

WSFR 2021 ANNUAL REPORT



READINESS | EXCELLENCE | COURAGE | RESPECT



LETTER FROM THE CHIEF

"WE WILL SERVE OUR COMMUNITY AND EACH OTHER WITH DIGNITY, INTEGRITY, APPRECIATION, AND KINDNESS, WHILE VALUING THE DIVERSITY AND EFFORTS OF ALL."

- WSFR CORE VALUE

FROM FIRE CHIEF KRIS KAZIAN

Coming out of 2020 and into 2021 I don't think any of us knew what to expect around the next corner. These times have been strange to say the least, and just when it seems like things are going back to "pre-pandemic normal," something new crops up. However, the resiliency of our community and your team here at WSFR is second to none which helped us keep moving forward.

To say 2021 was a busy year at WSFR is an understatement. In between running a record call volume of more than 4,000 calls for service, an increase of 29 percent over the previous year, we implemented several new strategic programs to strengthen our response capabilities as our community continues to grow. A few of the behind the scenes programs we've added include working hard to get our new ladder truck in service with the proper tools and training, developing a comprehensive 2022-2024 Strategic Plan which includes input from the public and internal stakeholders, adding a new Underwater Rescue/Recovery Dive Team, training additional Hazmat Technicians, continuing to build our Drone program, and starting construction on Fire Station 4 on New Liberty Road which has begun to take shape amidst global supply chain issues and weather challenges.

While constantly adapting to the needs of our community, WSFR is always working toward long term financial stability. We implemented Impact Fees for new commercial and residential development to help offset long term capital costs needed to provide emergency services to the record-setting growth we are experiencing. These fees must be earmarked for capital improvement items that directly tie to growth such as new station or apparatus costs, etc. This allows us to use the other tax dollars we collect to enhance our operational capabilities with programs and associated staffing and funding associated with future staffing needs.

The dedicated team here at WSFR continues to impress me with their ability to pivot as needed in these challenging times. The team steps up in so many ways and always amazes me with their dedication to the community and their commitment to the craft of delivering the best emergency services possible.

As we have all experienced the challenges of 2021, we have all had the opportunity to experience things we likely had never imagined. The team at WSFR has overcome, adapted, and thrived in these times and as residents we have all been the benefactors of the agency's dedication and commitment to the residents and businesses in our fire district. I am honored and humbled to serve as the Fire Chief in this great community and to work with such honorable men and women at WSFR.

Be safe, and we thank all our residents and businesses for the continued support WSFR receives to deliver the best fire rescue services to our community.

Respectfully,

A handwritten signature in black ink that reads "Kris Kazian". The signature is written in a cursive, flowing style.

EVER-EVOLVING... WE REMAIN READY



**"WE WILL ANTICIPATE THE NEEDS OF OUR
COMMUNITY THROUGH PREPAREDNESS,
EDUCATION, AND CONTINUAL IMPROVEMENT."**

- WSFR CORE VALUE



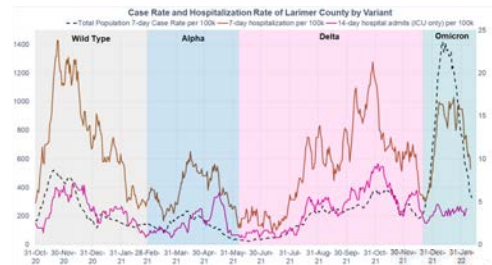
"Life is change. Growth is optional. Choose wisely." - Karen Kaiser Clark

For WSFR, the community we serve, and quite frankly our world, 2021 showed itself to be a year in which change and uncertainty was normal. Organizational growth and flexibility encompassed the theme for the year and we were able to embrace this mind-set and excel by working in partnership with our community and our neighbors.

WSFR saw many organizational changes take place including the addition of a new tactical water tender and a full-time staffed aerial ladder truck to our fleet. These trucks increase our operational capabilities in responding to emergencies and both carry the beautiful new paint scheme and branding that is Windsor Severance Fire Rescue moving into the future!

We were also able to train and equip a water rescue dive team, expand our hazardous materials response team, enhance our technical rescue capabilities in multiple disciplines, expand our fire investigations team, and further develop our drone program.

The pandemic continued with the emergence of multiple variants that created fluctuation throughout the year regarding restrictions, mask requirements, and vaccinations. WSFR remained adaptable and ready as we continued to work from the Incident Action Plan created by our leadership team in early 2020. While adjustments were made as new information was learned, we were able to remain fluid in providing services to our community while keeping our team safe.



RETIREMENT



On July 22, 2021, WSFR celebrated the retirement of Division Chief Michael Blackwill with an official Walkout Ceremony. Chief Blackwill spent 24 years with us and was the first member to retire after working his entire fire service career with WSFR. During his tenure he worked in the roles of Paramedic, Firefighter, Lieutenant, Captain and Operations Chief. He also served as the Interim Fire Chief in 2018.

Chief Blackwill took great pride in WSFR and the community he served. He was seen as a leader, mentor, and a man committed to the foundational values that make-up Windsor Severance Fire Rescue. The values of Readiness, Excellence, Courage, and Respect were so important to him that Fire Chief Kazian presented him with the inaugural WSFR Values Award which will be presented annually to personnel in the department who embody these values in their work for WSFR in his honor.

Mike is a shining example of what it means to lead by example, put others first, and be dedicated to your craft. He will be missed at WSFR and we wish him the absolute best!

We sincerely thank you for your 24 years of dedicated service...



Strategic Plan | 2022 - 2024

"YOU MUST HAVE A GAME PLAN. IF YOU AIM AT NOTHING, YOU WILL HIT IT EVERY TIME."

- ZIG ZIGLAR

Strategic planning is an important part of effectively running an organization and Windsor Severance Fire Rescue is no different. With the end of 2021, also came the end of the 2016-2021 strategic plan.

In preparation for the next plan, WSFR compiled a team of stakeholders from partner agencies and the community to seek input regarding the needs and expectations of those we serve and work with. Then we formed an internal team with representation from all positions in our organization to use the community information to form our 2022-2024 Strategic Plan.

While the previous plan was a 5-year plan, we have now moved to a 3-year plan. In consideration of the speed of growth and development in our communities, our department, and the Northern Colorado region, the team concluded that a shorter time period was the most effective approach. Goals and objectives are categorized into a quarterly workplan that is already well underway. Check out the associated video by scanning the code!



FINANCIAL RESPONSIBILITY

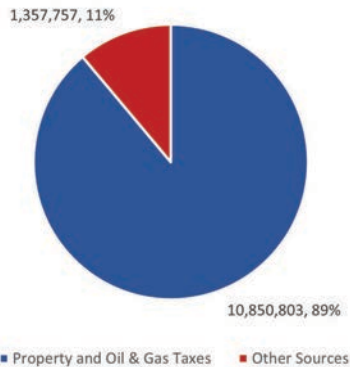
"It takes as much energy to wish as it does to plan."

- Eleanor Roosevelt



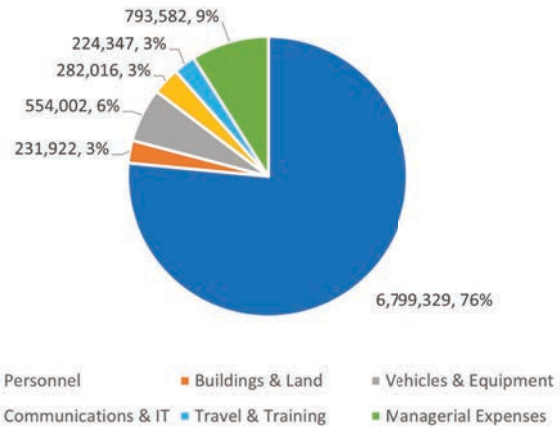
2021 REVENUES

\$12,208,560



2021 EXPENSES

\$8,885,198



35%
↓



OIL & GAS REVENUE

Tax revenues from Oil & Gas decreased 35% from 2020 to 2021 which highlights the volatile nature of this revenue for the District. This funding source helps the District not only with operational expenses but is the primary source of funding for capital expenditures.

8.8%
↑



PERSONNEL COSTS

In 2021, personnel costs increased 8.8% over 2020. This was primarily due to adding 3 new firefighters in addition to a cost of living wage increase for all staff. 76% of total operating expenses were allocated to personnel costs. This number is slightly lower than the national average range of 80% to sometimes as high as 90%.

\$384K
↑



ADDITIONAL REVENUE

During 2021, WSFR collected approximately \$46,000 in impact fees. This funding source helps the District fund capital expenditures related to the growth of property within the District.

Additionally, WSFR was able to increase Plan Review & Inspections revenue over the prior year by an additional \$338k.

In 2021, total revenue for WSFR decreased 13% over the prior year to a total of \$12.2 million. The decrease in revenues are related to a 35% decrease in Oil and Gas assessments and a 42% decrease in grant revenue. These decrease were slightly offset with the District realizing a 11% increase in commercial real estate assessments and a 11% increase in other sources in revenue.

Total expenses for the District increased 9% over the prior year even with the increases in personnel cost. This slight increase in total expenses helps show how the District has worked hard to control cost and be prepared to meet the needs of the residents. These efforts help the District be fiscally stable for 2022 and for future years. It also enables the District to take advantage of strategic activities, funding new fire stations and equipment as needed. This also prepares the District to weather economic storms and gives the District a sound foundation as reflected by the total cash on hand which increased 63% from \$11,092,435 to \$18,124,971. The large increase is attributable to the remaining \$6 million from the creation of the Station 4 Lease Purchase account during 2021.

Although WSFR absorbed decreased revenues and increased expenses, the District still appreciated a net income of approximately \$3.3 million and improved our financial position while increasing the level of service we provide to our community in 2021.



WSFR Fire Station 4

Our Future With Growth In Mind

The communities of Windsor and Severance are booming with growth and an increased demand for services provided by WSFR. As a result, the need for a new fire station was made abundantly clear. Fire Station No. 4 will be strategically located at 1350 New Liberty Road and is expected to open in August of 2022. The new fire station will help to meet this increased demand within its immediate geographical area via quicker response times as well as strengthen the emergency system as a whole due to a more balanced distribution of resources and response capacity throughout the fire district. This 16,656 square foot, agrarian style fire station has been carefully designed to support and accent the features of the surrounding neighborhood.



- Station 4 will house an engine company, a brush truck, and additional specialized response equipment used to best serve our community.
- The station is designed to allow for service expansion as it will be able to house additional response personnel in the future as determined necessary.
- Design includes efficient use of space by including building features to allow crews to perform specialized training at the station.



Designed For Success

A Design Advisory Group of staff and firefighters was assembled to help ensure that the features of the building would facilitate and reinforce the critical work that the community expects to emerge from its doors each and every day. The Design Advisory Group consisted of the Fire Chief, a Battalion Chief, a Lieutenant, and an Engineer to ensure representation at several ranks within the organization were present in making this new fire station both highly functional and inviting. We are thankful to our Windsor and Severance communities and to our many other partners who have made this new fire station possible. We look forward to utilizing this facility in our steadfast pursuit of providing professional service and compassionate care from our family to yours.



Did you know...?

- Fire Station 4 is funded in part by a \$250,000 Colorado Department of Local Affairs (DOLA) grant.
- The best location was determined using response modeling software and data collected over several years to maximize response efficiency for WSFR.
- Over 50% of the construction cost will be paid to companies in the WSFR fire district and 97% will be paid to companies based in Northern Colorado, reinvesting valuable tax dollars in our local economy.



RESPONSE STATISTICS

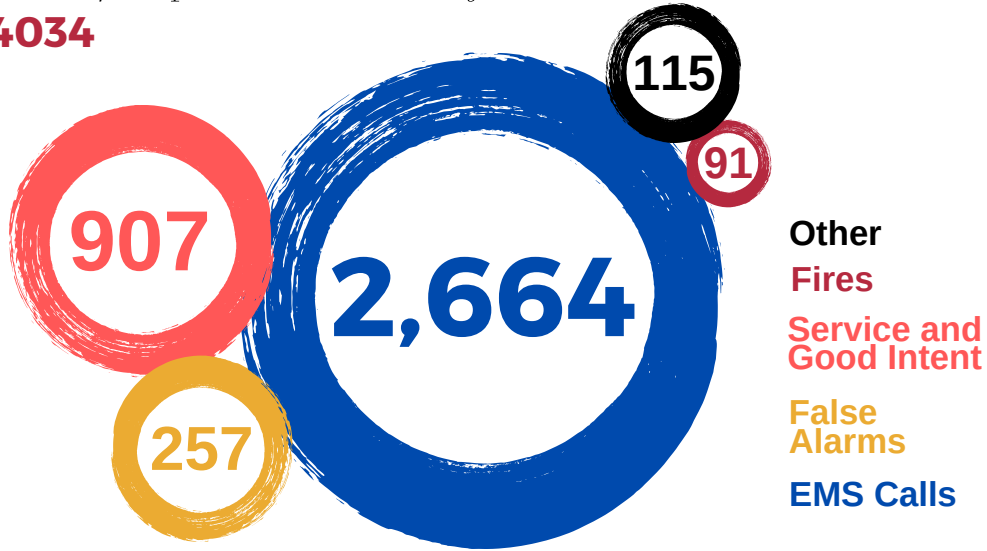
"WE WILL DISPLAY THE MENTAL STRENGTH AND MORAL CHARACTER TO DO WHAT IS RIGHT, EVEN IN THE PRESENCE OF PERSONAL AND PROFESSIONAL ADVERSITY."

- WSFR CORE VALUE

Incident Types for 2021

WSFR responds to a wide variety of emergencies. On average, fire crews respond to eleven calls for service per day making WSFR one of the busiest fire departments in Weld County.

Total Calls: 4034



Did you know? **Service Calls** involve things like getting a child out of a locked car, removing smoke from a kitchen, and rescuing animals. **Good Intent Calls** generally mean that no major emergency was found once the fire department arrived on scene.

Answering the Call. Now and in the Future.



Community growth has led to the largest single-year call volume increase in WSFR's history. Effective planning, increased training to respond to new hazards, and active partnerships with local government and developers are all imperative. These focused efforts combine to ensure a safe community and efficient use of our valuable resources to best serve our citizens and visitors.

WSFR saw a 29% increase in call volume from 2020-2021.

↑ **907 calls**



FIRE PREVENTION & PUBLIC EDUCATION



Improving Community Safety

IDENTIFYING NEEDS

Through collaboration with the Federal Emergency Management Agency (FEMA), WSFR was awarded a \$90,500 Fire Prevention & Safety Grant. This enables us to provide and install 3,000 10-Year Worry-Free Hardwired & Interconnected Smoke and Dual Smoke/Carbon Monoxide Alarms to our at-risk residents at no cost. The grant award allowed WSFR to launch this program as part of our existing Home Safety Project. The Home Safety Project's goal is to improve the safety of residents ages 65 and older, as well as those who are hearing impaired by providing the tools that will allow them to safely age independently in their homes. WSFR is proud to partner with FEMA to enhance our project and improve the lives of those we serve and protect!

Learn more about
Community Risk Reduction
(CRR)



Community Connect

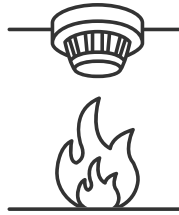
NEW SYSTEMS IN PLACE

WSFR has worked with technology partner First Due to release a new public safety program for our district. The program is called Community Connect and it allows our residents to securely share valuable life safety information with us. Residents can provide details about their home, family, children, pets, medical / functional needs, and more. Then, when we are dispatched to an emergency at that residence, we will have the information before arriving on scene. This will help us effectively serve you if you have an emergency.

For more information or to sign up, please visit our website at <https://www.wsfr.us/community-connect/> or scan the code below.

first due

Community Connect



Engaged In The Community

STATS AND FIGURES

614
Plan Reviews

266
Fire Inspections

511
CPR and First Aid Students

13,669
Public Education Contacts



Prevention By The Numbers

NUMBERS AT A GLANCE

Property Value Lost

\$1,568,590

Property Value Saved

\$5,923,430

A firefighter in full gear is working at night, using a cutting tool. Sparks are flying from the tool, creating a dramatic, high-contrast scene. The firefighter's helmet and gear are visible, and the background is dark with some light sources. The text "TRAINING & EDUCATION" is overlaid in the center of the image.

TRAINING & EDUCATION

"WE WILL PURSUE MASTERY OF TECHNICAL
KNOWLEDGE, SKILLS, AND ABILITIES."

- WSFR CORE VALUE

FACT -

In 2021, WSFR firefighters completed over 20,000 training hours comprised of recruit training, in-service training, certification training, and specialized courses.

Safety & Survival

As an all-hazards response agency, WSFR personnel train regularly to be prepared for all types of emergency calls for service.

Firefighter survival is an area of focus every year. Firefighting is inherently dangerous and we spend hours practicing the most effective ways to rescue injured firefighters. WSFR spends even more time preparing responders to stay calm and manage themselves in situations when they are trapped or injured. This year we invested in training to breathe in the most efficient and effective manner possible. This is key to remaining mentally calm to allow for sound decision making and the ability for fire fighters to assist in their own rescue.



TRAIN UNTIL YOU CAN'T GET IT WRONG...

Inter-Department Training

Eaton Fire Protection District
Greeley Fire Department
Poudre Fire Authority
Front Range Fire Protection District
Loveland Fire Rescue Authority
Severance Police Department
Windsor Police Department





PARTNERSHIPS & COMMUNITY

"Building a culture of unwavering commitment to our community and each other while striving for greatness."

- WSFR Vision Statement



SANTA TOUR



It was pure joy for us to get the honor of escorting Santa through many of the neighborhoods in our district again this year. A new addition this year was a tracking device that allowed parents and children to keep track of our progress!



Open House Returns!

WSFR was thrilled to be able to hold our annual Open House again in 2021! This event allows us to welcome community members to learn who we are, what we do, and how we do it. We appreciate the fantastic support of our community and we appreciate the opportunity to open our doors and spend the day with you.

Over 2,500 visitors participated...



VISIT OUR FIRE MUSEUM

Hours

Thursday: 6:30 PM - 8:30 PM *

Saturday: 12:00 PM - 4:00 PM

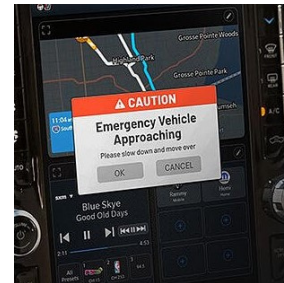
*During summer Concert in the Park Series

121 N. 6th St., Windsor



HAAS ALERT

In 2021, WSFR installed HAAS Safety Device transponders in our response vehicles. These work with many mapping applications and vehicle navigations systems to tell you when emergency vehicles are in your area.





**LOOKING
AHEAD**

"If you can't measure the results of your plan, you can't tell success from failure."

- David Osborn and Ted Gaebler

Seeking CPSE Reaccreditation

In 2018 Windsor Severance Fire Rescue became one of the just under 300 fire departments who have achieved accreditation by the Center for Public Safety Excellence. This means that WSFR and our processes have been evaluated by the Commission on Fire Accreditation International.

What does this mean for you? In the simplest of terms, WSFR is committed to continuous evaluation and improvement of our processes and service delivery to ensure that we are providing the best service we can. We have subjected ourselves to evaluation by our peers and they agree that we are in-fact committed to and providing high-quality service.

In addition to annual assessments, fire departments must be evaluated and reaccredited every 5 years. In 2022, WSFR will begin the rigorous process to be considered for reaccreditation in 2023.



Member Wellness

Scan to learn more about
firefighter wellness



WSFR is committed to maximizing the employee life-cycle for each of our team members. While this has multiple perspectives to consider, a current area of focus is wellness. The Fire Service has identified cardiac disease, cancer, and suicide as the leading causes of death for fire personnel and we are committed to minimizing the risks.

WSFR has a long-standing partnership with Colorado State University to measure and improve heart health, as well as a peer support team who works with First Responder Trauma Counselors for mental well-being.

In 2022, we will be joining with our neighbors in a regional effort to improve regular screening for cancer allowing for early detection to improve outcomes. This will involve multiple fire departments in Northern Colorado.

Fire Station 5...?

As the Windsor and Severance communities continue to grow and service needs expand, WSFR is always looking forward to anticipate future needs. While we do not have an exact location or blueprints to build Station 5 just yet, we know it will be a need as our district population continues to grow. We are actively monitoring areas of growth and exploring opportunities to secure land for future stations if and when it becomes appropriate to do so. This is just one example of our responsible planning in an effort to maximize the efficiency of your precious tax dollars.

Want to hear our thoughts on
preparing for growth?







WSFR

BOARD OF DIRECTORS

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Vice President: Mark Stevenson
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Secretary: Andrew Rosen
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Severance



Station 3
7790 REA Pkwy.
Windsor



Station 4
1350 New Liberty Rd.
Windsor



Fire Museum
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