rescue vehicle to a trailer once a tow vehicle is assigned to WSFR Station #2.
- Transition is scheduled for completion no later than February 2026.

GOALS FOR 2026

Hazmat Technician Certification

- Certify two additional Hazmat Technicians to improve staffing depth and overall response readiness.

Certification Maintenance

- Recertify all Operations-level personnel whose certifications expire in 2026 to ensure continued compliance and operational capability.

Interagency Training

- Continue regular training with the Northern Colorado (NOCO) Hazmat Team to maintain strong coordination and effective joint operations.

SOT Program Support

- Work with the WSFR Special Operations Team (SOT) to identify equipment, training, and operational needs in support of the SOT program.

Equipment Deployment

- Move all hazmat equipment to a dedicated response trailer and transition away from the Heavy Rescue apparatus.
- Complete this transition no later than February 2026.
- Integrate new Blackline monitoring equipment into the response matrix.

Wildland Fire Program

INTRODUCTION

Windsor Severance Fire Rescue's Wildland Program is responsible for responding to wildland fires in WSFR's response area in Larimer and Weld counties and deploying nationally with a Type 3 Engine, Type 6 Engine, or a Type 1 Tactical Water Tender. The program also trains its members in the annual RT-130 wildland refresher and arduous pack test.

Type of appraisal: Annual

Appraisal completed by: Lieutenant Mike Matzke

Date appraisal completed: 12/31/2025

Rating Score

- 1 – Fails as a program – Does not meet industry best practices
- 2 – Needs improvement – Meets minimum industry best practices
- 3 – Satisfactory program – Meets most industry best practices**
- 4 – Excellent program – Meets and exceeds industry best practices

Rating Score: 3

NEW ADDITIONAL EQUIPMENT NEEDS AND JUSTIFICATION

The Wildland team has the need to replace PPE as it reaches the end of its useful life. The team seeks to replace 5 yellows and greens (PPE shirt and pants) at a total cost of \$ 2,880.

Wildland boot replacement for 4 pairs as they reach the end of their useful life, at a total cost of \$1,600.

We have identified the need of an additional blet weather kit on our Type 3 engine in order to be compliant with the NWCG at a price of \$230.

The team seeks to add an additional 3 tents for member check out. These tents will be larger for members who do not fit in our current tents for a price of \$1,647.

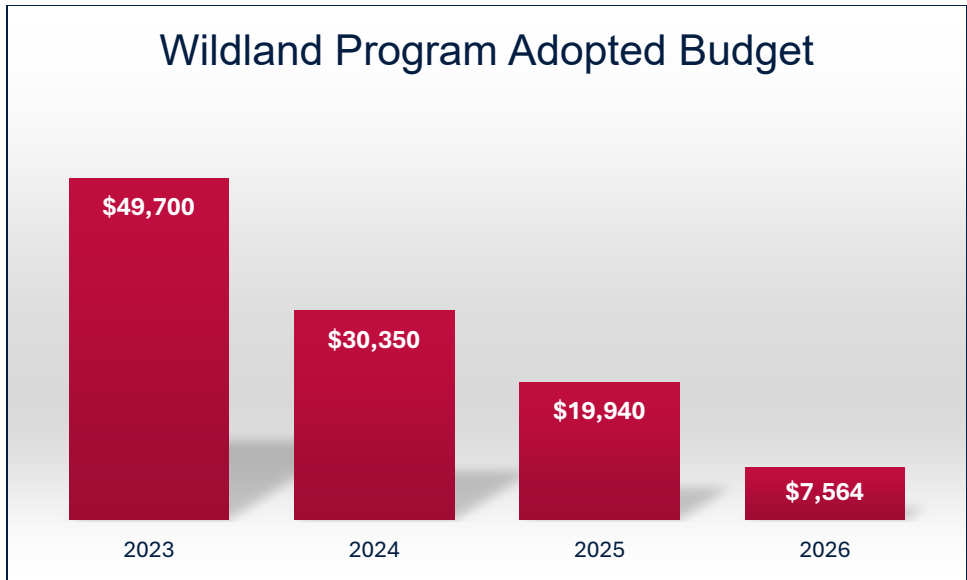
PERSONNEL RESOURCES AND ADDITIONAL NEEDS

The Wildland Team added 4 new members in 2025 to replace members that have stepped down from the team.

The Wildland Team has identified the need to send team members to additional training to expand the number of Engine Bosses and gain valuable knowledge and skills in the area of wildland saws, wildland urban interface, firing operations, and intermediate fire behavior.

INPUTS/RESOURCES Financial Resources:

The Wildland Team has its own line-item budget. Funding for gear and PPE is included in this budget. Larger purchases, such as apparatus, is included in the capital budget. Wildland Training is now included in the training budget.



Physical Resources: The Wildland Program at WSFR includes 3 Type 6 Engines, 2 Type 1 Tactical Water Tenders, and 1 Type 3 Engine.

Each apparatus is equipped with a large amount of equipment, including hoses, nozzles, and adapters, to meet the NWCG standard for national deployments.

The team has 2 tablets with Avenza maps pre-downloaded to the tablets that are placed on the apparatus when it is deployed.

We currently have 8 BK pack set radios that are used for national deployments.

Human Resources: WSFR’s Wildland Team includes a Battalion Chief who provides program oversight. This position serves as a line of the chain of command to the Chief Staff and the Wildland Team. 1 Team Lead whose duties are to coordinate wildland team training, oversee any logistical needs, and coordinate placing teams on the board for national deployments. A total of 15 team members on the team are nationally deployable.

Training records and management of the IQS system are completed by the Wildland Team Lead.

Essential Resources: The team members maintain red card certification in order to be qualified to deploy nationally. This requires the team members to complete the arduous pack test as well as attend the RT-130 wildland refresher every year. In addition to keeping our team members qualified we make sure that the apparatus that are going to deploy nationally are up to the current NWCG (National Wildland Coordination Group) standards.

PREVIOUS YEARS GOALS ACHIEVED

WSFR took delivery of a new Type 3 Engine, and it was deployed to two wildfires as of 12/31/2025.

We have received 4 new BK5000 portable radios, as well as compatible cloning cables.

Four new members joined the team, replacing separated members.

WSFR has provided the annual RT-130 and arduous pack test to all members in operations.

OUTCOMES / IMPACTS OF GOAL COMPLETION

WSFR completed 4 deployments in 2025. We have deployed a Type 6 engine twice and a Type 3 engine twice. With the addition of 4 new BK5000 radios, we now have more effective communication and up-to-date technology on fire incidents.

With the completion of the RT-130 and arduous pack test given to all operational members, we have now certified all members and provided everyone with a Red Card. This ensures that members are properly trained and certified to respond to and complete work on wildland incidents.

PREVIOUS YEARS GOALS NOT COMPLETED / CONCLUSIONS

We were able to send 1 person to the Engine Boss training and not the desired 2 due to scheduling conflicts. While we will continue to work towards the certification of additional members to the rank of Engine Boss, we will do our due diligence in completing the process in the correct manner, of training classes, and task book completion.

GOALS FOR 2026

The Wildland Team is planning to send 4 people to the S212 Wildland saws class in 2026. This will give the team the ability to have more members properly trained to safely utilize chainsaws on wildland incidents. Having this skill is valuable to help with the workload as well as a steppingstone that needs to be completed to move to the rank of Engine Boss.

1. WSFR will continue to deploy nationally and seeks to keep an apparatus available for deployment year-round when staffing allows. Previously, WSFR has only been available during the wildland fire season from May through October.

Training Program

INTRODUCTION

The WSFR Training Program is responsible for the training and certification programs with the organization, as well as the delivery of assessment centers, promotional exams, and new hire boards. Additionally, the training program is responsible for training records management, certification renewal, and mutual-aid training coordination.

Type of appraisal: Annual

Appraisal completed by: Michael Haynie, Training Lieutenant

Date appraisal completed: 1/14/2026

Rating Score

- 1 – Fails as a program – Does not meet industry standards.
- 2 – Needs improvement – Meets minimum industry standards
- 3 – Satisfactory program – Meets most industry standards**
- 4 – Excellent program – Meets and exceeds industry standards.

Rating Score: 3

NEW ADDITIONAL EQUIPMENT NEEDS AND JUSTIFICATION

Humeral IO placement Trainer. Research has shown Humeral IO placement to have significant benefits for medication and fluid administration. This is an accepted site per local protocols and is essential training to all current and future IV/IO Certified providers. Estimated Cost \$500 with additional spare/consumable parts estimated \$120.

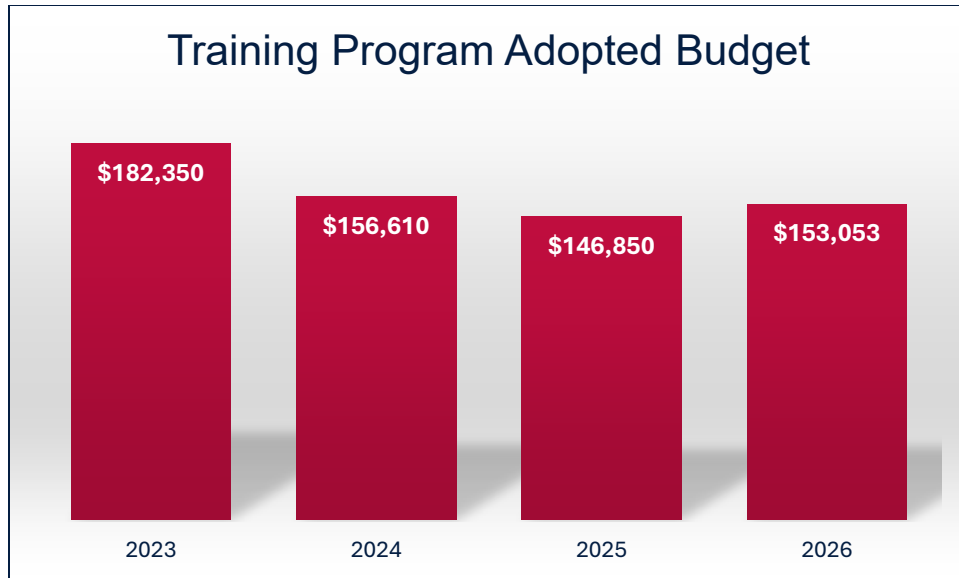
Additional Lion Smoke Machine: As facilities are increasingly more difficult to obtain for training, an additional smoke machine to incorporate smoke conditions on multiple floors is needed. Additionally, we will be moving to add both DO/P and DO/A training, thus requiring additional traffic cones for training and testing.

PERSONNEL RESOURCES AND ADDITIONAL NEEDS (if applicable)

No additional personnel needed for fiscal year 2026.

INPUTS/RESOURCES

Financial Resources: WSFR's training budget has remained relatively flat for the past three years. This has been a result of work done in 2023 to maximize efficiency while ensuring members receive and attend the highest quality training to maintain readiness for WSFR and our community.



Physical Resources: The training program maintains a limited inventory of physical assets limited to smoke machines, two thermal imaging cameras, photography equipment, and office-based laptop computers.

Human Resources: The training program consists of a Division Chief (Jeramie Greer), an EMS lieutenant (Eric Schmitz), and a fire training lieutenant (Michael Haynie).

Essential Resources: Records management and office process for management of certifications and training records.

PREVIOUS YEARS GOALS ACHIEVED

- 1) Fully implemented First Due reporting platform
- 2) Executed 2025 Training Plan
- 3) Framework for Mentor Program completed but not implemented
- 4) Select provider for Class A burn tower
 - a. RFP drafted and preferred provider list established
 - b. RFP will be published based on 2026 budget approval
- 5) Purchase of pediatric mannequin and wound control trainer completed and implemented
- 6) Completed Fire Officer I class, Fire Instructor I class, acting officer bootcamp, and acting battalion chief academy scheduled for January 2026.
- 7) Purchase of land for training center

OUTCOMES / IMPACTS OF GOAL COMPLETION

2025 was a productive year for the training division. The First Due records management system was implemented on both the fire and EMS side to provide records management, training tracking, EMS skills tracking, and enhanced reporting for EMS, State, and ISO certifications. The training plan was executed and provided the organization with multiple live fire scenarios, mutual and auto aid evolutions, as well as enhanced EMS and fire integration training.

The mentor program framework was created and assigned to Lt. Case. He will be responsible for the implementation of the program. The program is expected to be fully implemented in 2026.

Chief Greer reviewed and identified three manufacturers for the Class A burn tower and will submit an RFP to each vendor pending approval by the BOD.

Lt. Schmitz purchased and implemented both the pediatric mannequin and wound control trainer for the 2025 training season. EMS training for duty crews provided enhanced experiences in pediatric arrest, ventilation, and trauma. The trainings were further enhanced by the addition of the wound control arm that provided life-like scenarios for MCI and ASHER based modules.

In addition to further EMS integration on the fireground, classes for fire officer, fire instructor, and acting officer were completed in-house. These classes furthered the depth of the organization by providing additional training and certification levels for those in engineer and firefighter roles, better preparing them for acting and promotional opportunities. The acting battalion chief course will be completed in January of 2026 due to a scheduling conflict with SOT.

The training division was also heavily involved in onboarding and selecting new members of the organization. Four lateral academies, two lateral processes, and one engineer process were completed successfully welcoming four additional experienced members to the organization and promoting two others.

WSFR is currently in contract negotiation to purchase approximately 9.5 acres of land in the Eastman Park industrial area. Pending BOD and legal approval, we expect to close on the land and begin land development in Q1 2026.

PREVIOUS YEARS GOALS NOT COMPLETED / CONCLUSIONS

Comprehensive Training Center Master Plan

The master plan has not been finalized due to delays with the training center property. Once the PSA is finalized, we will engage with a local architect to draft both the plan for the tower and respective props, as well as the office and classroom facilities.

FRFC Cadre Member

Due to an unforeseen illness, Engineer Stone was unable to attend the FRFC as a cadre member. WSFR will evaluate future opportunities to engage with the FRFC as staffing and time allow.

IV Certification Class

Lt. Schmitz was unable to secure the proper instructor(s) for 2025 to complete the in-house IV class. However, the division expects to fully complete this in 2026 and will incorporate it into the master training plan.

GOALS FOR 2026

- 1) Complete Training Center Master Plan

The projected training facility will be constructed in phases. We anticipate a Phase I including facilities infrastructure, earthwork, electrical, gas, and water improvements. Additionally, we anticipate an 8-inch concrete pad poured to accommodate the footings for the burn tower as well as an expansive space for driver operator training courses. A pole barn will also be needed to house bathroom facilities, consumable material storage, and a secure garage for a Telehandler or similar machine for burn resets and consumable storage.

2) Implement 2026 Training Plan

Upon approval of the 2026 Training Plan by the Deputy Chief of Operations and Division Chief of Training the plan will be implemented beginning January 1, 2025. The plan will include monthly CME's with skills tracking, monthly fire and rescue trainings, as well as quarterly SOT skills. Additionally, there will be continuing education for all specialized teams including in service training for dive, rope rescue, wildland, and swift water. The Division will continue to evaluate long-term training needs and adjust specialized training on an as-needed basis.

3) In-House IV Class

With changes in UCH EMS's deployment and transport policy, firefighters are more often in a position to continue with critical patient management throughout transport. This creates a need for more members to hold the State Recognized IV/IO Certification to maintain a consistent level of care that would be provided if UCHealth EMT was continuing this care.

The certification of EMT-IV significantly exceeds the scope of practice for a Colorado State EMT-B and allows for emergent IV/IO placement for critically unstable patient. This allows for rapid administration of:

- Intravascular fluid resuscitation in the treatment of shock.
- Administration of cardiac medications for patients in cardiac arrest, as the patient is deemed "in extremis" per Chapter 2.
- Dextrose for hypoglycemic patients in need of immediate treatment.

The Training Division is currently in discussion with the UCHealth Emergency Department, Medical Directors, and Colorado State EMS Office to introduce this class on-site to our members

4) Incorporate Additional ALS Skills to all levels

With the addition of our newest lateral firefighters, the organization has increased the number of licensed paramedics on the apparatus. Thus, to maintain their certifications and to further enrich our BLS providers, the EMS section will provide ALS level CME's in addition to the current core curriculum.

5) Lieutenant Promotional Process

The Division will work with Human Resources to prepare a promotional exam process for the open lieutenant position. We expect a very competitive process based on participation in the acting officer bootcamp and Fire Officer I class offered in 2025.

6) Driver Operator Pumper Academy

The Division anticipates conducting another DO/P academy to prepare for future engineer promotional opportunities and to further our younger members' knowledge base of the apparatus. The class is tentatively scheduled for late spring to early summer.

7) Fully Implement and Integrate Mentor Program

We will work with Lt. Case on implementing and tracking the newly developed mentor program. As skill development, safety, and efficiency are core tenets of the Division, we anticipate having an active role in assisting with the program's success. Additionally, we see the mentor program as an asset in identifying additional training programs, skillsets, and leadership opportunities that may not have been previously identified.

8) Additional Fire Instructor I Class

In addition to the DO/P academy, we anticipate the need for an in-house Fire Instructor I class. This certification is a prerequisite for Fire Officer I and proctors.

Health and Safety Program

11A: The agency's occupational health, safety and risk management programs protect the organization and personnel from unnecessary injuries, loss, and liability. The Health and Safety Committee was restructured and is meeting on a regular basis to address health, safety and risk management throughout the agency.

11B: Windsor Severance Fire Rescue has instituted a Wellness Fitness Program for recruits and incumbent personnel. The program consists of four key elements which provide for initial, regular, and rehabilitative medical and fitness evaluations: physical exam, individual fitness evaluation, ongoing physical training, and behavioral health education. WSFR personnel are given access to on-site fitness facilities during and after hours. Peer Fitness Trainers (PFTs) provide wellness/fitness training and design fitness programs for the members. The PFTs are tasked with developing, coordinating, and maintaining the agency's wellness/fitness program. Being mentally prepared is also a key component to the program. Free Employee Assistance Program (EAP) is provided to all staff. WSFR has an ongoing contract with First Responder Trauma Counselors which is in Windsor for mental health support and training. These services are provided free of cost to all employees as part of our multi-modality behavioral health network.

Type of appraisal: Annual

Appraisal completed by: Battalion Chief Todd Vess

Date appraisal completed: 12/25/25

Rating Score

- 1 – Fails as a program – Does not meet industry standards.
- 2 – Needs improvement – Meets minimum industry standards
- 3 – Satisfactory program – Meets most industry standards
- 4 – Excellent program – Meets and exceeds industry standards.

Rating Score: 3.5

NEW ADDITIONAL EQUIPMENT NEEDS AND JUSTIFICATION

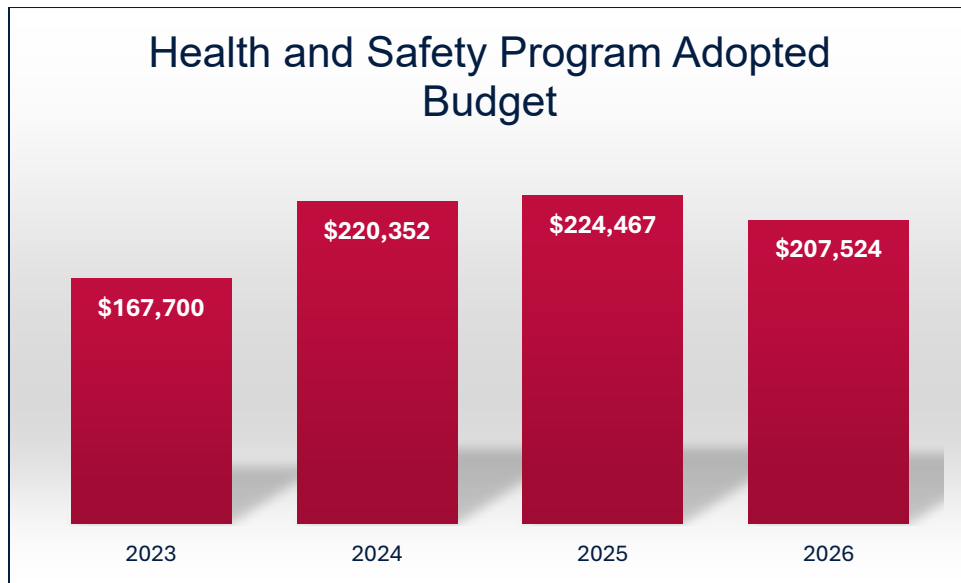
New equipment requests for 2026 are identified and included in the 2026 Goals section below. The addition/replacement of these items prove valuable in promoting wellness and overall fitness to prepare members for the physical demands of the firefighting profession.

PERSONNEL RESOURCES AND ADDITIONAL NEEDS (if applicable)

No additional personnel are needed for this program as current staff is utilized and the costs of the staff members' time is included in the budget.

INPUTS/RESOURCES

Financial Resources: The following chart reflects the combination of four individual program budgets related to the Health and Safety programs for WSFR. The four budgets are Health and Safety, Rehab, Fitness, and Peer Fitness Trainers.



Physical Resources: (Capital Gym Equipment)

- 8 Treadmills
- 4 Stair Machines
- 5 Peloton Bikes
- 8 Rowing Machines
- 4 Assorted Full Body Cable Machines

Human Resources:

- Todd Vess: Health and Safety Officer
- Ben Johnson: Fitness Equipment
- Matt Cooper: Peer Fitness Trainers and Program Development

Essential Resources: All WSFR stations are equipped with state-of-the-art gyms and equipment which provides a wide variety of types of workouts that staff can take advantage of to ensure readiness to perform the physical duties associated with firefighting and emergency response. These resources are also available for administrative staff to also allow for a focus on health and fitness thus improving overall job satisfaction, mental well-being, and performance.

PREVIOUS YEARS GOALS COMPLETED

WSFR goals that were completed in 2025 include:

- Five personnel who completed their Certified Personal Trainer (CPT) certificate from the National Academy of Sport Medicine (NASM).

- Each of the above personnel have been issued specialty certificate from NASM in an area of each PFTs choosing (e.g. nutrition, corrective exercise, etc.) which helps round out the program across various health and safety disciplines.
- Equipment purchases which enhance the employees' abilities to utilize the full potential of the WSFR gyms in a manner that suits their workout styles and specific needs.

OUTCOME / IMPACTS OF GOAL COMPLETION

The impacts of the goals completed resulted in updated fitness equipment to allow staff wider access to a variety of workouts in an effort to maximize physical fitness and readiness for our membership.

PREVIOUS YEARS GOALS NOT COMPLETED / CONCLUSIONS

The only piece of equipment or program we were unable to complete in the 2025 goals was the screen holders for the Station 1 Rowers. This is due to the age of the rowers and no available holders. Once the rowers hit their end of life these will be added to the new rowers.

GOALS FOR 2026

The goals for 2026 will focus more on equipment updates and replacements as 2025 had an employee-intensive focus on the PFTs. 2026 will see the PFTs begin to develop specific trainings/policies, etc., gained from their certifications.

Purchases budgeted for 2026 include:

- One new barbell for stations 1-3: continuing my barbell replacement schedule
- Farmer carry bars: help members improve grip strength, a vital part of firefighting
- Heavy sandbags for stations 2-4: lift heavy odd objects, lift assist training
- Step up platforms and stretch straps for all stations: valuable for corrective exercises
- Dip bar for station 3: consistency with all other stations
- Bumper plates for station 4: gives them more weight since that station doesn't have metal plates
- Change plates: small increment weight plates that help reach more total weight for lifts
- Foam rollers: each station has a mismatch of foam rollers, want to try to standardize this
- Barbell collars for each station: replacement schedule for old collars
- Pliability and Peloton subscriptions

Communications Program

INTRODUCTION

The WSFR communication program is essential in delivering high quality service to the community. The program includes management, purchase, maintenance, and assignment of portable and mobile radios, in-cab intercom equipment, fixed-site equipment, and annual subscriptions for tower access and system usage. The dispatch system is not part of the communications program and is managed by various county or state agencies not associated with WSFR.

Type of appraisal: Annual

Appraisal completed by: Battalion Chief Kory Tope

Date appraisal completed: 1/16/2026

Rating Score

- 1 – Fails as a program – Does not meet industry standards.
- 2 – Needs improvement – Meets minimum industry standards
- 3 – Satisfactory program – Meets most industry standards**
- 4 – Excellent program – Meets and exceeds industry standards.

Rating Score: 3

NEW ADDITIONAL EQUIPMENT NEEDS AND JUSTIFICATION

New equipment is generally purchased when apparatus builds are initiated, end of service life is met, or based upon district needs and restructuring of response vehicles. Additionally, old and outdated intercom equipment is typically budgeted as an annual need based upon the historical downtime of maintenance and damage sustained during normal operations. Finally, capital planning accounts for inventory replacement of portable and mobile radios. The following equipment purchases have been requested in the 2026 budget in order to maintain operational status of personnel and equipment:

- Replacement batteries for portable radios - \$6,000
 - Replacement of batteries based upon need and lifespan
- Replacement lapel mics for portable radios - \$4,800
 - Replacements to swap a portion of the inventory to new mics with updated technology and features
- APX radios (capital purchases)- \$24,000
 - Anticipated purchase of several mobiles related to new vehicle purchases. However, the new lease/purchase and reassignment of radios may cover this. If so, this may end up being allocated to the purchase of new base radios for Stations 1 and 2 instead, based upon need.
- New/Replacement earpieces- \$1,250
 - Replacement earpieces for members that may break them or getting earpieces for new members.

- Repair of FireCom headsets as needed
 - Routine repairs to replace hardware or diagnose various issues.

While not specifically related to equipment/needs/purchases, the subscription fees for system usage are significant budgeted items:

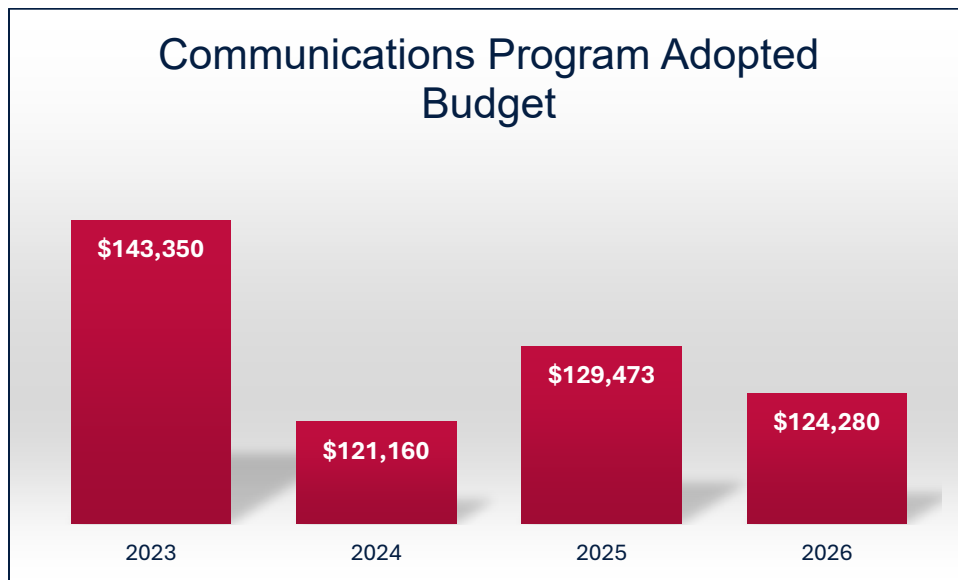
- Weld county contract for radio maintenance - \$11,400
- Larimer County usage fees - \$8,000
- Weld County usage fees - \$96,080

PERSONNEL RESOURCES AND ADDITIONAL NEEDS (if applicable)

Current staffing for the program is BC Kory Tope, assisted by FF Luke Stratman, who is in the process of taking the program over.

INPUTS/RESOURCES

Financial Resources: Beyond the budgeted items above, up to 20 hours of additional time for program management outside of normal shift hours will be required. Major purchases will come from the approved capital plan or normal budget requests.



Physical Resources: Beyond the items budgeted for in the 2025 cycle, additional consideration should be given to the FireCom systems in use...do we want to continue using them, or migrate to SetCom, which is currently in use in the new Battalion vehicle. Further discussion in 2026 should be dedicated to making this decision, however the SetCom may only be appropriate in newly purchased vehicles, instead of a retrofit. Additional headsets will need to be purchased to account for several going out of service and not being repairable. Historically, 5-10 headsets go in for service per year...most are able to be repaired, but the increasing age and use is contributing to the need for replacements.

Human Resources: Currently, two (2) members are assigned to the program.

Essential Resources: All items associated with the program are considered essential. Without radios, intercoms, interface systems, antenna components, and consumables (batteries), the communications program would fail to assist in delivering service.

PREVIOUS YEARS GOALS COMPLETED

- Complete annual preventative maintenance – completed October 2025
- Update templates as needed – template updated October 2026 with the addition of the new mandated MCI channels.
- Review inventory, evaluate needs, make purchases as appropriate – a regional lease/purchase was successfully executed to replace the bulk of our radios. All “AN” series radios were replaced, while the “BN” series radios were left in service. A total of 79 mobiles/portables/base radios were ordered in 2025 and are currently being programmed by Weld County. Expected in service date is early February 2026.
- Consider grant funding if needed – it was determined that no grant funding will be pursued for 2025.

Additional items of note:

- FireCom headset repair – 9 headsets were sent in for repair in 2025. The pricing of this flat rate repair went up by nearly \$100 per headset. The budget will be updated appropriately for 2026 to account for this.
- Individual earpieces – each member was fit with a custom molded earpiece; expected deliver early 2026.
- Remote speaker mic replacements – new lapel mics were ordered and will be installed on all frontline apparatus. These will also support the new earpieces.

OUTCOMES / IMPACTS OF GOAL COMPLETION

Communication is regularly identified as core to safe and effective operations on emergency scenes. The completion of the identified goals works to ensure that modern, functional equipment is available and used to maximize the effectiveness of all communication related to providing services to our community while also improving overall safety for responders.

PREVIOUS YEARS GOALS NOT COMPLETED / CONCLUSIONS

While not goal related, several items were not purchase as planned:

- Radio batteries – all new batteries were included in the lease purchase, so no additional purchase was made.
- Portable radio charger – items in inventory covered the needs for 2025.
- Budgeted radios – the lease purchase covered all anticipated items.

GOALS FOR 2026

The communications program is predictable in certain aspects concerning future goals but will require flexibility as equipment is replaced/purchased.

- Complete annual preventative maintenance
- Update templates as needed

- Review inventory, evaluate needs, make purchases as appropriate
- Repair FireCom as needed
- Install new lease/purchase radios
- Replace station base radios

Fleet Services Program

INTRODUCTION

When preparing to purchase fire apparatus, Windsor Severance Fire Rescue (WSFR) utilizes an apparatus design committee comprised of various individuals representing various ranks and positions from within the agency. This allows for input and ideas from differing focus areas such as performance, comfort, emerging technology, maintenance, national standards, and local regulations. Staff vehicle purchases are made using a similar model that includes the fleet manager, appropriate department leads, and for assigned staff vehicles, the member who will be the primary user.

WSFR utilizes a fleet manager and assistant who work directly with the contracted service provider to schedule and provide repair and maintenance services to all vehicles. Communication of maintenance and repair needs is completed using a software program and regular vehicle check procedures are performed at various designated intervals.

Type of appraisal: Annual

Appraisal completed by: Travis Chapman

Date appraisal completed: 1/14/2026

Rating Score

- 1 – Fails as a program – Does not meet industry standards.
- 2 – Needs improvement – Meets minimum industry standards
- 3 – Satisfactory program – Meets most industry standards**
- 4 – Excellent program – Meets and exceeds industry standards.

Rating Score: 3

NEW ADDITIONAL EQUIPMENT NEEDS AND JUSTIFICATION

A 2026 Chevrolet Tahoe is planned for purchase to replace C-401 as this vehicle has begun to see increasing maintenance needs. This vehicle will be purchased through the General Motors Government pricing program to ensure best pricing.

A 2026 Chevrolet Silverado is planned for purchase to replace the current staff vehicle used by the Training Lieutenant. This vehicle will be purchased through the General Motors Government pricing program to ensure best pricing.

A 2026 Pierce Velocity PUC is planned for Q3 of 2026. This vehicle will replace WSFR's oldest reserve engine and will be put into service at Fire Station 4. This purchase is part of the planned replacement schedule and is made through the Houston-Galveston Area Council (HGAC) to ensure best pricing.

A Special Operations Team (SOT) box truck is scheduled to be specified and purchased in 2026 to improve readiness and the efficiency of response of WSFR's SOT. This vehicle will be

specified with consultation of our SOT leaders to ensure functionality for long-term department response needs.

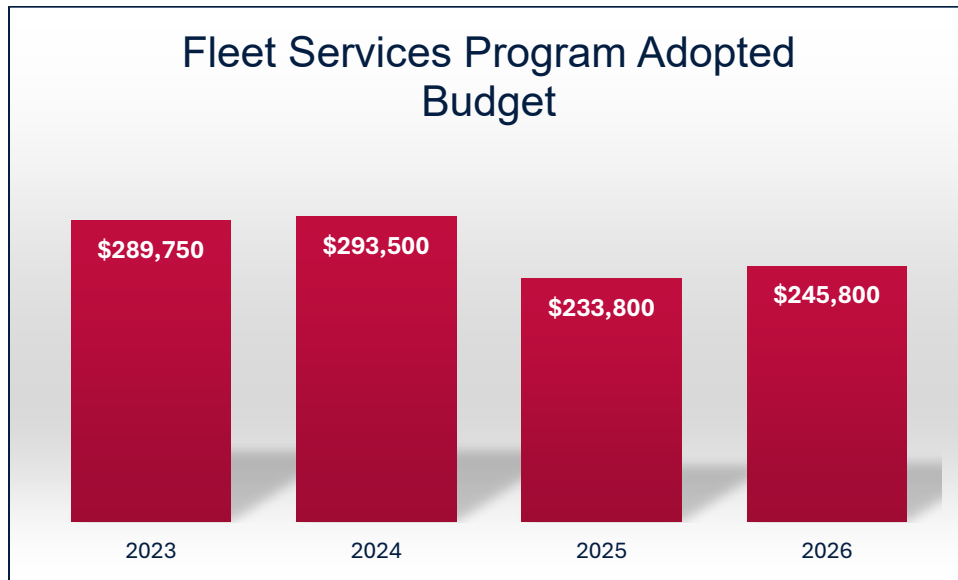
All referenced purchases are scheduled in the Board of Directors approved WSFR 10-Year Capital Plan.

PERSONNEL RESOURCES AND ADDITIONAL NEEDS (if applicable)

No additional needs at this time.

INPUTS/RESOURCES

Financial Resources: The fleet service budget reflected in the graph below is the program budget to fund ongoing maintenance and repair costs, fuel cost, and station supplies related to fleet needs. Additional capital expenses are included in the WSFR Capital Plan to fund anticipated capital purchases related to fleet program needs.



Physical Resources:

Year	Make	Model	Description
2005	Sutphen		Engine
2011	SVI	Spartan	Engine
2012	SVI	Spartan	Engine
2018	SVI	Spartan	Engine
2022	Pierce	Velocity	Engine
2021	Pierce	Velocity	Aerial
2024	Pierce	Velocity	Engine
2021	MaxiMetal/Pierce	Freightliner	Tender
2024	MaxiMetal/Pierce	Freightliner	Tender

1999	Ford	F-550	Tow Vehicle
2000	Ford	F-550	Tow Vehicle
2012	Ford	F-550	Type 6 Brush Truck
2018	RAM	5500	Type 6 Brush Truck
2022	RAM	5500	Type 6 Brush Truck
2025	Pierce	Freightliner	Type 3 Brush Truck
2009	SVI	Spartan	Heavy Rescue
2019	Ford	Expedition	Command Car
2024	Ford	Expedition	Command Car
2014	Ford	Expedition	Training Division
2024	RAM	3500	Facilities
2022	RAM	1500	Deputy Chief
2019	Chevy	Colorado	Community Risk Reduction
2020	Chevy	Colorado	Community Risk Reduction
2022	RAM	1500	Community Risk Reduction
2015	Ford	Transit Connect	Community Risk Reduction
2023	RAM	1500	Operations Division
2005	Chevy	Tahoe	Fleet
2012	Ford	F-150	Training Division
2022	RAM	1500	Training Division
2020	Ford	F-150	Operations Division
2022	Ford	F-59	Dive Rescue Truck
2006	HMD	Trailer	Foam Trailer
2013	WELL	Trailer	
2013	Kawasaki	Mule	UTV
2004	Pace	Trailer	
2016	Zodiac	Boat	
2020	Ford	Explorer	Chief Car
2015	Echo/VYGR	Trailer	Mule Trailer
2025	Chevy	Tahoe	Deputy Chief

Human Resources: The Logistics Manager serves as the Fleet Manager. The Support Services Coordinator assists with fleet needs as necessary.

Essential Resources: MOU with Poudre Fire Authority to provide fleet repairs and maintenance fore response apparatus.

RMS software to record and communicate vehicle inspections, maintenance needs, and operating costs associated with the WSFR fleet.

PREVIOUS YEARS GOALS COMPLETED

Complete the final inspection, delivery, and in-service processes for the previously ordered 2024 Pierce Velocity PUC Type I fire engine.

Complete the final inspection, delivery, and in-service processes for the previously ordered 2025 Pierce Type III Wildland fire engine.

Reevaluate the MOU with Poudre Fire Authority (PFA) for WSFR apparatus maintenance and repairs.

Reevaluate the WSFR 10-Year Capital Plan for vehicle and apparatus purchasing to ensure agency needs are met. This includes evaluating the current WSFR vehicle/apparatus fleet to ensure projected useful lifespans remain accurate based upon reliability and out-of-service time.

OUTCOMES / IMPACTS OF GOAL COMPLETION

1. The delivery and final inspection process for the 2024 Pierce engine (2025-1) was completed and the apparatus is now in-service. This has allowed for the placement of an older, less reliable engine into reserve status, thus improving the overall reliability of WSFR's front-line response fleet.
2. The delivery and final inspection process for the 2025 Pierce Type III Wildland engine was completed and the apparatus is now in-service. This has allowed for the placement of an older, less capable Type VI brush truck (2012-2) into reserve status. This has improved the versatility, capability, and reliability of WSFR's wildland firefighting fleet.
3. The evaluation of WSFR's MOU with PFA for fleet services determined that both parties are satisfied with the current arrangement and outcomes. WSFR and PFA have agreed to continue this MOU for 2026 with a minor increase (3.8%) to the hourly labor rate to reflect general service cost increases.
4. The Capital Plan was reviewed with the appropriate members of the WSFR leadership team, including the finance director, and adjustments were made as necessary to maximize operational and fiscal needs and efficiencies. This helps to ensure that WSFR operates a fleet that is reliable and equipped with modern safety technology, while remaining fiscally responsible to our community.

PREVIOUS YEARS GOALS NOT COMPLETED / CONCLUSIONS

Specify and plan for the purchase of a quint apparatus to serve as the response vehicle for WSFR Station 5 to allow for ordering that will result in apparatus delivery to coincide with the opening of Station 5.

- Station 5 and this apparatus purchase have been delayed based upon the recently completed needs assessment. Projected Station 5 opening is now 2035. With this date in mind, the apparatus specification process will begin in 2030 for this apparatus.

GOALS FOR 2026

Complete the final inspection, delivery, and in-service processes for the previously ordered 2026 Pierce Velocity PUC Type I fire engine.

Reevaluate the MOU with Poudre Fire Authority for WSFR apparatus maintenance and repairs.

Complete the purchasing and upfitting process for the 2026 Chevrolet Tahoe.

Complete the purchasing and upfitting process for the 2026 Chevrolet Silverado.

Specify and purchase a new box truck to maximize effective response capabilities of the WSFR Special Operations Team.

1. Liquidate the current WSFR Heavy Rescue (2009 SVI Spartan).

Personal Protective Equipment (PPE) Program

INTRODUCTION

Manage the research, acquisition, and maintenance of Bunker and TECGEN safety gear in order to meet the mission of WSFR. Order, repair, issue, check in/out all department gear associated with structural and wildland firefighting gear for career, part-time, and academy recruits.

Type of appraisal: Annual

Appraisal completed by: K. Doak, T. Chapman

Date appraisal completed: 1/31/2025

Rating Score

- 1 – Fails as a program – Does not meet industry best practices
- 2 – Needs improvement – Meets minimum industry best practices
- 3 – Satisfactory program – Meets most industry best practices**
- 4 – Excellent program – Meets and exceeds industry best practices

Rating Score: 3

NEW ADDITIONAL EQUIPMENT NEEDS AND JUSTIFICATION

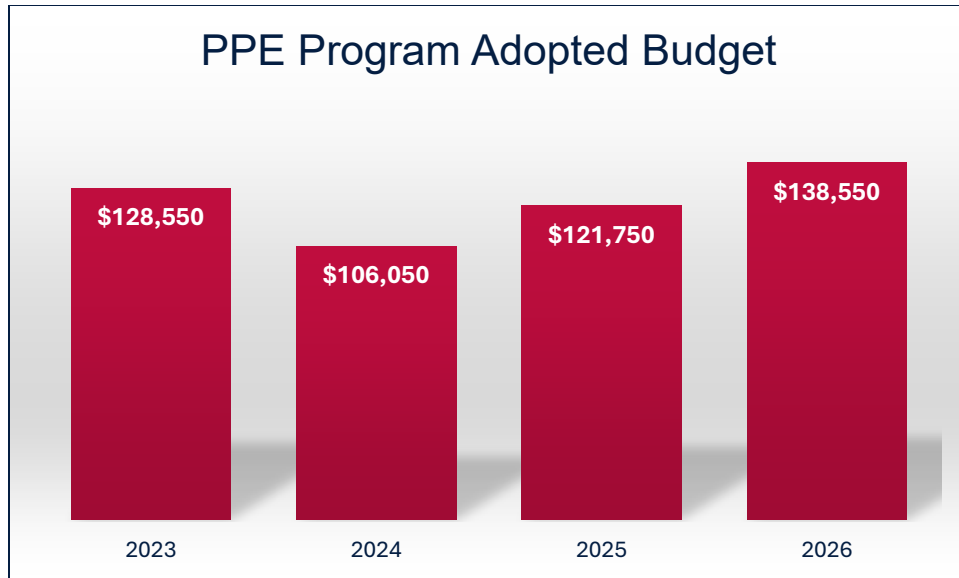
Currently no new or additional needs.

PERSONNEL RESOURCES AND ADDITIONAL NEEDS (if applicable)

Program would benefit greatly from having a full-time, dedicated person at station one Monday through Thursday to manage and handle needs and requests as they arise. The Logistics Manager is assisting in this capacity which has improved workflow.

INPUTS/RESOURCES

Financial Resources: The PPE program is funded by its own line-item as part of the WSFR Operating Budget.



Physical Resources: N/A

Human Resources: K. Doak, T. Chapman

Essential Resources: N/A

PREVIOUS YEARS GOALS ACHIEVED

Fully implement First Due Asset management system for PPE related item tracking.

OUTCOMES / IMPACT OF GOAL COMPLETION

Completing the system migration to First Due has resulted in more efficient tracking of monthly and annual gear inspections and cleaning. This improves record keeping and the ability to document that gear has been regularly inspected and cleaned to improve member safety.

PREVIOUS YEARS GOALS NOT COMPLETED / CONCLUSIONS

Need a better and more concise tracking of smaller inventory items that are repeatedly taken and not accounted for. For example, hoods, gloves, helmets.

This goal will be moved to 2026.

GOALS FOR 2026

Need a better and more concise tracking of smaller inventory items that are repeatedly taken and not accounted for. For example, hoods, gloves, helmets.

Improve compliance with documentation of monthly gear inspections in the First Due system.

Hydrants/Water Supply Program

INTRODUCTION

Since 2017, Windsor Severance Fire Rescue (WSFR) has conducted internal inspections of all fire hydrants located within the fire district. Prior to the establishment of this program, WSFR experienced several incidents in which hydrants needed for emergency operations were discovered to be out of service or difficult to operate. Issues such as partially closed valves, seized stems, or caps that could not be removed created delays in establishing essential water supply during residential structure fires. These events revealed gaps in hydrant operability and highlighted the need for a more proactive approach.

WSFR previously operated under the assumption that each water district was conducting regular inspections and maintenance to ensure hydrants remained functional. However, these incidents demonstrated that this was not always the case. In alignment with the intent of CFAI Accreditation Model Criterion 9A—which emphasizes reliability, system performance, and coordination with water purveyors—WSFR launched a formal hydrant inspection program to ensure operational readiness and strengthen interagency collaboration.

Under this program, engine companies were assigned a designated number of hydrants to inspect during specified time periods. Because most local water districts prohibit flowing hydrants except during emergencies, inspections focus on confirming that hydrant caps can be removed without excessive force, that stems turn freely, and that hydrants can provide water when necessary. Any deficiencies are immediately reported to the responsible water district so that corrections can be made promptly, supporting system reliability and operational effectiveness.

In 2025, the water districts informed WSFR that they would assume **full responsibility** for inspecting and maintaining all hydrants within their respective water systems. The Town of Windsor reported improvements to its processes to ensure every hydrant is inspected annually. WSFR will continue to monitor status updates and maintain communication to ensure compliance and overall system reliability.

Type of appraisal: Annual

Appraisal completed by: Engineer Mitch Spykstra

Date appraisal completed: 12/31/2025

Rating Score

- 1 – Fails as a program – Does not meet industry standards.
- 2 – Needs improvement – Meets minimum industry standards
- 3 – Satisfactory program – Meets most industry standards
- 4 – Excellent program – Meets and exceeds industry standards.

Rating Score: 3

NEW ADDITIONAL EQUIPMENT NEEDS AND JUSTIFICATION

No additional needs at this time.

PERSONNEL RESOURCES AND ADDITIONAL NEEDS

No additional needs at this time.

INPUTS/RESOURCES

Financial Resources: WSFR uses operational funds for out-of-service tags or grease for the hydrant caps. There is no specific budget for this program each year.

Physical Resources: Out-of-service tags, Hydrant grease.

Human Resources:

- Mitch Spykstra (Program Lead under Fire Marshal supervision)
- On-Duty Battalion Chief (notifications from the districts of water outages or other urgent info)

Essential Resources: Essential resources include a formalized policy and records management software for the documentation of inspections and assignments using First Due.

PREVIOUS YEARS GOALS COMPLETED

Due to the transition of tracking software (ERS to First Due) along with the water districts assuming responsibility for their systems in accordance with the overhaul of our hydrant program, no hydrants were assigned in 2025 and as a result, none of the previously established goals were completed. WSFR will not be returning to an inspection cycle for 2026 but instead will be working with the districts to improve tracking and communication of water district inspections/problems to WSFR.

OUTCOMES / IMPACTS OF GOAL COMPLETION

The use of Water District (WD) data will ensure a more thorough inspection as WD employees are professionals in their fields, they have a greater understanding of their systems and can more easily obtain accurate and reliable data. This also frees up the crew time that was previously used for inspections, to focus on other assigned duties.

PREVIOUS YEARS GOALS NOT COMPLETED

1. Assignment of 2024 hydrants and 2025 hydrants to crews by Feb. 1st
2. If there is no signed MOU in place, work with the respective water district to establish one.
3. Ensure complete information for all hydrants is in First Due.
4. All hydrant inspections shall be completed by Oct 30th

5. Update software with all new hydrants in WSFR response area. This is an ongoing process because of the amount of development we have within our district.
6. Work with WSFR GIS and the water districts to make sure we have the most up-to-date hydrant location information.

GOALS FOR 2026

1. WSFR will continue to monitor status updates and maintain communication with the districts to ensure overall system reliability.
2. Continuously update software with information on new hydrants added due to ongoing development within the district, including:
 - a. Coordinating with WSFR GIS and water districts to maintain accurate hydrant location data.
 - b. Ensuring First Due reflects the most current information.

Self-Contained Breathing Apparatus (SCBA) Program

INTRODUCTION

Windsor Severance Fire Rescue's self-contained breathing apparatus (SCBA) program is responsible for the research, acquisition, and maintenance of SCBAs, regulators, masks, RIT packs, and Bauer compressor systems in order to meet the mission of WSFR. This includes the ordering, repair, and issuing of all SCBA equipment associated with structural firefighting for career, part-time, volunteer and academy recruits. This program also manages annual fit testing and the flow testing of SCBAS and regulators.

Type of appraisal: Annual

Appraisal completed by: Engineer Andrew Bickert

Date appraisal completed: 3/05/2026

Rating Score

- 1 – Fails as a program – Does not meet industry standards.
- 2 – Needs improvement – Meets minimum industry standards
- 3 – Satisfactory program – Meets most industry standards
- 4 – Excellent program – Meets and exceeds industry standards.

Rating Score: 3

NEW ADDITIONAL EQUIPMENT NEEDS AND JUSTIFICATION

Additional needs for 2026 include:

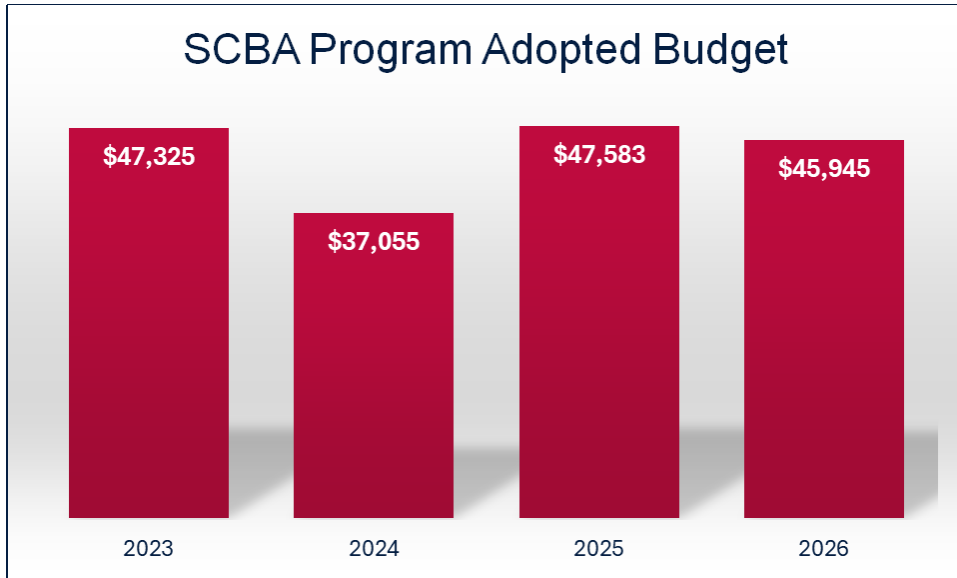
- 5 new SCBA masks to replenish items assigned to new hires.
- Miscellaneous consumable items.

PERSONNEL RESOURCES AND ADDITIONAL NEEDS (if applicable)

No additional needs at this time.

INPUTS/RESOURCES

Financial Resources: Beyond items budgeted for 2026, 5 hours of additional time for fit testing outside of normal shift hours will be required. SCBAs will come from the approved capitol plan. All other items will be purchased through normal budget requests.



Physical Resources:

Current resources:

- SCBA X 59
- Regulator X 114
- AV3000 SCBA Mask X 128
- RIT Pack X 5
- Air Cylinder X 132
- OHD Quantifit fit test machine X 1

Resources need for the 2026 cycle have been included in the budgeted items.

Human Resources: Currently 1 member, Engineer Bickert

Essential Resources: All items associated with the program are considered essential.

PREVIOUS YEARS GOALS COMPLETED

Purchased 4 SCBAs and 8 cylinders for HAZMAT.

OUTCOMES / IMPACTS OF GOAL COMPLETION

Rescue 401 will have updated HAZMAT packs that are compatible with current regulators using the Rectus fitting.

PREVIOUS YEARS GOALS NOT COMPLETED / CONCLUSIONS

Transfer of inventory from PSTrax to First Due.

GOALS FOR 2026

- Continue management of SCBA inventory.
- Transfer equipment inventory form PSTrax to First Due during 2026 cycle.

Human Resources Program

INTRODUCTION

Windsor Severance Fire Rescue's Human Resources (HR) program, in partnership with agency leadership, is responsible for all aspects of the employee lifecycle, including classification and compensation, benefits administration, recruitment and selection, labor and employee relations, performance management, employee training and development, workplace safety, workers compensation, employee records management, leave management, employment law compliance, and HR policy and procedures.

Type of appraisal: Annual

Appraisal completed by: Deputy Chief Jeff Dykstra / Travis Chapman

Date appraisal completed: 1/15/2026

Rating Score

1 – Fails as a program – Does not meet industry standards.

2 – Needs improvement – Meets minimum industry standards

3 – Satisfactory program – Meets most industry standards

4 – Excellent program – Meets and exceeds industry standards.

Rating Score: 2

NEW ADDITIONAL EQUIPMENT NEEDS AND JUSTIFICATION

No additional equipment is needed at this time.

PERSONNEL RESOURCES AND ADDITIONAL NEEDS

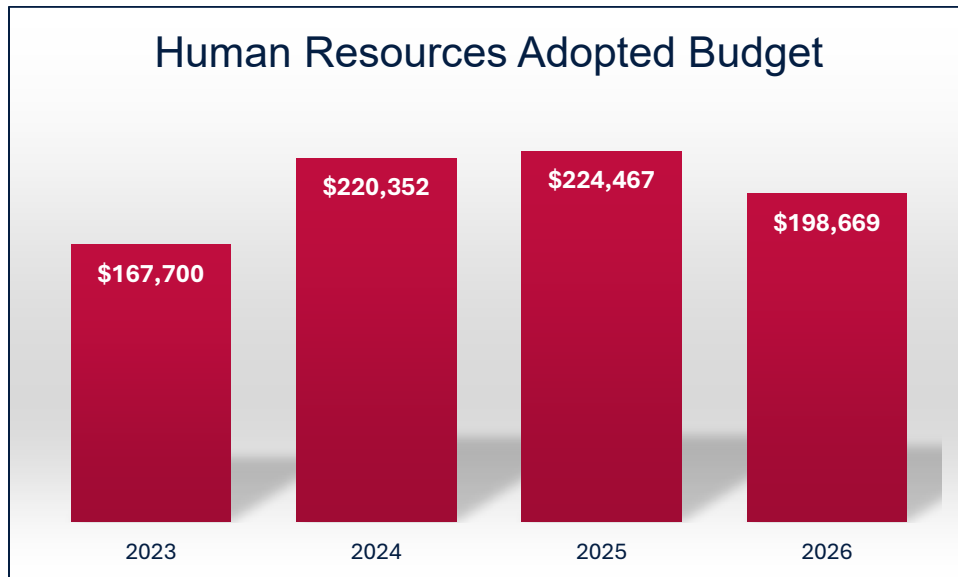
WSFR has evaluated the position of Human Resources Manager and in an effort to maximize efficiency and fiscal responsibility, the agency has determined that Human Resource services may be effectively provided by a third-party vendor. The HR Manager position has been eliminated for 2026.

A Request for Proposals (RFP) process is being conducted for the agency to accept proposals. Agency leaders will review submitted proposals and secure a service contract in the coming weeks.

INPUTS/RESOURCES

Financial Resources: The agency's total operating budget for Human Resources for F/Y 2026 is \$198,669. This is a decrease of 11% from the F/Y 2025 budget, which was \$224,467. Overall, during the three-year budget period, a decrease of 10% was noted between F/Y 2024-2026. The high end of the budget was realized during F/Y 2025, when the budget was \$224,467, which included a significant investment in personnel leadership consulting and training. This training program has been completed and future opportunities will be explored as appropriate.

The budget includes funding for recruitment, retention, retirements, member developmental training, certifications, subscriptions, software to support human resources functions, and dues and fees related to benefits plans. No budgetary abnormalities were noted during the fiscal review of the HR budget.



Physical Resources: In consideration of the change to a third-party service provider, there are currently no physical asset needs for the HR program.

Human Resources: While certain positions in the agency will have HR duties incorporated into their job duties, there are currently no internal positions dedicated to human resources services.

Essential Resources: Human Resources Information System (HRIS) ADP (or similar) is critical for the operation of the human resources function.

PREVIOUS YEARS GOALS COMPLETED

1. The Human Resources Manager will work to create and publish a comprehensive staffing plan in alignment with the agency's strategic plan. The plan will be focused on the district's administrative staffing needs that will guide the agency's staffing decisions over the next 5-10 years. The estimated time for completion is by the end of the first quarter of 2025.
2. The Human Resources Manager will develop and implement an agency-wide performance appraisal system based on the behavioral expectations established by WSFR Command Staff. The project includes leadership training on the system and a digital appraisal system to ensure consistency between evaluators and performance expectations. The Estimated time for completion is by the end of 2025 with the first performance reviews in Q1 2026.
3. The Human Resources Manager and Deputy Chief of Administration will work to create and publish an employee intranet site on SharePoint that includes job descriptions, performance reviews, benefits, compensation, and leave information for members to

access. The contract with the agency's current document library managed within Emergency Reporting System (ERS) will sunset in June of 2025, therefore this project is targeted to be completed by the second quarter of 2025.

OUTCOMES / IMPACTS OF GOAL COMPLETION

1. The staffing plan is complete and has been reviewed by the Board of Directors. It has now been published on the district's website. This plan has provided direction for the agency to plan for personnel needs as the community continues to grow and service needs increase. This transparent plan aids in financial planning and community awareness of fiscal needs to maintain the high-level customer service that our district deserves.
2. This project is on schedule and will be implemented in Q1 of 2026. While final details are still under development, the new employee performance appraisal system is scheduled to be implemented in Q1 of 2026. This will allow for effective performance evaluation and, more importantly, feedback to team members regarding areas of strength, opportunities for growth, and will provide employees a tool to partner with their supervisors to enhance personal development plans.
3. The completion of the employee intranet site has significantly improved and streamlined communication and coordination across the agency. Agency documents are now readily accessible to all team members through a single, centralized platform. As a result, employee satisfaction has increased, particularly with regard to accessing benefits information, agency documents, and leave balances.

PREVIOUS YEARS GOALS NOT COMPLETED / CONCLUSIONS

1. The Human Resources Manager will update and publish a fully revised employee handbook by the end of 2025.
 - o As a result of position demands and agency staffing adjustment, this goal has not been completed. It will be moved to 2026 for future completion.

GOALS FOR 2026

Establish an annual review process for all employees that is based on the district's core values and behavior expectations.

Fill the open HR Manager position with an external HR Consultant to manage the day-to-day needs of the district.

Update and publish a fully revised employee handbook by the end of 2026.

Update all HR policies and procedures for the district to ensure that they are aligned with state and federal requirements.