



WESTMINSTER FIRE DEPARTMENT

2023 ANNUAL REPORT



WESTMINSTER



5134

Pierce

ENGINE

TRASK

2023 ANNUAL REPORT



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On behalf of the men and women of the Westminster Fire Department, I wish to express that it is an honor and privilege to serve the residents, businesses, and guests of the City of Westminster. This exceptional department is made up of dedicated professionals who provide extraordinary service.

The department experienced an outstanding year in 2023. The call load continued to increase and the needs of our community continued to evolve. The members of this department continue to rise to the challenge and provide extraordinary service to our customers. The calls for service increased by 2%, putting our growth in line with prior trends.

In the two previous years, call volume increases were exponential. Responses increased by 16% in each of those two years respectively.

This past year, our focus shifted to reaccreditation through the Commission on Fire Accreditation International (CFAI). This is the second time the department has prepared for this accolade. Accreditation requires members throughout the organization to step forward and assist in developing a new, five-year strategic plan, write a Community Risk Assessment and Standard of Cover, and complete the Self-Assessment Manual. When performing these arduous tasks, we take a deep dive into the organization and look for areas where we are performing well and areas in need of improvement. Through the accreditation process, our department is better able to serve the Westminster community and prepare for the department's future. Because of the hard work put into the accreditation process, in 2024, WFD will go in front of the CFAI board to be officially accredited for the second time.

The Training Section was challenged to bring on new firefighters and participate in an expanded recruit academy. In 2024, our new firefighters will attend an EMT-Basic and Fire Academy. This allows the department to open the door to a vast candidate pool with diverse backgrounds and experience. The Training Section is also tasked in identifying participants for Fire Officer courses and other leadership opportunities. The immense effort delivered by the Training Section is remarkable in that they provide training to the existing 147 staff as well as those outside the department.


The Fire Prevention Bureau performed more new-construction plan reviews and inspections in 2023 than 2022. Fire Prevention continues to assist the city in developing a safe community. The Fire Prevention staff continue to excel in services provided. Their expertise has now translated into fire investigations. The team has investigators that will help alleviate fire crew investigators, so they are available for the increased call volume.

(Continued on next page)

Emergency Management helped 65 members of City staff become NIMS certified up to the ICS-200 level. City staff is better prepared for disasters whether man-made or natural. The Emergency Management Coordinator led the effort to develop the Emergency Shelter Annex and added it to the Emergency Operations Plan to house people during extreme cold weather events. This will be in place for 2024.

The professional staff continue to deliver exceptional services to both external and internal customers. Supporting all operations is a demanding task. This team thrives in a dynamic environment and continues to support the entire organization at a high level.

As we enter 2024, Westminster Fire will be guided by a new strategic plan. This will serve as a road map to guide us into the new year and beyond. The department continues to excel and seeks to enhance services provided in all areas. It is an honor to serve alongside the men and women of Westminster Fire and to serve the community of Westminster.



Derik Minard
Fire Chief

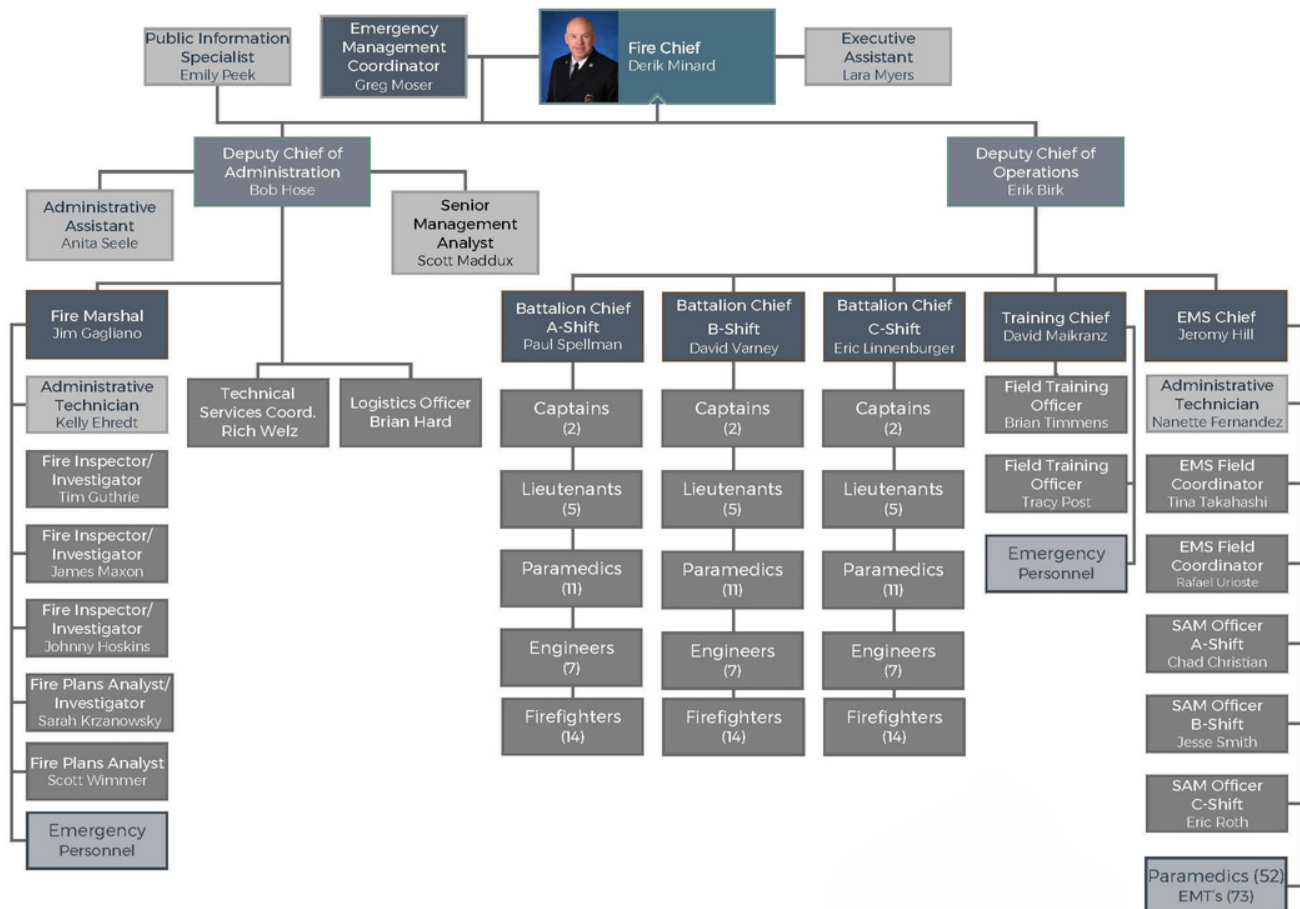


ORGANIZATIONAL STRUCTURE

The mission of the Westminster Fire Department is to protect community interests through exemplary service. Comprising 147 personnel, the Westminster Fire Department includes 123 individuals dedicated to line operations and 24 serving in administrative roles. These personnel are stationed at six strategically positioned, multi-company fire stations and the Public Safety Center, catering to a population of approximately 114,000. The department's core functions include fire suppression, Emergency Medical Services (EMS), hazmat, technical rescue, and fire prevention. Nearly 66% of WFD's annual call volume is medical in nature.

In 2019, the Westminster Fire Department achieved accredited status from the Commission on Fire Accreditation International (CFAI). This accreditation serves as evidence that Westminster not only meets but surpasses the industry's best standard practices. Additionally, the City of Westminster Fire Department attained Class 1 status through the Insurances Services Office (ISO).

FIRE DEPARTMENT ORGANIZATIONAL CHART





Derik Minard
Fire Chief



Bob Hose
*Deputy Chief
Administration*



Erik Birk
*Deputy Chief
Operations*



Jeromy Hill
EMS Chief



Jim Gagliano
Fire Marshal



Dave Maikranz
Training Chief



Paul Spellman
*Battalion Chief
A-Shift*



David Varney
*Battalion Chief
B-Shift*



Eric Linnenburger
*Battalion Chief
C-Shift*

LOCATED IN COLORADO'S FRONT RANGE

Incorporated in 1911, the City of Westminster covers an area of 34 square miles and is located at the epicenter of the U.S. 36 corridor, linking Denver and Boulder along Colorado's front range. The Westminster Fire Department operates six fire stations, strategically positioned across the city. These stations are staffed 24/7/365, catering to the needs of our 114,000 residents.

FIRE ADMINISTRATION

9110 YATES ST

FIRE STATION 1

3948 W 73RD AVE

FIRE STATION 2

9150 LOWELL BLVD

FIRE STATION 3

7702 W 90TH AVE

FIRE STATION 4

4580 W 112TH AVE

FIRE STATION 5

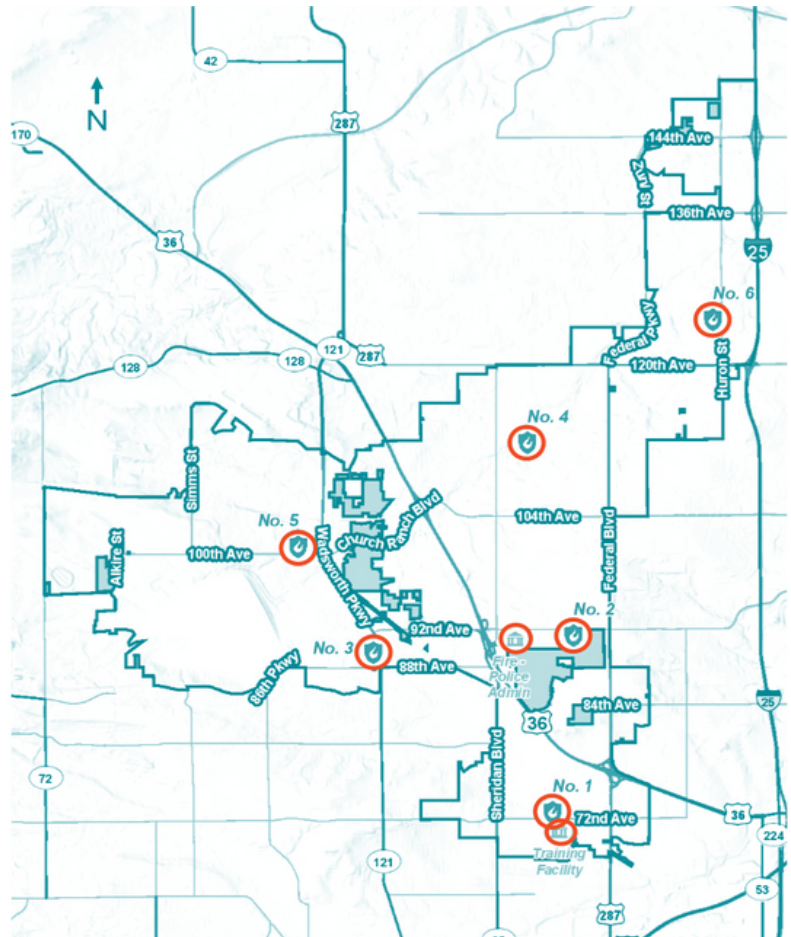
10100 GARLAND ST

FIRE STATION 6

999 W 124TH AVE

TRAINING TOWER

3851 ELK DR



MISSION | VISION | VALUES

OUR MISSION IS TO PROTECT COMMUNITY INTERESTS THROUGH EXEMPLARY SERVICE

TO BE RECOGNIZED AS THE PREMIER FIRE AND EMS SERVICE IN THE STATE OF COLORADO

PROFESSIONAL RESPONSIVE
INNOVATIVE DEDICATED ETHICAL



STAFFING BY THE NUMBERS



DEPARTMENT HISTORY



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

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

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

The Fire Department has continued to grow and modernize. In 2003, the new Station 2 was built, which allowed for multiple units to be housed in that facility, providing for better response times. Due to the passing of the tax measure, more response units were added, particularly medic (ambulance) units. New engines and trucks were purchased to replace older equipment and specialized equipment and vehicles were added to the fleet.

In 2017, the City of Westminster was certified as an ISO-Class 1 jurisdiction, and in 2019, the Westminster Fire Department became an accredited agency through the Commission on Fire Accreditation International (CFAI). The Westminster Fire Department is an all-hazards agency made up of 147 dedicated personnel who respond to over 17,000 calls annually from six fire stations.

2019 - 2023 STRATEGIC PLAN GOALS

Our 2019-2023 Strategic Plan stands as a dynamic framework that harmonizes with the strategic vision set forth by the Westminster City Council. Within the Westminster Fire Department's Strategic Plan for 2019-2023, we have outlined 10 key objectives aimed at aligning our activities, programs, and services with the overarching goals of the City of Westminster. This comprehensive five-year plan articulates strategic directives, providing leadership guidance for both community-wide and internal initiatives among City employees.

Each strategic goal is accompanied by an in-depth S.W.O.T. analysis, allowing us to meticulously discern strengths, weaknesses, opportunities, and threats inherent in the pursuit of each objective. Throughout the duration of the 2019-2023 Strategic Plan, the Westminster Fire Department team has consistently evaluated the document to ensure the outcome-based effectiveness and efficiency of our activities, programs, and services have maintained an unwavering focus on firefighter safety, mental health, and overall wellness. We invite our stakeholders to explore the complete document, available on our website for a comprehensive overview.

- GOAL
1 ENHANCE WORKFORCE
- GOAL
2 DELIVER ENGAGING COMMUNICATIONS
- GOAL
3 INVIGORATE AND INVEST IN SUSTAINABLE INFRASTRUCTURE
- GOAL
4 DEVELOP LEADERSHIP IN EVERY EMPLOYEE
- GOAL
5 OUTCOME-BASED OPERATIONS
- GOAL
6 INJURY PREVENTION AND EMPLOYEE WELLNESS
- GOAL
7 DELIVER EXEMPLARY SERVICE
- GOAL
8 ENHANCE CAPITAL OUTLAY AND EQUIPMENT
- GOAL
9 INNOVATE SERVICE DELIVERY SYSTEMS
- GOAL
10 FOSTERING RELATIONSHIPS

STRATEGIC PLAN ACCOMPLISHMENTS

As we reach the culmination of the 2019-2023 Strategic Plan, it is with great pride and satisfaction that we reflect on the accomplishments of the past year. Throughout this final year, Westminster Fire dedicated itself to enhancing various aspects of the department.

Westminster Fire conducted evaluations to identify areas where efficiencies could be improved with staffing, professional development, and special teams. These processes enabled the department to streamline operations and ensure that each aspect of the department had the necessary skills and resources to excel in their roles.

To continue to improve internal communication, great strides were made to modernize and organize the internal SharePoint system, called FD Central, which serves as a central hub for communication, forms, and training resources.

Our commitment to developing every employee remained unwavering, with a focus on leadership development and relevant training programs. By empowering team members with the skills and knowledge they need to succeed, WFD ensures the continuous excellence of the department.

Finally, a major focus of 2023 was prioritizing employee wellness, particularly in the areas of behavioral health and cancer prevention. The department strives to maintain a healthy and resilient workforce and works to be on the cutting edge in this area.

Looking ahead to the next five years, the Westminster Fire Department is poised to build upon the foundation laid by the accomplishments of the past. Our future strategic plan will reflect a forward-thinking approach while we focus on continuing to provide exceptional service, planning for future growth, and above all, maintaining the health and wellness of our employees. By harnessing the collective expertise and dedication of our team, we will work to lay out a strategic roadmap that positions the fire department for sustained success and service to our community for years to come.



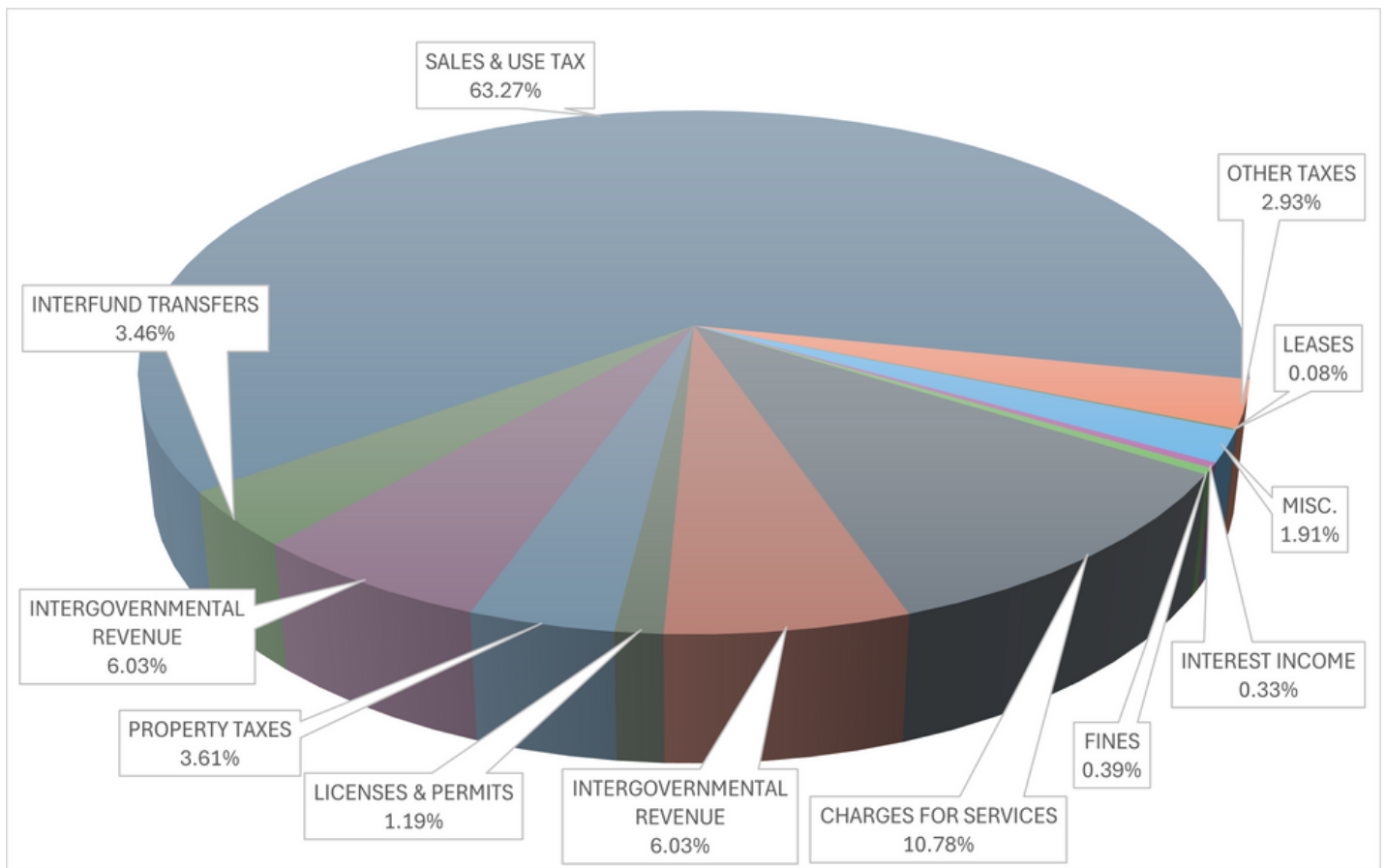
WESTMINSTER'S FISCAL REVENUE

The City of Westminster had strong revenues in 2023, with increases in sales and other taxes. The City emerged from the pandemic financially healthy and with additional growth on the horizon. The City continued to maintain conservative budgeting and spending policies in order to sustain a healthy fiscal environment.

The budget was based on a one-year budget cycle, continuing the trend that began with the pandemic. This has provided for more efficiency and accuracy with revenue and spending projections. The budget directly supports the City's Strategic Plan with funding directed to those identified needs and goals. The budget also supports businesses and residents by providing for a safe environment conducive to conducting business or living a happy and thriving lifestyle.



2023 GENERAL FUND REVENUE SOURCES



WFD OPERATING BUDGET BREAKDOWN

The Fire Department operating budget in 2023 was \$23,819,006. This is approximately 11% of the City’s overall operating budget. The Fire Department also has a Capital Improvement Program budget of \$2,100,000. The combined department budgets make up approximately 9% of the City’s budget. The Fire Department is a lean, efficient operation, providing the best service and value to citizens.

Highlights of the 2023 budget year included adding three positions:

- Logistics Officer
- Additional Field Training Officer
- Additional Fire Inspector

And completing the following purchases and upgrades:

- Purchased and ordered a replacement fire engine
- Remounted two medic units
- Completed construction of the storage building
- Instituted “Tablet Command” for incident command, safety, and accountability



CITY OF WESTMINSTER & COLORADO TAX RATES

3.65 Mills

City Property Tax Rate

3.85%

City Sales & Use Tax Rate

2.90%

State of Colorado Tax Rate

1.0%

Regional Transportation District (RTD)

0.10%

Cultural District (CD)

0.75%

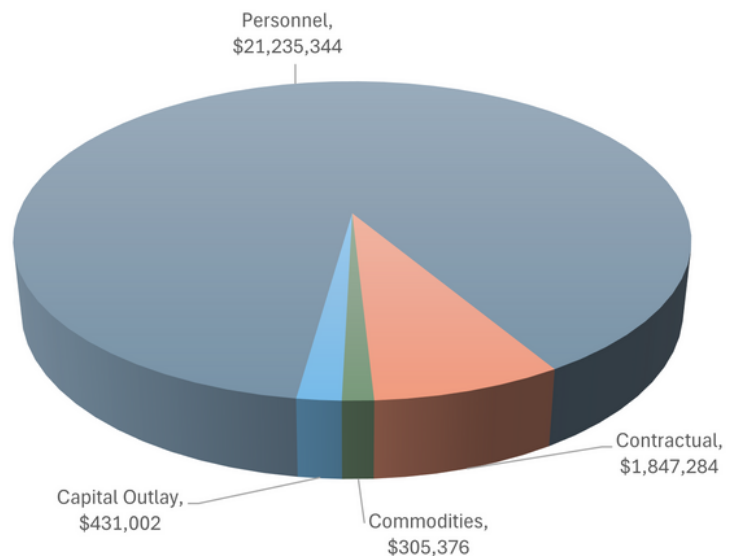
Adams County Tax Rate

0.50%

Jefferson County Tax Rate

2023 FIRE DEPARTMENT OPERATING BUDGET

\$23,819,006

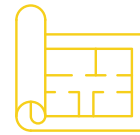


FIRE PREVENTION & EDUCATION

The mission of the Fire Prevention Bureau is to prevent loss of life and injuries through a comprehensive approach involving education, engineering, and enforcement. The bureau conducts in-person inspections, targeting commercial businesses and new construction, utilizing both educational initiatives and technological aids for reinspection purposes. It ensures compliance with fire and life safety standards, including the enforcement of the International Fire Code as mandated by City ordinance. Regular inspections by bureau personnel ensure adherence to these standards, identifying potential vulnerabilities such as inadequate suppression systems or improper storage of flammable materials.

In 2023, the Fire Department facilitated 979 plan reviews for various construction activities, including new construction, significant alterations, and installation of fire suppression systems. The total permit valuations for the department amounted to \$5,159,139.27, with permit revenue totaling \$153,185.

The Fire Prevention Bureau maintains a dedicated team of eight full-time staff members, including a fire investigator, responsible for determining fire causes and investigating potential criminal involvement. In 2023, a total of 162 fire investigations were conducted by the Westminster Fire Department.



979
PLAN REVIEWS



\$153,185
FIRE PERMIT
REVENUE



921
CONSTRUCTION
INSPECTION



32
PLANS ANALYST
INSPECTIONS



86
ENVIRONMENTAL
ASSESSMENTS



2,497
BUSINESS
INSPECTIONS



162
FIRE
INVESTIGATIONS



23
COMPLAINT
INVESTIGATIONS

ENGAGING WITH THE COMMUNITY



The Westminster Fire Department is dedicated to engaging with the community through diverse communication channels, including in-person events, social media, and our web page. The primary objective is to raise awareness about fire prevention and safety across all age groups. In 2023, the department welcomed a new Public Information Specialist. This reimagined role will focus on information as well as education.

The department's community initiatives not only disseminate essential safety information but also foster enduring connections with residents, reinforcing the commitment to be genuine community partners. During fire station open house events, community members have the opportunity to interact with various emergency response members including 9-1-1 Dispatch, Emergency Management, and many of our community partners.

Westminster Fire has worked to significantly enhance our online presence. We bring the community into the department by showcasing our members, highlighting incident responses and training sessions, and conveying essential fire safety information. WFD aims to not only inform but also strengthen the community's trust in the department's commitment to public safety.

Additionally, the department takes pride in offering educational programs designed to empower the community with life-saving knowledge. Community education programs include hands-on fire extinguisher trainings, CPR/AED and First-Aid classes, and the annual Fire Citizens' Academy. These programs underscore the commitment to not only respond to emergencies but also to proactively engage with the community through targeted initiatives that enhance overall safety and well-being.



RESPONSE TO FIRE INCIDENTS

In 2023, the Westminster Fire Department responded to a total of 336 fire incident calls. Among these, the most frequently reported were building fires, accounting for 137 incidents. In the vast majority of building fires, the spread of the fire was contained to the room where it started. The second-highest reported fire incident call corresponded to outside rubbish or trash fires, totaling 41 incidents.



The Westminster Fire Department Fire Investigation Team conducts thorough investigations into both structure and vegetation fires. Each team member holds certification from either the National Association of Fire Investigators (NAFI) or the International Association of Arson Investigators (IAAI). Out of the 336 fires, 162 scenes underwent exhaustive investigation, led by Westminster Fire Investigation Team members. Comparing 2023 to the previous year, there was a 16% decrease in the number of fire incident calls; in 2022 the total reported fire incident calls stood at 404.

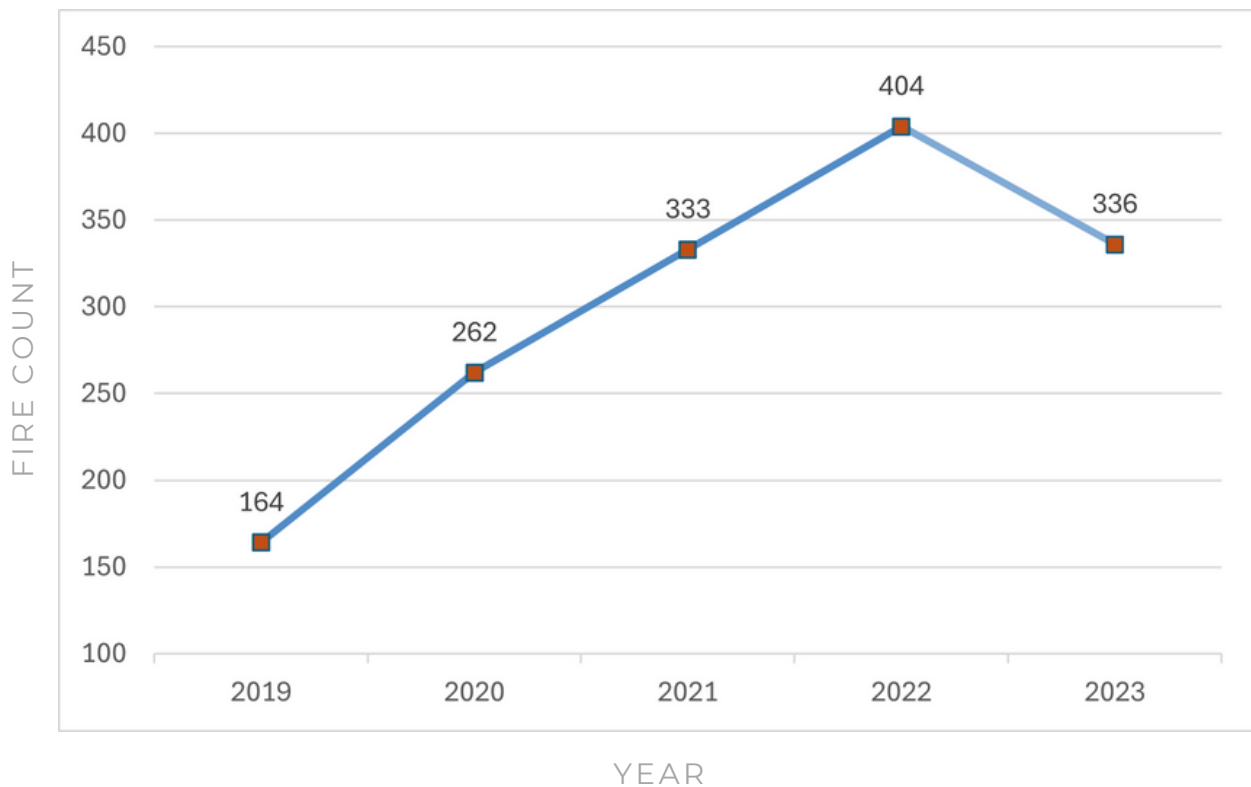
TOP 5 FIRE RESPONSES IN 2023



ANNUAL FIRE INCIDENT TRENDS

In 2023, the Westminster Fire Department saw a decrease in fire incidents compared to 2022, yet it maintained an overall upward trend. There was a notable decline in 2019, which some attributed to the increasing installation of residential fire sprinkler systems in newly constructed homes and multi-family residences, alongside the department's persistent emphasis on fire prevention and community risk reduction. The fire department remains vigilant in monitoring fire incident data to better understand response patterns and the effectiveness of fire prevention data.

TOTAL FIRE INCIDENTS BY YEAR



EMERGENCY MEDICAL SERVICES

The Emergency Medical Services (EMS) Section is staffed with thirty-three Fire Paramedics, three Safety and Medical Officers (SAM Officers), two EMS Field Coordinators, one Administrative Technician, and is under the supervision of the EMS Chief. EMS calls account for approximately 66% of WFD's call volume. In 2023, Westminster Fire responded to 11,174 EMS calls and transported 7,159 patients to area hospitals. As of January 31, 2024, the ambulance revenue collected for 2023 totaled \$3,460,163.86 with the total amount billed for 2023 totaling \$8,101,991, with a gross collection rate of 43% and adjusted collection rate of 79%. The Westminster Fire Department utilizes a private billing company to bill and collect revenue and anticipates the revenues to increase as some accounts from 2023 have not yet reached full maturity.



2023 EMS Section accomplishments include:

- Collaboration with North Area fire department partners and Red Rocks Community College to coordinate an EMT-Basic course to be delivered to trainees in the North Area Fire Academy beginning in January 2024.
- For the fourth consecutive year, the department applied for the Colorado EMS Supplemental Payment program. After the application and associated cost report was reviewed by the program committee, the City of Westminster received over \$2.1 million in supplemental monies.
- Two reserve ambulances were sent out for remounting on new chassis to later be placed back into service as frontline units. In both units that were remounted, upgrades were made to ensure the vehicles meet current national safety standards for emergency ambulances.
- The Safety and Medical Officer vehicle was retrofitted, to include enhancements to the shelving and storage in the truck bed and cab areas, improved emergency lighting, and a new bed topper cover.

TOP 10 EMERGENCY MEDICAL RESPONSES

1

SICK/ILL PERSON



2

INJURED PERSON



3

DIFFICULTY BREATHING



4

TRAFFIC ACCIDENT



5

CHEST PAIN



6

SEIZURE



7

UNRESPONSIVE PERSON



8

OVERDOSE



9

STROKE



10

MUTUAL AID - EMS



SERVICES FOR OUR COMMUNITY

The Westminster Fire Department offers several services to our community as well as opportunities to learn more about the department and overall safety. Some of those programs include the annual Fire Citizens' Academy, car seat inspections, CPR/AED/First-Aid certification classes, fire extinguisher training, and fall-prevention education. These services and programs help to empower residents to take charge of their safety and emergency preparedness, fostering a sense of confidence and readiness to handle various situations effectively. These programs provide excellent opportunities to engage with our communities.

FIRE CITIZENS' ACADEMY

The Fire Citizens' Academy is a free, thirteen-week course that provides citizens the opportunity to learn about the history, inner-workings, and the wide range of services provided by the Westminster Fire Department. Through classroom and hands-on activities, participants learn about response to various types of incidents and dive into the work done by various special teams. Along with departmental education, the course focuses on personal safety, risk reduction, and emergency preparedness.



CAR SEAT INSPECTIONS

The Westminster Fire Department has several personnel certified as car seat technicians who inspect and provide instruction on installation of child safety seats. Inspections, which are free of charge, are performed for age and size appropriateness, proper installation and use, and recalls or visible damage. Westminster Fire hosts clinics twice per month as this service is frequently requested by the community.

SERVICES FOR OUR COMMUNITY

CITIZEN CPR/AED & FIRST-AID CERTIFICATIONS

Westminster Fire offers CPR/AED and First-Aid classes to citizens. Classes are held monthly and cover adult and infant CPR as well as AED training. Participants come away with a certification and the skills to intervene in emergency situations before professional help arrives. In 2023, the EMS Section provided CPR training courses to 233 citizens and City of Westminster employees.



WESTMINSTER MED

The Westminster Fire Department operates the Westminster Med Ambulance Program, or “Westy Med.” This annual membership program helps individuals and families supplement the high cost of ambulance transportation expenses that may not be fully covered by medical insurance. To qualify, registrants must currently carry health insurance. Westminster residents can either subscribe to an individual or family membership.

INDIVIDUAL MEMBERSHIPS | 257
 FAMILY MEMBERSHIPS | 153

FIRE EXTINGUISHER TRAINING

Fire Extinguisher training is offered on-demand to various community groups and businesses. The Westminster Fire Department provides hands-on practice by utilizing a training prop. Other fire safety and evacuation aspects are reviewed during these courses as well.



TRAINING

The Westminster Fire Department's Training Section is committed to equipping all personnel with essential credentials and certifications to ensure safety and expertise. In 2023, Westminster Fire participated in the North Area Fire Academy, graduating seven members. Moreover, the Training Section focused on enhancing company training oversight, building instructor pools, and providing greater access to conferences for members.

Over the past year, the Training Section prioritized sending members to conferences to enhance knowledge and service levels. This effort introduced new training topics and perspectives from organizations nationwide, fostering a deeper understanding of service delivery practices. Notably, two members attended the Fire Officer Safety Conference, emphasizing cancer prevention to ensure ongoing safety measures.

Furthermore, the Training Section achieved several support-related milestones, including the addition of a second Field Training Officer position and the procurement of two trailers to facilitate logistics for training activities. These enhancements bolster safety measures and enable employees to enhance service delivery effectively. Overall, the Training Section's initiatives reflect a proactive approach to ensuring personnel readiness, safety, and the delivery of high-quality services to the community.

The Westminster Fire Department Training Section focuses on providing essential certifications and ensures continuous training for all employees to fulfill job-specific functions and secondary duties. Members are expected to be proficient in various skill sets to effectively respond to community needs. The department aims to surpass 2,000 training hours per month for line members in areas such as fire, rescue, hazardous materials, leadership, EMS, and special operations. Remarkably, this year, employees averaged 3,004 training hours per month, exceeding performance goals by 1,004 hours.



This commitment to comprehensive and ongoing training underscores the department's dedication to maintaining high standards of competence and readiness among its personnel. By exceeding training targets, the Training Section demonstrates its proactive approach to ensuring that firefighters are equipped with the knowledge and skills necessary to serve the community effectively and safely in diverse emergency situations.



2023 TRAINING HOURS

36,051



SPECIAL TEAMS

The Westminster Fire Department maintains several special teams including our Wildland Fire Team, Hazardous Materials Team, Peer Support Team, Technical Rescue Team, Wellness & Fitness Committee, and Water Rescue Team, to name a few.

These teams play a critical role within WFD's operations by providing specialized skills and resources to serve not only our department and city, but also to serve at a regional and national scale. Several of the special teams work in collaboration with other North Area departments, further strengthening relationships with our area partners.

Most of our department's special teams report to the Training Chief. Additionally, each team has a designated lead. The team lead assists with managing necessary equipment, helping to identify and organize special trainings, and coordinating team membership.

WILDLAND TEAM

The Wildland Team is an essential resource that responds to devastating wildfires when called upon by the state or federal government. In 2023, the team was called upon for three out of state deployments. In August, personnel and a brush truck were sent to the WG Jones State Forest in east Texas on a two-week severity assignment. During this period, the team engaged with three different fire starts containing them to less than 100 acres in size.

In September, a member was sent to Northern California to work as a Division Supervisor on the Happy Canyon Complex Fire. Between August and November, 21,725 acres were burned.

All 19 members of the team completed an annual physical agility test and fire safety refresher along with Wildland Team partners from the North Area.



WATER RESCUE TEAM



The Westminster Fire Department's Water Rescue Team is responsible for responding to all water related emergencies. These incident types can include dive rescues, evidence recovery, swift water rescues, flood rescues, and ice rescues. The team also responds to surrounding agencies when needed, as they are one of only two dive teams within the North Area. The Water Rescue Team is also part of the Metro Dive Team and can be requested by other member agencies such as South Metro Fire and West Metro Fire.

In 2023, the team focused on improving response capabilities and ensuring adequate equipment and training. WFD's team has initiated conversations with the Boulder area fire departments to explore growing the mutual aid resources for dive callouts.

The team responded to three incidents throughout the North Area in 2023 and recorded nearly 500 hours of training.

TECHNICAL RESCUE TEAM

The Technical Rescue Team is utilized to perform technically skilled rescues in a wide array of incidents. These include building collapse, vehicles into buildings, trench rescues, and confined space rescues. These incidents require specialized training to safely protect lives.

The team participated in over 600 hours of training, within the department and the North Area. The team upgraded rope rescue equipment to align with other North Area teams and enhance capabilities in confined space and unconventional situations where artificial anchors are required. Additional purchases included: shoring equipment to increase stabilization capabilities, a state-of-the-art camera to aid in victim location, and repurposing the Collapse Rescue vehicle to ensure efficient delivery of equipment to scenes.

In 2023, the team responded to numerous incidents, including 17 vehicles into buildings, ranging from structural assessments to shoring of unstable structures.



WELLNESS & FITNESS COMMITTEE

The Wellness & Fitness Committee plays a pivotal role in promoting the well-being and readiness of all fire department personnel. The committee's responsibilities encompass a comprehensive range of services, including physical fitness, behavioral health, education, support, access to resources, and coordination of the job-specific performance assessment program. The overarching mission is to enhance cardiovascular capacity, muscular strength and endurance, flexibility, and overall readiness for duty. To achieve these goals, the department implements a multifaceted approach, which includes the following initiatives:



1. **Fitness Testing:** The committee conducts annual testing to evaluate and improve the physical capabilities of all personnel, ensuring they meet the demands of their duties.
2. **Medical Screenings:** Annual medical screenings are performed to monitor and address the health status of firefighters, facilitating early identification of potential health issues.
3. **Rehabilitative Assistance:** In cases where rehabilitation is required, the department provides support to help individuals recover and maintain their well-being.
4. **Additional Heart Disease Screenings:** Beyond basic medical assessments, WFD conducts additional heart disease screenings to demonstrate a commitment to proactive health management.
5. **Peer Support/Behavioral Health:** The committee uses various resources to provide crucial support during critical incidents. The department takes a proactive stance to promote the mental and emotional health of all members.
6. **DNA Cancer Screenings:** The inclusion of DNA cancer screenings is a forward-thinking approach to identifying potential risks and taking preventive measures.



These initiatives have helped establish a healthy and medically stable workforce. By providing continuous support and access to resources, the Wellness & Fitness Committee focuses not only on immediate health needs, but also on the long-term health and safety of all fire department personnel.

PREPARING FOR EMERGENCIES

In 2023, Emergency Management focused on engaging our residents and getting their input on our five-year Hazard Mitigation Plan Update. Hazard Mitigation Plans are one of the core documents that drive emergency management plans and priorities. Mitigation plans include reviewing natural hazards, identifying options to mitigate such hazards, and setting priorities to guide emergency management plans and activities.



A major change in our mitigation plan was the addition of wind-driven fire as a high priority hazard. The Marshall Fire raised community awareness of this hazard. Our post-incident analysis and mitigation planning helped us promote NFPA's Firewise guidance, encouraging residents to reduce easily ignited fuels on their property. We also focused on improving our opt-in rate for LookoutAlert and evacuation planning. Our risk assessment and mitigation planning outreach emphasized drought and flood hazards. Public outreach and engagement includes six "Westy Prepared" events to discuss these hazards as well as cyber threats, hazardous materials, and solar weather/nuclear attack. Emergency management distributed preparedness information and materials at 15 public events in our libraries, fire station open houses, and at Westy Fest.



Emergency Management worked closely with several City departments to improve our preparedness to meet the needs of those experiencing homelessness during extreme cold weather. Expanding on our emergency warming shelter experience in late 2022 and early 2023, we now have a robust plan, designated shelter, supplies, trained staff, and contract support to meet this critical need.

During 2023, we expanded efforts to update the City's Emergency Operations Plan, develop hazard-specific annexes, and provide nationally standardized training for Incident Command and the National Incident Management System (NIMS) to key staff. The planning, training, and exercise process along with public outreach and preparedness will continue to be areas of emergency management emphasis in 2024.

Emergency Management Social Media, By The Numbers...

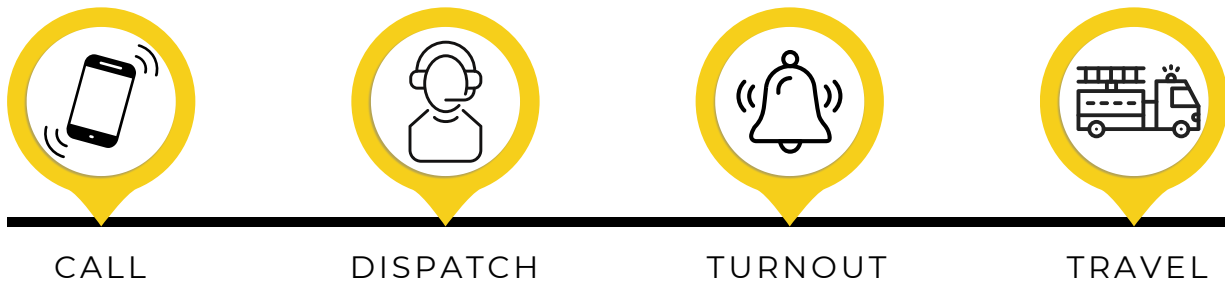
Posts: 398 | Reach: 131,474 | Like/Comment/Share: 2,176 | Engagement: 9,987

OPERATIONAL PERFORMANCE MEASURES

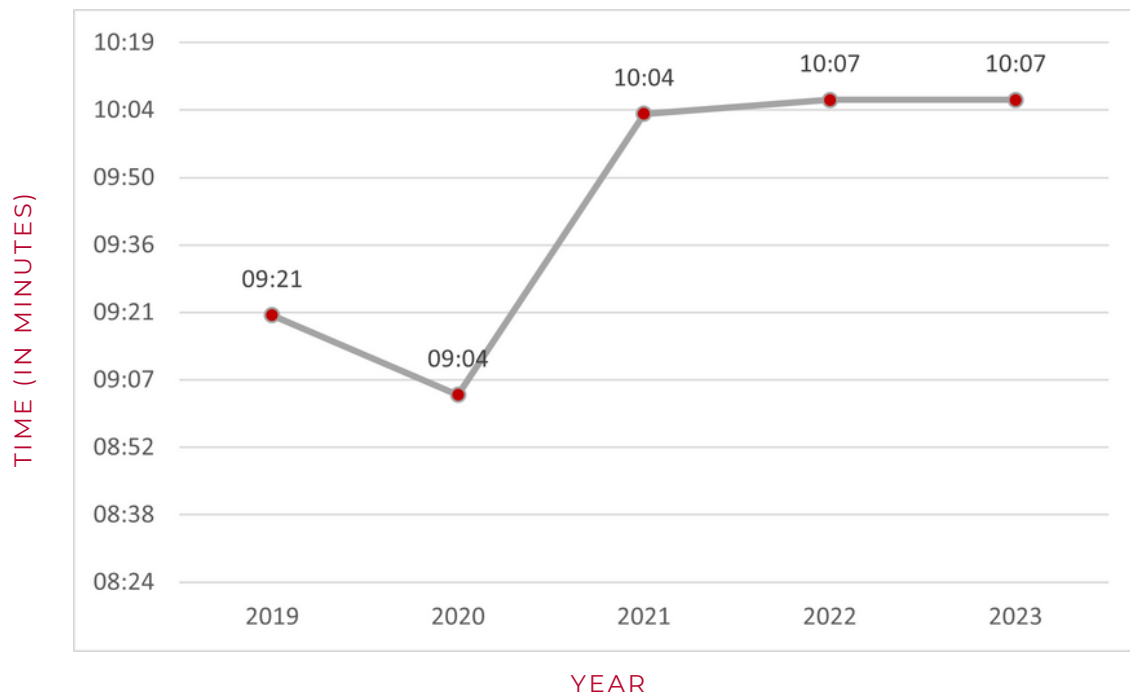
Call processing time, turnout time, travel time, and total response time are key operational performance measures for the Westminster Fire Department and throughout the fire service.

The Westminster 9-1-1 Emergency Communications Center works to meet all national standards. Those standards dictate that 90% of all 9-1-1 calls shall be answered within 15 seconds and 95% answered within 20 seconds. Westminster 9-1-1 exceeds that standard, with 96% of 9-1-1 calls being answered within 10 seconds. Answering 9-1-1 calls quickly is paramount as it enables the fire department to swiftly respond to emergencies, ensuring timely arrival at the scene and effective intervention to mitigate potential hazards or injuries.

The total response time signifies the duration from the moment a call is received at dispatch to the arrival of WFD on scene. In 2023, at a rate of nine out of 10 times, the department arrived on scene in 10:07 minutes or less.



2019-2023 TOTAL RESPONSE TIME (90TH PERCENTILE)



OPERATIONAL PERFORMANCE OVER TIME

The Westminster Fire Department continues to experience an increase in call volume, although at a lower rate than experienced in recent years. Despite the increase, the department remains steadfast in its commitment to responding promptly and delivering exemplary service to the community. Our dedicated personnel continue to prioritize efficiency and effectiveness in addressing emergencies and ensuring the safety and well-being of all residents.

Emergency medical calls constitute the majority of our workload, underscoring the crucial role of our paramedics and EMTs in providing rapid medical assistance. With their expertise and dedication, our paramedics deliver vital care, embodying our commitment to serving the community's emergency medical needs.

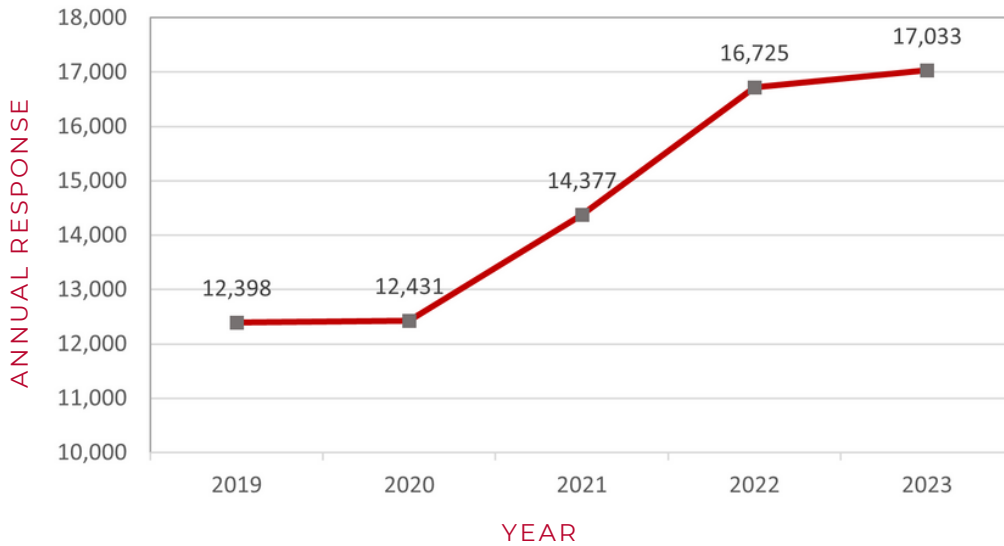
ANNUAL INCIDENT RESPONSE TYPES

TYPE OF CALL	2019	2020	2021	2022	2023	5 Year Total
EMS	8,331	8,365	9,630	10,815	11,174	48,315
Cancelled- Good Intent	1,659	1,585	1,946	1,794	1,800	8,784
Service Call	1,032	1,129	1,211	2,360	2,281	8,013
False Alarm or False Call	756	655	742	901	886	3,940
Fire	164	262	333	405	336	1,500
Hazardous Condition- No Fire	219	213	242	235	256	1,165
Rescue	217	204	234	197	267	1,119
Special Incident Type	5	4	22	12	18	61
Overpressure, Rupture, Explosion, Overheat- No Fire	9	10	8	5	5	37
911 Citizen Complaint	4	3	7	0	2	16
Severe Weather and Natural Disaster	2	1	2	1	3	9
Type Not Yet Assigned / Undefined	0	0	0	0	5	5
GRAND TOTAL	12,398	12,431	14,377	16,725	17,033	72,964



TOTAL INCIDENT RESPONSE OVER TIME

2019 - 2023



2023 RESPONSES BY TIME & DAY

	SUN	MON	TUE	WED	THU	FRI	SAT	Grand Total
12AM	84	51	54	42	54	68	54	407
1AM	72	50	55	54	51	59	73	414
2AM	59	38	46	42	39	43	59	326
3AM	49	43	44	41	42	35	64	318
4AM	55	57	43	43	43	50	43	334
5AM	55	58	45	42	28	39	45	312
6AM	45	50	52	68	67	52	62	396
7AM	62	85	90	90	86	75	82	570
8AM	88	120	122	119	112	113	120	794
9AM	107	126	127	130	116	110	110	826
10AM	106	130	136	148	151	135	112	918
11AM	104	144	164	161	146	167	144	1,030
12PM	123	153	146	152	150	152	147	1,023
1PM	126	157	155	144	145	168	130	1,025
2PM	117	131	169	151	146	154	103	971
3PM	115	128	132	132	147	163	138	955
4PM	127	135	140	148	130	145	121	946
5PM	129	139	147	146	133	148	130	972
6PM	114	124	134	143	131	161	134	941
7PM	135	101	111	117	146	130	134	874
8PM	132	113	105	105	123	123	107	808
9PM	116	97	101	87	120	109	104	734
10PM	85	76	83	76	81	102	94	597
11PM	84	67	56	80	69	101	85	542
Grand Total	2,289	2,373	2,457	2,461	2,456	2,602	2,395	17,033

RETIREMENTS IN 2023

In 2023, the Westminster Fire Department celebrated the retirement of two valued members. Lieutenant Mike Lynch retired after 36 years and Lieutenant Sale after 24 years with Westminster Fire.



LIEUTENANT MIKE LYNCH
36 YEARS OF SERVICE | RETIRED 08.13.2023

Lieutenant Lynch began his career with the Westminster Fire Department in October 1987. He was promoted through the ranks of Firefighter, Fire Engineer, and ended his career as a 20-year Fire Lieutenant. During his career, Lt. Lynch served on the apparatus committee where he researched and designed apparatus the department uses today. Additionally, he served as a member on the SOG Committee, Technical Rescue Team, HazMat Team, and competed with our nationally ranked Firefighter Combat Challenge Team. Lt. Lynch mentored and developed countless firefighters and officers during his career, and he is remembered as a humble and hardworking member of the department.



LIEUTENANT JAYSON SALE
24 YEARS OF SERVICE | RETIRED 03.07.2023

Lieutenant Sale was hired with Westminster Fire in March 1999. As a Fire Paramedic, Lt. Sale received multiple life-saving awards during his career. He was instrumental in coaching and training every rank. Lt. Sale served as the lead of the Santa Program for many years and spent time as the Technical Rescue Coordinator and B-Shift Peer Support Team lead. In 2016 he received the CFIRE Firefighter of the Year award. His dedication, work ethic, and strong belief in exceptional customer service was evident and has left a lasting mark with the department.





Westminster Fire Department

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