



Community Risk Assessment and Standards of Cover 2022



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WINDSOR SEVERANCE FIRE RESCUE

Community Risk Assessment and Standards of Cover



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WINDSOR SEVERANCE FIRE PROTECTION DISTRICT
RESOLUTION TO ADOPT THE WINDSOR SEVERANCE FIRE RESCUE
COMMUNITY RISK ASSESSMENT AND STANDARDS OF COVER

RESOLUTION 2022-03

WHEREAS, Windsor Severance Fire Rescue has established a mission and vision statement and operates in a culture of Readiness, Excellence, Courage, and Respect which are our organizational values guiding our agency in providing fire, medical, and life safety services to our community; and

WHEREAS, Windsor Severance Fire Rescue has established policies and levels of service for effective responses based on best practices, safety, and operational needs to respond to medical emergencies, traffic accidents, fires, hazardous materials, grass/wildfire, and technical rescue incidents; and,

WHEREAS, Windsor Severance Fire Rescue successfully was recognized in 2018 as an accredited agency through the Commission of Fire Accreditation International (CFAI) and as an agency value the benefits of this process, are seeking reaccreditation; and,

WHEREAS, Windsor Severance Fire Rescue has completed a critical component of the accreditation process, developing an effective Standards of Cover which defines how you will respond to emergencies that are being experienced by the community; and,

WHEREAS, Windsor Severance Fire Rescue has collaboratively developed a comprehensive Community Risk Assessment, which is a process of assessing hazards, vulnerabilities, risks, ability to cope, preparing coping strategies and preparing risk reduction options implementation plan; and,

WHEREAS, the documents that make up the Accreditation process that were originally developed leading up to our 2018 Accreditation status have since been indoctrinated throughout Windsor Severance Fire Rescue personnel and culture. The organization has embraced the concept of a "constant improvement" model throughout our organization and have revised our reaccreditation documents for consideration by the Commission for a hearing in 2023; and,

NOW THEREFORE, be it resolved, that the Board of Directors of Windsor Severance Fire Rescue adopts the Standards of Cover and Community Risk Assessment documents as presented, which embodies Windsor Severance Fire Rescue's commitment to the accreditation process and captures our organizational appreciation for the constant improvement model this process strives to achieve. Windsor Severance Fire Rescue will maintain an expectation for the entire organization assuring our policies and procedures and organizational culture maintain an acute focus on assuring our response to emergencies are in alignment with our expectations as outlined in the accreditation documents submitted. The Board of Directors and all members of Windsor Severance Fire Rescue will remain vigilant in the pursuit of our vision statement which pushes us to build a culture of unwavering commitment and to always strive for greatness.

Approved and adopted this 11 day of August, 2022, by the Windsor Severance Fire Rescue Board of Directors.

By Robert Thorn
Board President, Robert Thorn

Attest

Andrew Rosen
Board Secretary, Andrew Rosen





MISSION STATEMENT

Providing professional service and compassionate care from our family to yours.

VISION STATEMENT

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

VALUES

READINESS:

We will anticipate the needs of our community through preparedness, education, and continual improvement.

EXCELLENCE:

We will pursue mastery of technical knowledge, skills, and abilities.

COURAGE:

We will display the mental strength and moral character to do what is right, even in the presence of personal and professional adversity.

RESPECT:

We will serve our community and each other with dignity, integrity, appreciation, and kindness, while valuing the diversity and efforts of all.



Document Validation Tracking

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- Thank you for the countless hours contributing, editing, and reviewing the content resulting in a thorough, high-quality, and professional document.

Category and Criterion Managers

- Thank you for providing the subject matter expertise necessary to make the accreditation process meaningful to all WSFR members.



Table of Contents

Message from The Chief..... 16

Chapter 1 – Description of Community Served..... 18

Purpose 18

Agency Legal Basis..... 18

History of the Community..... 19

Community Financial Basis 22

Community Boundaries..... 22

Surrounding Jurisdictions 26

Community Planning Areas/Zones..... 27

Community Transportation Systems 33

Community Critical Infrastructure 38

Community Land Use and Zoning 41

Community Topography..... 45

Community Climate..... 46

Winter Storms and Blizzards..... 48

Chapter 2 – Description of Current Fire and Emergency Services..... 57

Responsibilities of the Agency 57

Agency Organization..... 57

Deployment Capabilities 58

Fire Suppression..... 59

Wildland Firefighting 60

Emergency Medical Services (EMS)..... 60



HazMat.....	60
Technical Rescue.....	61
Community Risk Reduction Division	62
Resource Deployment	63
Response Matrix.....	63
Automatic-Aid and Mutual-Aid Agreements	65
<u>Chapter 3 – Study of Community Hazards and Risks</u>	66
Occupancy Vulnerability Assessment Profile (OVAP).....	68
Risk Profile and Incident Priorities.....	73
Domestic Preparedness.....	74
Risks by Response Category.....	74
Fire-Related Risks	75
Fire Risks	75
Fire Flow Calculations.....	76
Risk Classification	76
Vehicle Fire Risk	79
Wildland Fire Risk.....	79
Non-Fire Related Risks	80
Emergency Medical Services (EMS) Risks	81
Hazardous Materials Risk.....	83
Technical Rescue Risk.....	89
Aircraft Rescue and Firefighting Risk.....	92

Chapter 4 – Current Deployment and Performance / Measure of System



<u>Performance.....</u>	93
Community Expectations	93
Performance Goals and Expectations	94
Mission, Vision, and Values	94
Relationship Between Outcome and Response Time.....	95
Community Response History	96
Resource Distribution	99
Resource Concentration	105
<u>Chapter 5 – Standards of Cover</u>	106
Critical Task Analysis	106
Low-Risk Fire Suppression	106
Low-Risk Fire Suppression: Baseline Performance.....	107
Low-Risk Fire Suppression: Performance Benchmarks.....	107
Low-Risk Fire Suppression Standards of Cover Calculations Methodology	108
Low-Risk Fire Suppression	108
Moderate-Risk Fire Suppression	109
Moderate-Risk Fire Suppression: Baseline Performance.....	111
Moderate-Risk Fire Suppression: Performance Benchmarks.....	112
Moderate-Risk Fire Suppression Standards of Cover Calculations Methodology	112
Moderate-Risk Fire Suppression.....	112
High-Risk Fire Suppression.....	113
High-Risk Fire Suppression: Baseline Performance.....	114



High-Risk Fire Suppression: Performance Benchmarks..... 114

**High-Risk Fire Suppression Standards of Cover Calculations Methodology
..... 115**

High-Risk Fire Suppression..... 115

Vegetation/Grass Fire Incidents..... 116

Low-Risk Vegetation/Grass Fire: Baseline Performance 117

Low-Risk Vegetation/Grass Fire: Performance Benchmarks 117

**Low-Risk Vegetation/Grass Fire Standards of Cover Calculations
Methodology 118**

Low-Risk Vegetation/Grass Fire (2023, 2024, 2025)..... 118

Low-Risk Grass/Wildland Fire (2026, 2027)..... 119

Moderate-Risk Vegetation/Grass Fires 119

Moderate-Risk Vegetation/Grass Fire: Baseline Performance 120

Moderate-Risk Vegetation/Grass Fire: Performance Benchmarks 120

**Moderate-Risk Vegetation/Grass Fire Standards of Cover Calculations
Methodology 121**

Moderate-Risk Vegetation/Grass Fire 121

Emergency Medical Services (EMS) Incidents 122

Low-Risk EMS Incidents 123

Low-Risk EMS: Baseline Performance 123

Low-Risk EMS: Performance Benchmarks..... 124

Low-Risk EMS Standards of Cover Calculations Methodology 124

Emergency Medical Services..... 124

Moderate-Risk EMS Incidents 125



Moderate-Risk EMS: Baseline Performance..... 125

Moderate-Risk EMS: Performance Benchmarks..... 126

EMS Standards of Cover Calculations Methodology..... 126

Emergency Medical Services..... 126

High-Risk EMS Incidents (2026, 2027) 127

High-Risk EMS: Performance Benchmarks (2026, 2027)..... 128

EMS Standards of Cover Calculations Methodology (2026, 2027)..... 128

Emergency Medical Services (2026, 2027) 128

Motor Vehicle Collisions (MVCs) 129

Low-Risk Motor Vehicle Collisions..... 129

Low-Risk Motor Vehicle Collisions (MVCs): Baseline Performance..... 130

Low-Risk Motor Vehicle Collisions (MVC): Performance Benchmarks . 130

Low-Risk Motor Vehicle Collision Standards of Cover Calculations Methodology 130

Low-Risk Motor Vehicle Collision..... 130

Moderate-Risk Motor Vehicle Collisions (MVCs) with Injuries..... 131

Moderate-Risk Motor Vehicle Collision: Baseline Performance 132

Moderate-Risk Motor Vehicle Collision: Performance Benchmarks..... 132

Moderate-Risk Motor Vehicle Collision Standards of Cover Calculations Methodology (2023, 2024, 2025)..... 133

Motor Vehicle Collision with Injuries (2023, 2024, 2025)..... 133

Moderate-Risk Motor Vehicle Collision: Performance Benchmarks (2026, 2027)..... 134

Moderate-Risk Motor Vehicle Collision Standards of Cover Calculations



Methodology (2026, 2027) 134

Motor Vehicle Collision with Injuries (2026, 2027)..... 134

High-Risk Motor Vehicle Collisions (MVCs) 135

**High-Risk Motor Vehicle Collision with Injuries/Extrication:
Performance Benchmarks (2026, 2027) 136**

**High-Risk Motor Vehicle Collision with Injuries/Extrication Standards of
Cover Calculations Methodology (2026, 2027) 136**

High-Risk Motor Vehicle Collision with Injuries/Extrication..... 137

Hazardous Materials Incidents 137

Low-Risk Hazardous Materials Incidents..... 138

Low-Risk Hazardous Materials: Baseline Performance 138

Low-Risk Hazardous Materials: Performance Benchmarks 138

**Low-Risk Hazardous Materials Standards of Cover Calculations
Methodology 139**

Low-Risk Hazardous Materials 139

Moderate Risk Hazardous Materials Incidents 139

Moderate-Risk Hazardous Materials: Baseline Performance 140

Moderate-Risk Hazardous Materials: Performance Benchmarks 141

**Moderate-Risk Hazardous Materials Standards of Cover Calculations
Methodology 141**

Moderate-Risk Hazardous Materials 141

High-Risk Hazardous Materials Incidents..... 142

High-Risk Hazardous Materials: Baseline Performance 143

High-Risk Hazardous Materials: Performance Benchmarks 143



High-Risk Hazardous Materials Standards of Cover Calculations	
Methodology	144
High-Risk Hazardous Materials	144
Technical Rescue Incidents	145
Low-Risk Technical Rescue Incidents	145
Low-Risk Technical Rescue: Baseline Performance	145
Low-Risk Technical Rescue: Performance Benchmarks.....	146
Low-Risk Technical Rescue: Standards of Cover Calculations Methodology	146
Low-Risk Technical Rescue.....	146
High-Risk Technical Rescue Incidents	147
High-Risk Technical Rescue: Baseline Performance	150
High-Risk Technical Rescue: Performance Benchmarks.....	151
High-Risk Technical Rescue Standards of Cover Calculations Methodology	151
High-Risk Technical Rescue	151
<u>Chapter 6 – Compliance Methodology / Performance Maintenance and/or Improvement Plan</u>	153
Fostering an Attitude of Continuous Improvement	153
<u>Chapter 7 – Evaluation and Recommendations</u>	154



Message from The Chief

It is my privilege to present the **Community Risk Assessment and Standards of Cover (CRA/SOC)** for Windsor Severance Fire Rescue. This document reflects our ongoing commitment to providing the highest level of service to the residents, businesses, and visitors of the communities we serve.

The purpose of this CRA/SOC is to identify the unique risks in our rapidly growing fire district and to outline the deployment strategies, performance objectives, and service delivery models necessary to address those risks as efficiently and effectively as possible. Our community continues to experience significant growth in population, commercial development, and infrastructure. With this growth comes the responsibility to ensure that our emergency services remain aligned with evolving needs and continue to support a safe, resilient community.

This assessment is the result of comprehensive data analysis, stakeholder engagement, and careful evaluation of both historical and emerging risk trends. It examines fire, medical, technical rescue, hazardous materials, and community-specific hazards while evaluating our existing response capabilities. The Standards of Cover component provides a transparent framework for how we deploy resources, measure performance, purchase equipment, appropriately staff and plan future station locations, and maintain readiness.

WSFR's mission of providing professional service and compassionate care from our family to yours serves as the foundation for this document. The findings and recommendations included here will guide our strategic decisions, long-range planning, and investment in personnel, apparatus, facilities, and technology. They also ensure that we continue to meet recognized industry best practices and national standards for emergency service delivery.

I am grateful to the members of WSFR who contributed to this work through data collection, analysis, and operational insight. Their dedication ensures that our organization continually improves and adapts to serve our community with professionalism, compassion, and excellence.

As we move forward, WSFR remains committed to transparency, fiscal responsibility, and service grounded in our values. This CRA/SOC not only reflects where we are today but also charts a course for where we need to be tomorrow. Together, we will continue strengthening the safety and resilience of our community.

Respectfully,



Chris Angermuller
Fire Chief
Windsor Severance Fire Rescue



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Chapter 1 – Description of Community Served

Purpose

The purpose of this document is to assess and describe the various risks within the service area of the Windsor-Severance Fire Protection District, also known as Windsor Severance Fire Rescue (WSFR). Risk is commonly thought of as the potential for an unwanted outcome resulting from an incident or occurrence, as determined by its likelihood and the associated consequences.¹ The assessment of risk is critical to the appropriate development of station response zones, service areas, and overall system effectiveness. This document describes each identified risk factor and establishes mitigation efforts for each factor.

To assess the risks within the Windsor-Severance Fire Protection District, it was necessary to determine what risks were present and the likelihood and consequence of their occurrence. Based upon the risk categories and the establishment of service delivery zones, the risk assessment process has been used to develop an effective emergency response system that is capable of objectively determining WSFR's ability to provide the level of service that is expected by the citizens within the district. The information within this document has also been used to aid in the development of a comprehensive Standards of Cover and an up-to-date Strategic Plan for WSFR.

Agency Legal Basis

The Windsor Severance Fire Protection District is a Special District organized under Title 32 of the Colorado Revised Statutes (CRS) providing fire protection and rescue services within its boundaries. The agency was established in 1950 in accordance with Section 32-1-101, et seq., CRS and continues to operate in accordance with the statutory requirements provided under this Title of Colorado law. The agency was established to provide all legally available fire protection services under Title 32, including but not limited to; acquiring and disposing of fire stations, fire protection, and firefighting equipment; providing emergency medical service, rescue service, and a diving service; adopting and enforcing fire codes; providing all forms of fire prevention services including performing inspections and fixing and charging fees for fire prevention activities; enforcing laws, ordinances, and resolutions relating to the prevention of fires and suppression of arson; establishing a property tax; having the power of eminent domain; and creating and maintaining a pension fund.

¹ Threat and Hazard Identification and Risk Assessment Guide. Comprehensive Preparedness Guide (CPG) 201. U.S. Department of Homeland Security. 3rd Edition, May 2018, page 7.



History of the Community

The Windsor Volunteer Fire Department was organized on March 12, 1902, for the protection of the property within the town of Windsor. At the time of its founding, there were 23 members and their equipment consisted of a hose cart with 550 feet of 2-½” hose, a nozzle, two axes, and four buckets. The fire alarm was a flanged rim from a locomotive engine that was hanging on a post at the corner of Fourth and Main Street. A hammer with an iron handle was chained to the post. In the event of a fire, the rim was pounded with the hammer. The first man to reach the hose cart started to the fire, joined by others as the lead rope was unwound. The cart had a gong that rang as it traveled to the fire. The gong let the responding firemen know the location of the cart while enroute.

In 1914, a chemical cart was added to the department’s equipment inventory. The year 1916 was a milestone year for the department as the town of Windsor became formally involved with the department through the Town’s decision to begin financially supporting the department with a \$10.00 per month payment. Additionally, the department purchased its first motorized apparatus - a chain-driven 1914 American LaFrance. This apparatus was replaced in 1925 with a new REO Speedwagon. In 1941, an International Howe Pumper was purchased. Both apparatus remain operational today and are used as parade and public relations apparatus.

The Windsor Severance Fire Protection District (WSFPD) was formed in 1950 under the leadership of Fire Chief Jake Erbes, Jr. but did not begin to function as a fire protection district until 1951. At its initial founding, the WSFPD encompassed approximately 70 square miles and had 35 volunteer members. The newly formed fire protection district (the District) was responsible for protecting the two incorporated towns of Windsor and Severance and rural portions of both Weld and Larimer counties surrounding these two communities.

The years 1953 and 1954 were very turbulent years for the new fire district. In 1953, the town of Severance was removed from coverage by the District. The entire membership of the Windsor Fire Department abruptly quit during a Board meeting in 1954, and an entirely new membership was brought in to be re-established as the Windsor Severance Volunteer Fire Department under new leadership. The new leadership helped to guide the department through the process of writing and adopting the Windsor Fire Department constitution in 1955. The town of Severance was also re-admitted to the fire protection district in 1955.

Between the early 1950s and the mid-1970s, growth in the area remained relatively slow and the economy was primarily dependent on agriculture. However, in 1971, the Kodak Manufacturing and Assembly plant was built within the fire district. This industrial development brought an increase in population and many small “spin-off” businesses. Kodak’s operation



included a fully staffed private fire department to respond to emergency service calls on their industrial campus. The emergency response service ceased operations in 2007.

In the mid-to-late-1980s, population began to increase and annual growth has remained since. The district has realized a rapid growth rate since 2010 with the town of Windsor population increasing by 87% and the town of Severance population increasing by 242% (Figure 1).

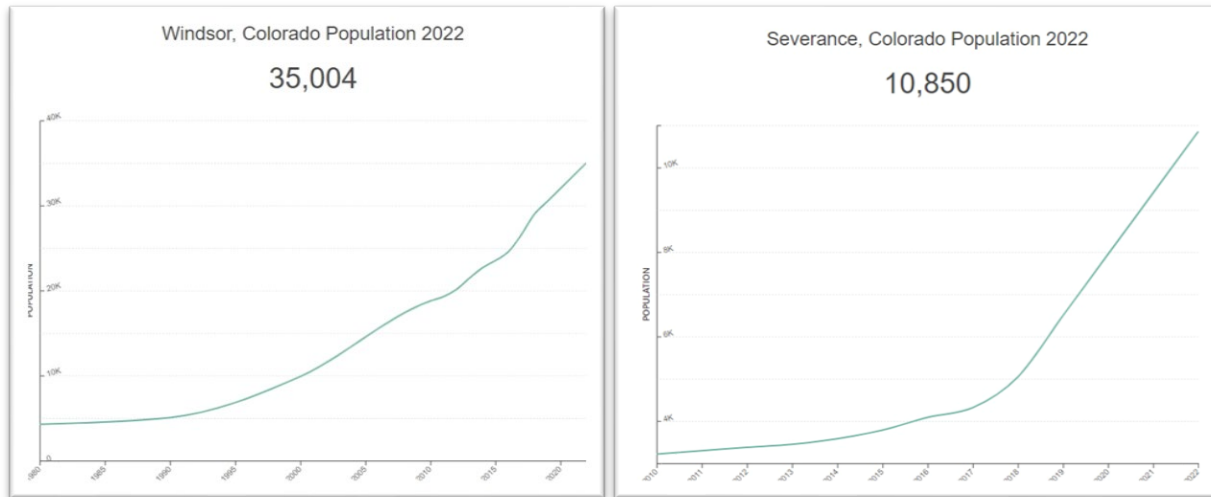


Figure 1 - Windsor & Severance Population Growth

This has included a steady growth pattern of not only residential construction but also commercial and industrial interests. As the communities continue to develop, the nature and magnitude of fire protection services continue to change.

At its inception, WSFPD was staffed exclusively by volunteers. Volunteer staffing served the district well for many years; however, as the community growth increased as previously mentioned, so did service needs and customer expectations. To help meet these increasing expectations, WSFPD opened Fire Station 2 in the town of Severance in 1999 as an unstaffed station to house apparatus for volunteer response. Then, in 2000, a community survey was conducted which revealed that most of the respondents expected fire and emergency medical services to arrive within five minutes of placing a 9-1-1 call. The need for additional service increases was clear and WSFPD went to the voters for help. They responded by approving a mill levy increase that funded the construction of a new Fire Station 1 and the addition of the District's first full-time staff members later that same year.

WSFPD began operating out of the new fire station in June of 2002 with 24-hour paid, full-time staffing. This marked the beginning of a new era for WSFPD – that of being a



combination, career-volunteer, fire department. In June of 2011, a newly constructed Fire Station 3 was opened and provided with full-time career staffing and towards the end of 2011, Fire Station 2 was remodeled to provide living quarters for full-time career staffing. Recognizing the need for improved living quarters and living conditions, a new Fire Station 2 was built in Severance and opened in 2014. The Windsor-Severance Fire Protection District formally changed its moniker to Windsor Severance Fire Rescue (WSFR) in 2010 to better reflect the agency's mission and solidify its identity.

The Windsor Severance community has continued to see tremendous growth and change during its recent history. Kodak Colorado Division closed substantial portions of its operations in 2005 and demolished several buildings, but the campus and remaining buildings are now occupied by hi-tech companies, manufacturing operations, and a small remnant of Kodak Colorado. The area, now known as Great Western Industrial Park, essentially remains a busy industrial area with room to expand.

The district is currently experiencing industrial growth outside of the Great Western Industrial Park and central business districts of Windsor and Severance. New developments include several industrial companies such as Intersand America Corporation, Rocky Mountain Transload, Schlumberger Lift Solutions, Lineage Ceti Cold Storage, and Gotham Greens. Other existing businesses such as Vestas Blades, Bobcat of the Rockies, and Metal Container Corporation completed major expansions.

Another significant project for the WSFR District that broke ground in 2021 is the Future Legends Sports Complex [Figure 2]. The first phase of the 118-acre facility opened in 2022 and is the home of 2 professional sports teams and a championship stadium. It will also include multiple sports fields, a field house, a hotel conference center, dormitories, restaurants, and other retail establishments. The facility is projected to bring 2 million visitors annually to the WSFR District.

WSFR's emergency response is currently provided from four fire stations that each operate with a minimum staffing level of three fire suppression personnel supervised by a battalion chief. Emergency response is further augmented with the Fire Chief, Deputy Chief of



Figure 2 - Future Legends Sports Park



Operations, Fire Marshal, and Division Chief of Training, who are all based at Fire Station 1. WSFR maintains a contractual agreement with the University of Colorado Health (UCH) for that agency to provide 24-hour advanced life support (ALS) ambulance treatment and transportation coverage using a dynamic staffing model with contractually based response time performance standards. Additionally, WSFR maintains auto-aid agreements with Greeley Fire Department, Loveland Fire Rescue Authority, Poudre Fire Authority, Front Range Fire Rescue Authority, and the Eaton Fire Protection District for additional response to both commercial and residential structure fires. Mutual-aid agreements are also in place with other neighboring fire districts including the Greeley Fire Department. Closest unit dispatch is in place with Greeley Fire Department and Front Range Fire Rescue Authority.

Community Financial Basis

WSFR's total budget for 2023 was \$13,401,458. WSFR is funded primarily through tax revenue in the form of an 8.25 mill levy for properties within the district and accounts for 87% of revenue. This amounts to \$12,680,667 in tax revenue and \$1,880,525 in revenue from other sources. The other sources include impact fees, permit and plan review fees, and grants. WSFR's mill levy is one of the lowest in the region when compared to other fire protection districts. The mill rate will increase by 0.5 mills in 2026 as the final step of a three-part increase approved by voters in 2019.

Community Boundaries

WSFR responds to all calls for assistance within the 97-square mile district, including the town of Windsor, the town of Severance, and portions of Weld and Larimer Counties with roughly 80% of the District within Weld County [Figure 3]. The response area encompasses approximately 96.6 square miles roughly centered in a triangle formed by the cities of Greeley, Fort Collins, and Loveland [Figure 4]. The population is primarily centered around the towns of Windsor and Severance, with additional rural development scattered throughout the rest of the response area. WSFR's response area includes urban and rural service areas. These categories are based on population density and accessibility.

The town of Windsor is located east of Interstate 25 and is bisected by Colorado State Highway 392, running east and west, and Colorado State Highway 257, running north and south. The town of Severance is located northeast of Windsor and is bisected by Weld County Road 74, running east and west as seen in Figure 5.



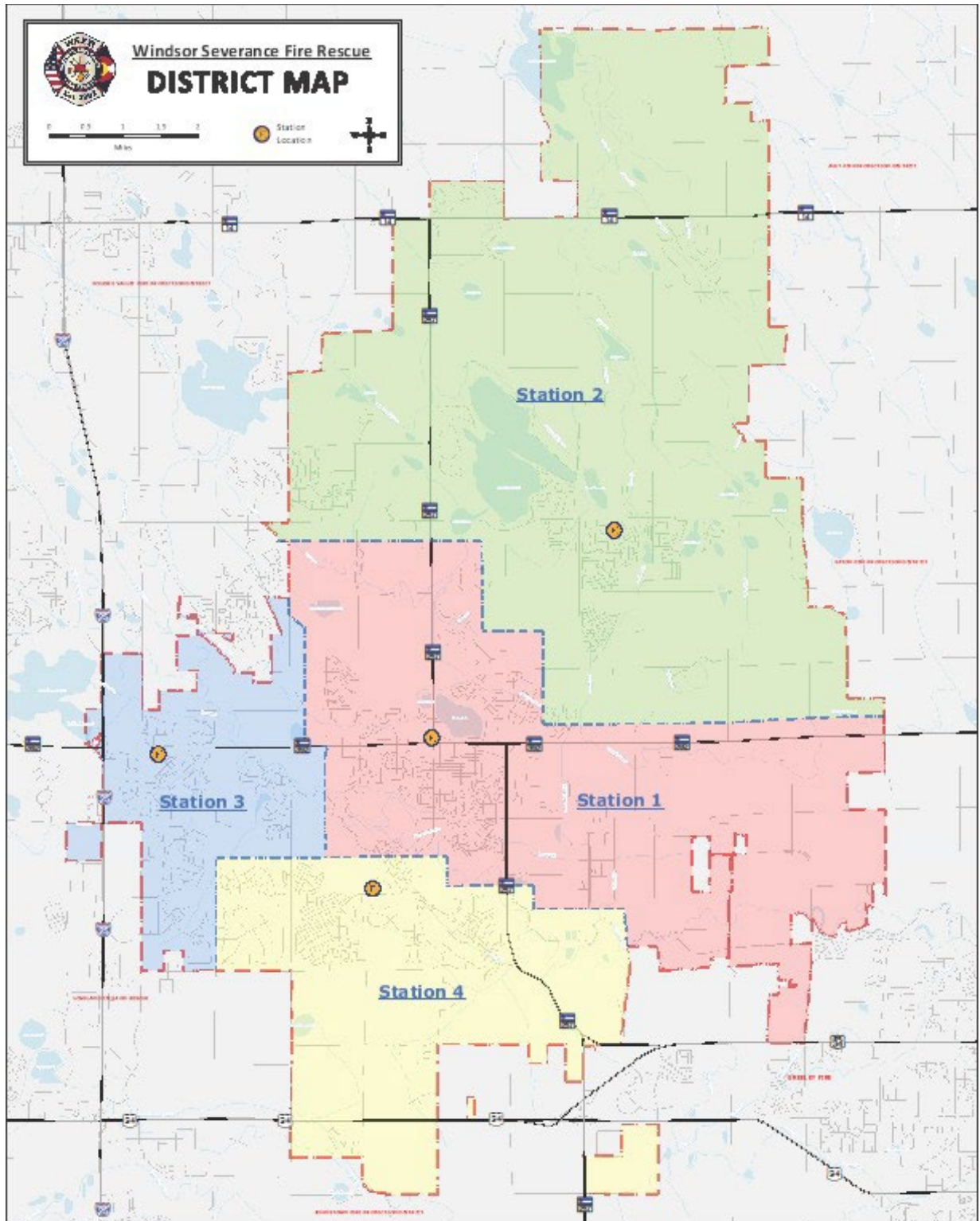


Figure 3 - Windsor Severance Fire Protection District



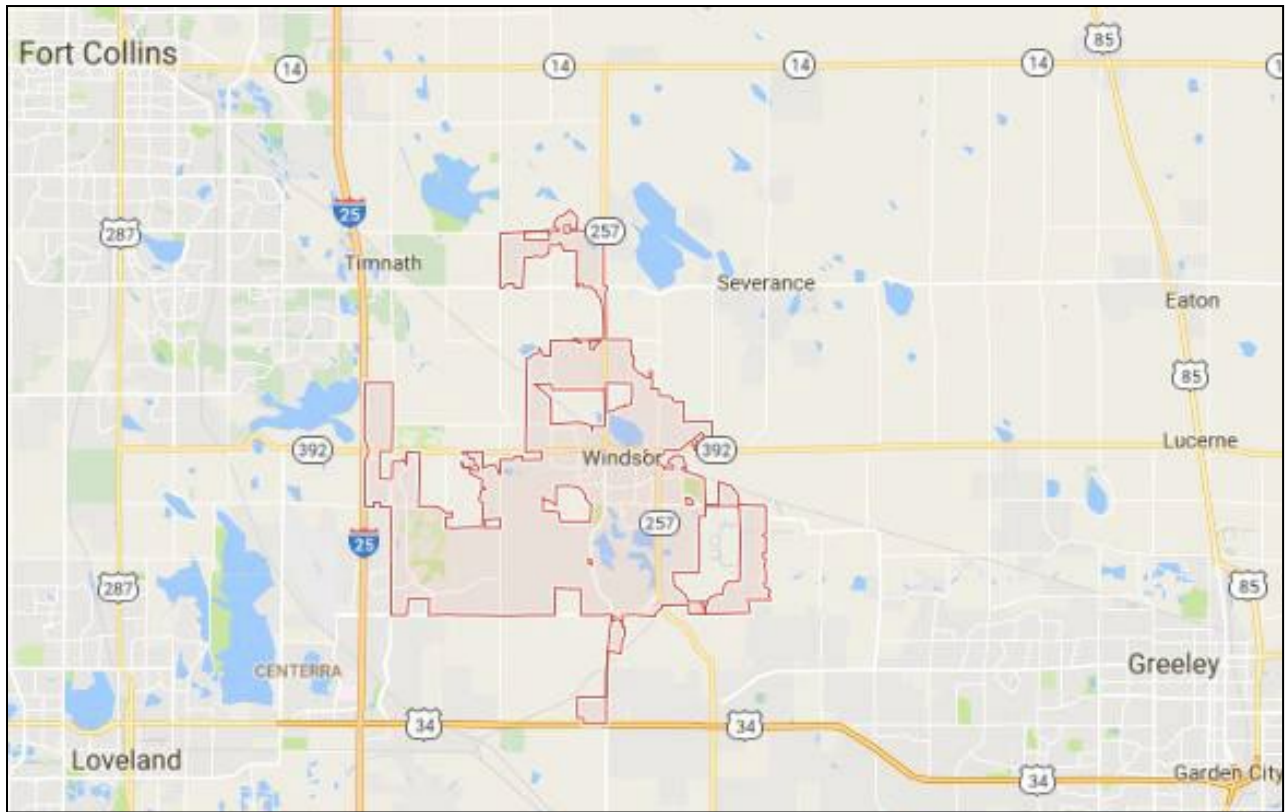


Figure 4 - Windsor Town Limits in Relation to Nearby Jurisdictions



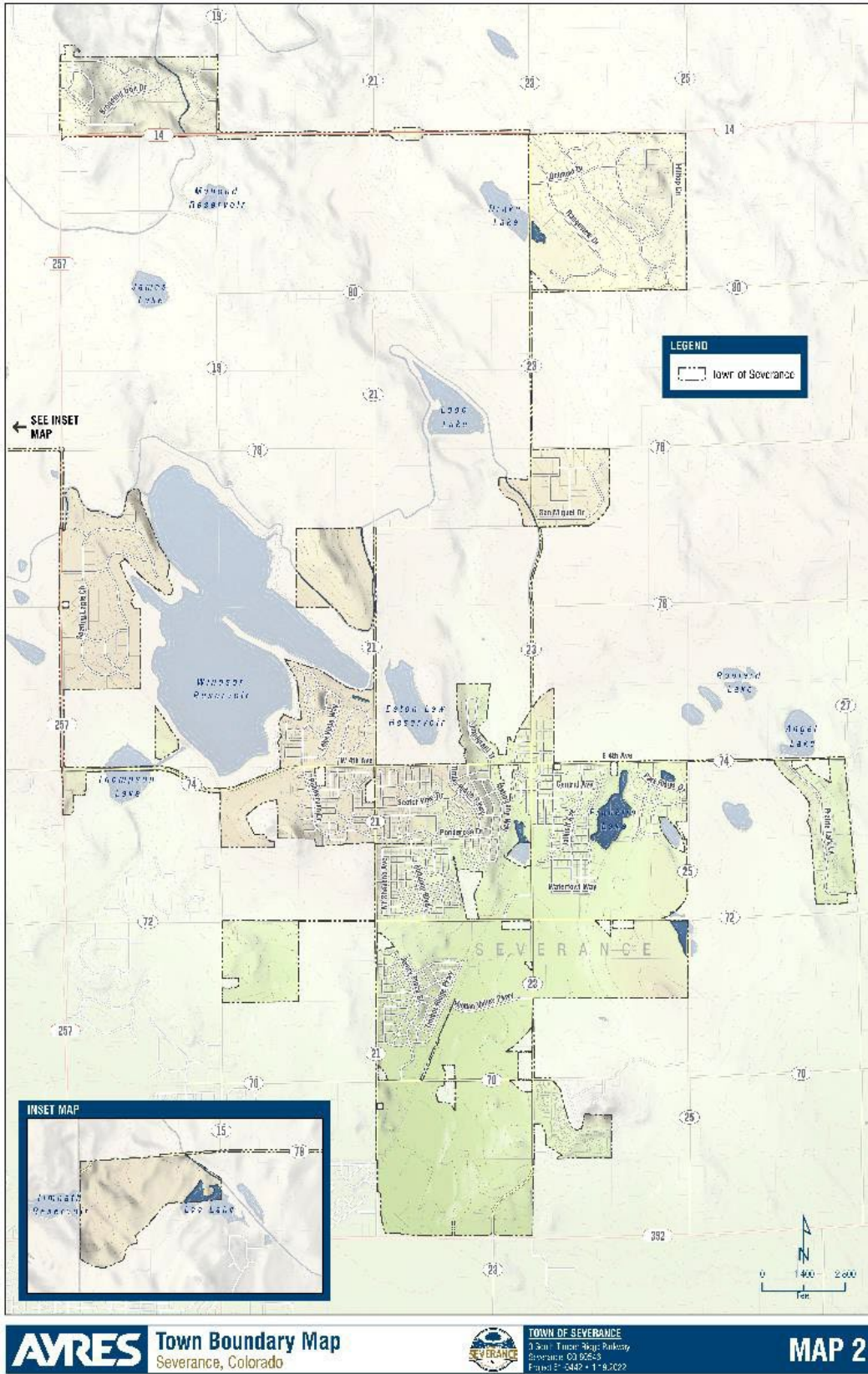


Figure 5 - Severance Town Limits



Surrounding Jurisdictions

WSFR maintains effective and mutually beneficial relationships with all the emergency services agencies with borders that are adjacent to WSFR's response area. Written automatic and mutual-aid agreements have been established, approved, and reviewed annually with all the surrounding jurisdictions and are described later in this document. The following is a brief overview of each jurisdiction.

University of Colorado Health

University of Colorado Health (UCH) maintains a contractual relationship with WSFR to provide advanced life support (ALS) ambulance treatment and transportation. UCH employees a dynamic staffing model to provide ALS ambulance coverage to the WSFR fire district 24 hours per day, 7 days per week as well as a division captain who supervises Division 5. Division 5 consists of the ambulance response area for WSFR and Front Range Fire Rescue Authority. UCH is also the primary ALS provider for the City of Fort Collins and Poudre Fire Authority, the City of Greeley and Greeley Fire Department, the City of Evans and the Evans Fire Protection District, the Town of Lasalle and Lasalle Fire Department, and the Town of Kersey and the Platte Valley Fire Protection District.

Thompson Valley EMS

Thompson Valley EMS (TVEMS) is the advanced life support ambulance provider for the Thompson Valley Health Services District (TVHSD). The TVHSD service area includes the City of Loveland, Loveland Rural Fire Protection District, Berthoud Fire Protection District, and a portion of WSFR's district. TVEMS is governed by the TVHSD Board of Directors who oversees the business operations of this special tax district. The district is approximately 450 square miles and service is provided from six staffed stations.

Poudre Fire Authority

Poudre Fire Authority (PFA) shares WSFR's northwestern border. PFA is the largest of WSFR's neighboring departments and protects the City of Fort Collins and the communities within the Poudre Valley Fire Protection District. PFA is an accredited agency who covers a 230 square-mile service area with eleven staffed fire stations and two volunteer stations.

Loveland Fire Rescue Authority

Loveland Fire Rescue Authority (LFRA) is located along the southern and western borders of WSFR's jurisdiction. LFRA is an accredited agency who provides fire and rescue services to the City of Loveland and the Loveland Rural Fire Protection District within their approximately 194 square-mile response area. LFRA responds out of eight staffed fire stations and two volunteer stations.



Greeley Fire Department

The Greeley Fire Department (GFD) is located along WSFR's eastern border and encompasses a 64 square-mile service area protecting the City of Greeley. GFD provides services from seven staffed fire stations.

Front Range Fire Rescue Authority

Front Range Fire Rescue Authority (FRFRA) is a fire authority that is located along the southern edge of the WSFR response area. FRFRA was formed because of an intergovernmental agreement between the Johnstown and Milliken Fire Protection Districts. FRFRA provides fire and rescue services from three fire stations to a coverage area of approximately 100 square miles.

Eaton Fire Protection District

The Eaton Fire Protection District (EFPD) encompasses 64 square miles due east of the town of Severance. The agency responds out of one fire station and is staffed with a combination of paid and volunteer firefighters.

Ault Fire Protection District

The Ault Fire Protection District (AFPD) serves the rural communities of Ault and Pierce, northeast of Severance. The agency's 80 square-mile response area is protected by two fire stations staffed with combination personnel.

Community Planning Areas/Zones

Each of WSFR's four fire stations is geographically located near a primary population center of the communities of Severance and Windsor. WSFR provides 24/7 staffing at three fire stations within Windsor town limits and one fire station in the town of Severance. In addition to the first-due apparatus, each fire station also houses reserve, secondary, and/or support apparatus.

FIRE STATION 1 PLANNING ZONE

Description of Planning Zone:

The Fire Station 1 planning zone (Figure 6) is by far the busiest and most diverse of the District's four planning zones. This zone consists of approximately 25 square miles, covering the central business district of Windsor and includes the Great Western Industrial Park. In addition to the commercial corridor running east-to-west through Windsor, the zone also includes several residential developments, numerous bodies of water, and a busy industrial center.

Fire Station:

100 N. 7th Street, Windsor – Station 1 (Figure 7) was constructed in 2002. It has ten drive-through bays, full living quarters including a fitness facility, and a training room. The



station also is the home of the WSFR administrative offices, Life Safety Division, and Training Division.

Response apparatus include Tower 401 (quint), Battalion 401, a cross-staffed Heavy Rescue, a reserve engine (E411), a dive rescue truck and boat, and a collapse trailer for trench rescue and structural collapse.

Water Supply:

The water supply in this zone is provided by three different water districts. Hydrant coverage within the Windsor town limits is generally very good, with adequate pressures available.

Risk Analysis:

This planning zone contains all risk levels from Low to Maximum. Call volume in the district is primarily driven by the dense residential areas, but calls are increasing in the Great Western Industrial Park, which presents the greatest hazards.

Special Risks in the Planning Zone:

For the greater part of WSFR's history, Fire Station 1 was the only station in the district. With the construction and staffing of additional stations, call volume has been better distributed. Fire Station 1 is the first-due station for coverage of the Great Western Industrial Park (GWIP) as well as for the downtown business district and the older neighborhoods of Windsor. In addition, the rail line that serves the GWIP crosses 7th Street immediately north of Fire Station 1. With

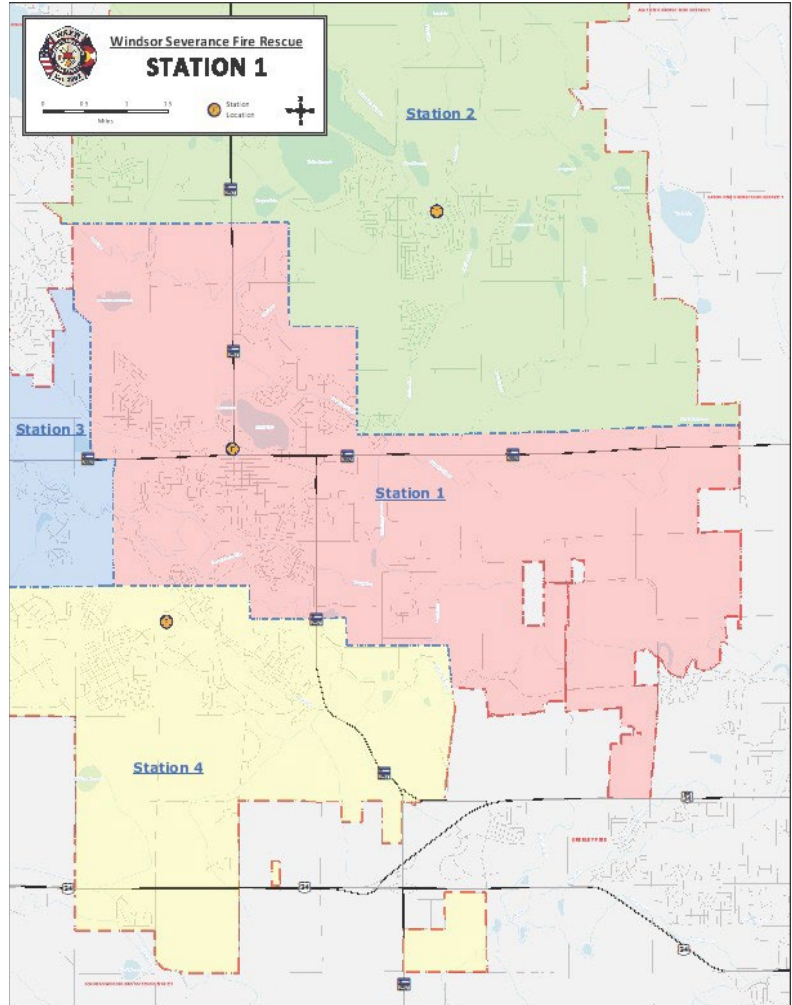


Figure 6 - WSFR Planning Zone 1



Figure 7 - WSFR Station 1



the frequency and volume of rail traffic on this rail line, it is possible that a passing train or a parked train could restrict fire apparatus from driving north out of the station.

FIRE STATION 2 PLANNING ZONE

Description of Planning Zone:

The Fire Station 2 planning zone (Figure 8) is the largest of the District's planning zones, encompassing approximately 43 square miles. The Severance area includes several newer residential developments with very large homes. This zone also includes the most expansive undeveloped areas within the district.

Fire Station:

9 Timber Ridge Pkwy., Severance - Station 2 (Figure 9) was constructed in 2014. It has three drive-through bays and one other bay. It has full living quarters including a fitness facility, and a conference room that can serve as a small training room. Response apparatus include Engine 402, Brush 402, Tender 402, and a foam trailer primarily designed for oil and gas type fires.

Water Supply:

The water supply in this district is provided by one provider. There are several areas in this district without fire hydrants and/or without adequate pressure available from hydrants that are present.

Risk Analysis:

This planning zone contains risk levels from Low to Significant. Call volume in the district is primarily driven by residential areas but is also affected by State Highway 14. Additionally, the wildland fire risk in this zone is the highest in the

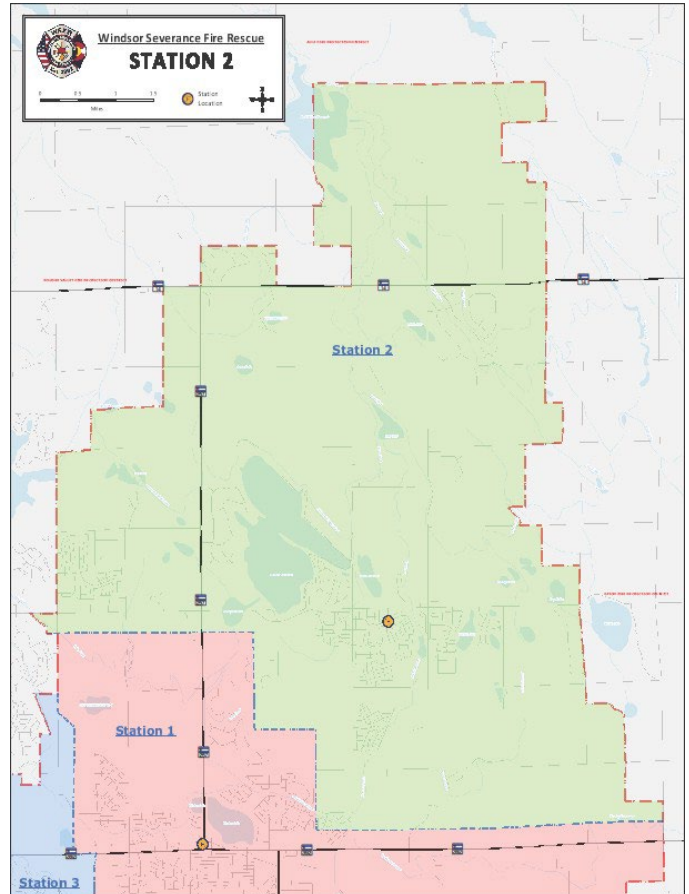


Figure 8 - WSFR Planning Zone 2



Figure 9 - WSFR Station 2



district.

Special Risks in the Planning Zone

Fire Station 2 is the Severance fire station, covering the largest portion of the wildland-urban interface (WUI) in the district. In addition to the WUI risks, this planning zone has the least amount of fire hydrant coverage of the entire fire protection district, due to its rural nature. If a fire develops in a rural area, the initial water supply for fire attack operations may need to be provided by a water tender operation consisting of WSFR and mutual-aid tenders.

Additional hazards in Planning Zone 2 include oil and gas well fires, water rescue incidents, high-speed traffic accidents, and agricultural accidents.

FIRE STATION 3 PLANNING ZONE

Description of Planning Zone:

The Fire Station 3 planning zone (Figure 10) is the busiest of the District's planning zones in terms of aid given, due to its proximity to many of our busiest neighbors. This approximately 16 square-mile zone covers Interstate 25, State Highway 392, and several residential developments.

Fire Station:

7790 REA Pkwy., Windsor – Station 3 (Figure 11) was constructed in 2011. It has two drive-through bays, full living quarters including a fitness facility, and a conference room that can serve as a small training room. Response apparatus includes Engine 403 and Brush 403.

Water Supply:

The water supply in this District is provided by one provider. Most of this district has an adequate number of hydrants with adequate pressure available.

Risk Analysis:

This planning zone contains risk levels from Low to Significant. Call volume in the district is primarily driven by the residential areas but is also dramatically affected by

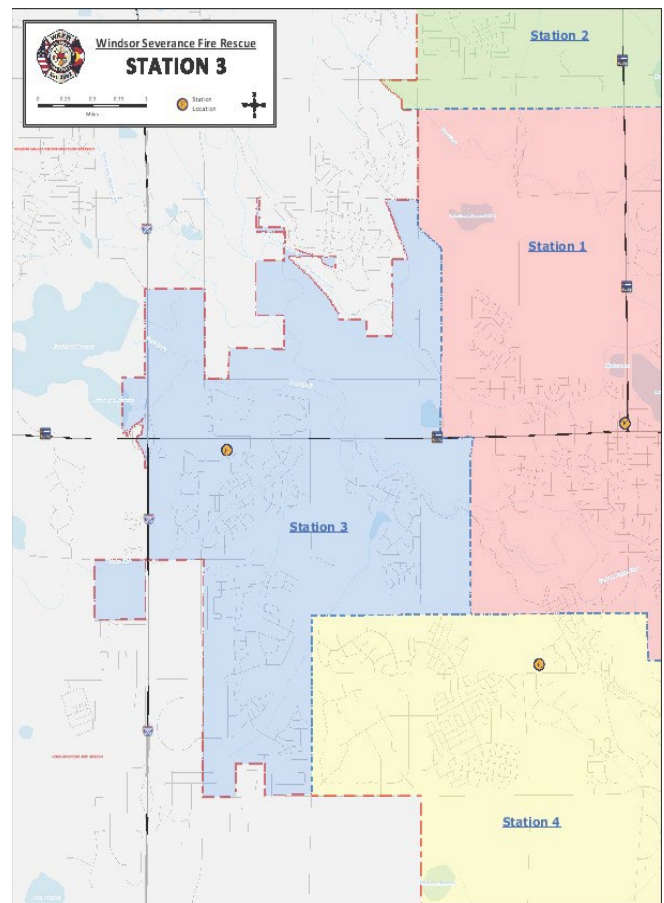


Figure 10 - WSFR Planning Zone 3



providing aid to neighboring fire departments. Finally, the transportation corridors in this district are extremely busy.

Special Risks in the Planning Zone

Fire Station 3 was built to address the coverage deficiencies in the western portions of the fire district. Station 3 covers a very busy portion of Interstate 25 (Auto Aid), Colorado State Highway 392 which serves as the primary route accessing Windsor, numerous large residential developments, the Northern Colorado Regional Airport, and light industrial and recreational facilities. Loveland Fire Rescue Authority (LFRA) response area borders the southern and western side of Station 3's response area, while Poudre Fire Authority (PFA) borders the



Figure 11 – WSFR Station 3

northern and west side. Automatic-aid agreements were formed to address extensive housing and commercial development occurring in the areas.

FIRE STATION 4 PLANNING

ZONE

Description of Planning Zone:

The Fire Station 4 planning zone (Figure 12) is the second busiest of the District's four planning zones. This zone consists of approximately 14 square miles, covering the southern portion of the district, and is primarily residential. The zone covers a few bodies of water, a large 5-story senior living facility, a community college, and a portion of a major four-lane highway. A large percentage of this zone is undeveloped or agricultural land.

Fire Station:

1350 New Liberty Rd., Windsor - Station 4

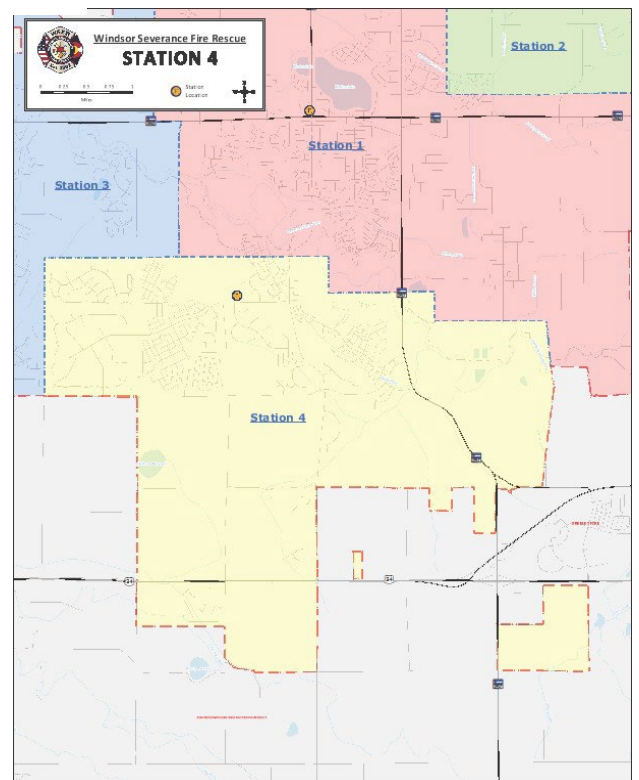


Figure 12 – WSFR Planning Zone 4





Figure 13 – WSFR Station 4

(Figure 13) was constructed in 2022. It has four drive-through bays, full living quarters including a fitness facility, and a conference room that can serve as a small training room. Response apparatus includes Engine 404, Brush 404, Tender 404, a reserve brush (B414) and a reserve engine (E414). This station also has a training tower that includes a fire alarm prop, a standpipe training system, and a fire sprinkler system prop.

Water Supply:

The water supply in this zone is provided by three different water districts. Hydrant coverage within the Windsor town limits is generally very good, with adequate pressures available.

Risk Analysis:

This planning zone contains all risk levels from Low to Maximum. Call volume in the district is primarily driven by the dense residential areas and the large senior living facility.

Special Risks in the Planning Zone:

Fire Station 4 construction began in 2021 and was completed in 2022 becoming the fourth staffed station for WSFR. Station 4 became the second busiest station upon its opening with the Good Samaritan Senior Living facility a short distance from the station. This facility accounted for nearly 6% of WSFR’s total calls in 2021.

Summary of Incidents per Fire

Station Planning Zone

As described above, the planning zone for Fire Station 4 is the second busiest of the four fire station planning zones (Figure 14). Emergency medical calls are the primary call type with a large percentage of those originating at the senior living facility as

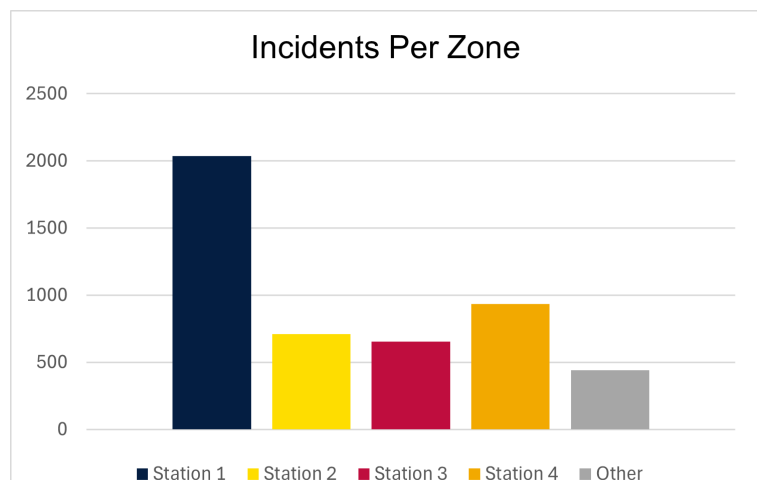


Figure 14 – Incidents Per Zone (2023)



previously mentioned.

Community Transportation Systems ²

The communities of Windsor and Severance are interconnected with adjacent municipalities via a significant network of county roads, state highways, and federal highways. Interstate 25 (I-25) is the primary north/south highway that traverses the state of Colorado. Population and employment growth in the north Front Range area is anticipated to focus along I-25. The Colorado Department of Transportation (CDOT) has completed an Environmental Impact Statement (EIS) in cooperation with the Federal Highway Administration and the Federal Transit Administration to evaluate and identify multi-modal transportation improvements along the I-25 corridor from the Fort Collins-Wellington area to Denver (Figure 15). This EIS identifies and discusses the regional and inter-regional movement of people, goods, and services along the I-25 corridor.

Other major highways throughout the WSFR response area include State Highway 392 which traverses the Town of Windsor from west to east and connects Interstate-25 with US Highway 85 (US-85); State Highway 14 which traverses the Town of Severance from west to east and connects I-25 with US-85; US Highway 34 (US-34) which crosses the southern border of the WSFR response area and connects the cities of Loveland and Greeley; and State Highway 257 which traverses the Town of Windsor from north to south, connecting US-34 to State Highway 14.

There is significant oil and gas exploration activity throughout all of Weld County, resulting in an extremely high volume of truck traffic on a variety of roads within the county. The products associated with the oil and gas industry are classified as hazardous materials. Hazardous materials are defined by the United States Department of Transportation as “a substance or material which has been determined by the Secretary of Transportation to be capable of posing an unreasonable risk to health, safety, and property when transported in commerce, and which has been designated as hazardous under section 5103 of Federal hazardous materials transportation law. This term includes hazardous substances, hazardous wastes, marine pollutants, elevated temperature materials, etc.”

² Weld County 2045 Transportation Plan





Figure 16 - Hazardous Materials Transportation Routes

Typically, hazardous materials transportation is restricted to major highways to reduce the risk to the public. On November 17, 2010, the Board of County Commissioners passed a resolution designating all county roads to be considered “local pick-up and delivery” truck routes for oil production purposes. This resolution allowed for the transportation of hazardous materials associated with the oil and gas industry on all county roads (Figure 16). While this allowed for improved efficiencies for these vehicles, it presented unique risks to be addressed by WSFR.

WSFR also faces hazardous materials transportation risks aside from the oil and gas industry. Agriculture is still a prominent part of

our community and with it comes several hazardous materials risks related to fertilizers, chemicals, and fuel transportation. Additionally, WSFR has railroad and truck traffic transporting hazardous materials through the community, primarily into and out of the industrial region located in the southeastern portion of the district.

The Town of Windsor Engineering Department is responsible for the planning and maintenance of all roadways within town limits. The transportation plan within Windsor includes a summary of arterial and collector streets within the town’s growth management area (Figure 17).

In April 2015, the town of Severance adopted its first transportation master plan to accommodate projected growth through 2035. This document includes a list of projects that would be necessary to realize the goals and objectives established within the plan. Right-of-way requirements to accommodate the build-out of the community are also identified, as are guidelines to assist staff and policymakers in reviewing development proposals and implementing transportation improvements. The existing roadway system for the town of Severance is displayed in Figure 18.



FUNCTIONAL CLASSIFICATION

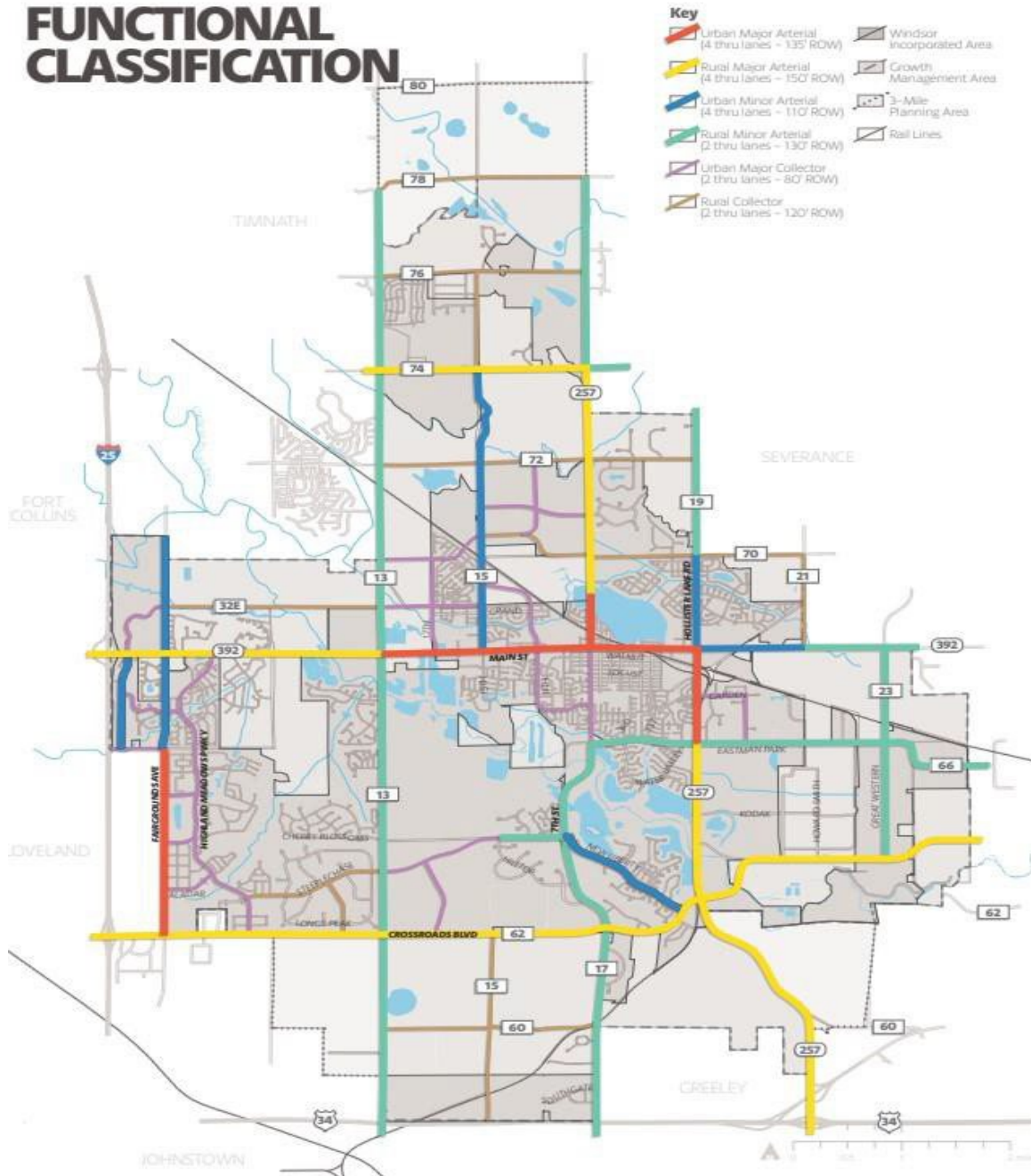


Figure 17 - Town of Windsor Roadway Classifications



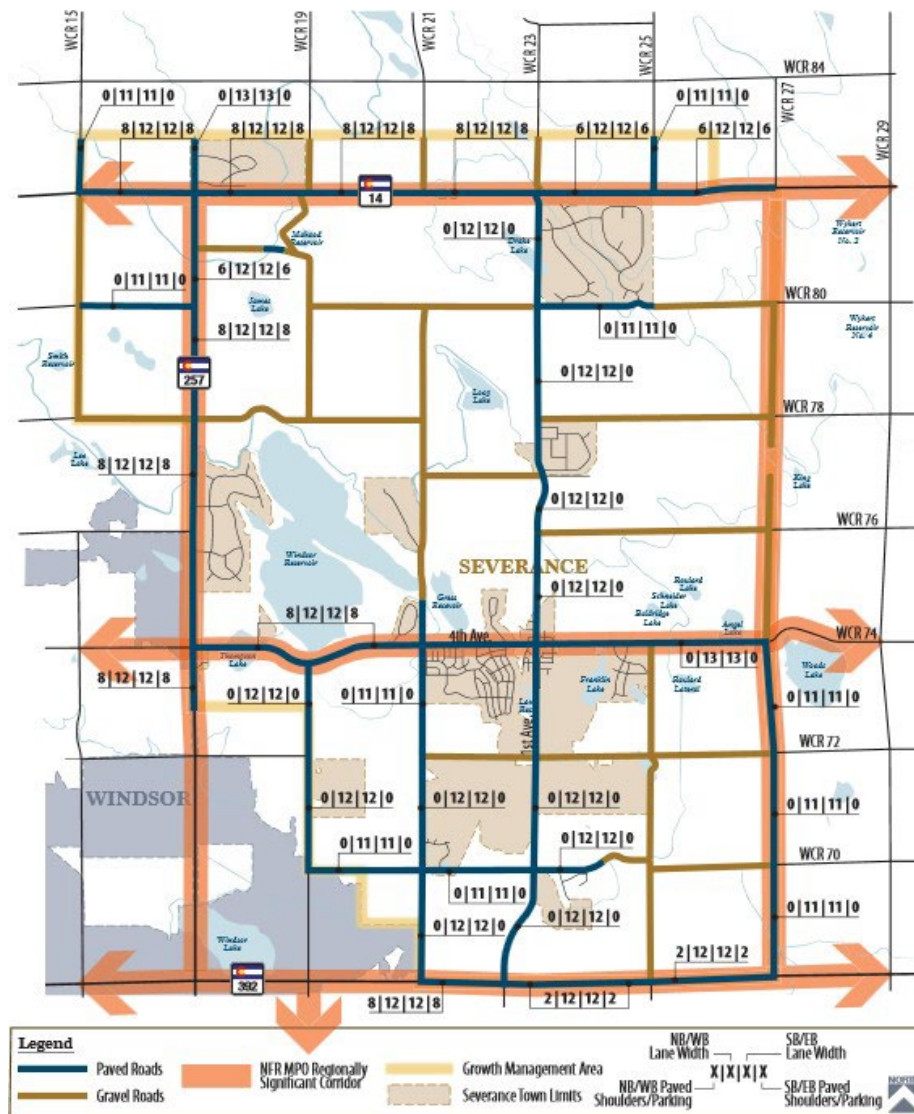


Figure 18 - Existing Roads in Severance



Community Critical Infrastructure

Water Supply Systems

Water supply systems within the WSFR response area are provided by three water districts and two municipalities. Water is supplied to the water supply systems by four water suppliers: Fort Collins-Loveland Water District, Little Thompson Water District, North Weld Water District, and the City of Greeley. WSFR works to maintain positive relationships with the service providers that are responsible for the water supply systems, including hydrants in the WSFR response area (Figure 19).

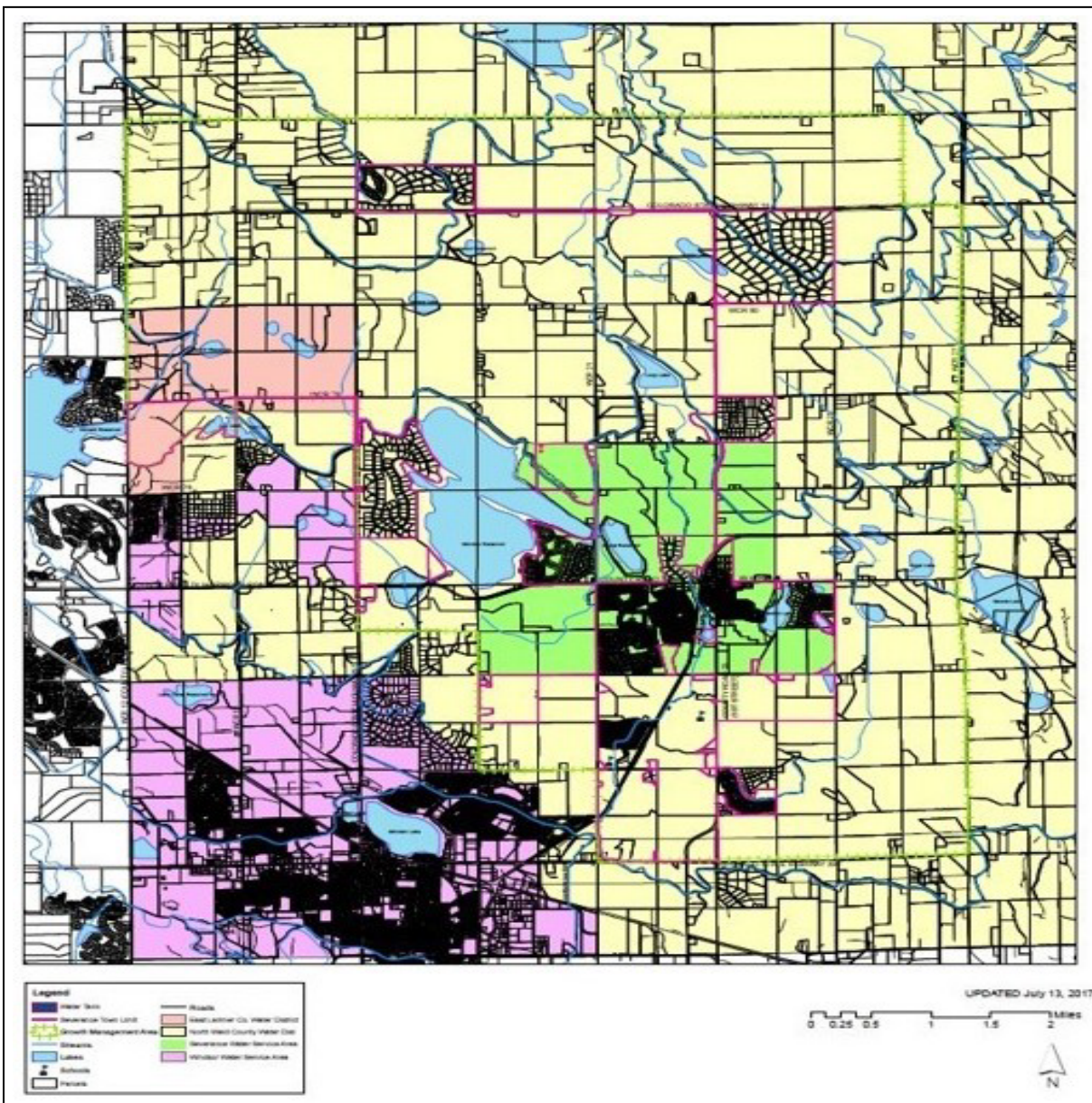


Figure 19 - Water District Service Areas



Town of Windsor Water Division

The Town of Windsor provides water services to a large portion of the WSFR response area. The Town of Windsor delivers approximately 3.1 million gallons of water each day to Windsor residents and businesses. Windsor has two water storage tanks with a combined total of 5-million gallons of storage available. Water for the storage tanks is provided by North Weld Water District and Greeley Water District. The water lines, pump stations, and hydrants are maintained by the Town of Windsor. There are approximately 961 fire hydrants within Windsor town limits and all hydrants are installed on minimum 6-inch branch lines and feature a steamer outlet and two 2-½ inch outlets.

Town of Severance

The Town of Severance provides water services to residents and businesses within the town limits. In 2021 the Town of Severance delivered 205 million gallons of water or approximately 562,000 gallons per day. The water supply system is supplied with water from North Weld Water District and distributed through approximately 37 miles of pipelines. The water lines, pump stations, and hydrants are maintained by the Town of Severance. There are approximately 308 fire hydrants within Severance town limits. All hydrants are installed on a minimum of 6-inch branch lines and feature a steamer outlet and two 2-½ inch outlets.

Fort Collins-Loveland Water District

The Fort Collins-Loveland Water District (FCLWD) provides and maintains a water distribution system to a service area of roughly 60 square miles, including the western portion of the WSFR response area (Figure 20). The FCLWD district boundaries are generally Harmony Road to the north, 57th Street to the south, the foothills to the west, and the Larimer/Weld County line to the east. The FCLWD water delivery system serves over 60,000 people with a system that consists of 26 pressure zones with three close-loop booster pump systems, five pump stations, and five storage tanks. FCLWD owns and maintains 561 fire hydrants within the WSFR service area. All hydrants are installed on a minimum of 6-inch branch lines and feature a steamer outlet and two 2-½ inch outlets.

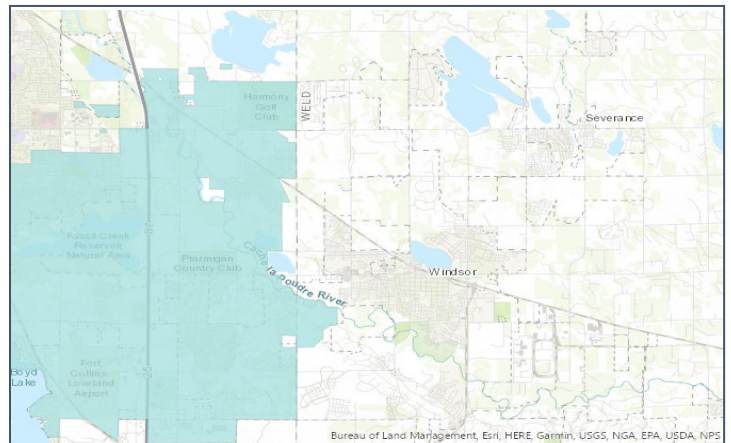


Figure 20 - FCLWD WSFR Service Area



Little Thompson Water District

The Little Thompson Water District (LTWD) service area represents a small area of the southern portion of the WSFR service area (Figure 21). LTWD covers nearly 300 square miles that are bounded to the north by the City of Loveland, to the south by the Longs Peak Water District, to the west by the foothills, and to the east by the City of Greeley. The LTWD distribution system consists of more than 670 miles of water lines, ranging in size from 1 inch to 42 inches in diameter. LTWD maintains 19 fire hydrants within the WSFR response area.

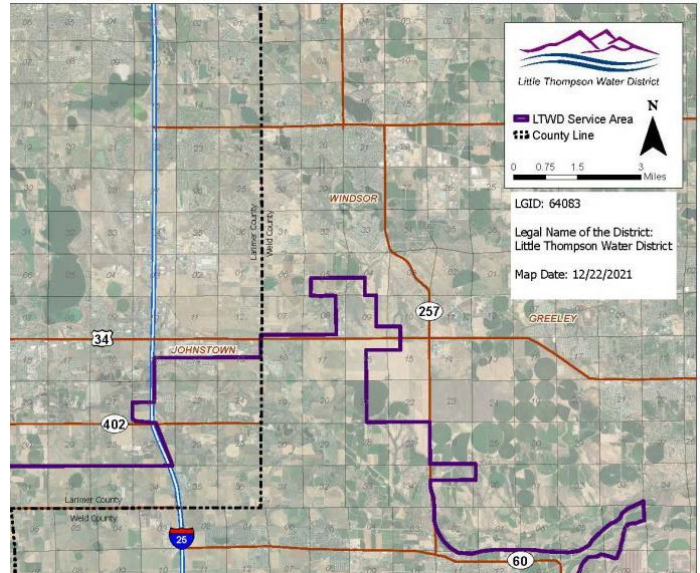


Figure 21 - LTWD WSFR Service Area

North Weld County Water District

The North Weld County Water District (NWCWD) provides water to much of the rural portion of the WSFR response area (Figure 22). NWCWD was formed in 1962 and serves customers in northern Weld and eastern Larimer counties over a service area of 325 square miles. The NWCWD currently serves 5,200 water taps and delivers more than 1.75 billion gallons of water per year. NWCWD owns 209 fire hydrants within the WSFR response area.



Figure 22 - NWCWD WSFR Service Area

Natural Gas Service

Xcel Energy provides most of the natural gas service in the WSFR response area. Service includes both residential and commercial customers. A small area in the southeast area of the district receives gas services from Atmos Energy.

Electrical Power Service

Electrical power within the WSFR response area is provided by two different service vendors: Poudre Valley REA and Xcel Energy. Both service vendors provide residential and commercial customers with electrical power.

Communications



Telephone and internet communications are provided by several different vendors in the WSFR response area. Century Link is the largest provider of telephone services while Comcast is the largest provider of internet services. Several smaller providers for both telephone and internet service can be found throughout the WSFR response area.

Community Land Use and Zoning

The communities of Windsor and Severance had experienced tremendous residential and commercial growth from 2000 until 2008 with the global recession; however, development resumed in 2012 and continued until the Coronavirus pandemic in 2020. Single-family homes, commercial, and industrial permits declined from 2019 to 2020 but multi-family permits continued to increase. All categories increased in 2021 and 2022 apart from a decrease in single-family homes during the latter. Residential growth has continued to slow in 2023 with commercial, industrial, and other permit issuance remaining stable (Figure 23).³

	2020	2021	2022	2023	2024	2025
Development						
Single-Family Platted Lots	1476	1006	1154	1195	933	1168
Single-Family Permits Issued	640	921	496	146	494	302
Single-Family Not Platted Lots	3922	3648	3018	6105	6105	5464
Multi-Family Platted Lots	556	618	207	229	342	332
Multi-Family Permits Issued	23	32	447	33	50	9
Multi-Family Not Platted Lots	2780	2780	2634	1789	1789	2203
New Building Permits Issued						
Single-Family	640	921	496	146	494	302
Multi-Family Units	282	412	763	152	369	43
Commercial	5	12	25	30	3	2
Industrial	5	8	9	11	2	2
Other	1655	1750	1728	1563	1520	1269

Figure 23 - Town of Windsor Permits reported through September 2025

Residential growth within the two communities is widespread with multiple developments underway. Commercial growth is greater in Windsor as compared to Severance with the development of the Great Western Industrial Park, commercial growth along Main Street and in the southwestern part of the district, and the development of the Future Legends Sports Park.

³ Town of Windsor: <http://windsorgov.com/414/Building-Permit-Reports>



WSFR Administration maintains relationships with community planners, developers, and administrative officials in Windsor, Severance, and Weld and Larimer Counties to ensure that the agency stays informed of planning and development trends within its response area (Figures 25 and 26).

To assist WSFR with the financial costs associated with growth, an impact fee schedule was developed and implemented in 2021. These fees will be used to help fund agency needs associated with the growth and increased development in the district.

Schools

In direct correlation to population growth in both Windsor and Severance, the school systems have also expanded rapidly. The school district includes seven elementary schools, one charter school that spans kindergarten through twelfth grade, one charter school that spans kindergarten through eighth grade, two middle schools, and two high schools. Enrollment within the school district has steadily increased annually since 2004 (Figure 24). In November 2016, two voter initiatives were passed via ballot to remodel Windsor High School, build a new High School in Severance, and hire staff. Severance High School opened in 2019. In 2021 a ballot initiative for another bond to build additional facilities was unsuccessful, however in 2022 voters approved an initiative to build two elementary schools, a middle school, and fund several projects to expand current facilities.

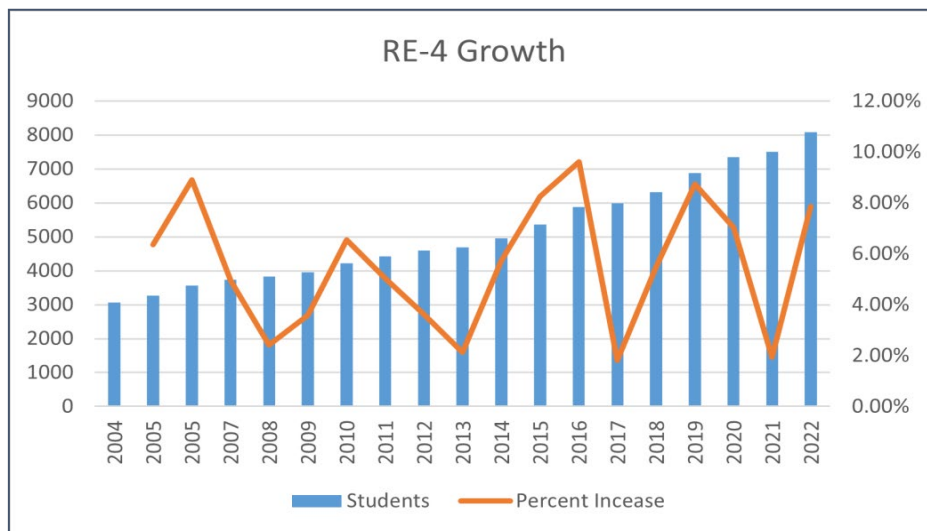


Figure 24 - Weld School District RE-4 Enrollment



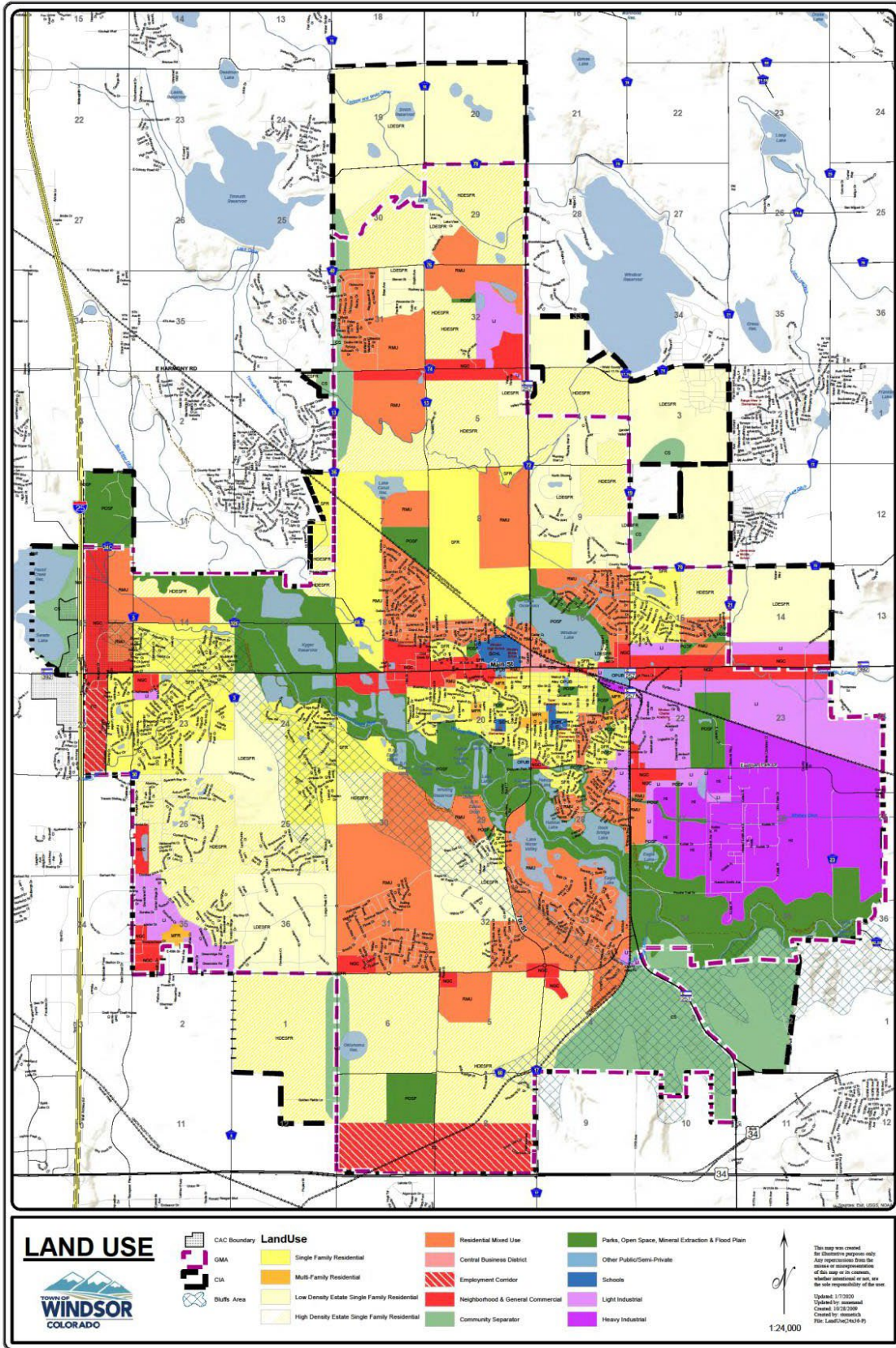


Figure 25 - Town of Windsor Land Use Plan



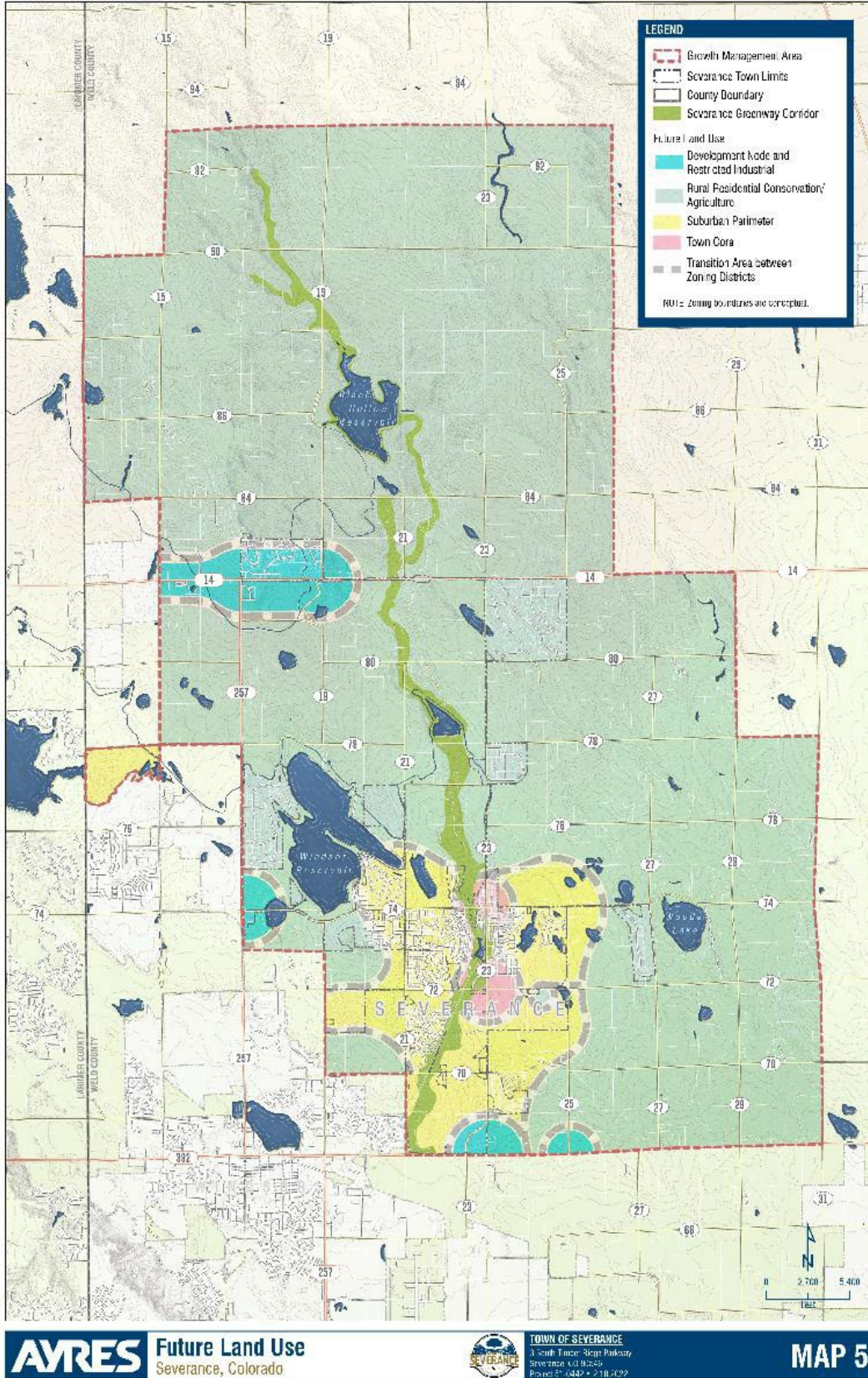


Figure 26 - Town of Severance Land Use Plan



Community Topography

The WSFR response area is located east of Interstate 25 in an area commonly referred to as the Front Range of Colorado. The terrain can generally be characterized as having rolling hills, grassy plains, ravines, and agricultural land, with an average elevation of 4,800 feet above sea level. Views of the Rocky Mountain Front Range to the west are visible from most areas of the district. There are numerous bodies of water, including lakes, rivers, streams, and irrigation channels throughout the area. The Cache la Poudre River runs through the western and southern portions of the district (Figures 27 and 28).

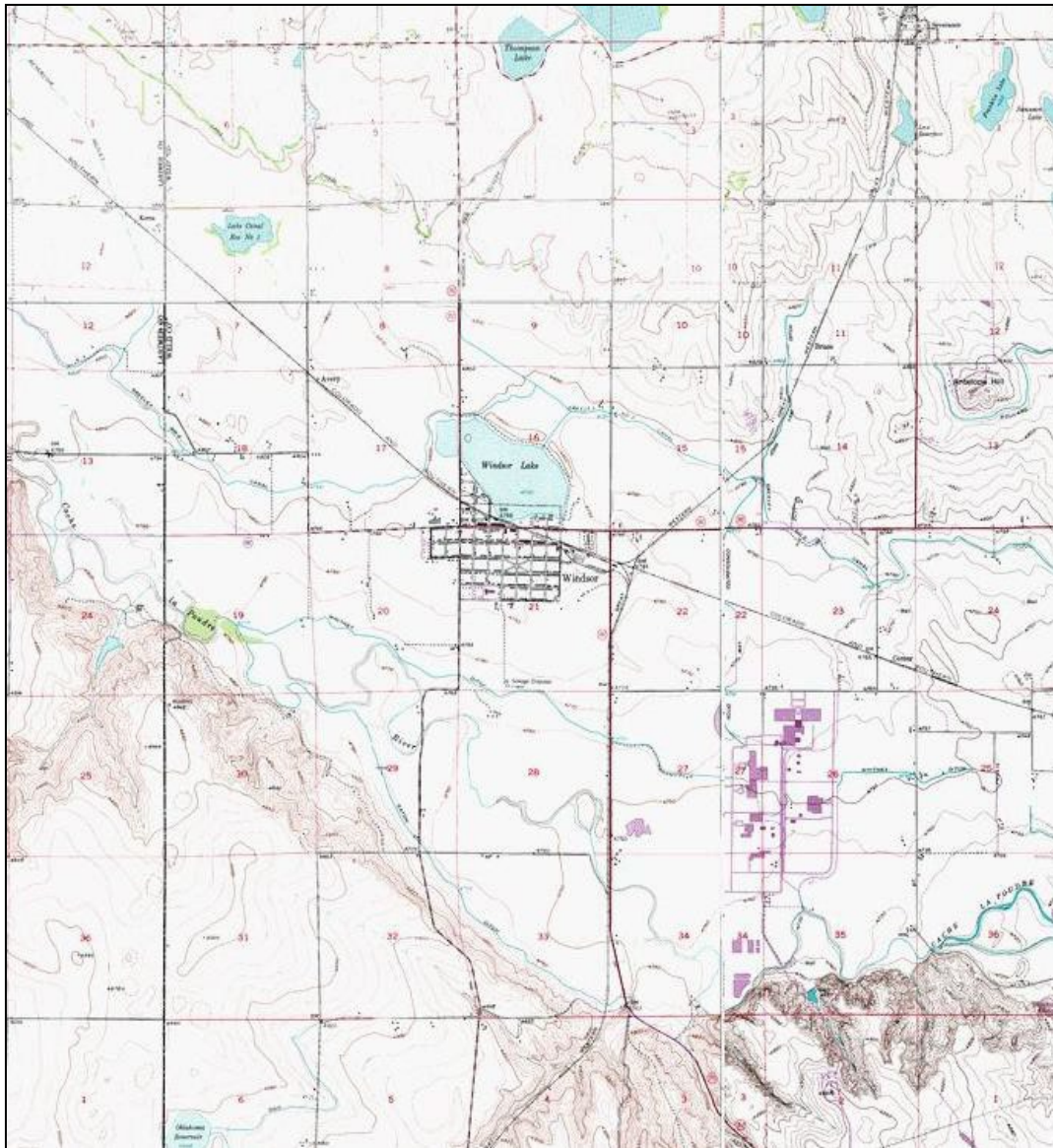


Figure 27 - Topography – Town of Windsor



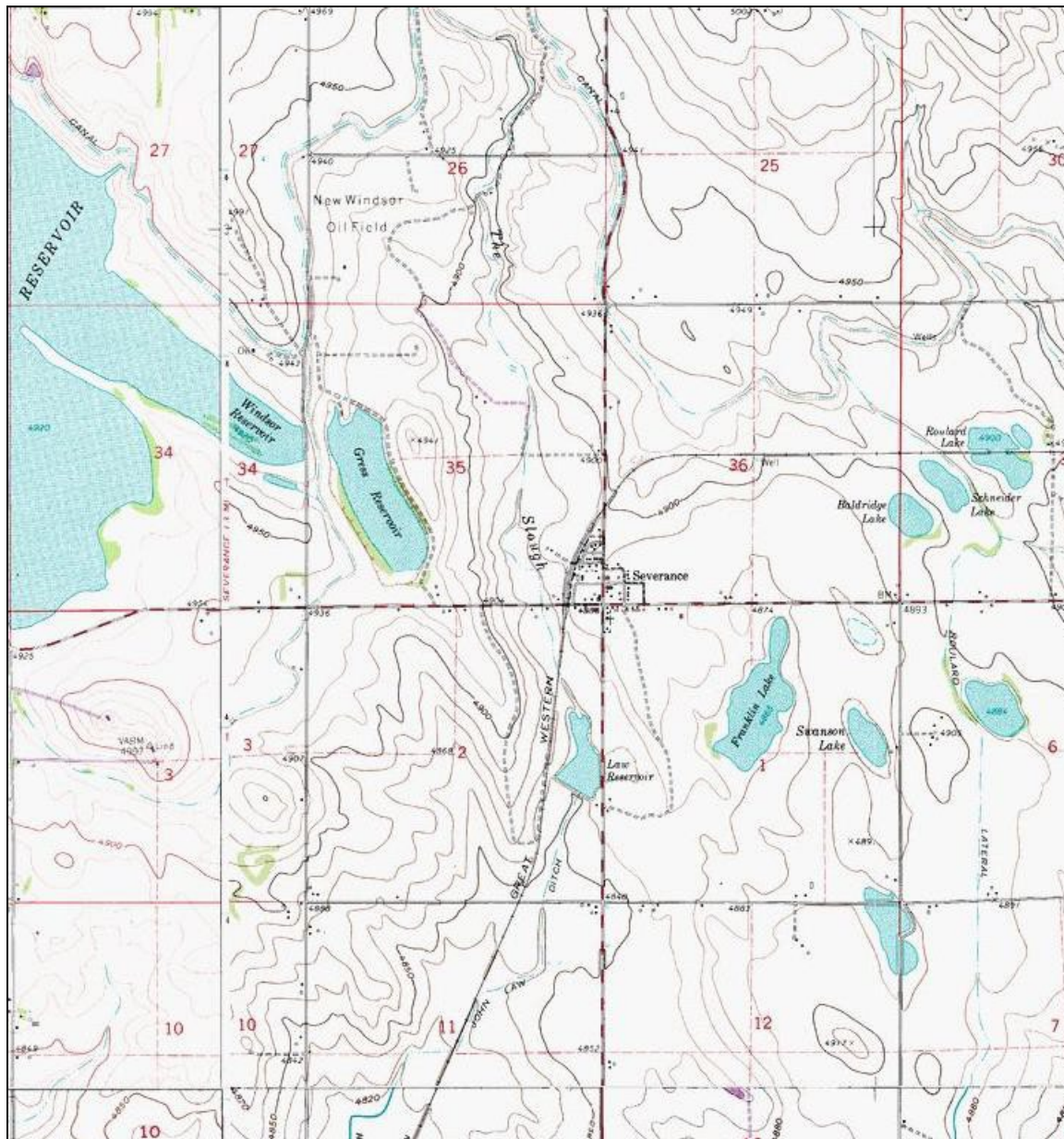


Figure 28 - Topography - Town of Severance

Community Climate

The area enjoys a moderate climate with an annual average of more than 300 days of sunshine. The relatively low humidity tends to make winters feel warmer and summers cooler than might be experienced in the mid-western part of the country. The average high and low temperatures range from 88°F in July to an average low of 17°F in December and January (Figure 29)⁴. The highest recorded temperature was 104°F in June 2012, while the lowest

⁴ www.WeatherSpark.com



recorded temperature was -41°F in December 1951.

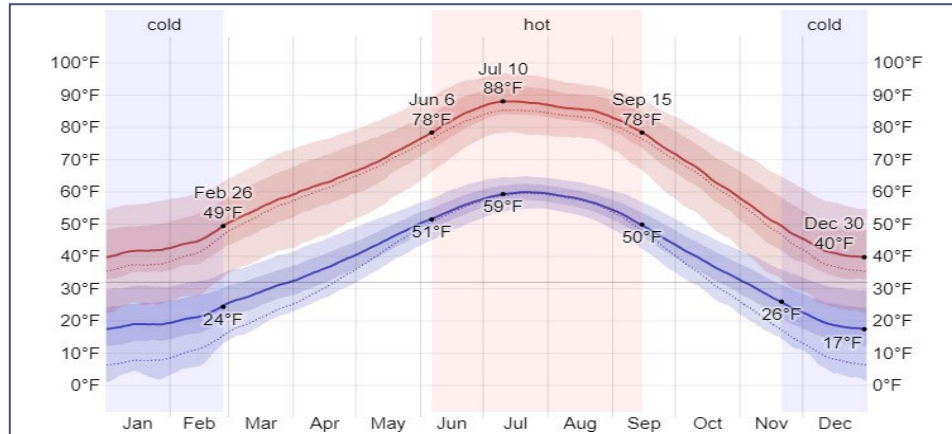


Figure 29 - Regional Temperature Ranges

The area receives approximately 20 inches of total annual precipitation, with the wettest month usually being in May (Figure 30). While the area typically receives moderate amounts of snowfall, snow can and often does become extreme, particularly in March and April (Figure 31).

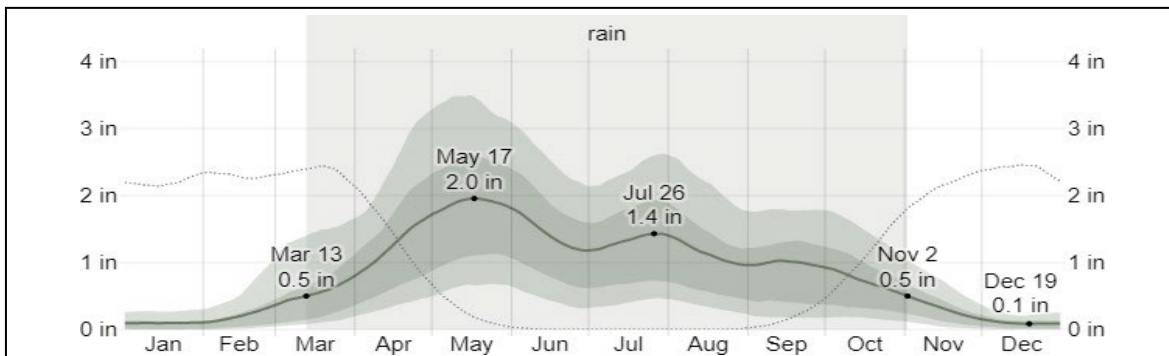


Figure 30 - Rainfall by Month

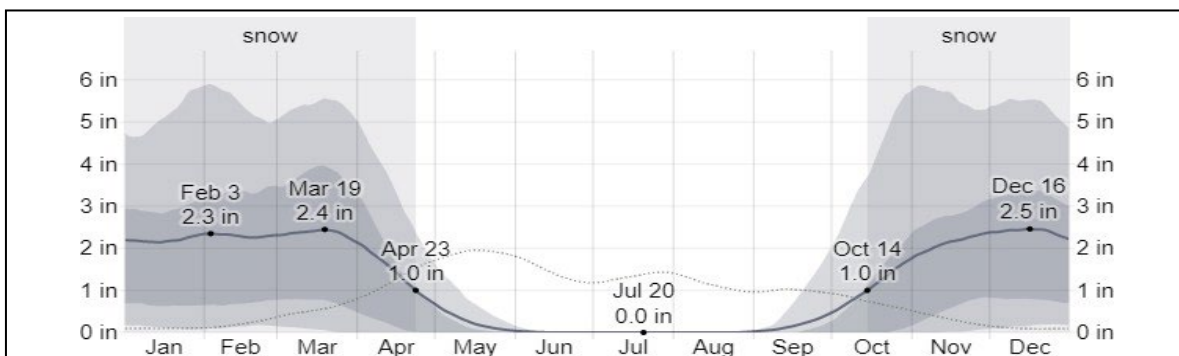


Figure 31 - Snowfall by Month



The region is susceptible to severe thunderstorms and other severe weather events. Lightning is one of the most common and frequent weather-related hazards in the region causing numerous fires in the wildland-urban interface throughout the year. The most severe lightning strike incident occurred on July 3, 2005, when at least nine people were injured by a lightning strike on the swim beach at Boyd Lake State Park, a short distance west of Interstate 25.

In recent years, there have been several extreme winter weather events that have dumped several feet of snow on the region, resulting in extensive road closures, catastrophic property damage, and numerous emergency calls for service. Additionally, the regional flood of September 12-13, 2013, resulted in massive flooding throughout the district and disrupted north-to-south traffic on most of the main roads between Windsor and nearby Highway 34.

Winter Storms and Blizzards

Winter storms occur in many forms and vary significantly in size, strength, intensity, duration, and impact. The elements to consider in the definition of a winter storm include temperature and temperature extremes, wind and wind chill temperatures, and snow and blowing snow. Winter storms can severely impact the district in a very short period. Possible consequences of these storms may include disruption of transportation systems, utility outages, school cancellations, and delayed emergency response. Other results may include communication disruption, vehicle accidents, and hypothermia. Typically, storms of this nature are short-lived and well predicted, allowing for effective preparation and planning.

Winter Storms include a combination of snow and wind that threatens life but are not severe enough to be a blizzard. A blizzard is when considerable snowfall is accompanied by winds of 35 mph or more. Blizzards may also include fine, powdery particles of snow which are whipped from the ground in such great density that visibility is often reduced to only a few yards. Ice Storms are a condition that will produce significant and damaging accumulations of ice when heavy rains are combined with below freezing surface temperatures. Although these definitions may not sound critical, the combinations of temperatures, wind, snow, wind chill temperatures, and reduced visibility can make these storms very deadly and costly in terms of property damage and recovery operations.

High Winds

The entire northern Colorado region is prone to high winds, frequently referred to as windstorms. For these events, there may be little to no advanced warning. Duration of



the event and wind speed often results in serious property damage and personal injury. Several significant wind events have been responsible for severe damage to property, including buildings, vehicles, and large trees. As a result of these extreme winds, the northern Colorado region has experienced widespread utility outages, downed and/or arcing power lines, debris blocking streets, personal injuries, and structure fires resulting from this natural weather event. Associated hazards include fires from arcing power lines, debris in the streets disrupting transportation routes and emergency response, and power loss. Several occurrences of large commercial vehicles being overturned due to high winds have also occurred in the region. Although they are not buildings, the impact and resources necessary to alleviate the emergency may take the same amount or more resources than typical wind damage to structures. The National Weather Service has recorded dozens of wind events (recorded wind speeds over 50 knots) in Weld and Larimer counties since 2012.

Severe Thunderstorms (Rain and Hail)

Severe thunderstorms are very common in the region throughout the spring and summer seasons with severe weather events often occurring into the autumn months. In addition to extreme wind, these storms frequently bring heavy rain as well as large and damaging hail with them. Colorado's official hail season runs from April 15 to September 15, with the greatest number and most severe events occurring in June. The primary resource for historical records of notable rain and hail events in northern Colorado is the Community Collaborative Rain, Hail, and Snow network (CoCoRaHS). CoCoRaHS is a non-profit network of volunteers coordinated through the Colorado Climate Center and Department of Atmospheric Science at Colorado State University in Fort Collins. CoCoRaHS data reveals that Colorado is one of the most hail-prone states in the United States, with hail occurring more frequently along the northern Front Range of the Rockies than anywhere else in North America. It is not uncommon for hailstones in the area to measure one to two inches in diameter, but hailstones as large as 4-½ inches in diameter have been observed in the region. Severe thunderstorms are generally localized and have limited impact. However, they may be of sufficient severity that they could potentially cause severe property damage and/or shut down critical facilities and services for long periods.



Tornados

Weld County has an extremely high tornado index rating according to USA.com (Figure 32). The tornado index value is a calculated value that is based on historical tornado events and it may be used as an indicator of potential tornado activity. The risk of a tornado increases with the higher the numeric value of the tornado risk index rating.

Severe thunderstorms consisting of heavy rains, hail, high winds, and tornados frequent this area of Colorado. Weld County is ranked by the National Weather Service as one of the regions in the nation that is at the highest risk for tornados. Until recently, the region had not incurred any major damage from tornados as seen in Figure 33. However, in May 2008, a tornado that was measured at more than one mile wide traveled through the center of Windsor and devastated a large portion of the town. One fatality and numerous injuries were reported. This tornado was rated as an EF-3 based on the extent of the damage.

Flooding

A flood can be defined as an overflow or inundation from a river or other body of water that causes or threatens damage. Floods occur throughout all regions of the United States and at all times of the year. In Colorado's north Front Range, flooding is most common during the spring run-off and periods of intense rainfall. The water inundation into lowlands, the temporary backup of sewer and stormwater systems, the rise of groundwater, and the failure of flood control facilities all contribute to flash flooding. Floods can also occur when the ground is frozen or saturated and cannot absorb precipitation.

Tornado Index



Figure 32 - Tornado Index Comparison

FIRST REPORTED LOCATION	DATE	EF RATING	DEATHS	REPORTED DAMAGE
PLATTEVILLE	5/22/2008	EF3	1	147,000,000
DACONO	5/22/2008	EF1	0	0
GILL	5/23/2008	EFO	0	0
KAUFMAN	5/23/2008	EF1	0	0
LIBERTY	6/9/2009	EFO	0	0
SEVERANCE	6/10/2009	EFO	0	0
NUNN	6/22/2009	EFO	0	0
KAUFMAN	8/8/2009	EFO	0	0
NUNN	5/15/2010	EFO	0	0
ROCKPORT	5/18/2010	EFO	0	0
FIRESTONE	5/18/2010	EFO	0	0
KEENESBURG	5/26/2010	EFO	0	0
PROSPECT	6/10/2010	EFO	0	0
GROVER	6/6/2012	EFO	0	0
DOVER	6/7/2012	EFO	0	0
ROGGEN	9/27/2012	EFO	0	0
GATES	8/3/2013	EFO	0	10,000
JOHNSTOWN	8/3/2013	EFO	0	0
PLATTEVILLE	5/7/2014	EFO	0	0
GROVER	6/6/2014	EFO	0	0
GROVER	6/8/2014	EFO	0	0
FT LUPTON	7/28/2014	EFO	0	0
FT LUPTON	5/7/2015	EFO	0	0
GILL	8/16/2015	EFO	0	0
LUCERNE	4/25/2016	EFO	0	0
MASTERS	5/7/2016	EF2	0	0
NUNN	7/27/2016	EFO	0	0
HEREFORD	6/12/2017	EF1	0	0
GROVER	5/28/2018	EFO	0	0
PROSPECT VALLEY	6/19/2018	EFO	0	0
PAWNEE BUTTES	7/29/2018	EFO	0	0
KEOTA	8/8/2018	EFO	0	0
GALETON	3/22/2019	EFO	0	0
PAWNEE BUTTES	5/26/2019	EFO	0	0
HUDSON	5/27/2019	EFO	0	0
BUCKINGHAM	6/17/2019	EFO	0	0
ROGGEN	8/22/2019	EFO	0	0
EATON ARPT	5/20/2020	EFO	0	0
GILL	5/20/2020	EFO	0	0
FIRESTONE	6/7/2021	EF2	0	530,500

Figure 33 - Tornado Data Chart



Damage and loss of life can result when floodwaters strike population areas, industries, and/or farms located in or near waterways or floodplains. Numerous floods in the history of this region have resulted in the loss of life and substantial property-related dollar loss (Figure 34).

LOCATION	DATE	DAMAGE	DESCRIPTION
Weld County	5/20/2015	\$250,000+	The Cache La Poudre and South Platte River rose above flood stage producing a prolonged period of minor to moderate lowland floodings.
Windsor/Greeley	6/1/2014	\$250,000+	Spring runoff from an above normal snowpack caused river flooding. Several road closures. An estimated 11 homes and 12 businesses were damaged by flooding.
Larimer County	9/12/2013	7 deaths \$1 Billion (statewide)	Heavy rainfall from September 9 th through the 13 th cause extensive flooding across the Northern Front Range. The Big Thompson River and Poudre River both over-topped their banks throughout the region, leading to severe road damage and numerous road closures. Experts have called this event a 1,000-year flood.
Larimer County (Berthoud)	7/12/2001	\$ unknown	Heavy rain caused flooding and flash flooding problems in the Berthoud area. Some parts of town were under two to three feet of standing water. Major crop damage was reported on the west side of town as 320 acres of corn, wheat and beets were flooded. The storm also caused the Burlington Northern/Santa Fe railroad to shut down tracks for 4 hours while repair crews fixed a 100-foot and 75-foot stretches of track that were washed out.
Front Range Foothills	5/1/1999	\$200,000 +	Heavy snow occurred in the foothills above 7,000 feet with a steady period of moderate rainfall below this elevation. Normal runoff was accelerated, causing several rivers to jump their banks. Several rural roads were either closed due the floodwaters or washed out completely. In Windsor, the Cache la Poudre River flooded the basements of several homes along the river.
Fort Collins	7/28/1997	5 deaths \$190 Million	More than eight inches of rainfall was measured during the evening hours as a series of storms dumped heavy rain. A 10-15-foot wall of water surged through two mobile home parks in Fort Collins, destroying 108 homes and damaging 481 others and severely damaging 86 homes. The high water also derailed 4 railroad cars.
Fort Collins	7/23/1994	50000	Heavy rain caused flash flooding in Fort Collins. Rain amounts of up to 2 inches caused flooding of the main streets through downtown Fort Collins. Several basements of residences and businesses were flooded, causing damage.
Drake/Loveland	7/31/1976	145 deaths \$40 million (in 1976 dollars)	Heavy overnight rainfall came without warning. Within a few hours, a severe flash flood swept down the Big Thompson Canyon, causing one of the greatest natural disasters in the history of the state.

Figure 34 - History of Flood Events in the Region

Drought

A drought is typically thought of as a shortage of water associated with a deficiency of precipitation. However, water shortages can also be induced by humans through water mismanagement practices. Perhaps it is easier to think of drought as being a function of supply



versus demand. Droughts occur when a normal amount of moisture is not available to satisfy an area’s usual water-consuming activities. For this document, a drought shall be a condition of climatic dryness that is severe enough to reduce soil moisture and water below the minimum necessary for sustaining plant, animal, and human life systems.

Several hazards are associated with drought, the greatest of which is an increased fire danger in urban natural areas, the wildland/urban interface, and open space areas. The risk to public safety personnel is also increased as they respond to these fire incidents. The reduction in vegetative cover will expose soil to wind and erosion. The quality of river and lake water will change and water quantity in streams and rivers can be reduced because of sediment. Severe drought could deplete water sources in the areas where natural water sources are used for domestic and/or agricultural water supplies. Streams, ponds, and wells often dry up during a drought. Although agricultural production is the most obvious recipient of this type of loss, drought will also impact urban areas by reducing domestic and industrial water supplies. Drought situations can last for several years and take many years to recover.

In the years between 1952 and 1956, Northern Colorado experienced a significant drought. Because there were no significant water supplies in place, the drought during this period had a severe economic impact on area agriculture. The periods between 2000-2003 and 2011-2015 were identified by the Colorado Water Conservation Board (CWCB) as “significant multi-year statewide drought, with many areas experiencing the most severe drought conditions in Colorado instrumented history.”⁵ Since 2003, the region has continued to experience moderate drought conditions with periods of severe drought (Figure 35). Seasonal weather patterns continue to maintain abnormally dry conditions and below-average snowpack in the mountains that supply water to the northern Colorado region.

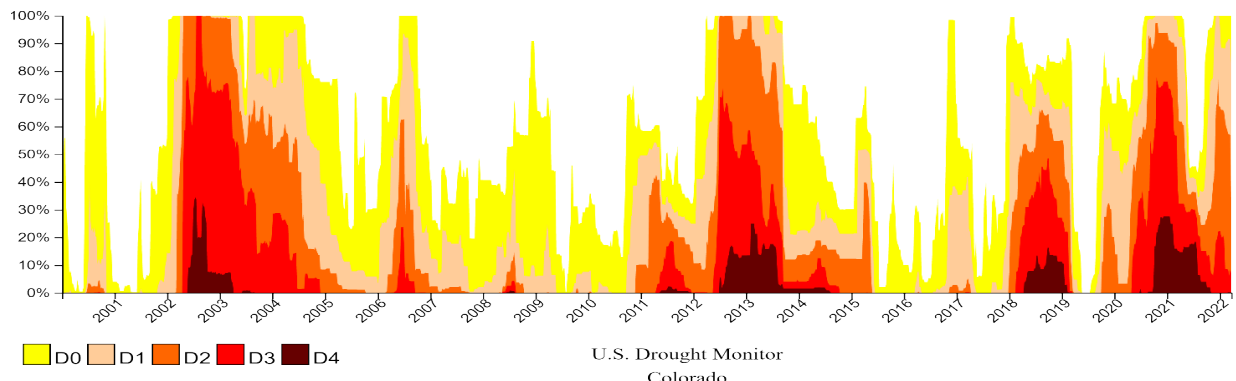


Figure 35 - Drought Conditions

⁵ “Updated Information Provided in Support of the 2013 Colorado Drought Mitigation and Response Plan.” Colorado Water Conservation Board, August 2013



	Low Risk	Moderate Risk	High Risk
High Frequency		Hail Storms Severe Thunderstorm High Wind Events	
Low Frequency	Drought	Winter Storm/Blizzards Severe Rains/Flooding	Tornado

Figure 36 - Weather Related Risk Summary

Community Population, Population Densities, and Demographic Features

There has been rapid growth in both primary communities that comprise the district, as indicated in Figure 37 below. According to both the 2010 and 2020 U.S. Census, Weld County has been one of the fastest-growing counties in the nation. Both Windsor and Severance saw tremendous growth between 2010 and 2020, with Windsor’s total population growing by more than 75% and the population of Severance exploding by more than 142%. According to the 2020 U.S. Census Bureau report, the population of Windsor was 32,716 and the population of Severance was 7,683. Weld County’s population of 328,981 has grown by 30% since the 2010 U.S. Census. Weld County is rated as one of the top ten most heavily populated counties in the state, and it saw the highest growth rate in Colorado between the 2010 and 2020 census reports. By way of comparison, Colorado has grown 15% overall since the year 2010, doubling the national average.



Windsor Demographics				Severance Demographics			
2010 Census 2020 Census Difference				2010 Census 2020 Census Difference			
Total Population	18,644	32,716	14,072	Total Population	3,165	7,683	4,518
Median Household Income	\$75,970	\$103,933	\$27,963	Median Household Income	\$82,100	\$109,207	\$27,107
Population by Race				Population by Race			
American Indian & Alaska Native	0.5%	0.6%	0.10%	American Indian & Alaska Native	0.3%	0.6%	0.30%
Asian	1.2%	2.0%	0.80%	Asian	0.9%	0.4%	-0.50%
Black or African American	0.5%	0.4%	-0.10%	Black or African American	0.4%	0.0%	-0.40%
Native Hawaiian & Pacific Islander	0.0%	0.0%	0.00%	Native Hawaiian & Pacific Islander	0.0%	0.0%	0.00%
Other	2.1%	2.3%	0.20%	Other	1.7%	1.4%	-0.30%
Two or more races	2.1%	3.7%	1.60%	Two or more races	2.2%	5.1%	2.90%
White	93.6%	91.0%	-2.60%	White	94.4%	92.5%	-1.90%
Population by Hispanic or Latino Origin				Population by Hispanic or Latino Origin			
Hispanic or Latino Origin	9.0%	8.5%	-0.50%	Hispanic or Latino Origin	7.0%	9.6%	2.60%
Non-Hispanic or Latino	91.0%	86.7%	-4.30%	Non-Hispanic or Latino	93.0%	86.7%	-6.30%
Population by Gender				Population by Gender			
Male	49.8%	50.1%	0.30%	Male	51.3%	50.2%	-0.90%
Female	50.2%	49.9%	-0.30%	Female	48.7%	49.8%	1.10%
Population by Age				Population by Age			
0-4 years	7.3%	5.7%	-1.60%	0-4 years	10.0%	12.5%	2.50%
5-17 years	22.2%	20.8%	-1.40%	5-17 years	19.1%	19.0%	-0.10%
18-64 years	60.6%	57.4%	-3.20%	18-64 years	65.6%	58.3%	-7.30%
65 years & over	10.0%	16.1%	6.10%	65 years & over	5.2%	10.2%	5.00%

Figure 37 - Windsor & Severance Demographic Information

The daily population of the district is affected by several large industrial complexes located within the Great Western Industrial Park in the southeast portion of the district. Several of these industrial occupancies, which have numerous employees who live outside the



district boundaries, operate 24 hours per day, leading to an increased volume of calls for service at all hours. Windsor's Great Western Industrial Park features several large-scale industrial occupancies, including Vestas Blades America, Owens Illinois, Front Range Energy, CareStream Health, Metal Container Corporation, Halliburton, and others.

The construction of the Future Legends Sports Park, which partially opened in 2023, is currently on hold. This park was designed to be the home of a minor league professional baseball team (Northern Colorado Owlz) and a professional soccer team (Northern Colorado Hailstorm). The original plans include a stadium, dormitories, hotels, restaurants, and other supporting commercial development. Projections anticipate 1-2 million visitors annually but the future of the partially constructed project is now uncertain.

WSFR's fire stations are located with access to the most densely populated areas of the communities in mind. The agency has established an "Urban Response Area" where improved emergency response capabilities should be expected. The "Urban Response Area" generally consists of locations within a five-minute travel distance from each of WSFR's four fire stations (Figure 38). The population density within the WSFR response area includes both urban clusters and rural areas. The Commission on Fire Accreditation International (CFAI) defines an "urban" area as one "that is comprised of a densely settled core of census tracts and/or census blocks that meet minimum population density requirements, along with contiguous territory containing non-residential urban land use as well as a territory with low population density included to link outlying densely settled territory with the densely settled core. To qualify as an area on its own, the territory identified according to the criteria must encompass at least 2,500 people, at least 1,500 of which reside outside of institutional group quarters." The CFAI further defines an area cluster as an area that "contains at least 2,500 and less than 50,000 people" and a rural area as an area that "encompasses all population, housing, and territory not included within an urban area."⁶

⁶ Community Risk Assessment: Standards of Cover 6th Edition, Page 105



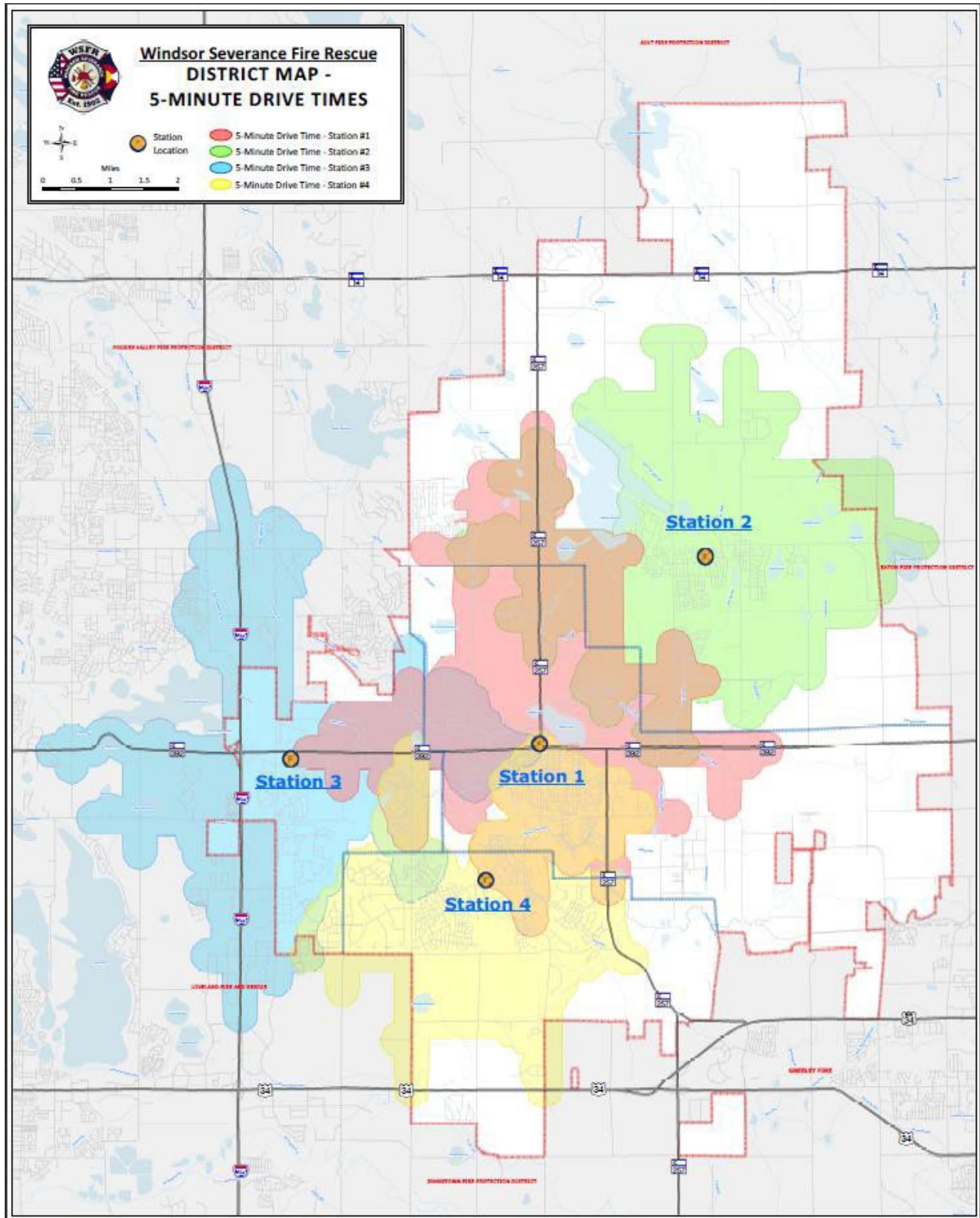


Figure 38 - WSFR Five-minute Drive Times



Chapter 2 – Description of Current Fire and Emergency Services

WSFR is a career fire agency consisting of 78 members (48 full-time firefighters, 3 part-time firefighters, 15 administrative/support staff, 5 elected board members, and 4 museum docents). The agency provides fire suppression, emergency medical services (EMS), basic and technical rescue, hazardous materials mitigation, and fire prevention services to residents, businesses, and visitors within the towns of Windsor and Severance and the surrounding area.

Responsibilities of the Agency

All public fire service agencies exist to save lives and property from natural and/or human-caused situations and prevent harm through community risk reduction and pre-incident planning. WSFR adheres to that common theme, with the added emphasis on a family relationship with our communities as reflected in our mission statement. The fire protection and emergency services system has been built by WSFR to reflect the unique demands of the communities served. Agency administration manages and operates the emergency preparedness and response system to be as economically efficient as practical. The economic climate and public demand for transparency and governmental efficiency have emphasized that local government must be frugal and involve the community in planning efforts to be successful in the long term.



Agency Organization

WSFR is a Special District organized and operated under Title 32 of Colorado Revised Statutes. The Fire Chief reports to the Board of Directors. The agency is organized into four (4) divisions: Operations, Training, Community Risk Reduction, and Administration with the Deputy Chief of Operations, Deputy Chief of Administration, the Fire Marshal, the Human Resources Manager, and the Finance Director each reporting to the Fire Chief.

The Operations Division, supervised by the Deputy Chief of Operations, represents the largest and most visible component of WSFR. The division is organized into three shifts working a rotating 48/96-hour schedule. Each shift's minimum staffing consists of one supervising



battalion chief, four lieutenants, four engineers, and four firefighters who staff the agency's four fire stations and respond to emergency and non-emergency calls for service. The Operations Division provides structural firefighting, wildland firefighting, emergency medical services, technical rescue, hazardous materials response, fire alarm investigation, pre-incident planning, and public assistance. Advanced life support EMS transport is provided by third-party agencies. Pre-incident planning is performed in partnership with Community Risk Reduction Division staff.

The Division Chief of Training reports to the Deputy Chief of Operations and supervises the Training Lieutenant and the EMS Lieutenant. The Training Division is responsible for the development and implementation of the operations training plan, EMS program management, and personnel certification maintenance.

The Community Risk Reduction Division, supervised by the Fire Marshal, provides a variety of prevention and risk reduction services including new construction plan review, fire code enforcement, development services, permit administration, fire investigation, and public education/information. Additionally, the division coordinates other community outreach activities such as Child Passenger Safety Seat inspections and installations, smoke and carbon monoxide detector installations, bike helmet programs, community access AED programs, Safe-Sitter education, and fall prevention program for senior citizens.

The Administrative Division, supervised by the Deputy Chief of Administration, with assistance from various contract services, maintain all business-related functions of the agency including financial planning, human resources, inter-agency relations, governmental relations, budgeting, strategic leadership, reporting, payroll, accounts payable, accounts receivable, data analysis, logistics, information technology support, and customer service. Some logistical program management takes place using Area of Responsibility (AOR) subject matter experts who are spread throughout the agency but fall under the oversight of the Logistics Manager in the Administrative Division.

Deployment Capabilities

WSFR currently staffs three front-line fire engines and one front-line tower ladder responding from four stations. All apparatus are staffed by a minimum of three personnel. The District owns one heavy rescue, three wildland brush trucks, and two water tenders that are cross-staffed by on-duty engine personnel or other available staff. Additionally, the District owns a foam trailer, a dive-rescue truck, a dual-purpose water rescue boat, two reserve fire engines, one reserve brush truck, and several staff vehicles.

All fire suppression personnel, whether full-time or part-time, are required to be certified to the minimum level of Firefighter I, Hazardous Materials Operations, Emergency Medical



Technician-Basic (EMT-B) and are trained in the Wildland Firefighter Type II certification. Five District employees are certified to the level of Hazardous Materials Technician, multiple employees are trained as technical rescue technicians in various disciplines, and five employees are certified as wildland engine bosses. Our wildland, technical rescue, and hazardous materials personnel will assemble if needed to augment staffing levels for emergency response. To date, our technical expertise in various arenas has not driven any staffing or distribution models. The District does not currently have an SOP for personnel distribution based on level of training, nor does the District adhere to any other specific personnel distribution procedures.

Fire Suppression

Fire suppression incidents in the WSFR response area have been historically low with the most common being grass fires and vehicle fires. However, structure fires do occur with the most common being fires in one- and two-family residential structures. The agency may also respond to reports of a fire in a wide variety of commercial buildings, such as schools, mercantile, factory/industrial buildings, medical facilities/nursing homes, and multi-family residential structures.

The four WSFR fire stations are located strategically to allow access to the busiest



locations of the response area. Each fire engine is equipped with a minimum of a 1500-gallon per minute fire pump, a minimum of 500 gallons of water, more than 2500 feet of hose, ladders, vehicle extrication equipment, stabilization equipment, and a variety of firefighting tools and equipment. WSFR's Tower is equipped with a 100-foot aerial platform device, a 1750-gallon per minute fire pump, 300 gallons of

water, more than 600 feet of large diameter supply hose, ground and roof ladders, vehicle extrication equipment, stabilization equipment, and a variety of firefighting tools and equipment. A Heavy Rescue truck is equipped with hydraulic extrication tools, stabilization equipment, and other tools and equipment for firefighting and specialized rescue operations. The Heavy Rescue is also equipped with HazMat equipment to mitigate minor incidents as well as a wide variety of



tools and equipment to support special operations incidents.

Wildland Firefighting

The primary goal of WSFR's wildland firefighting program is initial attack during the early stages of wildfire development. The topography within the WSFR response area is predominantly rolling prairie grasslands. WSFR operates two Type 6 and one Type 3 fire engines that are cross staffed with personnel from front-line engines. Two water tender apparatus are available to provide water supply to areas without sufficient pressurized water sources.

During the period from January 1, 2017, through December 31, 2021, the agency responded to 155 wildland fire incidents in the WSFR response area and in 2023, WSFR responded to 10 wildfire incidents. WSFR's involvement in wildland-urban interface operations has expanded in the past decade due to growth and mutual- and auto-aid response. All members of the Operations Division completed basic wildland firefighting training in accordance with National Wildfire Coordinating Group (NWCG) courses S130 and S190.

Personnel are also able to achieve more advanced certifications, such as Engine Boss, Squad Boss, Sawyer, etc. Enhanced certification and training requirements have allowed agency members to deploy on large-scale wildland fires, which has dramatically increased the real-world training and experience of those members. This allows WSFR to improve the level of service and expertise provided to our citizens.

Emergency Medical Services (EMS)

The goal of the EMS program is to provide the highest level of patient care to the citizens we serve. WSFR provides basic life support (BLS) and some advanced life support first response medical care. All Operations Division personnel are required to maintain minimum certification as an Emergency Medical Technician-Basic through the Colorado Division of Public Health and Environment (CDPHE). The agency employs a few individuals who are certified at higher levels. WSFR apparatus are equipped with BLS equipment including automated external defibrillators (AEDs) and trauma supplies.

Continuous advanced life support (ALS) treatment and patient transport are provided by the University of Colorado Health (UCH) EMS or Thompson Valley Emergency Medical Service (TVEMS). TVEMS is a special district ambulance service in the southwest portion of our district primarily served by Station 3. In 2024, WSFR responded to 2,958 EMS incidents and motor vehicle accidents (MVA's), which accounted for over 62% of the agency's annual call volume.

HazMat

Typical HazMat incidents that WSFR responds to are small fuel spills and natural gas



line breaks, often due to the increase in construction and development. Other areas that are considered in which HazMat response is possible include rail transport of crude oil, highway transportation, industrial and manufacturing facilities, and oil and gas wells. All WSFR operations personnel are certified to the HazMat Operations level. Additionally, six career personnel are certified at the HazMat Technician level.

A Heavy Rescue, located at Station 1, is equipped with a full complement of tools and equipment to support the agency's HazMat program. When the agency is dispatched to a HazMat call, on-duty personnel will cross-staff this apparatus to deliver it to the scene as necessary.

Technical Rescue

Technical rescue services include extrication, collapse, confined space, rope, trench, machinery, animal, ice, dive, surface water, and swift water rescue services. All WSFR operational personnel are trained to the awareness level for technical rescue with all career personnel trained to the operations level in the disciplines of vehicle extrication and ice rescue. Most personnel are at the operations level for swift water rescue.

The technical rescue program is provided oversight by a shift battalion chief. Each discipline has an identified team lead who is trained to the technician level and support personnel who are trained to a minimum of the operations level with others also trained to the technician level. The agency is continually evaluating needs and expanding the number of personnel who are trained to higher levels for each discipline.

Tools and equipment to



support the agency's technical rescue program are distributed between the Tower Ladder, the Heavy Rescue, and the Dive truck, with additional equipment located on front-line engines. The Tower, Rescue, and Dive truck are centrally located at Station 1 and when the agency is dispatched to a technical rescue call, on-duty personnel from the Tower will cross-staff the appropriate apparatus as necessary to deliver equipment to the scene.

Community Risk Reduction Division

The agency's Community Risk Reduction (CRR) Division 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, an Assistant Fire Marshal, an Inspector, and a Community Risk Reduction Manager. The Division is also assisted by members of the Operations Division, who complete fire safety preplans, community outreach, and community education each year. The agency's fire prevention office services new construction plan review, development review, fire origin and cause investigation, permit administration, and public education/outreach. Plan reviews are conducted on all new commercial projects, new multi-family residences, and new residential subdivisions.



Inspections are conducted throughout construction and final approval for the Certificate of Occupancy is granted after all requirements are satisfactorily met.

The CRR Division completes building inspections based upon a schedule as determined by risk classification and need. All the schools within the district are inspected by the Fire Marshal and/or other certified personnel annually. In addition, plans are reviewed, permits are issued, and inspections are conducted for tents, open burning, special events, flammable liquid storage tanks, emergency radio amplification systems, and fireworks.

The agency's educational



efforts are focused on youth up to age nine with programs provided to all schools in the agency's district on an annual basis during Fire Prevention Month. The agency hosts an annual Safety Open House every summer at Fire Station 1. The event includes residential fire sprinkler demonstrations, electrical safety education, texting and driving and drinking and driving demonstrations, water safety, fire safety, and many other safety-related activities. The collaboration with neighboring organizations including fire districts, law enforcement agencies, county resources, and many other service organizations has increased since 2013.

Resource Deployment

WSFR's Operations Division maintains a minimum of 13 on-duty personnel 24 hours per day, 7 days per week, operating out of four staffed fire stations. The first-due apparatus includes three Type 1 engines and one tower ladder that are each staffed with a minimum of three personnel and one battalion chief who responds in a command vehicle. (Figure 39)

Fire Station 1	Fire Station 2	Fire Station 3	Fire Station 4
Tower 401 (first-due truck)	Engine 402 (first-due engine)	Engine 403 (first-due engine)	Engine 404 (first-due engine)
Battalion 401	Brush 402 (Type 6)	Brush 403 (Type 6)	Brush 404 (Type 3)
Heavy Rescue 401	Water Tender 402		Water Tender 404
Support Vehicles	Foam Trailer		Engine 414 (reserve engine)
Rescue Boat			Brush 414 (reserve brush)
Dive Rescue Truck			
Engine 411 (reserve engine)			
Collapse Trailer			

Figure 39 - WSFR Apparatus Location

Response Matrix

WSFR has established a Response Matrix (Figure 40) that is used by the Weld County Regional Communications Center (WCRCC) to assign the correct type and number of resources to each incident type. Through proper triaging of requests via WCRCC, WSFR can send the correct resources to provide a safe and effective response to the reported incident. This is accomplished using integrated priority dispatching other relevant information. Proper utilization will manage the inherent risk in emergency response, keep unnecessary resources available, and offer the most complete coverage of the response area. WSFR responders are expected to know and follow the Response Matrix. The on-duty battalion chief or ranking WSFR officer is authorized to change the response to meet specific incident needs as appropriate.

All WSFR resources are dispatched by the Weld County Regional Communications Center (WCRCC). In 2024, WCRCC assigned WSFR resources to 4739 calls for service. Of those calls, 68 were dispatched as fires, and 2958 were emergency medical calls (Figure 41).



WSFR Response Disposition: **RED: Emergent Response**, **GREEN: Routine Response**, **BLACK: Paging Group, Info, or Other**
 In all cases, the Battalion Chief or Lieutenant has discretion to modify both response deployment and disposition

Incident Type	1st Alarm
ACTIVE	Truck; Eng; Eng; Med; Med; BC; 4269COM; 42COM
AIRCRAFT - Downed aircraft	Truck; Eng; Med; BC; 4269COM; 42COM
AIRCRAFT - Inflight emergency	Eng; Med; BC
ALARMFC	Truck; Eng; BC
ALARMFR	Eng
ANIMAL	Eng; BC
AOA	Eng
ATSUCI	Eng; Med
BACKUP	Eng
BUILDING COLLAPSE	Truck; Eng; Eng; Med; BC; Rescue; 4258; 42COM; 4269COM
COALARM	Eng
CONTB	Information Only
DRILL	4280; BC
EASIST	Med
EXPLO	Eng; Eng; BC
FASIST	Eng
FIRE INVESTIGATION	4280; BC
FIREOG	Truck; Eng; Eng; AutoAid Eng; Med; BC; Tender; 4257; 42COM
FIRESC	Truck; Eng; Eng; Eng; AutoAid Eng; Med; Med; BC; 42COM
FIRESR	Truck; Eng; Eng; Eng; AutoAid Eng; Med; Med; BC; 42COM
FIRESRM	Truck; Eng; Eng; Eng; AutoAid Eng; Med; Med; BC; 42COM
FIRET	Eng; BC
FUEL SPILL	Eng
FUP	BC
HAZMAT	Truck; Eng; Rescue; BC
MAUL	Eng; Med; BC; 4269COM; 42COM
MESSAGE	BC
NATURAL GAS LINE BREAK	Eng; BC
ODOR INVESTIGATION - Inside	Truck; Eng; BC
ODOR INVESTIGATION - Outside	Eng; BC
PLOCK	Eng (If medical component, then emergent)
SHOOT	Eng; Med; BC; 4269COM
OMEGA	Med (Eng Added if Med Response Time > 8 min)
ALPHA	Med (Eng Added if Med Response Time > 8 min)
BRAVO	Med (Eng Added if Med Response Time > 8 min)
CHARLIE	Eng; Med
DELTA	Eng; Med
ECHO	Eng; Med; BC
STAB	Eng; Med; BC; 4269COM
STAND	Eng
STORM	Eng; BC
TAI	Truck; Eng; Med; BC
TAU	Truck; Eng; Med; BC
TECHNICAL	Truck; Eng; Eng; Med; BC; Rescue; 42COM; 4269COM
TAI - With extrication	Truck; Eng; Eng; Med; BC
TAI - Commercial	Truck; Eng; Eng; Med; BC; 42COM
TRENCH COLLAPSE	Truck; Eng; Eng; Med; BC; Rescue; 42SOT; 42COM; 4269COM
VEHICLE FIRE - Commercial	Eng; Eng; BC
VEHICLE FIRE - Passenger	Eng; BC
WATER	Truck; Eng; Eng; Med; BC; 4255; 42DIVE; 42COM
SMALL VEGETATION FIRE	Brush; Eng; BC (If structures threatened, then emergent response)
LARGE VEGETATION FIRE	Brush; Brush; Eng; BC; Tender; 42COM
WIRES DOWN	Eng

Figure 40 - WSFR Response Matrix



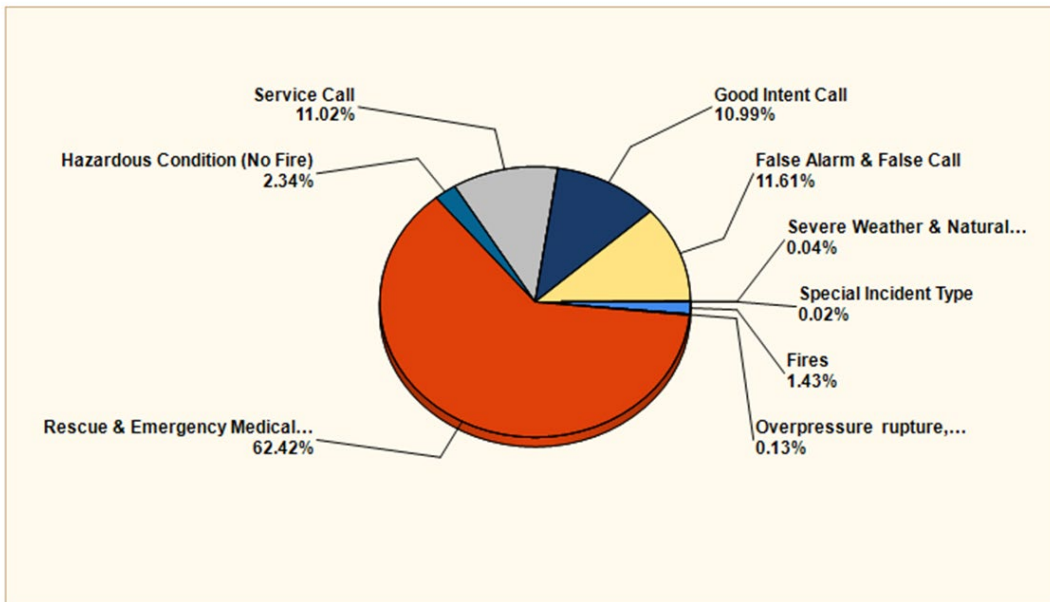


Figure 41 - 2024 Incident Response Summary

Automatic-Aid and Mutual-Aid Agreements

To maximize service and meet the potential needs in all portions of the widespread response area while maintaining the highest level of safety, WSFR has negotiated numerous written automatic-aid and mutual-aid agreements with surrounding agencies. Through the risk assessment process, the agency recognized the need to periodically review all established IGAs and has developed a procedure to regularly evaluate agreements for response effectiveness and necessary updates and/or revisions.



Chapter 3 – Study of Community Hazards and Risks

The response data was obtained from Emergency Reporting, the agency’s computer-based records management system (RMS). Statistical data was obtained from the following sources: U.S. Census Bureau, Colorado Demographics, State of Colorado Department of Local Affairs, U.S. Centers for Disease Control and Prevention (CDC), Colorado State Patrol (CSP), Great Western Railway of Colorado, Colorado Department of Public Health, National Wildfire Coordinating Group, National Weather Service, State of Colorado Division of Emergency Management, and many others.

To determine what risks are faced by the District, it was necessary to first identify and categorize those risks according to the likelihood and potential consequence of them occurring. The agency reviewed call data from January 1, 2017, through December 31, 2021, to determine the different types of incidents that occurred, and the frequency with which they occurred (Figure 42). All analysis was performed using a variety of reports available through the agency’s RMS platform.

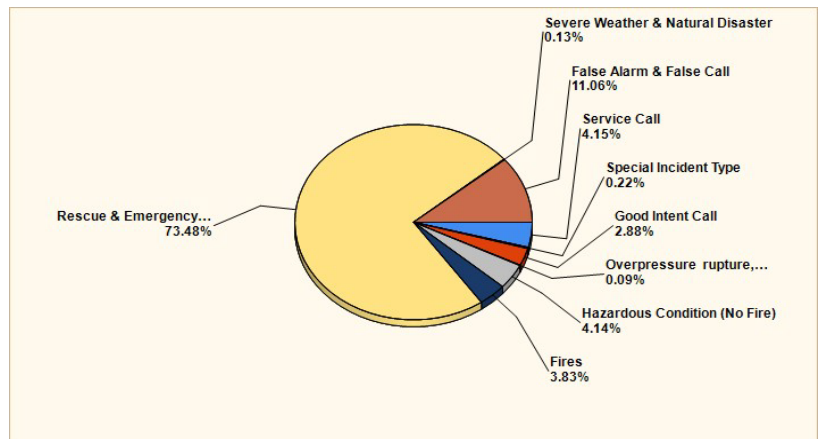


Figure 42 - Call Summary (2017-2021)



Figure 43 - Risk Probability Analysis

The matrix displayed in Figure 43 is applied to all call types to help the agency assess the distribution and concentration of agency resources to match system resources with risks. The distribution of primary response apparatus is placed, equipped, and staffed to respond to low and moderate risk incidents. Additional resources (i.e., foam trailer, dive truck, boat, HazMat truck, and wildland Type 6 engines) are concentrated in the areas where the risk is higher and they can “do the



most good” or where cross-staffing best fulfills the deployment mission. An example of the application of this concept is that a single engine is expected to be able to handle a routine emergency medical call or a dumpster fire, but specific specialty resources are expected to be in the initial assignment for a hazardous materials incident or a wildland fire.

The agency recognizes that there will inevitably be incidents occurring in the future that did not occur during the period that was analyzed. Thus, incident histories in neighboring jurisdictions and both counties were also assessed. The historical analysis of call types was also compared with local hazard mitigation and/or disaster preparedness plans to ensure that the lists were appropriately comprehensive.

Each incident type was evaluated for the following:

1. Life safety risk to determine the number of personnel and equipment that would be required to protect the public and responding firefighters from life-threatening situations.
2. Economic impact from the loss of property, high-value occupancies, loss of income to the community’s workforce.
3. Significant community impact from the loss of critical infrastructure or historical buildings.

This analysis of consequence, when combined with the probability of the incident, was used to develop the information presented below (Figure 44).

	Low-Risk	Moderate-Risk	High-Risk
High-Frequency	<ul style="list-style-type: none"> - EMS (Basic Life Support) - Fire/CO Alarm (no patients) - Wildland Fire: <1 acre - Odor Investigation - Outside Smoke Report - Gas Leak (Outside) 	<ul style="list-style-type: none"> - EMS (Advanced Life Support) - Severe Weather Event - MVA: No Extrication 	<ul style="list-style-type: none"> - MVA: Extrication - Fire: Residence - Gas Leak: Industrial
Low-Frequency	<ul style="list-style-type: none"> - HazMat: Small Fuel Spill (<25 gallons) - Fire: Landscape - Fire: Trash/Dumpster - Fire: Vehicle 	<ul style="list-style-type: none"> - Fire: Detached Outbuilding - Wildland Fire: >1 acre - Confined Space Rescue - Rope Rescue - Water Rescue - Winter Storm/Blizzard - Flooding - HazMat: Large Fuel Spill (>25 gallons) 	<ul style="list-style-type: none"> - Wildland Fire: Structures Threatened - Fire: Commercial - Fire: Multi-Family - Fire: Industrial/HazMat - Structural Collapse - Trench Rescue - HazMat: Rail - HazMat: Highway - Chemical Spill/Leak

Figure 44 - Incident Classification



Occupancy Vulnerability Assessment Profile (OVAP)

The agency's fire safety inspection program plays a critical role in risk assessment and hazard mitigation planning. The Community Risk Reduction (CRR) Division's primary inspection focus is on new construction, new development, and annual business inspections.

Between January 1, 2017, and December 31, 2021, agency personnel completed a total of 1,111 business inspections (180 in 2017, 218 in 2018, 302 in 2019, 164 in 2020, and 247 in 2021). In 2023, 1,026 inspections were completed as staffing and procedural adjustments were made in the CRR Division. Beginning in 2013, with each inspection completed, the inspector also completes a Risk Assessment Form for all businesses inspected to capture information related to hazards and risks for each occupancy. The information was then used to calculate a risk score using the VISION™ risk calculation module in the agency's RMS system.

VISION™ was developed in 2005 by Emergency Reporting under contract with the Commission on Fire Accreditation International (CFAI) to update and improve their existing RHAVE hazard assessment software. Evaluations of commercial buildings in WSFR's response area were documented on the Risk Assessment Form and then transferred into the occupancy information in Emergency Reporting. Upon completion of the necessary data entry, each building received a calculated numerical Occupancy Vulnerability Assessment Profile (OVAP) score that classified that building as Low, Moderate, Significant, or Maximum risk. The equation used by VISION™ to develop the OVAP score is:

$$\text{OVAP} = (\text{Building} + \text{Life Safety} + \text{Risks} + \text{Water}) \times [\text{Property Value}]$$

The individual scoring criterion for each value within the above equation is explained in the following pages.



BUILDING = AES + TOC + Stories + AC + SQFT

AVERAGE EXPOSURE SEPARATION	SCORE
AES > 100 feet	1
60 feet <= 99.9 feet	2
30 feet <= 59.9 feet	3
10 feet <= 29.9 feet	4
0 feet <= 9.9 feet	5
STORIES	SCORE
1 or 2	1
3 or 4	2
5 or 6	3
7, 8 or 9	4
10 or greater	5
OCCUPANCY ACCESS	SCORE
All sides	1
Three sides	2
Two sides	3
One side	4
Extraordinary Effort	5

TYPE OF CONSTRUCTION	SCORE
Wood frame	1
Ordinary (joisted masonry)	2
Heavy timber	3
Non-Combustible (all metal)	4
Non-Combustible (masonry)	5
Modified (fire resistive)	6
SQUARE FOOTAGE	SCORE
0 <= 7,500	1
7,501 <= 15,000	2
15,001 <= 25,000	3
25,001 <= 40,000	4
40,000 or greater	5

LIFE SAFETY = (Occupancy Load + OM + WAS) x Exits

OCCUPANT LOAD	SCORE
0 to 10	1
11 to 50	2
51 to 100	3
101 to 300	4
301+	5
OCCUPANT MOBILITY	SCORE
Stories = 1 or 2 & Awake	1
Stories = 1 or 2 & Asleep	2
Stories = 3+ & Awake	3
Stories = 3+ & Asleep	4
Non-Ambulatory or Restrained	5

WARNING/ALARM SYSTEM	SCORE
Not a factor	0
Auto – Central	1
Auto – Local	2
Manual – Central	3
Manual – Local	4
EXITS	SCORE
Conforming	1
Non-Conforming	2



RISKS = X x Y

X = [Regulatory Oversight] + [Human Activity] + [Experience]

REGULATORY OVERSIGHT	SCORE
Not a factor	0.00
Highly regulated, mandatory compliance	0.333
Highly regulated, inspections scheduled	0.666
Regulated, random inspections	1.0
Regulated, voluntary compliance	1.333
Unregulated, Uninspected	1.666
HUMAN ACTIVITY	SCORE
No access to unauthorized persons	0.333
Controlled access to unauthorized persons	0.666
Business activity, sales and retail	1.0
Group activity, transient population	1.333
Domestic activity, no occupant control	1.666
Not a factor	0.0

EXPERIENCE	SCORE
Daily events	0.333
Weekly events	0.666
Monthly events	1.0
Annual events	1.333
Rare occurrence	1.666

Y = [Capacity to Control] + [Hazard Index] + [Fire Load]

CAPACITY TO CONTROL	SCORE
Control within the building of origin	0.333
Exposure to the same complex	0.666
Major deployment	1.0
Extreme resistance to control	1.333
Hazardous to firefighting activities	1.666
FIRE LOAD	SCORE
Non-Combustible	0.333
Limited-Combustible	0.666
Combustible	1.0
Free-Burning	1.333
Fire-Burning	1.666

HAZARD INDEX	SCORE
Limited hazards	0.333
Common hazards (residential type)	0.666
Mixed hazards (business type)	1.0
Industrial hazards	1.333
Hazardous to firefighting activities	1.666



WATER = This value is a constant that depends on the available water supply versus the fire flow needed by the given building. If the necessary fire flow is less than the available water supply, then the Score = 1; if the necessary fire flow is equal to or greater than the available water supply, then the Score = 2. All fire flow calculations are in gallons per minute (GPM). Available water supply is a user-input field.

NEEDED FIRE FLOW = (C x TOC) x SQFT² x FL

C = Coefficient (C = 18)

TYPE OF CONSTRUCTION	SCORE
Wood frame	1
Ordinary (joisted masonry)	2
Heavy timber	3
Non-Combustible (all metal)	4
Non-Combustible (masonry)	5
Modified (fire resistive)	6
Fire resistive	7
FIRE LOAD	SCORE
Non-Combustible	0.75
Limited-Combustible	0.85
Combustible	1.0
Free-Burning	1.15
Fire-Burning	1.25

SQUARE FOOTAGE	SCORE
0 <= 7,500	1
7,501 <= 15,000	2
15,001 <= 25,000	3
25,001 <= 40,000	4
40,000 or greater	5

PROPERTY VALUE

PROPERTY VALUE	SCORE
Personal/Family loss	1.0
Business loss, minor casualty exposure	1.1
Moderate economic impact, severe casualty exposure	1.2
Severe economic impact to community, tax base or job loss	1.3
Major loss to community (non-monetary), infrastructure, cultural or historic loss	1.4



The OVAP score is calculated after all data entry is complete for that occupancy and is stored in the agency's RMS. The scores are classified into one of four risk categories as detailed in the chart below:

RISK CLASSIFICATION	OVAP SCORE
Maximum Risk	60+
Significant Risk	40 to 59
Moderate Risk	15 to 39
Low Risk	0 to 14

It is important to note that the OVAP scoring process is only applied to commercial, industrial, and multi-family occupancies. There is currently no plan to expand this risk assessment process to one- and two-family homes. WSFR's comprehensive risk assessment is a work in progress and all risk assessments are updated with each inspection. The following hazard statistics reflect the results of WSFR's business risk assessment process (Figure 45).

Hazard Statistics

Risk Level	OVAP Score	# of Occupancies	%
Maximum	60 +	0	0.00%
Significant	40 - 59	15	1.83%
Moderate	15 - 39	803	97.81%
Low	0 - 14	3	0.37%
Average Score	31.30	-	-

Figure 45 - Total OVAP Score Summary

WSFR also used the opportunity created by performing this comprehensive risk assessment to update records on the numbers and types of commercial occupancies in the response area (Figure 46). As of this publication, an accurate classification for all businesses operating within the WSFR response area has been established.



OCCUPANCY TYPE	COUNT
Assembly	146
Business	483
Educational	18
Factory Industrial	64
High-Hazard	11
Institutional	6
Mercantile	76
Miscellaneous Unclassified	5
Mixed Business-Storage	35
Residential	140
Storage - moderate or low hazard	97

Figure 46 - 2022 Occupancy Chart

Risk Profile and Incident Priorities

WSFR has established a risk profile to define a functional system to manage risk on any emergency scene. The risk profile, as described in the WSFR Command Manual, defines three distinct levels for the assessment of risk, thereby providing all personnel with a means to quantify risk for any given incident. The appropriate risk profile is broadcast by the incident commander over the fireground tactical radio channel so all personnel operating on the incident are informed.

The risk profile is used by the incident commander to evaluate risk versus gain before assigning personnel to a hazard zone. Risk assessment is a continuous process for the entire duration of each incident. The incident commander shall continually reevaluate conditions to determine if the level of risk has changed and a change in strategy or tactics is necessary.

Life Risk: We will risk our lives a lot, to save savable lives. Activities that present a significant risk to the safety of members shall be limited to situations where there is a potential to save endangered lives.

Property Risk: We will risk our lives a little, to save savable property. Activities that are routinely employed to protect property shall be recognized as inherent risks to the safety of members, but actions shall be taken to reduce or avoid these risks.

Low Risk: We will NOT risk our lives, at all, for lives or property that are already lost. No risk to the safety of members shall be acceptable when there is no possibility to save lives or property.

In addition to the established risk profile, WSFR follows the three incident priorities that have been incorporated into all fire service literature. Personnel are expected to apply the risk profile and following incident priorities to all incidents when developing an incident action plan.

Life Safety: Provide for citizen and firefighter safety.

Incident Stabilization: Mitigate the incident circumstances.

Property Conservation: Reduce property loss due to the incident.



Domestic Preparedness

WSFR views domestic preparedness risks as those that include both naturally occurring and human caused events. These risks may be found anywhere within the WSFR response area and events may occur at any time, usually without warning. WSFR partners with both the Weld County and Larimer County Offices of Emergency Management as well as other nearby municipal organizations in hazard mitigation planning efforts. The agency considers each of the five mission areas, prevention, protection, mitigation, response, and recovery and its role in each discipline when participating in planning efforts.

Most recently, the agency participated in the Weld County 2021 Multi-Jurisdictional Hazard Mitigation Plan and the Larimer County 2021 Multi-Jurisdictional Hazard Mitigation Plan. Improved understanding of risks and hazards allows WSFR to be better prepared for natural and man-made hazards, thereby reducing risk and preventing loss. WSFR also trains regularly with the Town of Windsor Public Works Department, Windsor Police Department, Weld RE-4 School District, and other regional agencies to better prepare for and effectively respond to any incidents involving public safety.

Risks by Response Category

In 2024, WSFR responded to 4,739 calls for service. WSFR analyzes the NFIRS call description for all calls to which the agency responds to help build awareness of the risks present within the WSFR response area. Figure 47 provides a visual summary of the incidents that occurred in 2024, differentiated by incident type description.

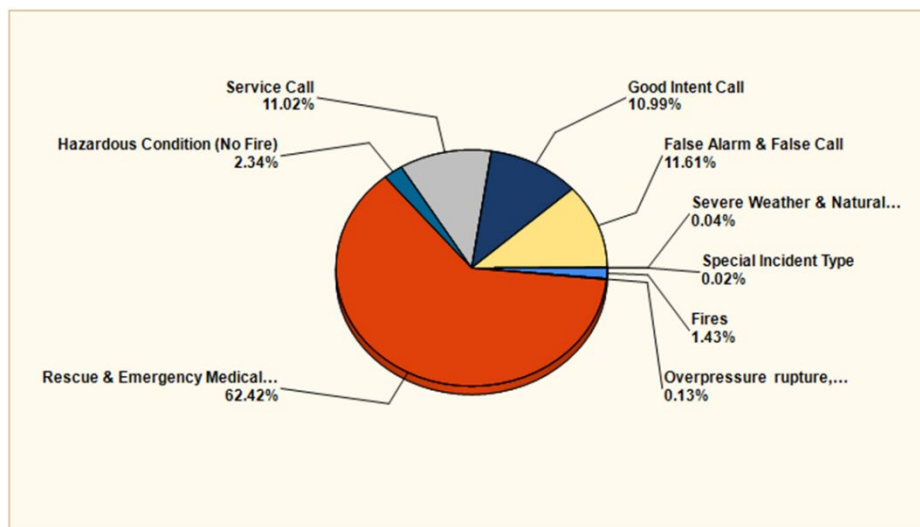


Figure 47 - 2024 Incidents by Type



Fire-Related Risks

The primary purpose of local government is to provide for citizen safety. Public fire protection is the function of local government that is provided solely by WSFR for the communities of Windsor and Severance. Fire-related risks within WSFR’s response area include structure fires, vehicle fires, wildland fires, and other types of fire. The agency examined the different fire-related incidents that have occurred in the past and evaluated them against both the anticipated probability for recurrence as well as the expected risk to firefighters and the public (Figure 48)

		RISK/CONSEQUENCE TO FIREFIGHTERS AND PUBLIC		
		Low	Moderate	High
PROBABILITY OF OCCURRENCE	High	Vehicles Dumpsters/Trash Containers Grass/Wildland Fires within City Limits	One- and Two-Family Homes Grass/Wildland Fires in Eastern Areas	Grass/Wildland Fires in the Western Area Grass/Wildland Fires on Highways
	Low	Out-Buildings Other Types of Fires	Sprinkled Commercial and/or High-Rise Buildings Sprinkled Multi-Family Buildings	Non-Sprinkled Commercial and/or High-Rise Buildings Non-Sprinkled Multi-Family Buildings

Figure 48 - Risk vs Probability of Fire-Related Incidents

Fire Risks

The district overlays four local governments and covers roughly 96.6 square miles, with fire risks spread throughout all portions of the district. The Town of Windsor was incorporated in 1890 and has a town center consisting of smaller and older buildings that are relatively closely spaced. The Town of Severance was incorporated in 1920 and has an even smaller town center than that of Windsor. Despite its prime location east of Interstate 25, about halfway between Fort Collins and Greeley, the Town of Windsor did not begin to see rapid population growth until the most recent two decades. The same could be said for the Town of Severance. Growth



management has received greater attention from all local governments in the past five to ten years with both towns recognizing rapid population growth. Fortunately, WSFR has been able to keep pace with residential and commercial development.

Because of growth and development, both towns have a very eclectic mix of old and new construction. The older portions of both towns have many buildings that were originally built in the early 1900s and have not seen renovation since that time. Most of the older areas of Windsor feature smaller homes with adequate separation, while many of the newer neighborhoods feature larger homes with relatively little separation. With the tremendous growth that Severance has experienced in recent years, many of the residential sections of town feature extremely large homes on large and spacious lots. Outside of the town centers, there are several senior living occupancies and numerous industrial facilities.

Fortunately, WSFR has experienced very few large and historically significant fires during its history. Call types in the four fire station response areas are relatively similar, with call volumes being higher in Station 1's district followed by Station 4's district. Stations 2 and 3 experience similar call volumes in each of their respective areas. There are residential occupancies located in every portion of the district, except within the Great Western Industrial Park (GWIP). The GWIP is in the first-due area for Fire Station 1, but the presence of parked or slow-moving trains could result in Station 2 or Station 4 being first-due. The remainder of the district has a mix of assembly, business/commercial, educational, factory/industrial, institutional, residential, storage, and specialty properties.

The district's fire loss for the period from January 1, 2017, through December 31, 2021, was \$4,328,714. The total pre-incident value of these structures was \$241,073,340 according to the county assessor's annual reports. Based on total dollar value versus fire loss information, the district demonstrated a real total property conservation value of \$236,744,626 for the five-year period. The dollar loss in 2023 was \$1,263,289 with a pre-incident value of \$8,910,113.

Fire Flow Calculations

WSFR uses the International Fire Code (IFC) 2018 Edition for calculating the fire flow needed to fight structure fires. Fire flow calculations also help District staff evaluate offensive versus defensive strategic needs. This determination is based on a "Worst Possible Case" scenario for the building involved in the fire. The actual determination of strategy is determined on the scene by the incident commander.

Risk Classification

Low-Risk Fires

The District classifies any single-engine company fire response as a low-risk fire.



Examples of low-risk fires include car fires, trash/dumpster fires, and other similar types of small-scale fire incidents. Commercial occupancies with an OVAP score below 15 are classified by that system as low-risk fires, but they have distinctly different response needs than other low-risk fires due to the potential complications associated with commercial structure fires and are therefore classified as moderate-risk by WSFR.

Moderate-Risk Structure Fires

The District's risk model has applied a moderate-risk classification to structure fires in all commercial structures with an OVAP score below 40, to fires in one- and two-family residences, and to fires in multi-family residential structures that do not require high-rise firefighting tactics.

Significant-Risk Structure Fires

The significant-risk classification is applied to structure fires in commercial occupancies with a calculated OVAP score of 40-59, fires in multi-family residential structures that require the use of high-rise firefighting tactics, and institutional occupancies regardless of their OVAP score. This classification is also often referred to as "high-risk." Commercial occupancies that are deemed high-risk are inspected annually.

Maximum-Risk Structure Fires

The Maximum-risk classification is applied to commercial occupancies with a calculated OVAP score of 60 or greater. The district does not have any occupancies that fall into this classification.

Fire Risk Summary

The primary fire risk in the district is a one- or two-family residential structure fire. These are the most common types of structure fires that occur in the district. United States Fire Administration (USFA) statistics indicate that this type of fire tends to kill and/or injure the greatest number of people, including firefighters. Between January 1, 2017, and December 31, 2021, the District responded to 407 fire-related incidents distributed across all days of the week and times of the day. However, call volume for fires (NFIRS types 100 through 173) tended to increase between the hours of 11:00 am and 7:00 pm daily (Figure 49).



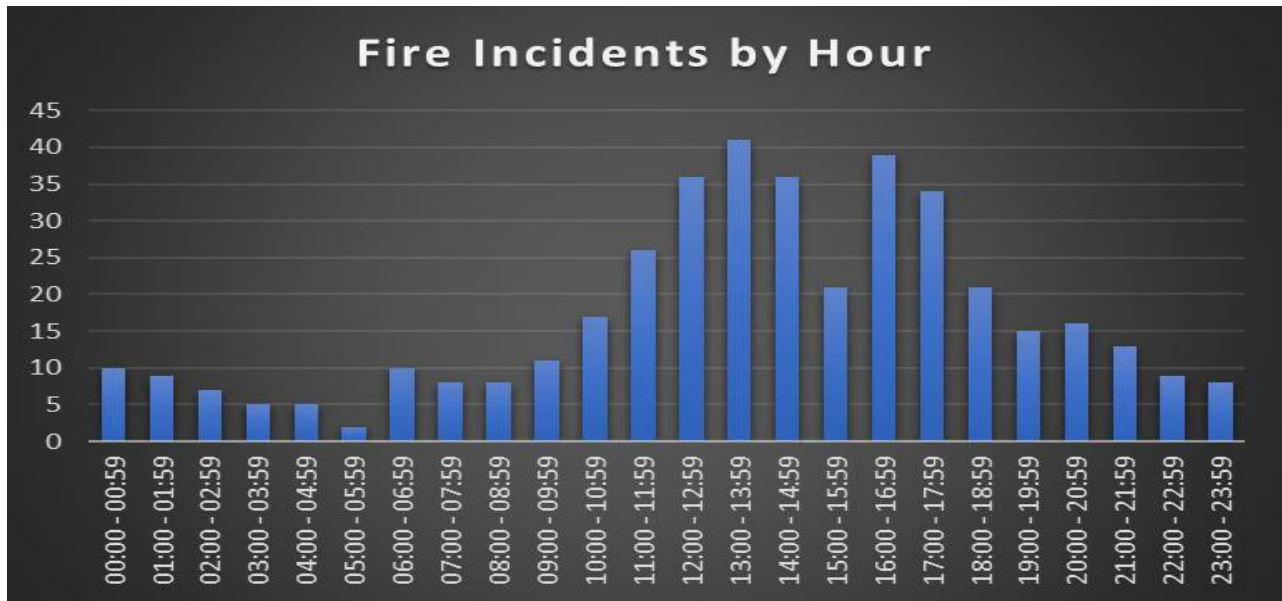


Figure 49 - Occurrence of All Fires by Hour (2017-2021)

	Low-Risk	Moderate-Risk	High-Risk
High-Frequency			
Low-Frequency	Dumpster/Trash Fires Car/Vehicle Fires Fires in Detached Outbuildings	1- & 2-Family Residential Structure Fires RV/Truck Fires Multi-Family Residential Structure Fires (w/o high-rise tactics) Commercial Fires	Institutional Fires Multi-Family Residential Structure Fires (with high-rise tactics) Fire Involving HazMat Explosions



Vehicle Fire Risk

The category of vehicle fires includes any mobile conveyance that is primarily intended to carry persons and/or cargo. This includes automobiles, recreational vehicles, semi-trucks, aircraft, and boats. Vehicle fires occur with the same general frequency as structure fires, but generally pose less risk to firefighters and the public. Fires involving passenger vehicles can often be mitigated by a single fire apparatus. However, if a large vehicle (e.g., bus, semi-tractor trailer, RV, train, etc.) is on fire, or if a vehicle fire is threatening a nearby structure, it generates the enhanced response plan of a moderate-risk fire.

Wildland Fire Risk

Wildland fires in the district most often are vegetation fires involving natural grasses, shrubs, or agricultural croplands as fuel sources and make up approximately 2.25% of the fire-related calls within the response area.

Fuel Types

The National Wildfire Coordinating Group (NWCG) defines 13 different fuel models. These fuel models are based on the predominant type of vegetation in the area: Fuel Models 1 through 3 are predominantly Grasses; Fuel Models 4 through 7 are primarily Shrubs; Fuel Models 8 through 10 consist primarily of Timber Litter; Fuel Models 11 through 13 are defined as Logging Slash. Fire behavior is significantly different between fuel models. Fires in the Grass fuel models (1-3) typically exhibit rapid burnout, low intensity, flame lengths up to 12 feet, and a rate of spread of up to 6600 feet per hour. Fires in the Shrub fuel models (4-6) typically have rates of spread up to 4950 feet per hour and flame lengths between 4 and 19 feet. The primary fuel models in the district are fuel models 1 through 6.

Fire Weather

The Windsor area historically has extremely hot summers with low relative humidity (RH). The summer temperatures regularly reach near 100 degrees Fahrenheit with an RH below 20%. These conditions coupled with the high winds that are common in the area, especially during thunderstorms, create “red flag” conditions. Red flag warnings are issued when fire danger is extreme. These warnings occur regularly in the district.

Wildland-Urban Interface (WUI)

The primary wildland-urban interface risk within the district is located along the Poudre River corridor and in the southern portions of the district east of Weld County Road 13. These areas often have dense vegetation bordering residential developments leading to a greater risk of wildfire extending from a natural area into populated areas. District personnel receive periodic training on the topic of fire suppression operations within the wildland-urban interface.



Wildland Risk Summary

The primary wildland fire risk that the agency encounters is small grass fires of less than one acre and they typically do not threaten residential or commercial structures. These fires are usually handled by the first-due apparatus with a brush truck included in the assignment for all possible wildland fire calls. Depending on the location of the call, a water tender may be added to the assignment to provide water where pressurized water supplies are not available. For larger grass/wildland fires a second engine and brush truck are added to the assignment. Mutual aid can be requested by the responding battalion chief or company officers.

	Low-Risk	Moderate-Risk	High-Risk
High-Frequency	Small Grass Fires <1 acre		
Low-Frequency		Large Grass/Wildland Fires >1 acre	Grass/Wildland Fires in the Urban Interface

Non-Fire Related Risks

The category of non-fire related risks is very broad and includes all other incident types to which WSFR responds. Incidents within this category include emergency medical services (EMS), hazardous materials, technical rescue, and incidents related to domestic preparedness risks. As with fire-related incidents, non-fire incidents are distributed across all days of the week and times of the day. However, call volume for non-fire related incidents (NFIRS types 300 through 900) tends to be at its highest between the hours of 7:00 am and 9:00 pm daily (Figure 50).





Figure 50 - Occurrence of All Non-Fire Incidents by Hour (2017-2021)

Emergency Medical Services (EMS) Risks

WSFR responds to more than 2,900 emergency medical service (EMS) calls annually. These calls account for more than 60% of the district’s calls for service (Figure 47). Typical EMS calls in the district vary from very minor calls requiring only basic life support (BLS) skills to severe life-threatening emergencies that require advanced life support (ALS) services and ambulance transport to a local hospital. The District acknowledges that it is important to understand the factors that affect the frequency and severity of EMS calls because they account for a significant percentage of the District’s calls for service. The call volume for EMS related incidents (NFIRS types 300 through 321) tends to be the highest between the hours of 7 am to 9 pm. (Figure 51). Understanding the EMS risks allows the agency to adequately distribute and prepare agency personnel and equipment to effectively respond to the varying types of calls they can expect.

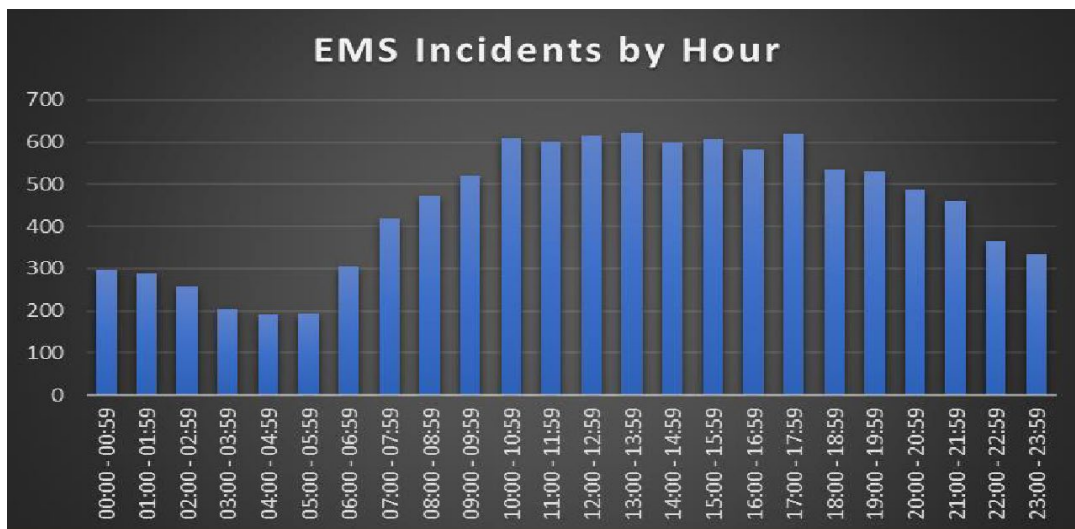


Figure 51 - EMS Calls by Time of Day (2017-2021)



WSFR provides basic life support (BLS) emergency medical care. To meet this directive, all WSFR operations personnel are required to maintain a minimum certification level as an Emergency Medical Technician. Most personnel also maintain the certification necessary to establish intravenous access to assist with the administration of medications. Advanced life support (ALS), including patient transport to a hospital, is provided by the University of Colorado Health (UCH) through a contract with WSFR that first went into effect in May 2013. Under the terms of this contract, UCH provides ambulance response within contractually established response times. Thompson Valley Emergency Medical Service (TVEMS), a special district ambulance service, provides ALS to the southwest portion of the response area. WSFR has established standard operating procedures (SOPs) and standing orders/protocols to direct EMS response activities and to meet the required level of EMS care.

WSFR and UCH operate under the medical direction of the District's Medical Directors, Doctor Tyler Vaughn, and Doctor Darren Tremblay. All WSFR medical protocols and SOPs are uploaded to the District's online records management program for ease of use and access by all agency members. WSFR personnel work closely with UCH and TVEMS medical staff to develop and maintain proficiency in providing emergency medical care.

EMS Risk Summary

Emergency medical service (EMS) is the largest service demand for WSFR. The agency responded to 9379 EMS calls for service from January 1, 2017, through December 31, 2021, or an average of approximately five EMS-related calls per day. In 2024, the agency responded to 2,958 EMS calls for service. Most EMS calls are classified as high-probability/low-risk events, but several call types carry a higher risk to either the patient, the rescue, or both. The three most common EMS call types are Falls, Sick persons, and Traffic accidents. Many of the agency's EMS responses are to assisted living facilities located in the agency's response area.



	Low-Risk	Moderate-Risk	High-Risk
High-Frequency	Abdominal Pain Falls Sick Person Psychiatric Problem Unconscious/Fainting	Diabetic Problem Heart Problem Hemorrhage/Laceration Traumatic Injury	Traffic Accident Breathing Problem Cardiac Arrest Chest Pain Convulsion/Seizure
Low-Frequency	Back Pain Eye Problem Headache	Burns Heat/Cold Exposure MCI Unknown Problem/Person Down	Allergic Reaction Animal Bite Assault Drowning Electrocution Pregnancy/Childbirth

Hazardous Materials Risk

The District is exposed to and at risk from accidents and/or incidents involving hazardous materials. A large portion of the local economy is based upon agriculture with a growing manufacturing and industrial complex in the Great Western Industrial Park (GWIP). All the industrial occupancies in the GWIP rely heavily on the production, use, transportation, and/or storage of hazardous materials. Several other commercial facilities in the community also utilize hazardous materials extensively. Explosives, flammable liquids, flammable solids, gases, poisons, pesticides, oxidizing substances, and radioactive materials are either used or stored throughout the district. Additionally, there is an 18-inch diameter pressurized natural gas line that runs through the eastern portion of the district, traveling from Cheyenne, WY, to Denver, CO. Local industries, including oil and gas exploration facilities, present the opportunity for a fixed site hazardous materials incident anywhere within the district. A hazardous materials incident is any occurrence resulting in the uncontrolled release of materials capable of posing risk to health, safety, and property. Areas at risk include the locations of hazardous materials manufacturing, processing, or storage facilities, as well as all hazardous waste treatment, storage, and disposal sites.

Hazardous materials can be defined as any substance in any quantity or form that may pose an unreasonable risk to safety, health, environment, and/or property. The potential severity of hazards of these materials is varied but all present clear risks to public safety. Many different factors affect the hazardous materials (HazMat) risk of the district. The three primary sources are fixed facilities, railways, and highways. Each of these categories is discussed further below.

Fixed Facilities

Great Western Industrial Park



This 1,800-acre industrial park opened in the early 2000s when Denver-based The Broe Group purchased a portion of the Kodak Colorado property in the southeast end of Windsor. The industrial park (Figure 52) is currently home to approximately ten companies that employ roughly 1,300 people and is crisscrossed with numerous rail lines. Due to the nature of the various industrial occupancies in this park, there is a tremendous emphasis on hazardous materials risks associated with this property. Additionally, the activities along the various rail lines feeding the parcel frequently disrupt automobile traffic in and around the town of Windsor. It is possible for a parked train to block several of the primary roads including Highway 392/Main Street just east of Fire Station 1, and 7th Street immediately north of Fire Station 1.

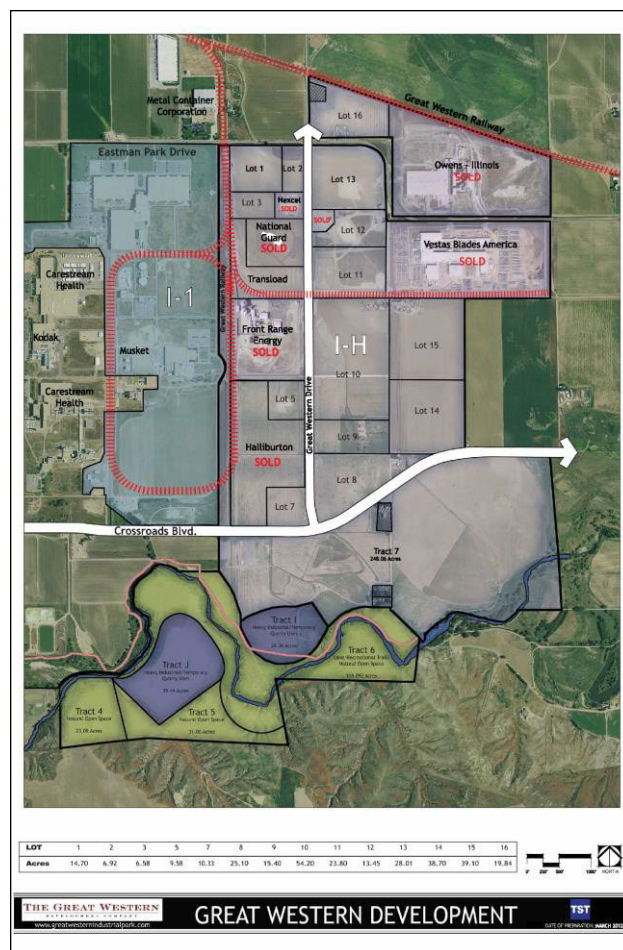


Figure 52 - Great Western Industrial Park

The occupancies presented alphabetically below have received special attention in WSFR’s planning efforts because they either present significant threats that could involve a large population, or they present significant hazards to emergency responders.

A. Carestream Health



This facility occupies many of the buildings on the Kodak campus. Carestream has 21 buildings consisting of approximately 1.5 million square feet. These buildings house offices, laboratories, chemical storage, darkrooms, warehouses, utility buildings, boilers, and a water treatment facility. They range in size from large five-story buildings to small single-story storage sheds. Each building has a Knox box which includes map books and site preplans. Building #C43 is the building that presents the greatest risk to personnel. It contains multiple flammable liquid-rated rooms, each containing a variety of complex hazardous materials.

B. Front Range Energy

Front Range Energy, located in the GWIP, is a producer of E-85 and ethanol. It produces approximately four million gallons of product each month. It has storage facilities for roughly one million gallons of fuel-grade ethanol, 100,000 gallons of gasoline, 100,000 gallons of 190-proof alcohol, and 100,000 gallons of 200-proof alcohol. According to internet-based research, more than 95% of all fires involving ethanol plants are related to the stored grains and the grain dryers, and not the ethanol.

C. Kodak Colorado Division

This facility is located along Highway 257 in the southern portion of the district. It has been steadily decreasing in size since 2007. It currently occupies approximately nine buildings and uses many hazardous materials. Most buildings have fire sprinklers installed and there remains an active corps of employees who are trained to respond to emergencies on the campus.

D. Metal Container Corporation

This facility is in the GWIP. MCC produces aluminum cans and lids for the Anheuser-Busch brewery. There are several hazardous materials stored and used on-site, including a water-based coating with a flashpoint of 120°F.

E. Owens Illinois

This facility, located in the GWIP, manufactures glass bottles for beverages. It produces approximately 3,000,000 bottles per day. There are several heat and fire hazards within the facility, but the greatest risk of fire comes from the furnaces involved in producing the bottles.



F. Linde Gas & Equipment

This facility is adjacent to the Owens Illinois facility. Linde produces cryogenic liquids, primarily for Owens Illinois. The facility does not produce any flammable cryogenics, but it does produce cryogenic oxygen. The greatest fire risk associated with the facility is the presence of two 1.8 megawatt electrical transformers.

G. Transportation Management Services

This 300,000-square foot warehouse facility is located across from the Metal Container Corporation. The warehouse contains palletized drink containers (i.e., cans and bottles). The building is fully sprinkled, so the primary fire risk is the contents.

H. Universal Forest Products

Universal Forest Products operates two lumber storage facilities in Windsor. The facilities sit on either side of Highway 257, near the intersection with East Main Street. Between the two facilities, there are approximately 15 million board feet of stored lumber products. There is a risk of combustible dust explosion/deflagration at these facilities due to the nature of work.

I. Vestas Blades America

This facility is in the GWIP and produces wind turbine blades for power generation equipment. The facility occupies more than 63 acres, with nearly 400,000 square feet of buildings. There is a designed flammable vapor spray area within the facility with numerous flammable chemicals used during their processes. The greatest risk of fire is associated with the flammable vapor spray area.

J. Waste Management

This 115-acre landfill is located near the intersection of Weld County Roads 25 and 82. There are very few buildings on this property, and all buildings deemed to contain hazardous operations have installed fire sprinkler systems. The greatest fire risk associated with this facility is associated either with a vehicle fire or with a smoldering fire within the accumulated debris.

Oil and Gas Exploration

Heavy industrial occupancies and a strong presence from the oil and gas industry can be found throughout the entire district. Traversing the district is a heavily used rail line, three major highways, and a high-pressure natural gas pipeline.

Most of the district lies within Weld County and according to the Colorado Oil & Gas Conservation Commission (COGCC), Weld County has accounted for over 85 percent of the oil produced annually in Colorado for nearly a decade. In 2021, 131,429,513 of the 153,815,653



barrels of oil produced in Colorado were from Weld County.

As with any form of mining or petrochemical production, there are some health and safety risks associated with oil and gas exploration and production. In addition to leaks and well failures, other risks associated include groundwater contamination, fires and explosions, and hazardous materials incidents during transportation/shipment of the products from the well sites.

There are several hundred active wells within the response area with a continuous flow of permit applications for additional exploration and drilling. Information obtained from the COGCC indicates that Colorado is currently experiencing a steady increase in gas and oil production. The upward trend in the State's oil production is largely due to increased activity in the Wattenberg Oil Field. This field is one of the largest horizontal oil and gas production zones in the United States and it is situated almost entirely within Weld County.

Type of HazMat	# of Cars	Quantity (tons)
Acids	52	4,420
Alcohols	0	0
Ammonium Nitrate	0	0
Anhydrous Ammonia	0	0
Bulk (liquid)	0	0
Bulk (solid)	0	0
Combustible Liquids	0	0
Corrosives	0	0
Explosives	0	0
Flammable Liquids	1,688	160,360
Heated Substances	0	0
Liquefied Petroleum Gas	0	0
Marine Pollutants	4	340
Oxidizers	0	0
Poisons	0	0
Radioactive	0	0
Sodium Hydroxide	0	0

Figure 53 - HazMat Transportation by Railway (per Great Western Railway)

Railways

Substantial amounts of hazardous materials pass through the district daily via railway. Several active railways traverse the district. The GWIP is tied into the various rail lines throughout the district. The rail system crosses several major highways, bisects the Windsor downtown business district, and is near several large residential developments.

The magnitude of a railway hazardous materials incident in the district could be catastrophic to the community. Although building damage may be minimal with a hazardous material release, the cost of containment, decontamination, and clean-up, along with injury and loss of life could be tremendous. Figure 53 is a summary of the hazardous materials that are transported by rail through the district on an annual basis.



Highway Risk

The district contains several very active highways, including Interstate 25 along the western edge of the district, U.S. Highway 34, and State Highways 392, 14, and 257 (Figure 54). Highway 34 lies along the district's southern border and is the primary route between Loveland and eastern Colorado. Highway 14 travels north of Severance while Highway 392 becomes Main Street when it enters Windsor town limits. Highway 257 connects Highways 34 and 14, traveling alongside the Great Western Industrial Park and the eastern industrial district of Windsor. Several localized transportation emergency events have occurred in the past on all these major roadways.



Figure 54 - Designated HazMat Routes

There is a tremendous volume of hazardous materials transport trucks that travel all these highways throughout the district. Numerous hazardous materials deliveries take place throughout the district and Interstate 25 is designated as the state's Hazardous and Nuclear Materials Transportation Route (WIPP and nuclear materials transport route). The Colorado Department of Transportation (CDOT) is the agency with primary jurisdiction over the transportation of hazardous materials by road in the state. The Colorado State Patrol conducts regular flow studies to monitor the amount of HazMat traveling through the region by road.

Hazardous Materials Risk Summary

There is potential for hazardous material related incidents anywhere within the district. Acts of individuals, such as terrorist acts and illegal dumping, cannot be predicted by time and/or location. Transportation-related incidents and fixed facility incidents are similarly difficult to predict by time, but incident locations can be more accurately predicted based on known transportation routes and known facilities. The agency's planning efforts are centered around improving understanding of the various risks that are present and then preparing agency personnel to respond to the most likely types of incidents that could reasonably be expected to occur.



	Low-Risk	Moderate-Risk	High-Risk
High-Frequency	Small Fuel/Oil Spill <25 gallons LPG leak CO Alarms Natural Gas Leak (outside)	Residential Natural Gas Leak (inside)	
Low-Frequency		Fixed Facility HazMat Incident Large Fuel/Oil Spill Chemical Spill/Leak	Commercial Natural Gas Leak (inside) HazMat Rail Incident HazMat Highway Incident

Technical Rescue Risk

The term “technical rescue” encompasses a very broad range of rescue situations. Each rescue situation requires personnel who are highly trained in the very specialized skills and equipment that are involved in that rescue. WSFR employs personnel that are trained at various levels in the disciplines of “technical rescue.” A plan is in place to have all front-line personnel trained at the technical rescue operations level by 2025 for all disciplines. WSFR also maintains relationships with larger neighboring jurisdictions to provide expertise through mutual-aid agreements.

WSFR has worked to classify each type of technical rescue situation that could occur in the district. While each of the following types of technical rescue events have a low probability of occurrence, each comes with a high risk due to life safety and the challenges each present for personnel.

Water Rescue

Colorado’s Northern Front Range is known for water-based recreation. The areas which make up the district are no exception. Within WSFR’s approximately 100 square mile response area, approximately 3.45% of the area is covered by water, accounting for roughly three-square miles of water. Water risks within the district include lakes, rivers, reservoirs, canals, ponds, and numerous irrigation ditches. The



Poudre River is the only river within the district. The district's three large lakes are popular outdoor recreation locations, and several smaller lakes and ponds are also frequented by water enthusiasts.

All bodies of water pose a risk to public safety. The greatest water rescue risks in the district are recreational swimming, boating accidents, and ice rescue. WSFR responds to an average of 1 water rescue-type incident per year.

Confined Space/Collapse Risk

The confined space risk in the district is minimal, with the greatest risk being elevator entrapment. However, the tornado that devastated the district in 2008 caused extensive damage to numerous buildings. To meet the sudden and extremely high demand for confined space and collapse technicians to search and evaluate the damaged buildings, the district sent out mutual-aid requests to all our neighboring fire service agencies. The immediate mutual-aid response allowed for rapid response to the hardest-hit areas.

Trench Rescue Risk

The district has seen a significant amount of growth since 2018. The increase in the number of construction sites creates the opportunity for a person to become trapped in an excavated site. A trench rescue is a highly technical event that requires a significant amount of personnel and equipment to remove a trapped person safely. While the frequency of occurrence has been historically low for the district, the agency has made significant changes to our operational processes and capabilities to be better prepared for this type of special rescue event.

Extrication Risk

Extrication is a term used to describe the need for mechanical advantage systems and/or tools to remove a person from entrapment created by a machine. The most common type of extrication involves removing someone from an automobile; however, WSFR personnel are also called upon to remove persons from various types of machinery and equipment, including farm equipment, industrial machines, and elevators.

Automobile Extrication

With multiple high-speed highways, miles of county roads, and an average of over 20,000 vehicles daily in the heart of the district's population center, there is a significant opportunity for motor vehicle collisions that result in the need for extrication. These accidents typically involve multiple passenger vehicles and tend to occur with the greatest frequency on highways and rural county roads. Every front-line apparatus in the district is equipped with





extrication tools and a complete set of hand tools. There are also hydraulic extrication tools on the Heavy Rescue which is housed at Fire Station 1.

Heavy Equipment Extrication

Heavy equipment extrication rescue is an infrequent yet probable occurrence due to the agricultural and construction industry that is active in the district. Another

potential source for this type of call can be found at many of the industrial/manufacturing facilities located within the district. The extrication tools and hand tools on the front-line apparatus can reasonably be expected to meet the most common extrication needs in the district. If personnel encounter an extrication incident that requires specialized tools not available on District apparatus, mutual-aid assistance is requested from technical rescue teams associated with neighboring agencies.

High-Angle / Low-Angle Risk

High- and low-angle rope rescue incidents are rare in the district. There are no high-rise buildings over five stories located inside district boundaries, and most of the topography is relatively flat. Low-angle rope rescue opportunities primarily exist where roads intersect natural and constructed waterways.

Elevator Rescue Risk

WSFR responses to persons trapped in an elevator are relatively rare due to the low number of buildings with elevators installed. The most common type of elevator rescue call encountered in the district is for persons trapped in an elevator between floors. This type of call is typically handled by the first-due apparatus. These incidents tend to occur most frequently in the larger senior care facilities in the district. The most common cause of elevator entrapment is due to equipment failure.

Technical Rescue Risk Summary

Call history reveals that automobile extrication and elevator rescue are the two most predominant types of technical rescue incidents in the WSFR response area. To meet the extrication needs of the agency, all firefighters are provided with training during their initial academy, and ongoing training is provided several times throughout the year.



	Low-Risk	Moderate-Risk	High-Risk
High-Frequency	Elevator Rescue		Vehicle Extrication
Low-Frequency		Confined Space Rescue Equipment Extrication High/Low-Angle Rescue Water Rescue	Structural Collapse Trench Rescue

Aircraft Rescue and Firefighting Risk

The district does not feature any type of commercial airfield. An airport is within the Loveland Fire Rescue Authority (LFRA) response area and is within WSFR’s automatic-aid area (Figure 55). Thus, it is possible that WSFR Engine 3 could respond to an aircraft emergency at the Northern Colorado Regional Airport if the LFRA apparatus are out of position or otherwise on a delayed response. LFRA’s expectation for WSFR personnel on ARFF-related incidents is to only assist with patient care. If an aircraft incident occurred within the WSFR response area, the initial apparatus response would be the same as a moderate-risk structure fire.

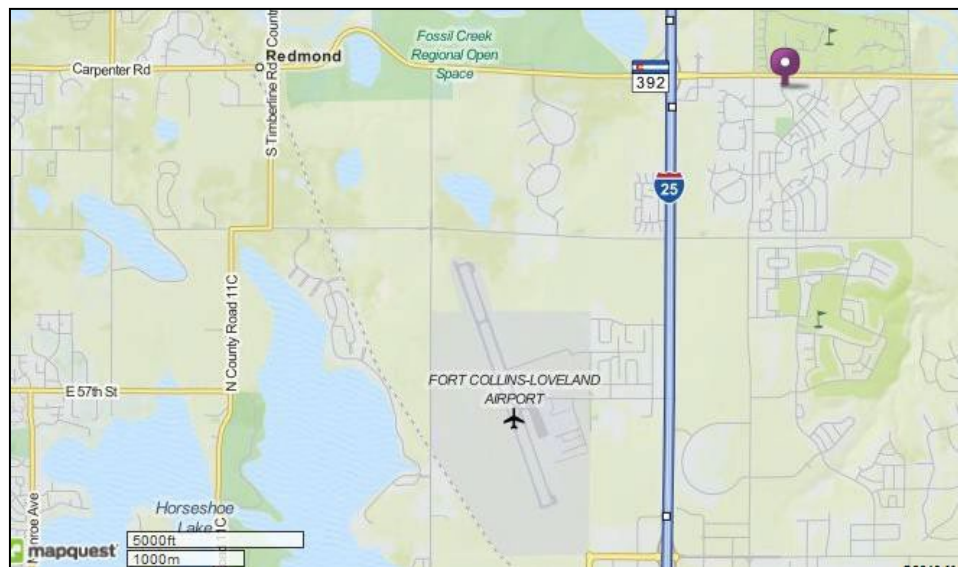


Figure 55 - WSFR Station 3 Relationship to Northern Colorado Regional Airport



Chapter 4 – Current Deployment and Performance / Measure of System Performance

Community Expectations

WSFR responds to all emergency and non-emergency calls for service to which it is dispatched. Types of calls for service include, but are not limited to, structural fire suppression, emergency medical services, hazardous materials incidents, technical rescue (including water rescue), wildland fires, and a wide variety of other types of service calls. In May 2013, WSFR entered a contractual relationship with the University of Colorado Health (UCH) to provide 24-hour advanced life support (ALS) ambulance coverage to the district outside of the area that is included in the Thompson Valley EMS District.

WSFR needs to understand what its community expects so that the agency can dedicate time, energy, and resources to those services that are in the highest demand. Customer priorities must be considered, in conjunction with historical incident data, to accurately prepare the agency to respond to incident circumstances and meet customer service expectations. Key to understanding community expectations, WSFR facilitated external stakeholder workshops during the development of the 2025-2030 Strategic Plan. The workshops included attendees representing a cross-section of the community. The attendees were surveyed for input and priorities based on the current services that the agency provides. The survey results were compiled and ranked to establish expectations and priorities (Figure 56⁷).

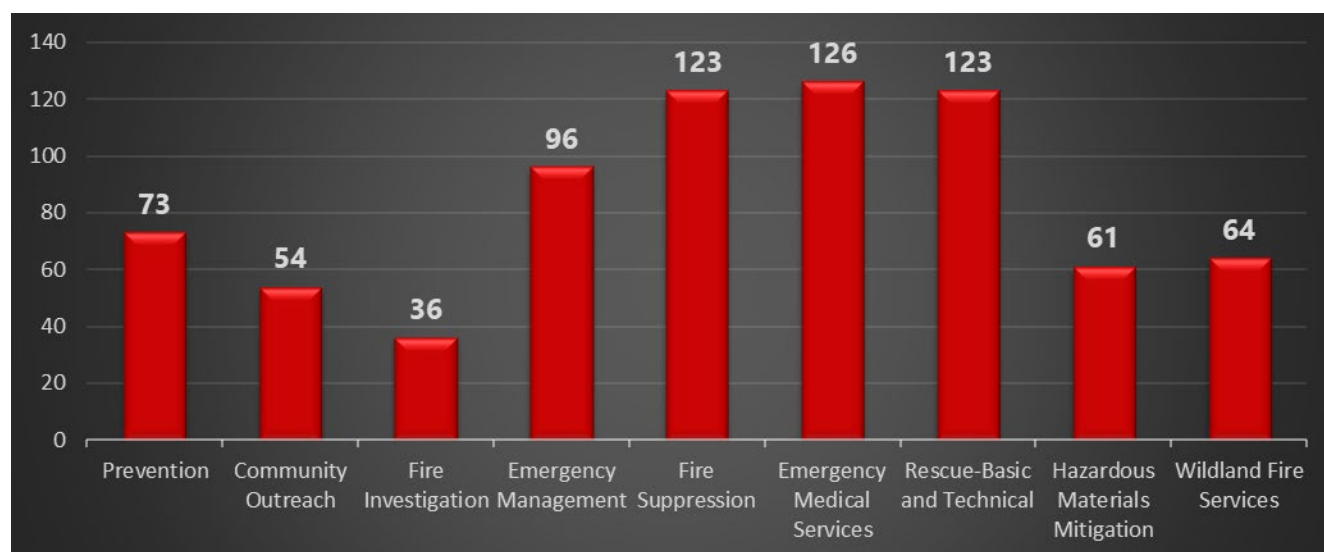


Figure 56 - Customer Expectation from Strategic Plan

⁷ WSFR 2025-2030 Strategic Plan, page 15



Performance Goals and Expectations

WSFR establishes realistic performance measures to help the agency evaluate services provided. The agency utilizes fire service-specific tools to assess the quantity and quality of agency services. Performance measurement and standards comparisons are used to evaluate services. Information collected by organizations such as the Insurance Services Office (ISO) and National Fire Protection Association (NFPA) are the primary sources of information and data used to measure fire service efficiency and effectiveness.

Mission, Vision, and Values

In 2024, members of the Technical Advisor Program (TAP) from the Center for Public Safety Excellence (CPSE) visited WSFR to assist the agency in developing a new community-driven strategic plan. During that process, the WSFR internal stakeholder group collaborated to update the terms that define the agency's values. The Mission, Vision, and Values were further clarified during this process. The WSFR Mission is:

“Windsor Severance Fire Rescue provides professional service and compassionate care from our family to yours.”

The internal stakeholder group that developed this mission statement believes that it embodies the essence of why WSFR exists and emphasizes that the employees of WSFR view themselves as a family, working together to serve the citizens and visitors of the communities of Windsor and Severance.

The Values that support this mission were defined as follows:

Readiness - *We will anticipate the needs of our community through preparedness, education, and continual improvement.*

Excellence - *We will pursue mastery of technical knowledge, skills, and abilities.*

Courage - *We will display the mental strength and moral character to do what is right, even in the presence of personal and professional adversity*

Respect - *We will serve our community and each other with dignity, integrity, appreciation, and kindness while valuing the diversity and efforts of all.*

These values are embraced by all agency employees as the guiding doctrine that binds all employees together. They are applied by all members of the agency through the decision-making process to ensure that all decisions directly correlate to the agency's goals and



objectives.

During the process, it was recognized that the previous Vision statement did not align with the identity the organization was striving for. The following Vision statement was developed to help challenge WSFR to be the best at what we do and guide the agency into the future:



“Windsor Severance Fire Rescue commits to the well-being and growth of our members while striving for greatness as we evolve to community needs and foster strong and lasting relationships grounded in trust and humility.”



Relationship Between Outcome and Response Time

WSFR exists to serve the communities of Windsor and Severance by providing an effective and efficient response to incidents. Ultimately, WSFR personnel strive to minimize loss of life and property damage. The agency seeks to measure both outputs (quantity of

work completed) as well as outcomes (measurable results from work completed) to analyze the agency’s ability to be effective and efficient. Two quantifiable periods have been published repeatedly in the emergency response media: time to flashover and cardiac arrest survivability.

To measure the effectiveness and efficiency of fire suppression operations, a fire service agency must deploy enough personnel and apparatus to a reported fire incident. Those resources must arrive on the scene within an appropriate time frame and effectively accomplish the critical tasks necessary to extinguish the fire. While every fire is unique in its circumstances, fire behavior can and should be anticipated. The transition from a developing fire to a fully involved fire is called flashover. Flashover is the time at which all available fuel packages within the fire area simultaneously reach their ignition temperature (Figure 57). This produces a hostile fire event with extreme heat, rapid free burning, extremely high pressure, and tremendous smoke production. If a fire reaches the flashover stage, any persons within the fire compartment



has an extremely minimal chance of survival. Fire modeling experiments conducted as part of the Report on Residential Fireground Field Experiments (NIST, 2010) indicated that a fire environment can be expected to become untenable for human survival within approximately ten minutes simply based on atmospheric concentrations of carbon monoxide and carbon dioxide.⁸ Response and on-scene performance goals are established to allow resources to intercede in the fire event as early as possible.

Comparing the expected or anticipated fire behavior with the expected or anticipated incident response timeline and critical tasks that can be controlled or otherwise influenced by agency personnel allows WSFR leaders to build effective response plans. A glance at Figure 57 can lead to the logical inference that increased response time leads to decreased success in containing a fire in a room or area of origin. Similarly, the increased response time has a negative effect on patient survival from cardiac arrest. In both cases, the agency must have a timely response to the incident while also implementing a skilled response for there to be the greatest opportunity for success.

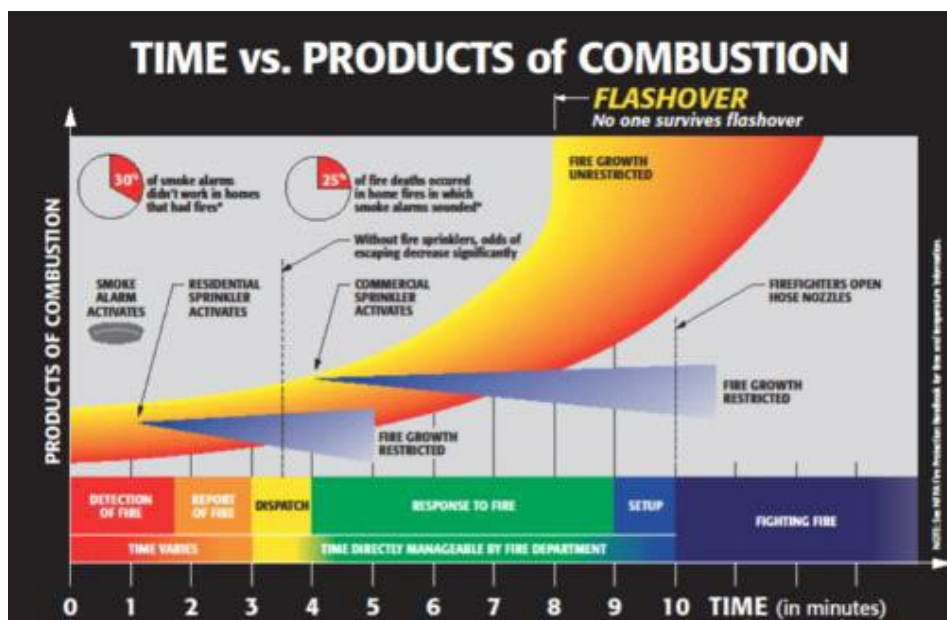


Figure 57 - Time versus Products of Combustion

Community Response History

WSFR has analyzed the incident response history for the period from January 1, 2017,

⁸ Report on Residential Fireground Field Experiments. National Institute of Standards and Technology. April 2010, page 43.



through December 31, 2021. The analysis included the days and times that incidents were reported but also the frequency that different incident types occurred. This understanding of incident response history is used to help agency personnel understand which types of incidents they can reasonably be expected to respond to, as well as when those incidents can most likely be anticipated to occur.

As part of the District’s risk assessment, information from the RMS was analyzed to determine the frequency with which incidents tend to occur in the district. Calls from January 1, 2017, through December 31, 2021, were assessed based on the hour of the day, day of the week, and month of call (Figures 58-60). This information is being used to help plan for future staffing needs.

To understand how the time of day affects call frequency, incidents were analyzed for the time of dispatch. Figure 58 shows that the busiest time for calls is from 7:00 am until 10:00 pm.

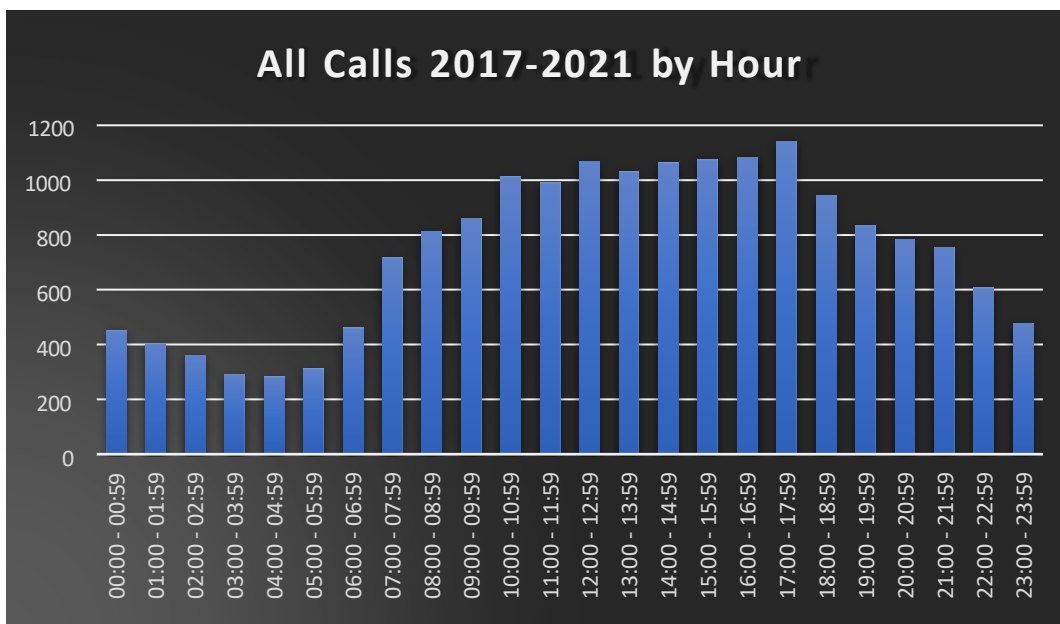


Figure 58 - Incidents by Hour of Day (2017-2021)

The agency’s plan for increasing staffing due to increased need is based upon the use of a shift recall, whereby off-duty personnel are notified of the need to return to duty to staff reserve and/or secondary apparatus while on-duty staff mitigates incident needs. While a shift recall does not guarantee additional staffing, it has frequently met system needs and matches similar plans by regional fire service agencies.



An examination of the frequency of calls throughout the various days of the week revealed that call volume was relatively consistent, with little variation seen on weekdays versus weekends (Figure 59).

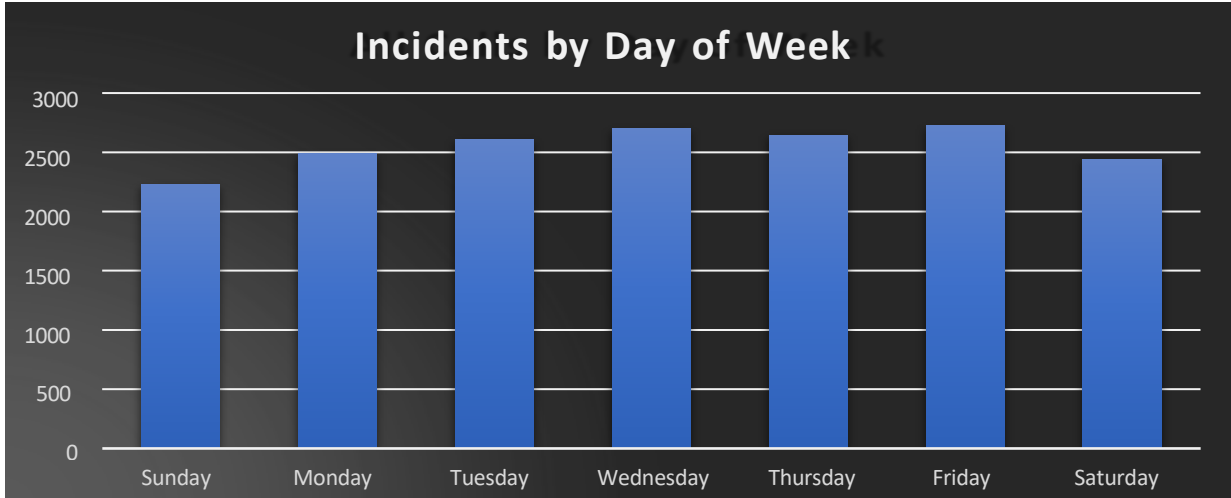


Figure 59 - Incidents by Day of Week (2017-2021)

Reviewing incident statistics for the month of occurrence revealed that call volume is relatively consistent without regard for the month (Figure 60).

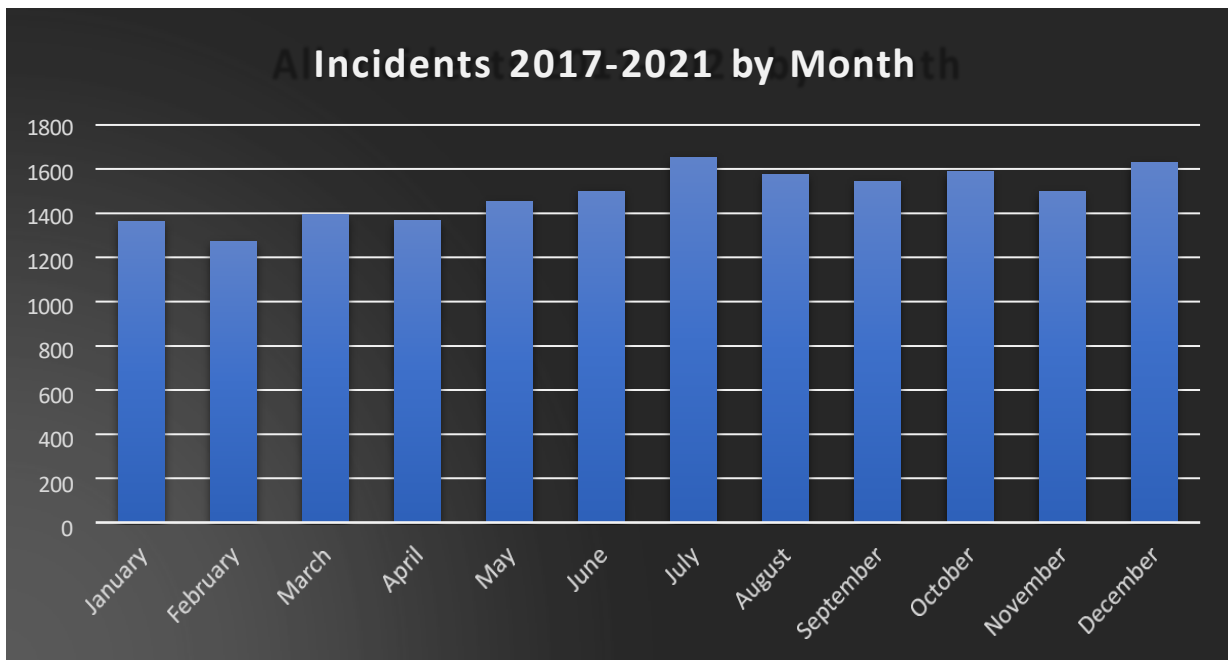


Figure 60 - Incidents by Month of Call (2017-2021)



Resource Distribution

Distribution refers to the number of resources (e.g., first-due apparatus) located throughout the response area. In other words, the distribution looks at the locations of fire stations to provide personnel and equipment for initial response to calls for service. In an ideal situation, every fire station would be located so that the call volume is equally distributed between all stations. Unfortunately, it is not possible to accomplish such a task. Instead, WSFR has focused on providing staffed fire stations nearest to population centers, where an increased call volume can be expected. The geographic regions surrounding each fire station are referred to as fire station planning areas.

Fire station planning areas are used by WSFR to improve understanding of anticipated incident responses. WSFR analyzed drive times from each of the agency's fire stations and assigned responsibility for pre-fire planning based on which apparatus should be first-due based on anticipated drive time from their respective fire station. See the following maps which illustrate the 5-minute drivetime areas (Figures 61-65).



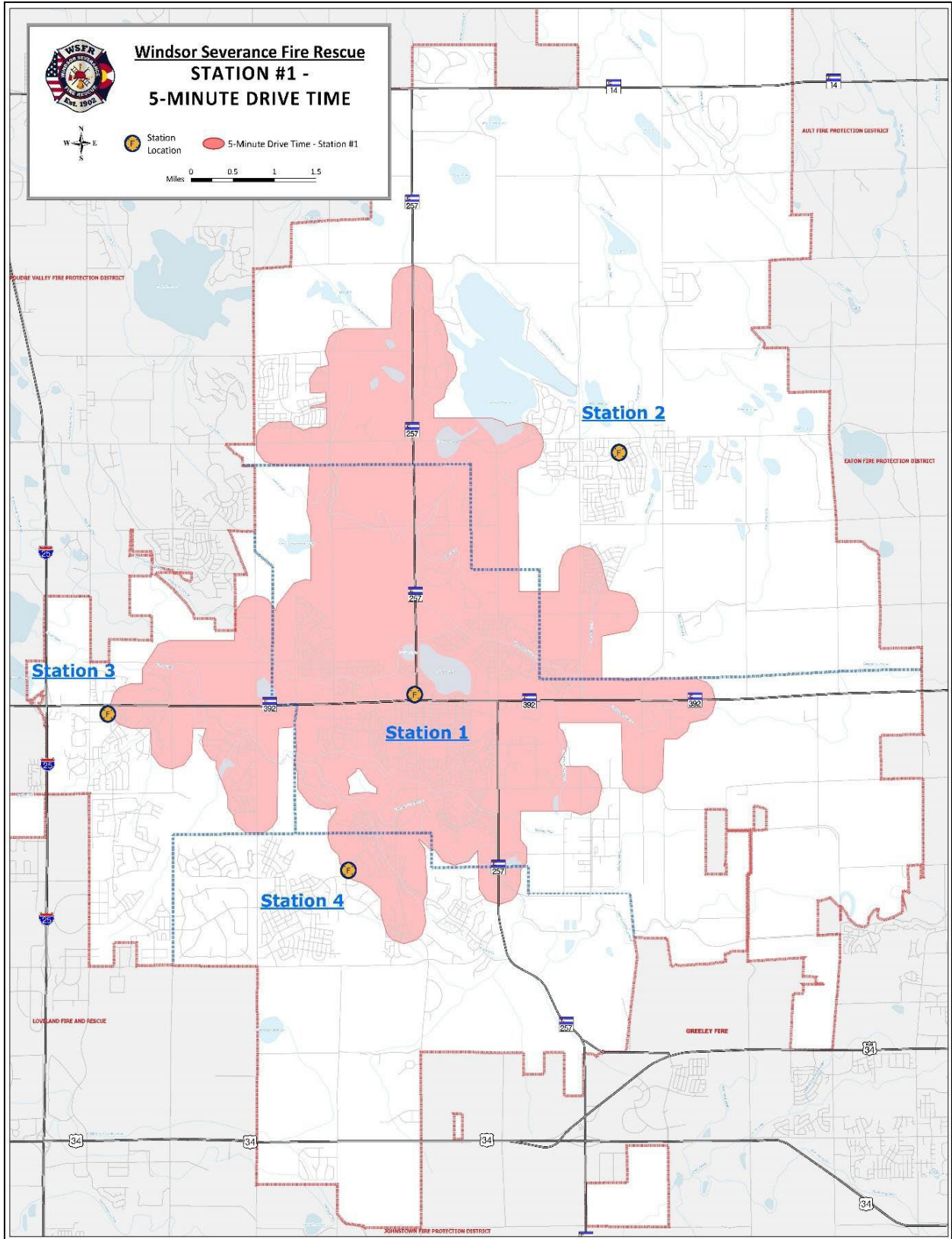


Figure 61 - Station 1 Drive Time Response Area



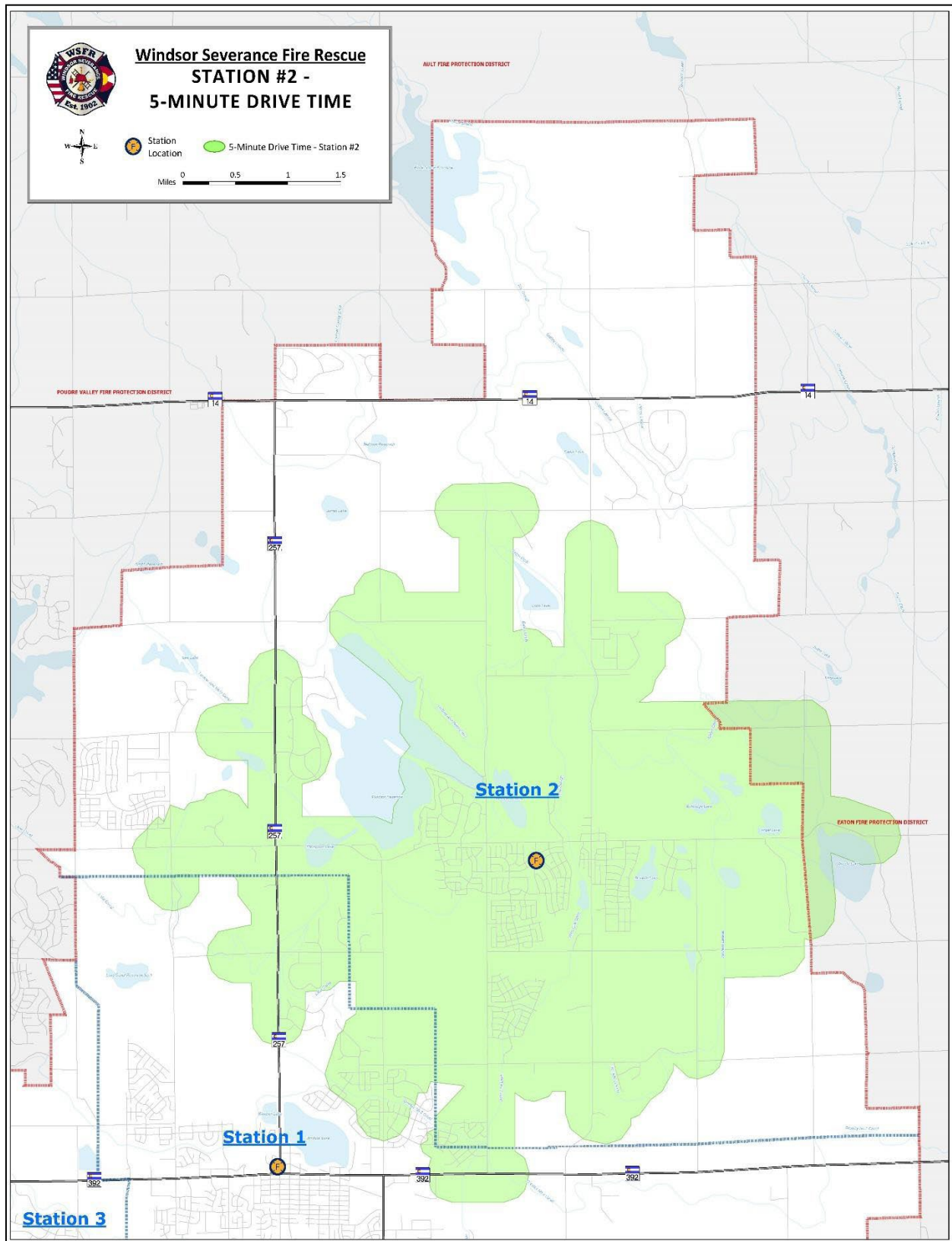


Figure 62 - Station 2 Drive Time Response Area



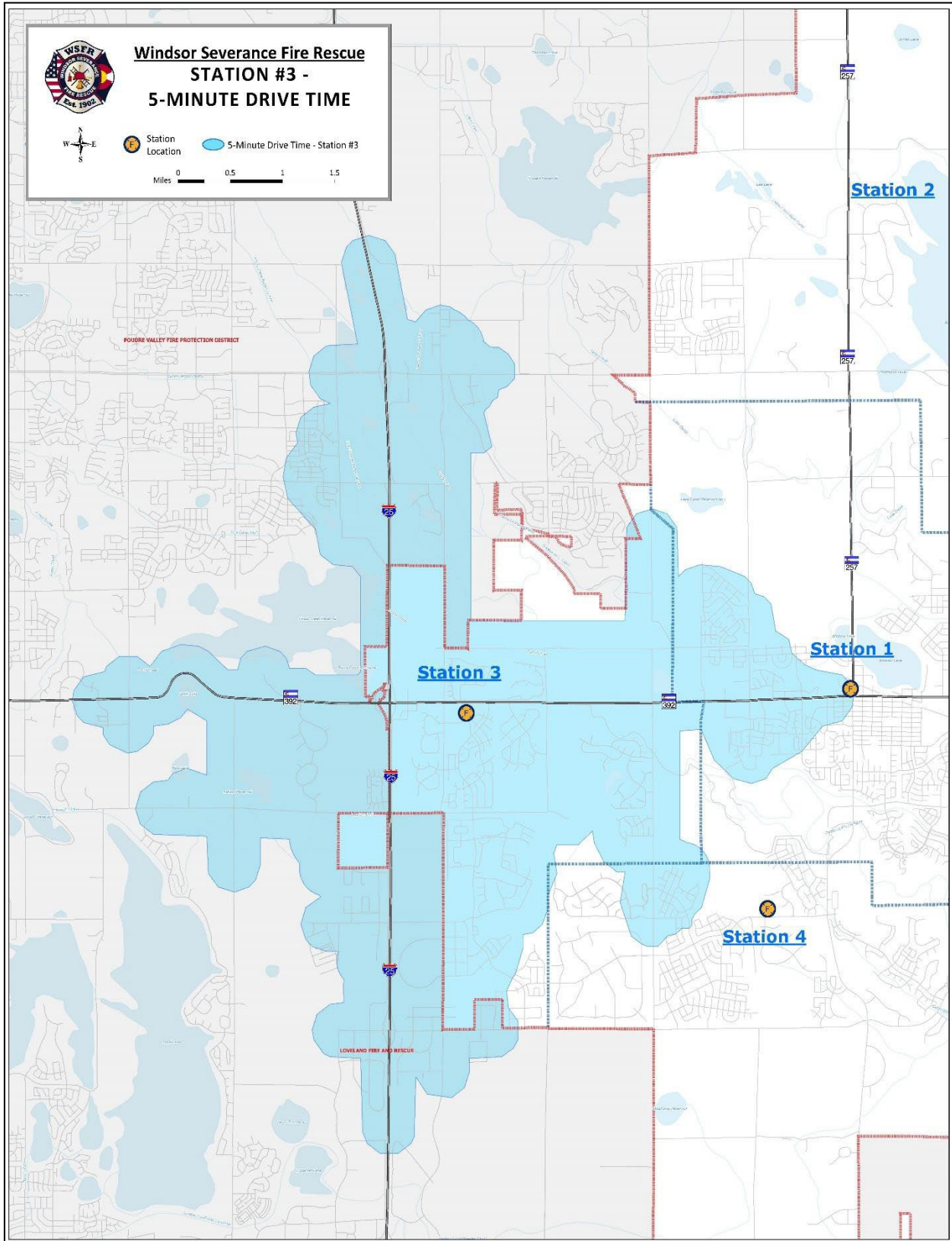


Figure 63 - Station 3 Drive Time Response Area



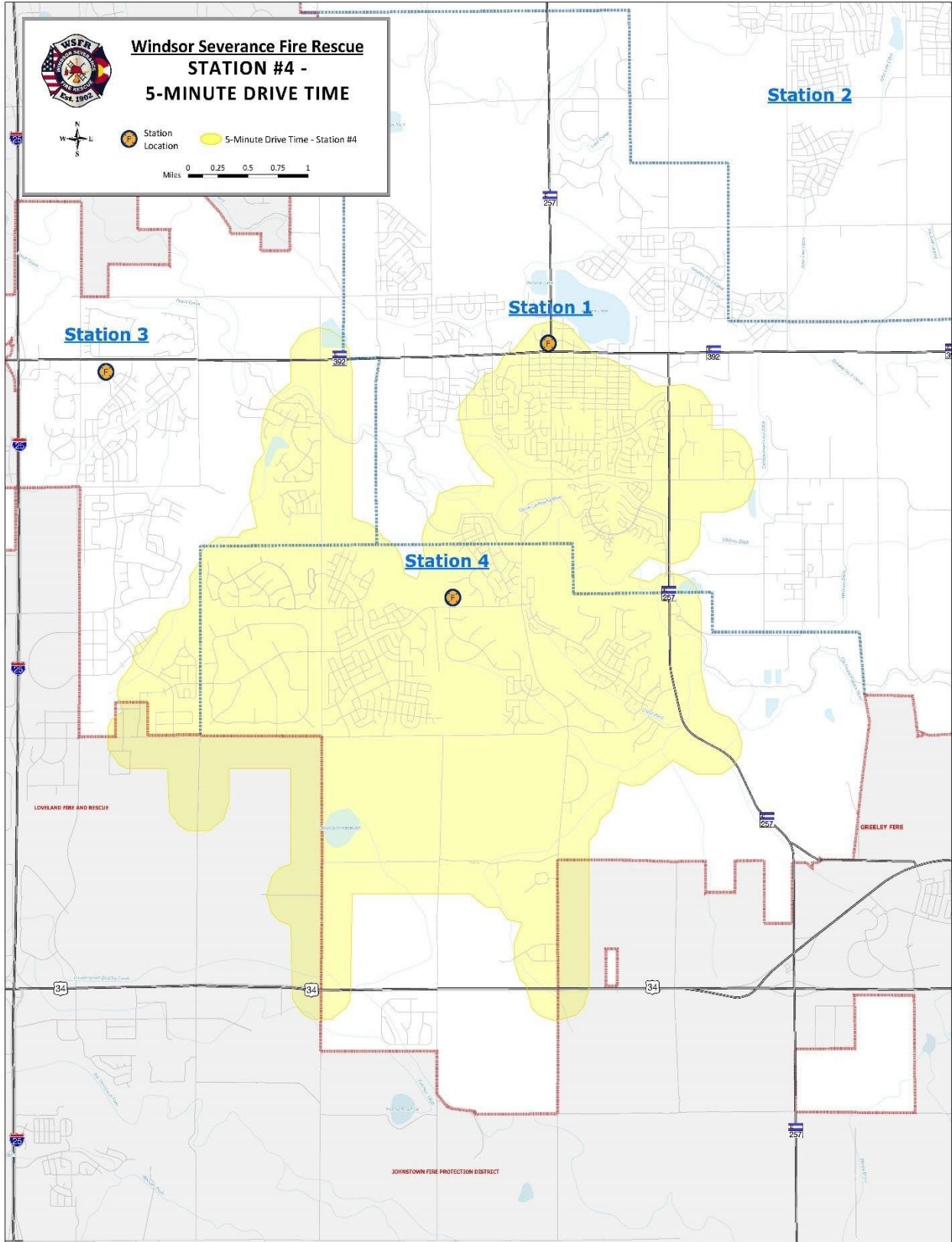


Figure 64 - Station 4 Drive Time Response Area



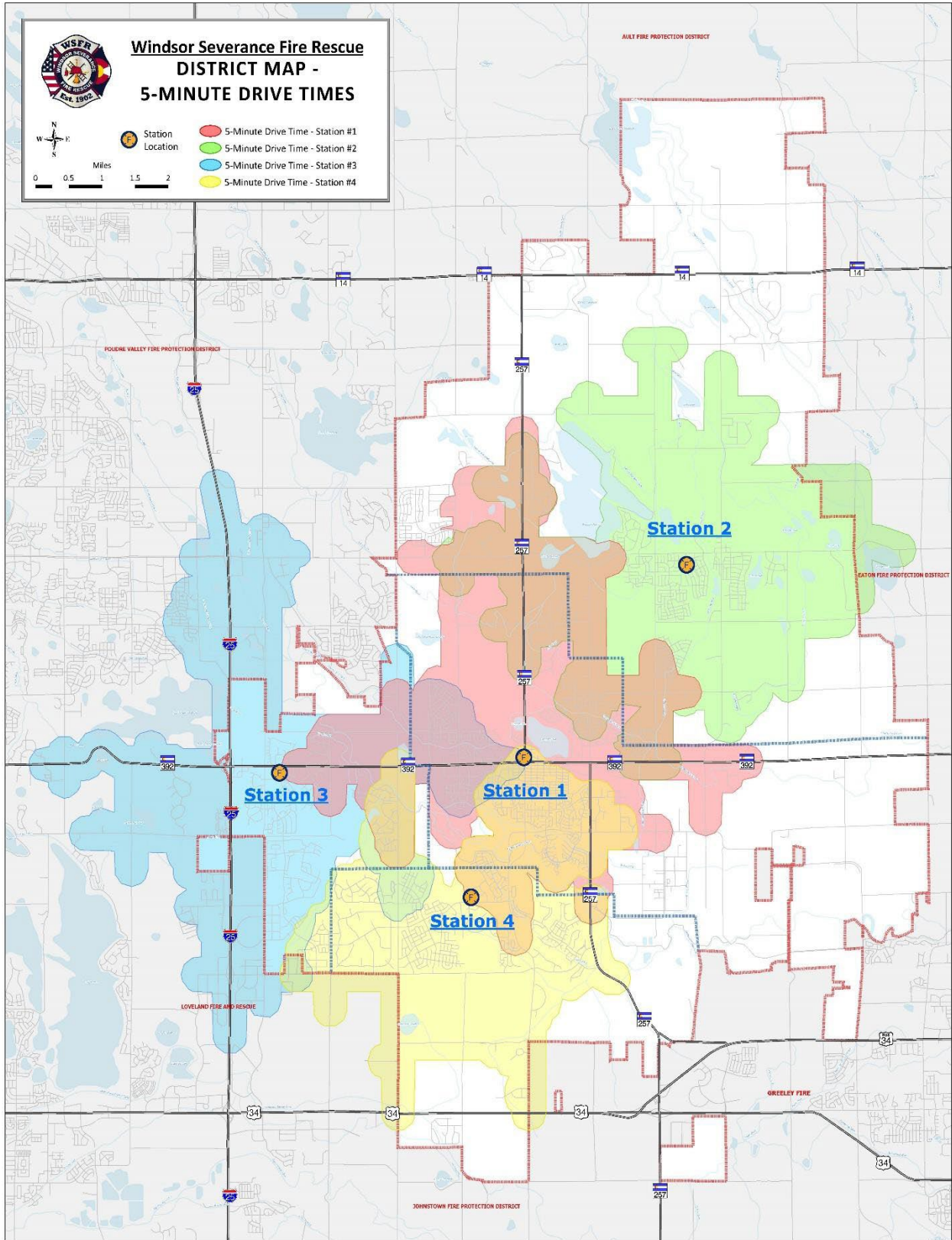


Figure 65 - All Station Drive Time Response Areas



Resource Concentration

The concentration of resources examines the placement of agency resources to best support establishing an effective response force (ERF) on an emergency scene within an established timeframe. In other words, the agency must place its resources in strategic locations throughout the response area so that the necessary apparatus and personnel can arrive on the scene quickly enough to mitigate the circumstances of any given incident. Larger and more complex incidents require a larger ERF, while smaller or less complex incidents require a correspondingly smaller ERF. Thus, it can be inferred that a greater amount of time will be necessary to assemble the requisite personnel and equipment for a larger and more complex incident than for a smaller and less complex incident.

WSFR is somewhat restricted in its ability to place multiple resources throughout the community simply due to the size of the agency. With only four fire stations, however, the agency has been effective at strategically locating the most used secondary apparatus to maximize efficiency. In addition to the first-due fire apparatus, Stations 2, 3, and 4 also house wildland apparatus (brush trucks). A water tender is located at Station 2 and Station 4, which serve the areas most expected to have a decreased availability of a pressurized water supply. Other secondary apparatus is distributed throughout the WSFR response area to most effectively meet anticipated response needs. Figure 66 shows the historical distribution of incidents by fire station planning zones.

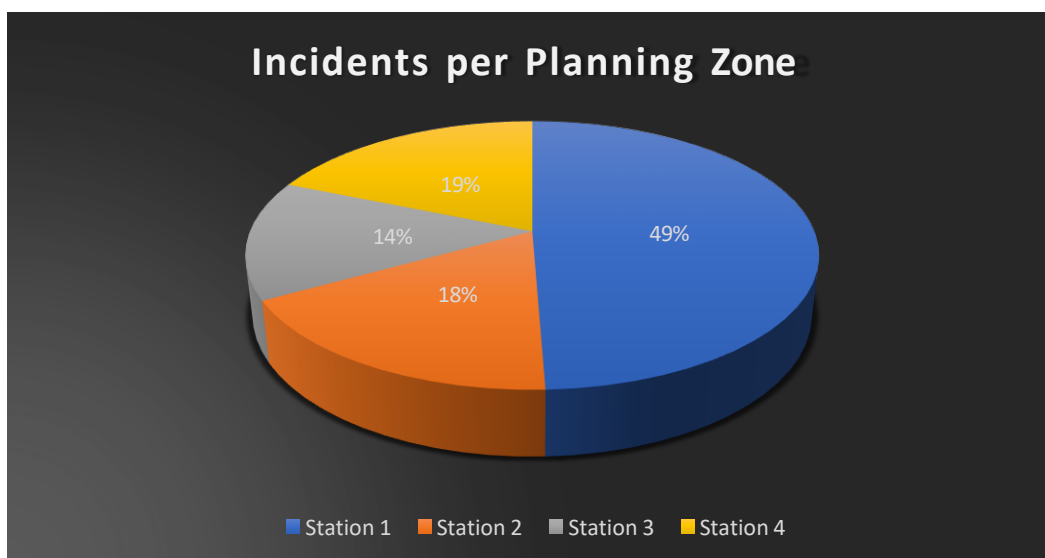


Figure 66 - Distribution of Incidents by Fire Station Planning Zone



Chapter 5 – Standards of Cover

Critical Task Analysis

When a citizen calls 911, they expect a quick skilled response from enough emergency personnel to effectively mitigate the circumstances of their emergency. WSFR has established several response plans that are intended to provide that quick skilled response to a wide variety of emergency and non-emergency calls for service. In developing these response plans, WSFR has performed a critical task analysis to develop an understanding of the amount of work that each responder should reasonably be expected to perform on any given incident. The analysis of these critical tasks improves agency awareness about the adequacy of current staffing levels, mutual and auto-aid agreements, and other resources in terms of their ability to provide enough personnel and equipment to an emergency scene promptly to effectively mitigate the circumstances of that incident.

Critical tasks can be defined as those tasks that must be performed to successfully mitigate the circumstances of the incident. Critical tasks are based upon risk assessment summaries, agency policies and procedures, accepted industry standards, National Fire Protection Association guidelines, and expert counsel. The analysis of these tasks and the numbers of personnel needed to complete them serves as the basis and rationale for establishing a risk-specific effective response force (ERF). In other words, critical task analysis provides data that allows WSFR to determine the appropriate response plan to effectively control the circumstances of each incident type. It is important to note that WSFR understands that some situations will necessitate dependence on neighboring agencies to provide personnel and equipment through automatic-aid and/or mutual-aid agreements. Where applicable, this has been built into the ERF determination.

Low-Risk Fire Suppression

The risk analysis conducted by WSFR determined that Low-Risk Fire Suppression incidents includes fires that can generally be addressed by a single response crew. For example, this would include fires involving vehicles, dumpsters, outside equipment, boats, trash, or other similar objects. This also includes explosions of unknown origin. If dispatch information indicates that fire is close to a structure, it is classified as a fire threatening a structure and is upgraded to a full first alarm assignment. If it is an explosion involving a structure, it also is dispatched as a structure fire.

The following table provides the Effective Response Force (ERF) and associated critical tasks for initial Low-Risk Fire Suppression responses.



Low-Risk Fire Suppression		
APPARATUS	STAFFING	CRITICAL TASK DESCRIPTION
Engine or Truck	Officer	Establish Incident Command
		360-degree scene size-up
		Develop incident action plan
	Initial Safety Officer	
	Engineer	Position and pump apparatus
	Firefighter	Form fire attack crew
ERF = 1 units with	3 personnel	To perform 6 critical tasks

Low-Risk Fire Suppression: Baseline Performance

The following information contains response data for Low-Risk Fire Suppression incidents to which WSFR responded during the period from January 1, 2021, through December 31, 2025. During this period the agency responded to a total of 132 Low-Risk Fires in all response zones in both the urban and rural areas.

For 90 percent of Low-Risk Fire Suppression incidents, the total response time for the arrival of the first-due apparatus, staffed with at least one officer, one engineer, and one firefighter was 9 minutes and 26 seconds in the urban response area and 12 minutes and 30 seconds for the rural response area. The first-due engine or truck shall be capable of delivering a minimum of 500 or 300 gallons of tank water respectively, with a minimum of 1,500 gallons per minute rated pumping capacity. Both units shall be capable of establishing incident command, performing a 360-degree scene size-up, developing an appropriate incident action plan, deploying an appropriate fire attack, providing sufficient water volume and pumping capacity, and applying water to the fire.

For 90 percent of Low-Risk Fire Suppression incidents, the total response time for the arrival of the ERF, staffed with a minimum of one officer, one engineer, one firefighter, and one battalion chief was 10 minutes and 47 seconds in the urban response area and 16 minutes and 54 seconds for the rural response area. The ERF shall be capable of providing a dedicated incident commander, performing a 360-degree scene size-up, developing an appropriate incident action plan, deploying an appropriate fire attack, providing sufficient water volume and pumping capacity, and applying water to the fire.

The ERF was changed to a single engine staffed with one officer, one engineer, and one firefighter for Low-Risk Fire Suppression incidents beginning in 2026. Data will be calculated, and charts will be populated accordingly moving forward.

Low-Risk Fire Suppression: Performance Benchmarks

For 90 percent of all Low-Risk Fire Suppression incidents, the total response time for the



arrival of the first-due apparatus, staffed with at least one officer, one engineer, and one firefighter shall be 7 minutes and 49 seconds in the urban response area and 11 minutes and 49 seconds in the rural response area. The first-due engine or truck shall be capable of delivering a minimum of 500 or 300 gallons of tank water respectively, with a minimum of 1,500 gallons per minute rated pumping capacity. Both units shall be capable of establishing incident command, performing a 360-degree scene size-up, developing an appropriate incident action plan, deploying an appropriate fire attack, providing sufficient water volume and pumping capacity, and applying water to the fire.

For 90 percent of all Low-Risk Fire Suppression incidents in 2023, 2024, and 2025, the total response time for the arrival of the ERF, staffed with a minimum of one officer, one engineer, one firefighter, and one battalion chief, shall have been 11 minutes and 49 seconds in the urban response area and 15 minutes and 49 seconds in the rural response area. The ERF shall be capable of providing a dedicated incident commander, performing a 360-degree scene size-up, developing an appropriate incident action plan, deploying an appropriate fire attack, providing sufficient water volume and pumping capacity, and applying water to the fire.

Beginning in 2026, for 90 percent of all Low-Risk Fire Suppression incidents, the total response time for the arrival of the ERF, staffed with a minimum of one officer, one engineer, and one firefighter, shall be 7 minutes and 49 seconds in the urban response area and 11 minutes and 49 seconds in the rural response area. The ERF shall be capable of providing an incident commander, performing a 360-degree scene size-up, developing an appropriate incident action plan, deploying an appropriate fire attack, providing sufficient water volume and pumping capacity, and applying water to the fire.

Low-Risk Fire Suppression Standards of Cover Calculations Methodology

The following lists describe the methods used to develop first-due and ERF calculations for incidents evaluated for Low-Risk Fire Suppression incidents. The records management system was used to extract response performance data for analysis.

Low-Risk Fire Suppression

Resources:	1 Engine or 1 Truck
Process /Turnout:	Reporting time for 1 st apparatus
ERF:	Minimum 3 personnel Reporting time for all apparatus to arrive on scene
Inclusion Criteria:	1 st due unit is an Engine or a Truck
NERIS Call Type:	Outside Fire (excluding Vegetation), Transportation Fire, or Special Fire



(Low-Risk) Fire Suppression - 90th Percentile Times - Baseline Performance			Benchmark (Target)	2021-2025	2025	2024	2023	2022	2021
Alarm Handling	Pick-up to Dispatch	Urban	1:30	3:51	3:23	4:23	4:06	3:44	3:10
		Rural	1:30	3:14	3:23	1:46	2:03	3:04	3:15
Turnout Time	Turnout Time 1st Unit	Urban	1:20	2:12	2:07	1:57	1:50	2:05	2:34
		Rural	1:20	2:30	2:12	1:33	2:16	2:17	2:26
Travel Time	Travel Time 1 st Unit Distribution	Urban	4:59	7:47	6:05	11:18	7:42	7:34	5:45
		Rural	8:59	10:42	9:12	10:06	8:21	10:06	12:09
	Travel Time ERF Concentration	Urban	4:59	10:25	8:48	12:06	10:14	9:06	11:18
		Rural	8:59	15:22	14:25	10:06	9:31	12:11	33:28
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	7:49	9:26	7:35	12:54	9:39	9:03	8:08
			n=107	n=29	n=19	n=26	n=14	n=19	
		Rural	11:49	12:30	10:54	11:39	10:28	12:10	13:21
	Total Response Time ERF Concentration	Urban	n=25	n=7	n=1	n=3	n=6	n=8	
			7:49	10:47	9:29	13:05	11:28	9:26	12:20
		Rural	11:49	16:54	15:05	11:08	10:19	15:45	35:10
		n=20	n=7	n=1	n=3	n=3	n=6		

Moderate-Risk Fire Suppression

WSFR has defined Moderate-Risk Fire Suppression incidents as one involving a one- or two- family residential structure, multi-family residential structure not requiring high-rise firefighting tactics, or a commercial structure having an OVAP score below 40. This could also include a structure that is threatened by an exterior fire involving a vehicle, trash container, and/or vegetation. The three primary goals when responding to a reported structure fire are Life Safety, Incident Stabilization, and Property Conservation. WSFR’s primary goal for fire suppression is to provide for public and firefighter safety by reducing the potential of flashover in the involved compartment(s) whenever possible. All initial tasks performed on the fire ground are directed towards accomplishing this goal within the established risk profile. Firefighter safety is of paramount concern to all personnel operating on the scene. WSFR recognizes that all structure fires contain an environment that is immediately dangerous to life and health (IDLH) and expects all personnel actions to conform to the risk profile established by incident command.

The first alarm assignment for a Moderate-Risk Fire Suppression incident is displayed. WSFR staffs all first-due apparatus with one officer, one engineer, and at least one firefighter. Depending on the incident type or location, the officer may split their crew and staff one of the



secondary apparatus, such as a water tender, that is housed at the fire station. Additional personnel to staff secondary apparatus may be provided by qualified on-duty administrative personnel and/or personnel responding to a shift recall. If an incident type can reasonably be expected to exceed the capabilities of WSFR’s staffing resources, the responding battalion chief will request additional resources from mutual-aid providers.

The critical task analysis presented assumes that an offensive strategy is established, and all personnel are operating with the intent of saving savable lives. All WSFR officers function as embedded safety officers within their assigned crew or workgroup during all incident response activities. Finally, ALS ambulance personnel and equipment are not included in the critical task analysis because they are not trained or equipped as firefighters.

The following tables provide the ERF and associated critical tasks for Moderate-Risk Fire Suppression incidents including areas with pressurized water supply and areas requiring rural water supply operations.

Moderate-Risk Fire Suppression - In areas with pressurized water supply		
APPARATUS	STAFFING	CRITICAL TASK DESCRIPTION
First Due Engine	Officer	Establish Incident Command 360-degree size-up Develop incident action plan Initial Safety Officer
	Engineer	Pump apparatus
	Firefighter	Form fire attack crew
Second Due Engine	Officer	360-degree survey, update the incident action plan
	Engineer	Establish water supply to first-due engine
	Firefighter	Second attack line
Third Due Engine	Officer	Rapid intervention or on-deck crew as determined by IC
	Engineer	
	Firefighter	
First Due Truck	Officer	Outside truck functions Primary search or ventilation as determined by IC
	Engineer	
	Firefighter	
Command Vehicle	Battalion Chief	Upgrade Incident Command Safety Review Update the incident action plan
Second Due Command Vehicle	Chief Officer	Command Aid Upgrade Safety Officer
ERF = 6 units with	14 personnel	To perform 17 Critical Tasks



Moderate-Risk Fire Suppression – In areas requiring rural water supply operations		
APPARATUS	STAFFING	CRITICAL TASK DESCRIPTION
First Due Engine	Officer	Establish Incident Command 360-degree size-up Develop incident action plan Initial Safety Officer
	Engineer	Pump apparatus Establish rural water supply from water tender
	Firefighter	Form fire attack crew
Second Due Engine split with Water Tender	Officer	360-degree survey, update the incident action plan
	Engineer	Establish rural water supply to first-due engine Second attack line or pump apparatus as determined by IC
	Firefighter	Deliver water tender apparatus to the scene
Third Due Engine	Officer	Rapid intervention or on-deck crew as determined by IC
	Engineer	
	Firefighter	
First Due Truck	Officer	Outside truck functions Primary search or ventilation as determined by IC
	Engineer	
	Firefighter	
Command Vehicle	Battalion Chief	Upgrade Incident Command Safety Review Update the incident action plan
Second Due Command Vehicle	Chief Officer	Command Aid Upgrade Safety Officer
ERF = 7 units with	14 personnel	To perform 17 Critical Tasks

Moderate-Risk Fire Suppression: Baseline Performance

The following information contains response data for Moderate-Risk Fire Suppression incidents to which WSFR responded during the period from January 1, 2021, through December 31, 2025. During this period, the agency responded to a total of 43 moderate-risk fires in all response zones in both the urban and rural areas.

For 90 percent of all Moderate-Risk Fire Suppression incidents, the total response time for the arrival of the first-due apparatus, staffed with at least one officer, one engineer, and one firefighter, was 7 minutes and 36 seconds in the urban response area and 11 minutes and 31 seconds in the rural response area. The first-due engine or truck shall be capable of delivering a minimum of 500 or 300 gallons of tank water respectively, with a minimum of 1,500 gallons per minute rated pumping capacity. First-due units shall be capable of establishing incident command, performing a 360-degree scene size-up, developing an appropriate incident action plan, deploying an appropriate fire attack, providing sufficient water volume and pumping capacity, and applying water to the fire.



For 90 percent of all Moderate-Risk Fire Suppression incidents, the total response time for the arrival of the ERF, staffed with a minimum of four officers, four engineers, four firefighters, one battalion chief, and one additional chief officer was 14 minutes and 49 seconds in the urban response area and 16 minutes and 03 seconds in the rural response area. The ERF shall be capable of providing a dedicated incident commander, performing a 360-degree scene size- up, developing an appropriate incident action plan, deploying an appropriate first and second attack, providing sufficient water volume and pumping capacity, establishing a secured water supply, completing a primary search of the structure or providing ventilation, and providing a rapid intervention crew.

Moderate-Risk Fire Suppression: Performance Benchmarks

For 90 percent of all Moderate-Risk Fire Suppression incidents, the total response time for the arrival of the first-due apparatus, staffed with at least one officer, one engineer, and one firefighter, shall be 7 minutes and 49 seconds in the urban response area and 11 minutes and 49 seconds in the rural response area. The first-due engine or truck shall be capable of delivering a minimum of 500 or 300 gallons of tank water respectively, with a minimum of 1,500 gallons per minute rated pumping capacity. First-due units shall be capable of establishing incident command, performing a 360-degree scene size-up, developing an appropriate incident action plan, deploying an appropriate fire attack, providing sufficient water volume and pumping capacity, and applying water to the fire.

For 90 percent of all Moderate-Risk Fire Suppression incidents, the total response time for the arrival of the ERF, staffed with a minimum of four officers, four engineers, four firefighters, one battalion chief, and one additional chief officer shall be 14 minutes and 49 seconds in the urban response area and 18 minutes and 49 seconds in the rural response area. The ERF shall be capable of providing a dedicated incident commander, performing a 360-degree scene size- up, developing an appropriate incident action plan, deploying an appropriate first and second attack, providing sufficient water volume and pumping capacity, establishing a secured water supply, completing a primary search of the structure or providing ventilation, and providing a rapid intervention crew.

Moderate-Risk Fire Suppression Standards of Cover Calculations Methodology

The following lists describe the methods used to develop first-due and ERF calculations for incidents evaluated for Moderate-Risk Fire Suppression. The records management system was used to extract response performance data for analysis.

Moderate-Risk Fire Suppression



Resources: 3 Engines, 1 Truck, 2 Command Vehicles (add 1 Water Tender w/ rural water supply)

Process /Turnout: Reporting time for 1st apparatus

ERF: Minimum 14 personnel
Reporting time for all apparatus to arrive on scene

Inclusion Criteria: 1st due unit is an Engine or a Truck

NERIS Call Type: Structure Fire (excluding High-Risk property)

(Moderate Risk) Fire Suppression - 90th Percentile Times - Baseline Performance			Benchmark (Target)	2021-2025	2025	2024	2023	2022	2021
Alarm Handling	Pick-up to Dispatch	Urban	1:30	3:32	2:44	2:10	4:18	2:44	3:13
		Rural	1:30	3:12	2:43	2:03	3:30	2:42	N/A
Turnout Time	Turnout Time 1st Unit	Urban	1:20	1:45	1:31	1:39	1:26	1:44	2:12
		Rural	1:20	2:11	2:16	N/A	0:50	2:02	N/A
Travel Time	Travel Time 1 st Unit Distribution	Urban	4:59	6:53	5:07	7:55	7:10	3:08	4:26
		Rural	8:59	10:54	8:44	7:14	10:46	13:54	N/A
	Travel Time ERF Concentration	Urban	11:59	15:16	13:55	10:34	18:35	8:21	8:43
		Rural	15:59	17:28	14:42	N/A	N/A	17:46	N/A
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	7:49	7:36	6:34	8:28	8:19	4:29	5:20
			n=32	n=6	n=6	n=10	n=3	n=7	
		Rural	11:49	11:31	9:22	7:14	11:24	14:48	N/A
	Total Response Time ERF Concentration	Urban	14:49	16:03	15:54	11:50	19:52	9:55	10:33
			n=15	n=1	n=1	n=6	n=3	n=4	
		Rural	18:49	17:05	7:39	N/A	N/A	18:08	N/A
			n=2	n=1	n=0	n=0	n=1	n=0	

High-Risk Fire Suppression

WSFR's response area includes several occupancies that could be high-risk structures. This term was defined and discussed extensively in the Community Risk and Emergency Services Assessment of this document. WSFR has established that a structure that meets one or more of the following criteria shall be classified as a High-Risk occupancy:

1. Building requires the use of high-rise firefighting tactics, or
2. Building was identified by First Due RMS as an OVAP scoring over 39

WSFR utilizes automatic and mutual-aid with partner agencies to ensure a reliable and consistent response to high-risk fires.

The following table provides the ERF and associated critical tasks for initial High-Risk



Fire Suppression responses.

High-Risk Fire Suppression		
APPARATUS	STAFFING	CRITICAL TASK DESCRIPTION
First Due Engine	Officer	Establish incident command 360-degree scene size-up Develop incident action plan
	Engineer	Pump apparatus
	Firefighter	Form fire attack crew
Second Due Engine	Officer	360-degree survey, update the incident action plan
	Engineer	Establish water supply to 1 st due engine and FDC
	Firefighter	Second attack line
Third Due Engine	Officer	Group/Division Supervisor
	Engineer	Rapid intervention crew
	Firefighter	
First Due Truck	Officer	Outside truck functions
	Engineer	
	Firefighter	Primary search or ventilation as determined by IC
Command Vehicle	Battalion Chief	Upgrade Incident Command Safety Review Update the incident action plan
Second Due Command Vehicle	Chief Officer	Command Aid Upgrade Safety Officer
ERF = 6 units with	14 personnel	To perform 17 critical tasks

High-Risk Fire Suppression: Baseline Performance

The following information contains response data for high-risk structure fires to which WSFR responded during the period from January 1, 2021, through December 31, 2025. During this period, the agency responded to a total of 4 high-risk structure fires in all response zones and both urban and rural areas. Given the low volume of data, the agency was not able to determine a performance baseline based on historical data. Instead, the agency reviews each high-risk fire as they occur to identify areas for improvement.

High-Risk Fire Suppression: Performance Benchmarks

For 90 percent of all high-risk fires, the total response time for the arrival of the first-due apparatus staffed with at least one officer, one engineer, and one firefighter, shall be 7 minutes and 49 seconds in the urban response area and 11 minutes and 49 seconds in the rural response area. The first-due engine or truck shall be capable of delivering a minimum of 500 or 300 gallons of tank water respectively, with a minimum of 1,500 gallons per minute rated pumping capacity. First-due units shall be capable of establishing incident command, performing a 360-degree scene size-up, developing an appropriate incident action plan,



deploying an appropriate fire attack, providing sufficient water volume and pumping capacity, and applying water to the fire.

For 90 percent of all high-risk fires, the total response time for the arrival of the effective response force (ERF) including mutual-aid, staffed with a minimum of four officers, four engineers, four firefighters, one battalion chief, and one additional chief officer shall be 14 minutes and 49 seconds in the urban response area and 18 minutes and 49 seconds in the rural response area. The ERF shall be capable of providing a dedicated incident commander, establishing a secure water supply, completing a primary search of the structure, providing ventilation, advancing a second attack line, providing a rapid intervention crew, controlling utilities, establishing operational groups and/or divisions as appropriate, and providing ladders and other necessary equipment to support fire ground operations.

High-Risk Fire Suppression Standards of Cover Calculations Methodology

The following lists describe the methods used to develop first-due and ERF calculations for incidents evaluated for High-Risk Fire Suppression. The records management system was used to extract response performance data for analysis.

High-Risk Fire Suppression

Resources:	3 Engines, 1 Truck, 2 Command Vehicles
Process /Turnout:	Reporting time for 1 st apparatus
ERF:	Minimum 14 personnel Reporting time for all apparatus to arrive on scene
Inclusion Criteria:	1 st due unit is an Engine or a Truck
NERIS Call Type:	Structure Fire (High-Risk property)



(High Risk) Fire Suppression - 90th Percentile Times - Baseline Performance			Benchmark (Target)	2021-2025	2025	2024	2023	2022	2021
Alarm Handling	Pick-up to Dispatch	Urban	1:30	1:52	1:34	N/A	N/A	1:45	N/A
		Rural	1:30	N/A	N/A	N/A	N/A	N/A	N/A
Turnout Time	Turnout Time 1st Unit	Urban	1:20	2:09	2:14	N/A	N/A	1:40	N/A
		Rural	1:20	N/A	N/A	N/A	N/A	N/A	N/A
Travel Time	Travel Time 1 st Unit Distribution	Urban	4:59	8:02	3:26	N/A	N/A	8:58	N/A
		Rural	8:59	N/A	N/A	N/A	N/A	N/A	N/A
	Travel Time ERF Concentration	Urban	11:59	16:07	16:07	N/A	N/A	N/A	N/A
		Rural	15:59	N/A	N/A	N/A	N/A	N/A	N/A
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	7:49	9:22	5:40	N/A	N/A	10:11	N/A
				n=4	n=2	n=0	n=0	n=2	n=0
	Rural	11:49	N/A	N/A	N/A	N/A	N/A	N/A	N/A
				n=0	n=0	n=0	n=0	n=0	n=0
Total Response Time ERF Concentration	Urban	14:49	16:07	16:07	N/A	N/A	N/A	N/A	
			n=1	n=1	n=0	n=0	n=0	n=0	
Rural	18:49	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
			n=0	n=0	n=0	n=0	n=0	n=0	

Vegetation/Grass Fire Incidents

Vegetation/grass fires vary in size, location, and intensity as influenced by the fuels, weather, and topography associated with the incident. WSFR routinely responds to many low-risk, small grass fires that are often handled by the first-due engine/truck company or brush truck. These fires are typically small, found in the rural response areas, and are reported with no structures threatened. WSFR permits responding officers to exercise discretion in determining the appropriate response mode—emergent or non-emergent—based on dispatch information and current conditions such as temperature, wind, humidity, and other relevant factors. Vegetation/Grass fires responded to in a non-emergent mode are classified as Low-Risk incidents; if an emergent response is deemed appropriate, the incident is classified as Moderate-Risk.

The following table provides the ERF and associated critical tasks for initial Low-Risk Vegetation/Grass fire incident responses.

Low-Risk Vegetation/Grass Fire		
APPARATUS	STAFFING	CRITICAL TASK DESCRIPTION
Engine or Truck	Officer	Upgrade Incident Command and Safety
	Engineer	Position and pump apparatus and/or joins fire attack
	Firefighter	Assist with fire attack



Brush Truck	Officer	Establish Incident Command Scene size-up Develop incident action plan
	Engineer	Operate/Pump fire attack apparatus
	Firefighter	Initiate fire attack
ERF = 2 units with	6 personnel	To perform 8 critical tasks

Low-Risk Vegetation/Grass Fire: Baseline Performance

The following information contains response data from all Low-Risk Vegetation/Grass fires to which WSFR responded during the period from January 1, 2021, through December 31, 2025. During this period, the agency responded to a total of 67 Low-Risk Vegetation/Grass fires in all response zones and both the urban and rural response areas.

For 90 percent of Low-Risk Vegetation/Grass fire incidents, the total response time for the arrival of the first-due apparatus, staffed with at least one officer and one engineer, or one firefighter was 10 minutes and 39 seconds in the urban response area and 11 minutes and 46 seconds for the rural response area. The first-due engine or truck shall be capable of delivering a minimum of 500 or 300 gallons of tank water respectively, with a minimum of 1,500 gallons per minute rated pumping capacity, and the first-due brush truck shall be capable of delivering a minimum of 300 gallons of tank water with a minimum of 100 gallons per minute rated pumping capacity. Each shall be capable of establishing incident command, deploying an appropriate fire attack, providing sufficient water volume and pumping capacity, and applying water to the fire.

For 90 percent of Low-Risk Vegetation/Grass Fire incidents, the total response time for the arrival of the ERF staffed with a minimum of one officer, one engineer, one firefighter, and one battalion chief was 15 minutes and 03 seconds in the urban response area and 15 minutes and 03 seconds for the rural response area. The ERF shall be capable of providing a dedicated incident commander, deploying an appropriate fire attack, providing sufficient water volume and pumping capacity, and applying water to the fire.

Beginning in 2026, based upon critical task analysis and past data evaluation, the ERF for Low-Risk Vegetation/Grass Fire will be two officers, two engineers, and two firefighters responding on one engine or truck and one brush truck. Incident response may be upgraded as needed by the incident commander. Data will be calculated, and charts will be populated accordingly moving forward.

Low-Risk Vegetation/Grass Fire: Performance Benchmarks

For 90 percent of all Low-Risk Vegetation/Grass Fire incidents, the total response time for the arrival of the first-due apparatus, staffed with at least one officer and one engineer, or



one firefighter shall be 7 minutes and 49 seconds in the urban response area and 11 minutes and 49 seconds in the rural response area. If an engine or truck, the first-due apparatus shall be capable of delivering a minimum of 500 or 300 gallons of tank water respectively, with a minimum of 1,500 gallons per minute rated pumping capacity. If a brush truck, the first-due apparatus shall be capable of delivering a minimum of 300 gallons of tank water with a minimum of 100 gallons per minute rated pumping capacity. Each unit shall be capable of establishing incident command, deploying an appropriate fire attack, providing sufficient water volume and pumping capacity, and applying water to the fire.

Beginning in 2026, for 90 percent of all Low-Risk Vegetation/Grass Fire incidents, the total response time for the arrival of the first-due apparatus, staffed with at least one officer, one engineer, and one firefighter shall be 7 minutes and 49 seconds in the urban response area and 11 minutes and 49 seconds in the rural response area. If an engine or brush truck, the first-due apparatus shall be capable of delivering a minimum of 500 or 300 gallons of tank water respectively, with a minimum of 1,500 gallons per minute or 100 gallons per minute rated pumping capacity. Each unit shall be capable of establishing incident command, deploying an appropriate fire attack, providing sufficient water volume and pumping capacity, and applying water to the fire.

Beginning in 2026, for 90 percent of all Low-Risk Vegetation/Grass Fire incidents, the total response time for the arrival of the ERF staffed with a minimum of two officers, two engineers, and two firefighters, shall be 11 minutes and 49 seconds in the urban response area and 15 minutes and 49 seconds in the rural response area. The ERF shall be capable of providing a dedicated incident commander, deploying an appropriate fire attack, providing sufficient water volume and pumping capacity, and applying water to the fire.

Low-Risk Vegetation/Grass Fire Standards of Cover Calculations Methodology

The following list describes the methods used to develop first-due and ERF calculations for incidents that occurred in 2023, 2024, and 2025, that were evaluated for Low-Risk Vegetation/Grass Fire suppression. The records management system was used to extract response performance data for analysis.

Low-Risk Vegetation/Grass Fire (2023, 2024, 2025)

Resources:	1 Engine or 1 Truck, 1 Brush truck, 1 Battalion Chief
Process /Turnout:	Reporting time for 1 st apparatus
ERF:	Minimum 4 personnel Reporting time for all apparatus to arrive on scene
Inclusion Criteria:	1 st due unit is an Engine or Truck or Brush Truck



NFIRS Codes: 140, 142, 143, 171, 172, 173

Low-Risk Grass/Wildland Fire (2026, 2027)

Resources: 1 Engine, 1 Brush Truck
 Process /Turnout: Reporting time for 1st apparatus
 ERF: Minimum 6 personnel
 Reporting time for all apparatus to arrive on scene
 Inclusion Criteria: Times determined for 1st due apparatus
 NERIS Call Type: Outside Fire – Vegetation/Grass Fire (non-emergent response)

(Low Risk) Vegetation/Grass Fire - 90th Percentile Times - Baseline Performance			Benchmark (Target)	2021-2025	2025	2024	2023	2022	2021
Alarm Handling	Pick-up to Dispatch	Urban	1:30	3:28	2:13	3:54	4:46	2:36	N/A
		Rural	1:30	5:11	2:50	3:57	4:50	5:00	N/A
Turnout Time	Turnout Time 1st Unit	Urban	1:20	2:44	2:24	3:03	1:53	2:42	N/A
		Rural	1:20	2:49	2:09	2:35	2:03	3:19	N/A
Travel Time	Travel Time 1 st Unit Distribution	Urban	4:59	8:52	9:00	8:11	8:33	6:47	N/A
		Rural	8:59	9:58	9:40	8:45	10:05	9:42	N/A
	Travel Time ERF Concentration	Urban	8:59	13:10	8:52	15:55	7:16	4:51	N/A
		Rural	12:59	13:26	12:26	11:03	11:08	16:53	N/A
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	7:49	10:39	10:57	9:48	9:18	8:21	N/A
			n=31	N=8	N=6	N=5	N=12	n=0	
		Rural	11:49	11:46	11:21	10:52	11:40	12:44	N/A
			n=36	N=10	N=6	N=5	N=15	n=0	
	Total Response Time ERF Concentration	Urban	11:49	15:03	10:39	17:13	8:56	10:48	N/A
			n=7	N=10	N=3	N=1	N=2	n=0	
Rural	15:49	15:03	13:52	13:00	12:27	18:58	N/A		
	n=13	N=3	N=2	N=2	N=6	n=0			

Moderate-Risk Vegetation/Grass Fires

Larger vegetation/grass fires, or vegetation/grass that occur when certain weather conditions are in place, may present unique hazards that dictate enhanced response plans. These fires are considered moderate or high risk based on responding officer discretion. If deemed appropriate, WSFR's response mode will be upgraded to emergent, and the vegetation/grass fire will be considered Moderate-Risk. Water tenders, additional brush trucks, and a battalion chief may be requested by one of the responding officers. If there are reports of structures threatened, a structure fire response may be requested.



Moderate-Risk Vegetation/Grass Fire		
APPARATUS	STAFFING	CRITICAL TASK DESCRIPTION
Engine or Truck	Officer	Upgrade Incident Command and Safety
	Engineer	Position and pump apparatus and/or joins fire attack
	Firefighter	Assist with fire attack
Brush Truck	Officer	Establish Incident Command Scene size-up Develop incident action plan
	Engineer	Operate/Pump fire attack apparatus
	Firefighter	Initiate fire attack
ERF = 2 units with	6 personnel	To perform 8 critical tasks

Moderate-Risk Vegetation/Grass Fire: Baseline Performance

The following information contains response data from all Moderate-Risk Vegetation/Grass fires to which WSFR responded during the period from January 1, 2021, through December 31, 2025. During this period, the agency responded to a total of 0 Moderate-Risk Vegetation/Grass fires in the urban response area and 10 Moderate-Risk Vegetation/Grass fires in the rural response area.

For 90 percent of Low-Risk Vegetation/Grass fire incidents, the total response time for the arrival of the first-due apparatus, staffed with at least one officer and one engineer, or one firefighter was 12 minutes and 16 seconds in the rural response area. The first-due engine or truck shall be capable of delivering a minimum of 500 or 300 gallons of tank water respectively, with a minimum of 1,500 gallons per minute rated pumping capacity, and the first-due brush truck shall be capable of delivering a minimum of 300 gallons of tank water with a minimum of 100 gallons per minute rated pumping capacity. Each shall be capable of establishing incident command, deploying an appropriate fire attack, providing sufficient water volume and pumping capacity, and applying water to the fire.

For 90 percent of Moderate-Risk Vegetation/Grass Fire incidents, the total response time for the arrival of the ERF staffed with a minimum of one officer, one engineer, one firefighter, and one battalion chief was 18 minutes and 29 seconds in the rural response area. The ERF shall be capable of providing a dedicated incident commander, deploying an appropriate fire attack, providing sufficient water volume and pumping capacity, and applying water to the fire.

Moderate-Risk Vegetation/Grass Fire: Performance Benchmarks

For 90 percent of all Moderate-Risk Vegetation/Grass Fire incidents, the total response time for the arrival of the first-due apparatus, staffed with at least one officer, one engineer, and



one firefighter, shall be 7 minutes and 49 seconds in the urban response area and 11 minutes and 49 seconds in the rural response area. If an engine or truck, the first-due apparatus shall be capable of delivering a minimum of 500 or 300 gallons of tank water respectively, with a minimum of 1,500 gallons per minute rated pumping capacity. If a brush truck, the first-due apparatus shall be capable of delivering a minimum of 300 gallons of tank water with a minimum of 100 gallons per minute rated pumping capacity. Both units shall be capable of establishing incident command, deploying an initial attack, providing sufficient water volume and pumping capacity, and applying water to the fire.

For 90 percent of all Moderate-Risk Vegetation/Grass Fire incidents, the total response time for the arrival of the ERF staffed with a minimum of two officers, two engineers, two firefighters, shall be 11 minutes and 49 seconds in the urban response area and 15 minutes and 49 seconds in the rural response area. The ERF shall be capable of providing a dedicated incident commander, deploying an appropriate fire attack, providing sufficient water volume and pumping capacity, and applying water to the fire.

Moderate-Risk Vegetation/Grass Fire Standards of Cover Calculations Methodology

The following lists describe the methods used to develop first-due and ERF calculations for incidents evaluated for Moderate-Risk Vegetation/Grass Fire incidents. The records management system was used to extract response performance data for analysis.

Moderate-Risk Vegetation/Grass Fire

- Resources: 1 Engine (or 1 Truck in place of 1 Engine), 1 Brush Truck
- Process /Turnout: Reporting time for 1st apparatus
- ERF: Minimum 6 personnel
Reporting time for all apparatus to arrive on scene
- Inclusion Criteria: Times determined for 1st due apparatus
- NERIS Call Type: Outside Fire – Vegetation/Grass Fire (emergent response)

(Moderate-Risk) Vegetation/Grass Fire - 90th Percentile Times - Baseline Performance			Benchmark (Target)	2021-2025	2025	2024	2023	2022	2021
Alarm Handling	Pick-up to Dispatch	Urban	1:30	N/A	N/A	N/A	N/A	N/A	N/A
		Rural	1:30	3:09	3:25	2:36	N/A	2:37	2:15
Turnout Time	Turnout Time 1st Unit	Urban	1:20	N/A	N/A	N/A	N/A	N/A	N/A
		Rural	1:20	1:13	1:17	0:51	N/A	0:58	1:09
Travel Time	Travel Time 1 st Unit Distribution	Urban	4:59	N/A	N/A	N/A	N/A	N/A	N/A
		Rural	8:59	11:10	7:35	12:48	N/A	9:08	7:55
	Travel Time ERF	Urban	8:59	N/A	N/A	N/A	N/A	N/A	N/A



	Concentration	Rural	12:59	18:13	N/A	19:08	N/A	9:12	14:35
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	7:49	N/A	N/A	N/A	N/A	N/A	N/A
			n=0	N=0	N=0	N=0	N=0	N=0	
		Rural	11:49	12:16	8:53	13:10	N/A	10:06	9:00
			n=10	N=2	N=4	N=0	N=1	N=3	
	Total Response Time ERF Concentration	Urban	11:49	N/A	N/A	N/A	N/A	N/A	N/A
			n=0	N=0	N=0	N=0	N=0	N=0	
		Rural	15:49	18:29	N/A	19:00	N/A	11:00	16:24
			n=3	N=0	N=1	N=0	N=1	N=1	

Emergency Medical Services (EMS) Incidents

The scope of WSFR’s Emergency Medical Services (EMS) program includes both basic life support (BLS) and advanced life support (ALS) services. This service is augmented by the University of Colorado Health (UCH) and Thompson Valley EMS (TVEMS) which provide advanced life support (ALS) and ambulance transport within the WSFR response area. Patients are transported to the nearest appropriate hospital emergency department for assessment and treatment.

EMS service demand is heavily influenced by population density and commercial development. Thus, it can reasonably be inferred that EMS incidents will occur more frequently within the population centers of both communities. These population centers correlate to WSFR fire station locations allowing agency apparatus to be ideally located to provide a rapid response to a reported emergency medical situation.

The Weld County Regional Communications Center (WCRCC) is the dispatch center for both WSFR and UCH. WCRCC uses an emergency medical dispatching (EMD) system that allows dispatchers to obtain information to categorize calls for service according to the level of severity. The intent of the EMD system is to assign resources based on the anticipated severity of the incident. The following table provides a summary of the different EMD priorities and the corresponding apparatus response plans (Figure 67).

CALL PRIORITY	DESCRIPTION	WSFR	UCH
Alpha or Omega	Non-life threatening	1 Engine only if extended ambulance response time or if requested	1 ambulance
	Non-emergency	No lights or siren	No lights or siren
Bravo	Non-life threatening	1 Engine only if extended ambulance response time or if requested	1 ambulance
	Non-emergency	No lights or siren	No lights and siren
Charlie or Delta	Life-threatening emergency	1 Engine	1 ambulance



		Lights and siren *Command Vehicle	*Shift supervisor Lights and siren
Echo	Critical emergency	2 Engines Command Vehicle Lights and siren	1 ambulance *Shift supervisor Lights and siren
* Indicates that the position has the discretion to respond if deemed necessary			

Figure 67 - EMD Priorities and Response Plans

Low-Risk EMS Incidents

Low-Risk EMS incidents are considered non-life-threatening. For Low-Risk EMS incidents, only an ambulance is dispatched. In the situation where the ambulance response time is anticipated to exceed 8 minutes as determined by Automatic Vehicle Location (AVL), then a single engine will respond in addition to the closest ambulance.

The following tables provide the ERF and associated critical tasks for initial Low-Risk EMS responses.

Low-Risk EMS - Alpha (A), Bravo (B)		
APPARATUS	STAFFING	CRITICAL TASK DESCRIPTION
Ambulance	EMT Paramedic	Establish Incident Command Scene size-up Develop incident action plan Initial Safety Officer ALS or BLS patient care and transport
ERF = 1 units with	2 personnel	To perform 5 critical tasks

Low-Risk EMS: Baseline Performance

The following information contains response data from all Low-Risk EMS incidents to which WSFR responded during the period from January 1, 2021, through December 31, 2025. During this period, the agency responded to a total of 5,389 low risk incidents in all response zones and both the urban and rural response areas.

For 90 percent of all EMS incidents, the total response time for the arrival of the first-due apparatus staffed with at least one officer, one engineer, and one firefighter, or at least one paramedic and one EMT, was 8 minutes and 52 seconds in the urban response area and 13 minutes and 30 seconds in the rural response area. The first-due apparatus shall be capable of establishing incident command, providing for scene safety, assessing the patient, and providing BLS emergency care that included administering cardiopulmonary resuscitation and implementing automated external defibrillation.

For 90 percent of all EMS incidents, the total response time for the arrival of the ERF staffed with at least one paramedic and one EMT was 12 minutes and 44 seconds in the urban



response area and 18 minutes and 05 seconds in the rural response area. The ERF shall be capable of providing all first-due apparatus responsibilities, as well as ALS care and initiating ambulance transportation to a hospital.

Low-Risk EMS: Performance Benchmarks

For 90 percent of all Low-Risk EMS incidents, the total response time for the arrival of the first-due apparatus staffed with at least one officer, one engineer, and one firefighter or at least one paramedic and one EMT shall be 7 minutes and 29 seconds in the urban response area and 11 minutes and 29 seconds in the rural response area. The first-due apparatus shall be capable of establishing incident command, providing for scene safety, assessing the patient, and providing BLS emergency care that includes administering cardiopulmonary resuscitation and implementing automated external defibrillation.

For 90 percent of all Low-Risk EMS incidents, the total response time for the arrival of the ERF staffed with at least one paramedic and one EMT shall be 9 minutes and 29 seconds in the urban response area and 13 minutes and 29 seconds in the rural response area. The ERF shall be capable of completing all first-due apparatus responsibilities, as well as providing ALS care and initiating ambulance transportation to a hospital.

Low-Risk EMS Standards of Cover Calculations Methodology

The following lists describe the methods used to develop first-due and ERF calculations for incidents evaluated for Low-Risk EMS incidents. The records management system was used to extract response performance data for analysis.

Emergency Medical Services

- Resources: 1 Engine or Truck, 1 Ambulance
- Process /Turnout: Reporting time for 1st apparatus
- ERF: Minimum 2 personnel
Reporting time for Ambulance to arrive on scene
- Inclusion Criteria: Times determined for 1st due apparatus
- NERIS Call Type: Medical – Illness, Injury/Trauma (non-emergent response)

(Low Risk) EMS - 90th Percentile Times - Baseline Performance			Benchmark (Target)	2021-2025	2025	2024	2023	2022	2021
Alarm Handling	Pick-up to Dispatch	Urban	1:30	3:20	2:51	3:02	3:43	3:47	N/A
		Rural	1:30	3:41	3:59	3:11	3:16	4:32	N/A
Turnout Time	Turnout Time 1st Unit	Urban	1:00	1:46	1:42	1:46	1:45	1:49	N/A
		Rural	1:00	1:46	1:31	2:00	1:46	1:45	N/A
Travel Time	Travel Time 1 st Unit	Urban	4:59	7:59	8:09	8:10	7:38	8:01	N/A



	Distribution	Rural	8:59	12:38	12:22	11:44	12:48	12:55	N/A
	Travel Time ERF	Urban	6:59	11:57	12:00	13:27	11:48	10:57	N/A
	Concentration	Rural	10:59	16:48	18:57	18:16	16:29	15:05	N/A
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	7:29	8:52	8:58	8:46	8:33	9:10	N/A
				n=5218	n=1381	n=1346	n=1267	n=1224	n=0
	Rural	11:29	13:30	12:43	12:48	14:10	13:44	N/A	
			n=171	n=36	n=34	n=54	n=47	n=0	
	Total Response Time ERF Concentration	Urban	9:29	12:44	12:23	13:53	12:59	12:02	N/A
				n=5218	n=1381	n=1346	n=1267	n=1224	n=0
Rural	13:29	18:05	19:17	19:19	16:36	15:33	N/A		
		n=171	n=36	n=34	n=54	n=47	n=0		

Moderate-Risk EMS Incidents

For all moderate-risk EMS incidents, WSFR’s initial response includes an engine and an ambulance capable of providing patient care and transport. WSFR defines Moderate-Risk EMS incidents as Charlie or Delta level EMS calls for service. Certain situations, including patient deterioration, may call for different deployment tactics which may alter the critical tasks required. In all cases, the Incident commander (IC) has the discretion to add appropriate resources as additional information is provided or as the incident expands.

The following tables provide the Effective Response Force (ERF) and associated critical tasks for initial Moderate-Risk EMS responses.

Moderate-Risk EMS - Charlie (C) or Delta (D)		
APPARATUS	STAFFING	CRITICAL TASK DESCRIPTION
Engine or Truck	Officer	Establish Incident Command Scene size-up Develop incident action plan Initial Safety Officer
	Engineer	BLS patient care
	Firefighter	Address scene hazards as needed
Ambulance	Paramedic	BLS and/or ALS patient care and transport
	EMT	
ERF = 2 units with	5 personnel	To perform 7 critical tasks

Moderate-Risk EMS: Baseline Performance

The following information contains response data from all Moderate-Risk EMS incidents to which WSFR responded during the period from January 1, 2021, through December 31, 2025. During this period, the agency responded to a total of 6,022 Moderate-Risk EMS incidents in all response zones and both the urban and rural response areas.



For 90 percent of all EMS incidents, the total response time for the arrival of the first-due apparatus staffed with at least one officer, one engineer, and one firefighter, or at least one paramedic and one EMT, was 7 minutes and 26 seconds in the urban response area and 11 minutes and 50 seconds in the rural response area. The first-due apparatus was capable of establishing incident command, providing for scene safety, assessing the patient, and providing BLS emergency care that included administering cardiopulmonary resuscitation and implementing automated external defibrillation.

For 90 percent of all EMS incidents, the total response time for the arrival of the ERF staffed with at least one officer, one engineer, one firefighter, one paramedic and one EMT was 10 minutes and 45 seconds in the urban response area and 14 minutes and 01 seconds in the rural response area. The ERF was capable of providing all first-due apparatus responsibilities, as well as ALS care and initiating ambulance transportation to a hospital.

Beginning in 2026, Echo level medical calls will be classified as a High-Risk EMS incident. Data will be calculated, and charts will be populated accordingly moving forward.

Moderate-Risk EMS: Performance Benchmarks

For 90 percent of all Moderate-Risk EMS incidents, the total response time for the arrival of the first-due apparatus staffed with at least one officer, one engineer, and one firefighter or at least one paramedic and one EMT shall be 7 minutes and 29 seconds in the urban response area and 11 minutes and 29 seconds in the rural response area. The first-due apparatus shall be capable of establishing incident command, providing for scene safety, assessing the patient, and providing BLS emergency care that includes administering cardiopulmonary resuscitation and implementing automated external defibrillation.

For 90 percent of all Moderate-Risk EMS incidents, the total response time for the arrival of the ERF staffed with at least one officer, one engineer, one firefighter, one paramedic, and one EMT shall be 9 minutes and 29 seconds in the urban response area and 13 minutes and 29 seconds in the rural response area. The ERF shall be capable of completing all first-due apparatus responsibilities, as well as providing ALS care and initiating ambulance transportation to a hospital.

EMS Standards of Cover Calculations Methodology

The following lists describe the methods used to develop first-due and ERF calculations for incidents evaluated for Moderate-Risk EMS incidents. The records management system was used to extract response performance data for analysis.

Emergency Medical Services

Resources: 1 Engine or Truck, 1 Ambulance



Process /Turnout: Reporting time for 1st apparatus
 ERF: Minimum 5 personnel
 Reporting time for all apparatus to arrive on scene
 Inclusion Criteria: Times determined for 1st due apparatus
 NERIS Call Type: Medical – Illness, Injury/Trauma (emergent response)

(Moderate and High-Risk) EMS - 90th Percentile Times - Baseline Performance			Benchmark (Target)	2021-2025	2025	2024	2023	2022	2021
Alarm Handling	Pick-up to Dispatch	Urban	1:30	3:00	2:49	2:51	3:26	3:28	2:33
		Rural	1:30	3:21	3:14	3:02	3:08	4:07	2:39
Turnout Time	Turnout Time 1st Unit	Urban	1:00	1:42	1:42	1:44	1:40	1:43	1:39
		Rural	1:00	1:43	1:34	1:26	1:46	2:03	1:32
Travel Time	Travel Time 1 st Unit Distribution	Urban	4:59	6:33	6:30	6:35	6:19	6:36	6:40
		Rural	8:59	10:55	11:41	10:07	10:40	10:41	9:15
	Travel Time ERF Concentration	Urban	6:59	9:59	9:56	11:19	9:39	9:28	8:49
		Rural	10:59	12:58	17:44	14:02	11:22	12:30	12:18
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	7:29	7:26	7:07	7:25	7:10	7:40	7:40
			n=5774	n=1386	n=1183	n=1094	n=1090	n=1021	
		Rural	11:29	11:50	11:47	10:10	11:50	11:56	10:22
	Total Response Time ERF Concentration	Urban	9:29	10:45	10:29	11:42	10:39	10:26	9:55
			n=5658	n=1348	n=1173	n=1065	n=1076	n=996	
		Rural	13:29	14:01	17:48	15:31	12:04	13:43	12:54
n=239	n=53	n=35	n=57	n=55	n=39				

High-Risk EMS Incidents (2026, 2027)

For all High-Risk EMS incidents, WSFR’s initial response includes two engines, a battalion chief, and an ambulance capable of providing patient care and transport. WSFR defines High-Risk EMS incidents as Echo level EMS calls for service. In all cases, the Incident commander (IC) has the discretion to add appropriate resources as additional information is provided or as the incident expands.

The following tables provide the Effective Response Force (ERF) and associated critical tasks for initial High-Risk EMS responses.

High-Risk EMS – Echo (E)		
APPARATUS	STAFFING	CRITICAL TASK DESCRIPTION
Engine or Truck	Officer	Establish Incident Command Scene size-up



		Develop incident action plan Initial Safety Officer
	Engineer	BLS patient care
	Firefighter	Address scene hazards as needed
Engine	Officer	Develop and execute patient movement plan Rotate to perform chest compressions as needed
	Engineer	
	Firefighter	
Ambulance	Paramedic	BLS and/or ALS patient care and transport
	EMT	
Command Vehicle	Battalion Chief	Upgrade Incident Command and Safety
ERF = 4 units with	9 personnel	To perform 10 critical tasks

High-Risk EMS: Performance Benchmarks (2026, 2027)

For 90 percent of all High-Risk EMS incidents, the total response time for the arrival of the first-due apparatus staffed with at least one officer, one engineer, and one firefighter or at least one paramedic and one EMT shall be 7 minutes and 29 seconds in the urban response area and 11 minutes and 29 seconds in the rural response area. The first-due apparatus shall be capable of establishing incident command, providing for scene safety, assessing the patient, and providing BLS emergency care that includes administering cardiopulmonary resuscitation and implementing automated external defibrillation.

For 90 percent of all High-Risk EMS incidents, the total response time for the arrival of the ERF staffed with at least two officers, two engineers, two firefighters, one battalion chief, one paramedic, and one EMT shall be 11 minutes and 29 seconds in the urban response area and 15 minutes and 29 seconds in the rural response area. The ERF shall be capable of completing all first-due apparatus responsibilities, as well as providing ALS care and initiating ambulance transportation to a hospital.

EMS Standards of Cover Calculations Methodology (2026, 2027)

The following lists describe the methods used to develop first-due and ERF calculations for incidents evaluated for moderate and High-Risk EMS incidents. The records management system was used to extract response performance data for analysis.

Emergency Medical Services (2026, 2027)

Resources: 2 Engines (or 1 Truck in place of 1 Engine), 1 Ambulance, and 1 Command Vehicle

Process /Turnout: Reporting time for 1st apparatus

ERF: Minimum 9 personnel
Reporting time for all apparatus to arrive on scene



Inclusion Criteria: Times determined for 1st due apparatus
 NERIS Call Type: Medical – Illness – Cardiac Arrest

(High Risk) EMS - 90th Percentile Times - Baseline Performance			Benchmark (Target)	2021-2025	2025	2024	2023	2022	2021
Alarm Handling	Pick-up to Dispatch	Urban	1:30						
		Rural	1:30						
Turnout Time	Turnout Time 1st Unit	Urban	1:00						
		Rural	1:00						
Travel Time	Travel Time 1 st Unit Distribution	Urban	4:59						
		Rural	8:59						
	Travel Time ERF Concentration	Urban	8:59						
		Rural	12:59						
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	7:29						
		Rural	11:29						
	Total Response Time ERF Concentration	Urban	11:29						
		Rural	15:29						

Motor Vehicle Collisions (MVCs)

Motor Vehicle Collisions (MVCs), previously referred to as Motor Vehicle Accidents, are separated into multiple classifications. MVCs with no injuries are classified Hazardous Situation incidents. MVCs with injuries include an upgraded response plan and are considered moderate risk. The response plan includes the addition of a truck to assist with traffic control, patient care, and/or scene hazards. Responses to MVCs with injured patients who require extrication are considered high risk due to the likelihood of multiple patients, the potential increased severity of injuries, and the additional specialized associated rescue tasks. A second engine is added to address the increased risk.

Low-Risk Motor Vehicle Collisions

Motor vehicle collisions with no injuries are classified as low risk and the response plan will include a single engine or truck. The first arriving officer may upgrade the response plan to include a second engine or truck if a blocking apparatus is necessary for safe operations. The response may also be upgraded if responders find injured patients on scene and additional assistance is needed.



The following table provides the Effective Response Force (ERF) and associated critical tasks for the initial MVC without injuries response.

Low-Risk Motor Vehicle Collision (MVC) without Injuries		
APPARATUS	STAFFING	CRITICAL TASK DESCRIPTION
Engine or Truck	Officer	Establish Incident Command Scene size-up Develop incident action plan Initial Safety Officer
	Engineer	Addresses scene hazards
	Firefighter	Check for injuries
ERF = 1 unit with	3 personnel	To perform 6 critical tasks

Low-Risk Motor Vehicle Collisions (MVCs): Baseline Performance

The following information contains response data from all Low-Risk MVC without injuries incidents to which WSFR responded during the period from January 1, 2021, through December 31, 2025. During this period, the agency responded to a total of 104 low risk incidents in all response zones and both the urban and rural response areas.

For 90 percent of all Low-Risk MVC without injuries incidents, the total response time for the arrival of the first-due apparatus/ERF staffed with at least one officer, one engineer, and one firefighter, was 8 minutes and 59 seconds in the urban response area and 10 minutes and 33 seconds in the rural response area. The first-due apparatus/ERF was capable of establishing incident command, completing a scene size-up, providing for scene safety, addressing scene hazards, and checking for injuries.

Low-Risk Motor Vehicle Collisions (MVC): Performance Benchmarks

For 90 percent of all Low-Risk MVC without injuries incidents, the total response time for the arrival of the first-due apparatus ERF staffed with at least one officer, one engineer, and one firefighter shall be 6 minutes and 49 seconds in the urban response area and 9 minutes and 49 seconds in the rural response area. The first-due apparatus/ERF shall be capable of establishing incident command, providing for scene safety, assessing the patient, addressing scene hazards, and checking for injuries.

Low-Risk Motor Vehicle Collision Standards of Cover Calculations Methodology

The following lists describe the methods used to develop first-due and ERF calculations for incidents evaluated for Low-Risk MVC without injuries incidents. The records management system was used to extract response performance data for analysis.

Low-Risk Motor Vehicle Collision



Resources: 1 Engine or Truck
 Process /Turnout: Reporting time for 1st apparatus
 ERF: Minimum 3 personnel
 Reporting time for all apparatus to arrive on scene
 Inclusion Criteria: Times determined for 1st due apparatus
 NERIS Call Type: Hazardous Situation – Hazard Non-Chemical - MVC

(Low Risk) Motor Vehicle Collision - 90th Percentile Times - Baseline Performance			Benchmark (Target)	2021-2025	2025	2024	2023	2022	2021
Alarm Handling	Pick-up to Dispatch	Urban	1:30	3:10	1:52	2:38	3:42	2:48	N/A
		Rural	1:30	4:55	2:43	6:05	4:13	6:41	N/A
Turnout Time	Turnout Time 1 st Unit	Urban	1:20	1:50	1:45	1:51	1:42	1:38	N/A
		Rural	1:20	1:38	1:35	0:58	2:10	0:57	N/A
Travel Time	Travel Time 1 st Unit Distribution	Urban	3:59	7:59	6:58	8:00	8:56	6:39	N/A
		Rural	6:59	9:51	9:54	8:07	6:20	10:16	N/A
	Travel Time ERF Concentration	Urban	6:59	8:06	6:58	8:00	10:07	8:20	N/A
		Rural	10:59	9:07	9:54	8:07	5:41	7:06	N/A
Total Response Time	Total Response Time 1 st Unit on Scene Distribution	Urban	6:49	8:59	8:19	8:54	10:32	8:33	N/A
			n=85	n=13	n=30	n=17	n=25	n=0	
		Rural	9:49	10:33	11:29	8:45	7:15	11:10	N/A
	Total Response Time ERF Concentration	Urban	n=19	n=3	n=5	n=5	n=6	n=0	
			6:49	8:55	8:19	8:54	11:05	8:38	N/A
		Rural	9:49	9:36	11:29	8:45	7:32	7:07	N/A
n=11	n=3	n=5	n=1	n=2	n=0				

Moderate-Risk Motor Vehicle Collisions (MVCs) with Injuries

WSFR classifies motor vehicle collisions with injuries as moderate risk incidents. WSFR’s initial response includes an engine, a truck, an ambulance capable of providing patient care and transport, and a command vehicle. Prior to 2026, WSFR did not differentiate between Moderate and High-Risk MVC incidents as the same level of resource response could complete the critical tasks of each. Beginning in 2026, MVCs involving entrapped patients requiring extrication will be classified as High-Risk MVCs to reflect the increased risk potential for severe injuries, community impact, and specialized equipment needs in addressing these incidents. In all MVC incidents, the Incident commander (IC) has the discretion to add appropriate resources as additional information is provided or as the incident expands.

The following table provides the Effective Response Force (ERF) and associated critical



tasks for the initial MVC with Injuries response.

Moderate-Risk Motor Vehicle Collisions with Injuries		
APPARATUS	STAFFING	CRITICAL TASK DESCRIPTION
Engine	Officer	Establish Incident Command Scene size-up Develop incident action plan Initial Safety Officer
	Engineer	Addresses scene hazards
	Firefighter	Patient assessment and care
Truck	Officer	Upgrade Safety Officer
	Engineer	Mitigate scene hazards Assist with traffic control
	Firefighter	Traffic control
Ambulance	Paramedic	Patient assessment, care, and transport
	EMT	
Battalion Chief	Battalion Chief	Upgrade Incident Command
ERF = 4 units with	9 personnel	To perform 12 critical tasks

Moderate-Risk Motor Vehicle Collision: Baseline Performance

The following information contains response data from Moderate-Risk Motor Vehicle Collisions to which WSFR responded during the period from January 1, 2021, through December 31, 2025. During this period, the agency responded to a total of 1,120 Motor Vehicle Collision incidents in all response zones and both the urban and rural response areas.

For 90 percent of all Moderate-Risk Motor Vehicle Collision incidents, the total response time for the arrival of the first-due apparatus staffed with at least one officer, one engineer, and one firefighter was 7 minutes and 26 seconds in the urban response area and 10 minutes and 25 seconds in the rural response area. The first-due apparatus was capable of establishing incident command, providing for scene safety, assessing the patient, and providing BLS emergency care that included administering cardiopulmonary resuscitation and implementing automated external defibrillation.

For 90 percent of all Moderate-Risk Motor Vehicle Collision incidents, the total response time for the arrival of the ERF staffed with at least one officer, one engineer, one firefighter, one paramedic, one EMT, and one battalion chief was 12 minutes and 35 seconds in the urban response area and 14 minutes and 09 seconds in the rural response area. The ERF was capable of providing all first-due apparatus responsibilities, a dedicated command officer, as well as ALS care, and initiating ambulance transportation to a hospital.

Moderate-Risk Motor Vehicle Collision: Performance Benchmarks



For 90 percent of all Moderate-Risk Motor Vehicle Collision incidents, the total response time for the arrival of the first-due apparatus staffed with at least one officer, one engineer, and one firefighter shall be 6 minutes and 49 seconds in the urban response area and 9 minutes and 49 seconds in the rural response area. The first-due apparatus shall be capable of establishing incident command, providing for scene safety, assessing the patient, checking for hazards, and providing BLS emergency care that includes administering cardiopulmonary resuscitation and implementing automated external defibrillation.

For 90 percent of all Moderate-Risk Motor Vehicle Collision incidents, the total response time for the arrival of the ERF staffed with at least one officer, one engineer, one firefighter, one paramedic, one EMT, and one battalion chief shall be 9 minutes and 49 seconds in the urban response area and 12 minutes and 49 seconds in the rural response area. The ERF shall be capable of completing all first-due apparatus responsibilities, providing a dedicated command officer, as well as providing ALS care, and initiating ambulance transportation to a hospital.

Moderate-Risk Motor Vehicle Collision Standards of Cover Calculations Methodology (2023, 2024, 2025)

The following lists describe the methods used to develop first-due and ERF calculations for incidents evaluated for Motor Vehicle Collision incidents. The records management system was used to extract response performance data for analysis.

Motor Vehicle Collision with Injuries (2023, 2024, 2025)

- Resources: 1 Engine or Truck, 1 Ambulance, 1 Command Vehicle
- Process /Turnout: Reporting time for 1st apparatus
- ERF: Minimum 6 personnel
Reporting time for all apparatus to arrive on scene
- Inclusion Criteria: Times determined for 1st due apparatus
- NFIRS Codes: 322, 323, 324

(Moderate and High-Risk) Motor Vehicle Collision with Injuries - 90th Percentile Times - Baseline Performance			Benchmark (Target)	2021-2025	2025	2024	2023	2022	2021
Alarm Handling	Pick-up to Dispatch	Urban	1:30	3:35	3:40	3:01	3:48	3:44	4:06
		Rural	1:30	4:18	3:22	3:32	4:30	4:58	3:32
Turnout Time	Turnout Time 1st Unit	Urban	1:20	1:39	1:44	1:40	1:31	1:37	1:47
		Rural	1:20	1:39	1:59	1:35	1:24	1:39	1:33
Travel Time	Travel Time 1 st Unit Distribution	Urban	3:59	6:26	6:49	6:35	6:13	6:27	5:41
		Rural	6:59	9:28	9:04	9:25	9:29	9:35	9:19
	Travel Time ERF	Urban	6:59	11:22	13:27	11:14	11:14	12:25	10:24



	Concentration	Rural	10:59	12:42	14:40	13:46	12:13	11:22	14:30
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	6:49	7:26	7:18	7:36	7:49	7:34	6:54
			n=752	n=170	n=164	n=164	n=132	n=122	
		Rural	9:49	10:25	10:20	9:55	10:13	10:47	10:43
			n=368	n=79	n=47	n=89	n=75	n=78	
	Total Response Time ERF Concentration	Urban	9:49	12:35	13:55	12:35	11:42	13:16	11:19
			n=547	n=122	n=130	n=112	n=100	n=83	
Rural		13:49	14:09	15:39	14:06	13:16	12:42	14:37	
		n=287	n=70	n=36	n=63	n=59	n=59		

Moderate-Risk Motor Vehicle Collision: Performance Benchmarks (2026, 2027)

For 90 percent of all Moderate-Risk Motor Vehicle Collision with Injuries incidents, the total response time for the arrival of the first-due apparatus staffed with at least one officer, one engineer, and one firefighter shall be 6 minutes and 49 seconds in the urban response area and 9 minutes and 49 seconds in the rural response area. The first-due apparatus shall be capable of establishing incident command, providing scene safety, assessing the patient, checking for hazards, and providing BLS emergency care that includes administering cardiopulmonary resuscitation and implementing automated external defibrillation.

For 90 percent of all Moderate-Risk Motor Vehicle Collision with Injuries incidents, the total response time for the arrival of the ERF staffed with at least two officers, two engineers, two firefighters, one paramedic, one EMT, and one battalion chief shall be 9 minutes and 49 seconds in the urban response area and 13 minutes and 49 seconds in the rural response area. The ERF shall be capable of completing all first-due apparatus responsibilities, providing a dedicated command officer, as well as providing ALS care, and initiating ambulance transportation to a hospital.

Moderate-Risk Motor Vehicle Collision Standards of Cover Calculations Methodology (2026, 2027)

The following lists describe the methods used to develop first-due and ERF calculations for incidents evaluated for Motor Vehicle Collision with Injury incidents. The records management system was used to extract response performance data for analysis.

Motor Vehicle Collision with Injuries (2026, 2027)

- Resources: 1 Engine, 1 Truck, 1 Ambulance, 1 Command Vehicle
- Process /Turnout: Reporting time for 1st apparatus
- ERF: Minimum 9 personnel
Reporting time for all apparatus to arrive on scene



Inclusion Criteria: Times determined for 1st due apparatus
 NERIS Call Type: Medical – Injury/Trauma - MVC

(Moderate-Risk) Motor Vehicle Collision with Injuries - 90th Percentile Times - Baseline Performance			Benchmark (Target)	2021-2025	2025	2024	2023	2022	2021
Alarm Handling	Pick-up to Dispatch	Urban	1:30						
		Rural	1:30						
Turnout Time	Turnout Time 1st Unit	Urban	1:20						
		Rural	1:20						
Travel Time	Travel Time 1 st Unit Distribution	Urban	3:59						
		Rural	6:59						
	Travel Time ERF Concentration	Urban	6:59						
		Rural	10:59						
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	6:49						
		Rural	9:49						
	Total Response Time ERF Concentration	Urban	9:49						
		Rural	13:49						

High-Risk Motor Vehicle Collisions (MVCs)

WSFR classifies Motor Vehicle Collision with Injuries with patients requiring extrication as high risk incidents. WSFR’s initial response includes two engines, a truck, an ambulance capable of providing patient care and transport, one EMS supervisor, and a command vehicle. Beginning in 2026, MVCs with extrication will be classified as High-Risk Traffic Motor Vehicle Collisions to reflect the increased risk potential due to the likelihood of multiple patients, the potential increased severity of injuries, and the additional specialized associated rescue tasks. In all MVC incidents, the Incident commander (IC) has the discretion to add appropriate resources as additional information is provided or as the incident expands.

The following table provides the Effective Response Force (ERF) and associated critical tasks for the initial MVC with Injuries and extrication response.

High-Risk Motor Vehicle Collision with Injuries/Extrication		
APPARATUS	STAFFING	CRITICAL TASK DESCRIPTION
Engine	Officer	Establish Incident Command Scene size-up



		Develop incident action plan Initial Safety Officer
	Engineer	Addresses scene hazards
	Firefighter	Patient assessment and care
Truck	Officer	Assess stabilization needs
	Engineer	Assist with stabilization needs
	Firefighter	Patient assessment and care assistance
Engine	Officer	Upgrade Safety Officer
	Engineer	Mitigate scene hazards
		Assist with traffic control
Firefighter	Traffic control	
Ambulance	Paramedic	Patient assessment, care, and transport
	EMT	
EMS Supervisor	Paramedic	Medical Group Supervisor Assist with Patient Care
Battalion Chief	Battalion Chief	Upgrade Incident Command
ERF = 6 units with	13 personnel	To perform 17 critical tasks

High-Risk Motor Vehicle Collision with Injuries/Extrication: Performance Benchmarks (2026, 2027)

For 90 percent of all High-Risk Motor Vehicle Collisions with Injuries/Extrication incidents, the total response time for the arrival of the first-due apparatus staffed with at least one officer, one engineer, and one firefighter shall be 6 minutes and 49 seconds in the urban response area and 9 minutes and 49 seconds in the rural response area. The first-due apparatus shall be capable of establishing incident command, providing scene safety, assessing the patient, checking for hazards, and providing BLS emergency care that includes administering cardiopulmonary resuscitation and implementing automated external defibrillation.

For 90 percent of all High-Risk Motor Vehicle Collisions with Injuries/Extrication incidents, the total response time for the arrival of the ERF staffed with at least three officers, three engineers, three firefighters, two paramedics, one EMT, and one battalion chief shall be 13 minutes and 49 seconds in the urban response area and 17 minutes and 49 seconds in the rural response area. The ERF shall be capable of completing all first-due apparatus responsibilities, providing a dedicated command officer, providing commercial vehicle stabilization, as well as providing ALS care, and initiating ambulance transportation to a hospital.

High-Risk Motor Vehicle Collision with Injuries/Extrication Standards of Cover Calculations Methodology (2026, 2027)

The following lists describe the methods used to develop first-due and ERF calculations for incidents evaluated for Motor Vehicle Collisions with Injuries/Extrication incidents. The



records management system was used to extract response performance data for analysis.

High-Risk Motor Vehicle Collision with Injuries/Extrication

Resources: 2 Engines, 1 Truck, 1 Ambulance, 1 EMS Supervisor, 1 Command Vehicle

Process /Turnout: Reporting time for 1st apparatus

ERF: Minimum 13 personnel
Reporting time for all apparatus to arrive on scene

Inclusion Criteria: 1st due unit is an Engine/Truck or Ambulance or Command Vehicle

NERIS Call Type: Rescue – Transportation – MVC Extrication/Entrapment

(High-Risk) Motor Vehicle Collision with Injuries/Extrication - 90th Percentile Times - Baseline Performance			Benchmark (Target)	2021-2025	2025	2024	2023	2022	2021
Alarm Handling	Pick-up to Dispatch	Urban	1:30						
		Rural	1:30						
Turnout Time	Turnout Time 1st Unit	Urban	1:20						
		Rural	1:20						
Travel Time	Travel Time 1 st Unit Distribution	Urban	3:59						
		Rural	6:59						
	Travel Time ERF Concentration	Urban	10:59						
		Rural	14:59						
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	6:49						
		Rural	9:49						
	Total Response Time ERF Concentration	Urban	13:49						
		Rural	17:49						

Hazardous Materials Incidents

Hazardous materials (HazMat) incidents range in complexity from a small spill that can be handled by a single engine company, to large-scale and highly complex incidents that involve numerous mutual-aid partners. WSFR’s goal is to provide personnel and equipment capable of mitigating smaller scale incidents with a group of personnel trained to the Hazardous Materials Operations level. These personnel are expected to initiate defensive actions to prevent the spread of contamination beyond an initial containment zone. WSFR personnel do not routinely



perform offensive hazardous materials mitigation activities.

Low-Risk Hazardous Materials Incidents

WSFR defines a Low-Risk Hazardous Materials incident as one that can be controlled by a single engine company trained to the Hazardous Materials Operations Level. This includes some Hazardous Material incidents such as a small fuel spill, gas leak/odor, and Carbon Monoxide leaks without a patient. The incident typically will not require evacuation beyond one involved building, is confined to a small area, and poses no threat to life.

The following table provides the ERF and associated critical tasks for the initial Low-Risk Hazardous Materials response.

Low-Risk Hazardous Materials Incident		
APPARATUS	STAFFING	CRITICAL TASK DESCRIPTION
Engine or Truck	Officer	Establish Incident Command Scene size-up Develop incident action plan Initial Safety Officer
	Engineer	Mitigate incident as directed
	Firefighter	
ERF = 1 unit with	3 personnel	To perform 5 critical tasks

Low-Risk Hazardous Materials: Baseline Performance

The following information contains response data from all Low-Risk Hazardous Materials incidents to which WSFR responded during the period from January 1, 2021, through December 31, 2025. During this period the agency responded to a total of 307 Low-Risk Hazardous Situation incidents in all response zones and both the urban and rural response areas.

For 90 percent of all Low-Risk Hazardous Materials incidents, the total response time for the first-due apparatus/ERF, staffed with at least one officer, one engineer, and one firefighter, all certified at the Hazardous Materials Operations level, was: 10 minutes and 40 seconds in the urban response area, and 13 minutes and 28 seconds in the rural response area. The first-due apparatus/ERF was capable of establishing incident command, performing a scene size-up to include a 360-degree scene survey, and providing a basic complement of operations-level hazardous materials equipment to include absorbent materials, four-gas air monitoring equipment, Class B foam, and small plug and patch kits, and mitigating the incident.

Low-Risk Hazardous Materials: Performance Benchmarks

For 90 percent of all Low-Risk Hazardous Materials incidents, the total response time for the first-due apparatus/ERF, staffed with at least one officer, one engineer, and one firefighter, all certified at the Hazardous Materials Operations level, shall be: 7 minutes and 49 seconds in



the urban response area and 11 minutes and 49 seconds in the rural response area. The first-due apparatus/ERF shall be capable of establishing incident command, performing a scene size-up to include a 360-degree scene survey, providing a basic complement of operations-level hazardous materials equipment to include absorbent materials, four-gas air monitoring equipment, Class B foam, and mitigating the incident.

Low-Risk Hazardous Materials Standards of Cover Calculations Methodology

The following lists describe the methods used to develop first-due and ERF calculations for incidents evaluated for Low-Risk Hazardous Materials incidents. The records management system was used to extract response performance data for analysis.

Low-Risk Hazardous Materials

- Resources: 1 Engine or Truck
- Process /Turnout: Reporting time for 1st apparatus
- ERF: Minimum 3 personnel
Reporting time for all apparatus to arrive on scene
- NERIS Call Types: Hazardous Situation – Hazardous Material (excluding Hazardous Material Release)

(Low Risk) Hazardous Materials - 90th Percentile Times - Baseline Performance			Benchmark (Target)	2021-2025	2025	2024	2023	2022	2021
Alarm Handling	Pick-up to Dispatch	Urban	1:30	4:01	3:29	3:29	4:45	4:00	N/A
		Rural	1:30	3:55	3:42	2:33	4:03	4:16	N/A
Turnout Time	Turnout Time 1st Unit	Urban	1:20	2:19	2:15	2:12	2:26	2:23	N/A
		Rural	1:20	2:01	1:17	1:40	2:17	2:01	N/A
Travel Time	Travel Time 1 st Unit Distribution	Urban	4:59	8:42	7:44	9:34	8:31	8:59	N/A
		Rural	8:59	11:34	4:49	11:13	14:00	10:33	N/A
	Travel Time ERF Concentration	Urban	4:59	8:42	7:44	9:34	8:31	8:59	N/A
		Rural	8:59	11:34	4:49	11:13	14:00	9:40	N/A
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	7:49	10:40	8:49	11:06	10:47	10:41	N/A
			n=288	n=69	n=71	n=75	n=73	n=0	
		Rural	11:49	13:28	6:06	12:53	14:37	12:36	N/A
			n=19	n=2	n=4	n=6	n=7	n=0	
	Total Response Time ERF Concentration	Urban	7:49	10:40	8:49	11:06	10:47	10:41	N/A
			n=288	n=69	n=71	n=75	n=73	n=0	
Rural	11:49	13:28	6:06	12:53	14:37	12:36	N/A		
	n=19	n=2	n=4	n=6	n=7	n=0			

Moderate Risk Hazardous Materials Incidents



Larger spills or affected areas that require an upgraded HazMat response are defined as a moderate risk. The incident may pose a threat to life and/or property. The upgraded response includes a truck (or engine as appropriate) and a battalion chief to support and/or backup an entry team working at the Hazardous Materials Operations Level. This includes evaluating, planning for, and setting up decontamination as needed.

The following table provides the ERF and associated critical tasks for the initial Moderate-Risk Hazardous Materials response.

Moderate-Risk Hazardous Materials		
APPARATUS	STAFFING	CRITICAL TASK DESCRIPTION
First Due Engine or Truck	Officer	Establish Incident Command Scene size-up Develop incident action plan Join entry team
	Engineer	Establish safety zones/site access control
	Firefighter	Entry/mitigation as appropriate
Second Due Engine or Truck	Officer	Safety Officer
	Engineer	Support to entry team / air monitoring
	Firefighter	Support to entry team / decon
Command Vehicle	Battalion Chief	Upgrade Incident Command and Safety
ERF = 3 units with	7 personnel	To perform 10 critical tasks

Moderate-Risk Hazardous Materials: Baseline Performance

The following information contains response data from all Moderate-Risk Hazardous Materials incidents to which WSFR responded during the period from January 1, 2021, through December 31, 2025. During this period, the agency responded to a total of 14 moderate-risk hazardous materials incidents in all response areas and both the rural and urban areas.

For 90 percent of all Moderate-Risk Hazardous Materials incidents, the total response time for the first-due apparatus, staffed with at least one officer, one engineer, and one firefighter, all certified at the Hazardous Materials Operations level, was: 8 minutes and 42 seconds in the urban response area and 14 minutes and 38 seconds in the rural response area. The first-due apparatus was capable of establishing incident command, performing a scene size-up to include a 360-degree scene survey, providing a basic complement of operations-level hazardous materials equipment to include absorbent materials, four-gas air monitoring equipment, Class B foam, making entry and mitigating the incident as appropriate.

For 90 percent of all Moderate-Risk Hazardous Materials incidents, the total response time for the arrival of the ERF, staffed with two officers, two engineers, two firefighters, and one battalion chief, all certified at the Hazardous Materials Operations level, was 6 minutes and 53



seconds in the urban response area. The ERF was capable of establishing incident command, performing a scene size-up to include a 360-degree scene survey, providing a basic complement of operations-level hazardous materials equipment to include absorbent materials, four-gas air monitoring equipment, Class B foam, and making entry and mitigating the incident as appropriate.

Moderate-Risk Hazardous Materials: Performance Benchmarks

For 90 percent of all Moderate-Risk Hazardous Materials incidents, the total response time for the first-due apparatus, staffed with at least one officer, one engineer, and one firefighter, all certified at the Hazardous Materials Operations level, shall be: 7 minutes and 49 seconds in the urban response area and 11 minutes and 49 seconds in the rural response area. The first-due apparatus shall be capable of establishing incident command, performing a scene size-up to include a 360-degree scene survey, providing a basic complement of operations-level hazardous materials equipment to include absorbent materials, four-gas air monitoring equipment, Class B foam, making entry and mitigating the incident as appropriate.

For 90 percent of all Moderate-Risk Hazardous Materials incidents, the total response time for the arrival of the ERF, staffed with two officers, two engineers, two firefighters, and one battalion chief, all certified at the Hazardous Materials Operations level, shall be 14 minutes and 49 seconds in the urban response area, and 18 minutes and 49 seconds in the rural response area. The ERF shall be capable of establishing incident command, performing a scene size-up to include a 360-degree scene survey, providing a basic complement of operations-level hazardous materials equipment to include absorbent materials, four-gas air monitoring equipment, Class B foam, and making entry and mitigating the incident as appropriate.

Moderate-Risk Hazardous Materials Standards of Cover Calculations Methodology

The following lists describe the methods used to develop first-due and ERF calculations for incidents evaluated for Moderate-Risk Hazardous Materials incidents. The records management system was used to extract response performance data for analysis.

Moderate-Risk Hazardous Materials

Resources:	1 Engine, 1 Truck, 1 Command Vehicle
Process /Turnout:	Reporting time for 1 st apparatus
ERF:	Minimum 7 personnel Reporting time for all apparatus to arrive on scene
Inclusion Criteria:	Times determined for 1 st due apparatus
NERIS Call Type:	Hazardous Situation – Hazardous Material Release



(Moderate Risk) Hazmat - 90th Percentile Times - Baseline Performance			Benchmark (Target)	2021-2025	2025	2024	2023	2022	2021
Alarm Handling	Pick-up to Dispatch	Urban	1:30	3:42	1:39	3:21	4:17	N/A	N/A
		Rural	1:30	8:59	N/A	N/A	8:59	N/A	N/A
Turnout Time	Turnout Time 1st Unit	Urban	1:20	1:46	1:43	1:46	1:25	N/A	N/A
		Rural	1:20	0:33	N/A	N/A	0:33	N/A	N/A
Travel Time	Travel Time 1 st Unit Distribution	Urban	4:59	7:07	4:48	7:48	5:47	N/A	N/A
		Rural	8:59	14:05	N/A	N/A	14:05	N/A	N/A
	Travel Time ERF Concentration	Urban	11:59	8:26	N/A	9:10	1:48	N/A	N/A
		Rural	15:59	N/A	N/A	N/A	N/A	N/A	N/A
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	7:49	8:42	6:27	9:33	6:13	N/A	N/A
			n=13	n=3	n=5	n=5	n=0	n=0	
		Rural	11:49	14:38	N/A	N/A	14:38	N/A	N/A
	Total Response Time ERF Concentration	Urban	n=1	N=0	N=0	n=1	n=0	n=0	
			14:49	6:53	N/A	7:17	3:15	N/A	N/A
		Rural	18:49	0:00	N/A	N/A	N/A	N/A	N/A
n=0	N=0	N=0	n=0	n=0	n=0				

High-Risk Hazardous Materials Incidents

Hazmat incidents that involve a severe hazard or a large area which pose an extreme threat to life and property are considered high risk. High-risk incidents require the assistance of a specialized Hazmat team. WSFR will request assistance from the appropriate Designated Emergency Response Authority (DERA). Additionally, high-risk incidents may require notification and involvement from both State and Federal agencies. A High-Risk Hazardous Materials incident adds the third engine to the WSFR response plan. The additional personnel will be used to help provide additional support, fire protection, and/or assistance to other agencies that have responded.

The following table provides the ERF and associated critical tasks for the initial High-Risk Hazmat response.

High-Risk Hazardous Materials		
APPARATUS	STAFFING	CRITICAL TASK DESCRIPTION
First Due Engine or Truck	Officer	Establish Incident Command Scene size-up Develop incident action plan Join the entry team if applicable
	Engineer	Establish safety zones/site access control
	Firefighter	Entry/mitigation as appropriate



Second Due Engine	Officer	Safety Officer
	Engineer	Support entry team/air monitoring
	Firefighter	Deliver Hazmat tools/equipment to the scene
Third Due Engine	Officer	Establish safety procedures, assist with research
	Engineer	Fire protection, Support
	Firefighter	Fire protection, Support
Fourth Due Engine	Officer	Decon Team
	Engineer	
	Firefighter	
DERA – HM Team	Officer	Hazmat Group Supervisor - Research
	HM Tech	Entry Team
	HM Tech	
	HM Tech	Backup Team
HM Tech		
Ambulance	Paramedic	Medical Team – Pre-entry, post-entry vitals
	EMT	
Battalion Chief	Battalion Chief	Upgrade Incident Command and Safety Request DERA
ERF = 7 Units with	20 personnel	To perform 18 Critical Tasks

High-Risk Hazardous Materials: Baseline Performance

The following information contains response data from all High-Risk Hazardous Materials incidents to which WSFR responded during the period from January 1, 2023, through December 31, 2027. During this period the agency responded to a total of 0 High-Risk Hazardous Materials incidents in all response zones and both the urban and rural areas. Given the low volume of data, the agency was not able to determine a performance baseline based on historical data. Instead, the agency reviews each high-risk hazardous materials incident as they occur to identify areas for improvement.

High-Risk Hazardous Materials: Performance Benchmarks

For 90 percent of all High-Risk Hazardous Materials incidents, the total response time for the first-due apparatus, staffed with at least one officer, one engineer, and one firefighter, all certified at the Hazardous Materials Operations level, shall be: 7 minutes and 49 seconds in the urban response area and 11 minutes and 49 seconds in the rural response area. The first-due apparatus shall be capable of establishing incident command, performing a scene size-up to include a 360-degree scene survey, isolating and establishing safety zones, and making initial entry if appropriate.

For 90 percent of all High-Risk Hazardous Materials, the total response time for the arrival of the ERF, which should be staffed with five officers, four engineers, four firefighters, five



hazmat technicians, one paramedic, one EMT, and one battalion chief, of whom should be certified at a minimum level of Hazardous Materials Operations excluding the paramedic and EMT, shall be 19 minutes and 49 seconds in the urban response area, and 24 minutes and 49 seconds in the rural response area. The ERF shall be capable of completing all first-due apparatus responsibilities, providing a dedicated incident commander and safety officer, providing medical support to crews and victims, providing entry and back up teams to mitigate materials, providing a decontamination team, monitoring resources, and providing a research team.

High-Risk Hazardous Materials Standards of Cover Calculations Methodology

The following lists describe the methods used to develop first-due and ERF calculations for incidents evaluated for High-Risk Hazardous Materials incidents. The records management system was used to extract response performance data for analysis.

High-Risk Hazardous Materials

- Resources: 4 Engines (or 1 Truck in place of 1 Engine), 1 HazMat team, 1 Ambulance, and 1 Command Vehicle
- Process /Turnout: Reporting time for 1st apparatus
- ERF: Minimum 20 personnel
Reporting time for all apparatus to arrive on scene
- Inclusion Criteria: First apparatus is an Engine or Truck or Command Vehicle
- NERIS Call Type: Hazardous Situation – Hazardous Material Release (with Hazmat Team response)

(High Risk) Hazmat - 90th Percentile Times - Baseline Performance			Benchmark (Target)	2021-2025	2025	2024	2023	2022	2021
Alarm Handling	Pick-up to Dispatch	Urban	1:30	N/A	N/A	N/A	N/A	N/A	N/A
		Rural	1:30	N/A	N/A	N/A	N/A	N/A	N/A
Turnout Time	Turnout Time 1st Unit	Urban	1:20	N/A	N/A	N/A	N/A	N/A	N/A
		Rural	1:20	N/A	N/A	N/A	N/A	N/A	N/A
Travel Time	Travel Time 1 st Unit Distribution	Urban	4:59	N/A	N/A	N/A	N/A	N/A	N/A
		Rural	8:59	N/A	N/A	N/A	N/A	N/A	N/A
	Travel Time ERF Concentration	Urban	16:59	N/A	N/A	N/A	N/A	N/A	N/A
		Rural	21:59	N/A	N/A	N/A	N/A	N/A	N/A
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	7:49	N/A	N/A	N/A	N/A	N/A	N/A
			n=0	N=0	n=0	n=0	n=0	n=0	
		Rural	11:49	N/A	N/A	N/A	N/A	N/A	N/A
			n=0	N=0	n=0	n=0	n=0	n=0	



	Total Response Time ERF Concentration	Urban	19:49	N/A	N/A	N/A	N/A	N/A	N/A
				n=0	N=0	n=0	n=0	n=0	n=0
	Rural		24:49	N/A	N/A	N/A	N/A	N/A	N/A
				n=0	N=0	n=0	n=0	n=0	n=0

Technical Rescue Incidents

There is a wide range of technical rescue incidents which could reasonably be expected to occur within the district. WSFR is staffed and equipped to provide an initial response to assess and stabilize the incidents that are most likely to occur. Incidents that could be expected to exceed a first alarm incident or necessitate technician-level expertise in a technical rescue discipline will be upgraded through mutual-aid requests by the incident commander.

The most common type of technical rescue incident that WSFR responds to is motor vehicle accidents with a party trapped and needing to be extricated. Due to higher volume of this call type and the unique response package as compared to other technical rescue disciplines, WSFR reports on Motor Vehicle Collisions requiring patient extrication separately with other MVCs.

Low-Risk Technical Rescue Incidents

WSFR defines an elevator rescue as a Low-Risk Technical Rescue incident as this event can generally be controlled by a single engine company. The Low-Risk designation is used only for elevator rescues as these calls are most often the result of a mechanical issue which leaves the occupants unable to exit the elevator. Mitigation of the incident is completed by responders manually operating the unit and generally poses no threat to life. If additional action is necessary, the officer will upgrade the incident and call for additional resources.

The following table provides the ERF and associated critical tasks for the initial Low-Risk Technical Rescue response.

Low-Risk Technical Rescue (Elevator Rescue) Incident		
APPARATUS	STAFFING	CRITICAL TASK DESCRIPTION
Engine or Truck	Officer	Establish Incident Command Scene size-up Develop incident action plan Initial Safety Officer
	Engineer	Mitigate incident as directed
	Firefighter	
ERF = 1 unit with	3 personnel	To perform 5 critical tasks

Low-Risk Technical Rescue: Baseline Performance



The following information contains response data from all Low-Risk Technical Rescue incidents to which WSFR responded during the period from January 1, 2021, through December 31, 2025. During this period the agency responded to a total of 17 Low-Risk Technical Rescue incidents in all response zones and both the urban and rural response areas.

For 90 percent of all Low-Risk Technical Rescue incidents, the total response time for the first-due apparatus/ERF, staffed with at least one officer, one engineer, and one firefighter, was: 11 minutes and 26 seconds in the urban response area, and 10 minutes and 29 seconds in the rural response area. The first-due apparatus/ERF was capable of establishing incident command, performing a scene size-up, checking for injuries, developing an incident action plan, and mitigating the incident.

Low-Risk Technical Rescue: Performance Benchmarks

For 90 percent of all Low-Risk Technical Rescue incidents, the total response time for the first-due apparatus/ERF, staffed with at least one officer, one engineer, and one firefighter, shall be: 7 minutes and 49 seconds in the urban response area and 11 minutes and 49 seconds in the rural response area. The first-due apparatus/ERF shall be capable of establishing incident command, performing a scene size-up, checking for injuries, developing an incident action plan, and mitigating the incident.

Low-Risk Technical Rescue: Standards of Cover Calculations Methodology

The following lists describe the methods used to develop first-due and ERF calculations for incidents evaluated for Low-Risk Technical Rescue incidents. The records management system was used to extract response performance data for analysis.

Low-Risk Technical Rescue

- Resources: 1 Engine or Truck
- Process /Turnout: Reporting time for 1st apparatus
- ERF: Minimum 3 personnel
- Reporting time for all apparatus to arrive on scene
- NERIS Call Types: Rescue – Structure – Elevator / Escalator Rescue

(Low-Risk) Technical Rescue - 90th Percentile Times - Baseline Performance			Benchmark (Target)	2021-2025	2025	2024	2023	2022	2021
Alarm Handling	Pick-up to Dispatch	Urban	1:30	3:10	2:35	N/A	3:35	2:39	3:02
		Rural	1:30	3:09	N/A	N/A	N/A	N/A	3:09
Turnout Time	Turnout Time 1st Unit	Urban	1:20	2:10	2:22	N/A	1:03	1:10	0:51
		Rural	1:20	0:08	N/A	N/A	N/A	N/A	0:08



Travel Time	Travel Time 1 st Unit Distribution	Urban	4:59	9:56	10:08	N/A	5:47	8:01	9:02
		Rural	8:59	10:21	N/A	N/A	N/A	N/A	10:21
	Travel Time ERF Concentration	Urban	6:59	9:56	10:08	N/A	5:47	8:01	9:02
		Rural	10:59	10:21	N/A	N/A	N/A	N/A	10:21
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	7:49	11:26	11:37	N/A	5:52	8:52	9:25
				n=16	n=3	N=0	N=3	n=6	n=4
		Rural	11:49	10:29	N/A	N/A	N/A	N/A	10:29
				n=1	N=0	N=0	N=0	n=0	n=1
	Total Response Time ERF Concentration	Urban	7:49	11:26	11:37	N/A	5:52	8:52	9:25
				n=16	n=3	N=0	N=3	n=6	n=4
	Rural	11:49	10:29	N/A	N/A	N/A	N/A	10:29	
			n=1	N=0	N=0	N=0	n=0	n=1	

High-Risk Technical Rescue Incidents

Other types of technical rescue incidents for WSFR include structural collapse, machine entrapments, water/ice, confined space, trench collapse, and high/low angle rescue. These types of technical rescue incidents have a higher likelihood of posing an immediate risk to life and are considered a high-risk, low-probability incident. Due to the high risk, a multiple company response is required. Depending on the type or location of the technical rescue, the officer of the Truck may split their crew to transport additional specialized vehicles and/or equipment to the scene. Qualified on-duty administrative personnel and/or personnel responding to a shift recall may assist in staffing other apparatus as needed. If an incident type can reasonably be expected to exceed the capabilities of WSFR's staffing capabilities, the battalion chief will request additional resources from surrounding mutual-aid providers.

The following tables provide the ERF and associated critical tasks for each respective Technical Rescue response.

High-Risk Technical Water Rescue		
APPARATUS	STAFFING	CRITICAL TASK DESCRIPTION
First Due Engine	Officer	Establish Incident Command Scene size-up Develop incident action plan Initial Safety Officer
		Engineer
	Firefighter	Prepare/position rescue equipment/Throw bag rescuer
Truck split with Dive/Boat*	Officer	Rescue Group Supervisor (or first arriving Dive team member)
	Engineer	Don rescue equipment/ Prepare for rescue or recovery
	Firefighter	Deliver Dive truck/boat to the scene, Support rescuer
Third Due Engine	Officer	Shore Support
	Engineer	Downstream safety



	Firefighter	Assist with boat deployment/Shore support/Line tender
Ambulance	Paramedic	Patient assessment, care, and transport
	EMT	
Command Vehicle	Battalion Chief	Upgrade Incident Command and Safety
*Boat as needed for static or swift water rescue		
ERF = 6* Units with	12 personnel	To perform 14 Critical Tasks

High-Risk Technical Water Rescue		
APPARATUS	STAFFING	CRITICAL TASK DESCRIPTION
First Due Engine	Officer	Establish Incident Command
		Scene size-up
		Develop incident action plan
Truck split with Dive/Boat*	Engineer	Conduct witness interviews and triangulation
	Firefighter	Prepare/position rescue equipment/Throw bag rescuer
	Officer	Rescue Group Supervisor (or first arriving Dive team member)
Third Due Engine	Engineer	Don rescue equipment/ Prepare for rescue or recovery
	Firefighter	Deliver Dive truck/boat to the scene, Support rescuer
	Officer	Shore Support
Ambulance	Paramedic	Patient assessment, care, and transport
	EMT	
Command Vehicle	Battalion Chief	Upgrade Incident Command and Safety
*Boat as needed for static or swift water rescue		
ERF = 6* Units with	12 personnel	To perform 14 Critical Tasks

High-Risk Technical Confined Space Rescue		
APPARATUS	STAFFING	CRITICAL TASK DESCRIPTION
First Due Engine	Officer	Establish Incident Command
		Scene size-up
		Develop incident action plan
Truck	Engineer	Identify/contact patient/gather witness statements
	Firefighter	Atmospheric monitoring/Perform rescue if appropriate
	Officer	Rescue Group Supervisor
Heavy Rescue	Engineer	Establish safety zones/site access control
	Firefighter	Deliver Heavy Rescue to scene/Support SOT
Second Due Engine	Officer	Support SOT or HazMat
	Engineer	Secure Utilities/Lock Out-Tag Out/Support SOT or HazMat
	Firefighter	Prepare/position rescue equipment/Support SOT or HazMat
Ambulance	Paramedic	Patient assessment, treatment, and transport



	EMT	
Command Vehicle	Battalion Chief	Upgrade Incident Command and Safety Request mutual-aid Special Operations Team/HazMat Team
ERF = 6 Units with	12 personnel	To perform 15 Critical Tasks

High-Risk Technical Trench Rescue		
APPARATUS	STAFFING	CRITICAL TASK DESCRIPTION
Engine	Officer	Establish Incident Command Scene size-up Develop incident action plan Initial Safety Officer
	Engineer	Identify/contact patient/gather witness statements
	Firefighter	Recon hazards/Site survey
Engine	Officer	Staging Officer
	Engineer	Establish safety zones/Support for Site Access Control Officer
	Firefighter	Mitigate scene hazards/Support SOT
Truck	Officer	Rescue Group Supervisor (if cert.)/Site Access Control Officer
	Engineer	Assist in mitigating scene hazards/Support SOT
Collapse Trailer	Firefighter	Deliver Collapse Trailer to scene/Support SOT
Ambulance	Paramedic	Patient assessment, treatment, and transport
	EMT	
Command Vehicle	Battalion Chief	Upgrade Incident Command and Safety Request mutual-aid Special Operations Team
ERF = 6 Units with	12 personnel	To perform 15 Critical Tasks

High-Risk Technical Structural Collapse Rescue		
APPARATUS	STAFFING	CRITICAL TASK DESCRIPTION
Engine	Officer	Establish Incident Command Scene size-up Develop incident action plan Initial Safety Officer
	Engineer	Identify/contact patient/gather witness statements
	Firefighter	Secure the site/Recon hazards
Engine	Officer	Staging Officer
	Engineer	Establish safety zones/Support for Site Access Control Officer
	Firefighter	Secure utilities/Mitigate scene hazards/Support SOT
Truck	Officer	Rescue Group Supervisor (if cert.) or Site Access Control Officer
	Engineer	Assist in mitigating scene hazards/Support SOT
Collapse Trailer	Firefighter	Deliver Collapse trailer to scene/Support SOT
Ambulance	Paramedic	Patient assessment, treatment, and transport
	EMT	
Command Vehicle	Battalion Chief	Upgrade Incident Command and Safety Request mutual-aid Special Operations Team



ERF = 6 Units with	12 personnel	To perform 15 Critical Tasks
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High-Risk Technical Rope Rescue		
APPARATUS	STAFFING	CRITICAL TASK DESCRIPTION
Engine	Officer	Establish Incident Command Scene size-up Develop incident action plan Initial Safety Officer
	Engineer	Identify/contact patient
	Firefighter	Secure the site/Recon site characteristics and hazards
Engine	Officer	Incident Safety Officer
	Engineer	Support SOT operations
	Firefighter	Prepare/position rescue equipment / Support SOT
Truck	Officer	Rescue Group Supervisor (if cert.) or Site Access Control Officer
	Engineer	Identify anchor options / Assist with rescue equipment prep.
Heavy Rescue	Firefighter	Deliver Heavy Rescue to scene/Support SOT
Ambulance	Paramedic	Patient assessment, treatment, and transport
	EMT	
Command Vehicle	Battalion Chief	Upgrade Incident Command Request mutual-aid Special Operations Team
ERF = 6 Units with	12 personnel	To perform 15 Critical Tasks

High-Risk Technical Rescue: Baseline Performance

The following information contains response data from all High-Risk Technical Rescue incidents to which WSFR responded during the period from January 1, 2021, through December 31, 2025. During this period the agency responded to a total of 44 High-Risk Technical Rescue incidents in all response zones and both urban and rural areas.

For 90 percent of all High-Risk Technical Rescue incidents, the total response time for the first-due apparatus, staffed with at least one officer, one engineer, and one firefighter, was: 8 minutes and 15 seconds in the urban response area, and 11 minutes and 20 seconds in the rural response area. The first-due apparatus was capable of establishing incident command, performing a scene size-up, developing the IAP, interviewing witnesses, and preparing rescue equipment.

For 90 percent of all High-Risk Technical Rescue incidents, the total response time for the ERF, staffed with at least three officers, three engineers, three firefighters, one EMT, one Paramedic, and one battalion chief was: 11 minutes and 14 seconds in the urban response area, and 13 minutes and 08 seconds in the rural response area. The ERF was capable of completing all first-due apparatus responsibilities, providing a dedicated command officer,



deploying specialized rescue equipment, establishing a dedicated group supervisor, as well as providing ALS care, and initiating ambulance transportation to a hospital.

High-Risk Technical Rescue: Performance Benchmarks

For 90 percent of all Technical Rescue incidents, the total response time for the first-due apparatus, staffed with at least one officer, one engineer, and one firefighter, shall be 7 minutes and 49 seconds in the urban response area and 11 minutes and 49 seconds in the rural response area. The first-due apparatus shall be capable of establishing incident command, performing a scene size-up, developing the IAP, interviewing witnesses, and preparing rescue equipment.

For 90 percent of all Technical Rescue incidents, the total response time for the arrival of the ERF, staffed with three officers, three engineers, three firefighters, one paramedic, one EMT, and one battalion chief, shall be 14 minutes and 49 seconds in the urban response area, and 18 minutes and 49 seconds in the rural response area. The ERF shall be capable of completing all first-due apparatus responsibilities, providing a dedicated command officer, deploying specialized rescue equipment, establishing a dedicated group supervisor, as well as providing ALS care, and initiating ambulance transportation to a hospital.

High-Risk Technical Rescue Standards of Cover Calculations Methodology

The following lists describe the methods used to develop first-due and ERF calculations for incidents evaluated for High-Risk Technical Rescue incidents. The records management system was used to extract response performance data for analysis.

High-Risk Technical Rescue

- Resources: 2 Engines, 1 Truck, 1 Ambulance, 1 Command Vehicle
- Process /Turnout: Reporting time for 1st apparatus
- ERF: Minimum 12 personnel
Reporting time for all apparatus to arrive on scene
- Inclusion Criteria: First due apparatus is an Engine or Truck or Command Vehicle
- NERIS Call Type: Rescue – Outside, Rescue – Structure (excluding elevator/escalator), Rescue - Water

(High-Risk) Tech Rescue - 90th Percentile Times - Baseline Performance			Benchmark (Target)	2021-2025	2025	2024	2023	2022	2021
Alarm Handling	Pick-up to Dispatch	Urban	1:30	3:02	1:49	2:29	3:13	3:18	2:45
		Rural	1:30	2:59	2:49	2:13	3:22	2:25	3:11



Turnout Time	Turnout Time 1st Unit	Urban	1:20	1:54	1:18	1:58	1:31	1:43	1:33
		Rural	1:20	1:35	1:38	1:24	1:30	1:39	1:35
Travel Time	Travel Time 1 st Unit Distribution	Urban	4:59	7:12	7:39	5:38	5:58	7:57	6:37
		Rural	8:59	9:46	6:05	11:07	5:29	10:07	7:57
	Travel Time ERF Concentration	Urban	11:59	11:52	11:02	N/A	13:55	11:38	7:31
		Rural	15:59	12:11	11:26	13:28	9:55	14:24	10:14
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	7:49	8:15	8:00	7:36	7:32	9:02	8:00
				n=22	N=3	N=1	N=7	n=6	n=5
		Rural	11:49	11:20	7:05	11:24	6:44	11:46	9:20
				n=22	N=5	N=3	N=3	n=4	n=7
	Total Response Time ERF Concentration	Urban	14:49	11:14	6:26	N/A	14:10	11:14	8:09
				n=15	N=1	N=0	N=4	n=5	n=5
	Rural	18:49	13:08	11:27	16:27	10:28	15:27	11:40	
		n=20	N=5	N=2	N=3	n=4	n=6		



Chapter 6 – Compliance Methodology / Performance

Maintenance and/or Improvement Plan

Fostering an Attitude of Continuous Improvement

With 65 combined personnel and 4 fire stations, WSFR is still a small agency, in relative terms. The agency has transitioned from a combination staffing model and is now staffed with full-time and part-time paid personnel. As the agency continues to grow and mature, personnel are constantly looking to the future to find new ways to achieve our service goals while operating with efficiency. These processes serve as the foundation for the agency's continuous improvement process.

The primary growth opportunities that were discovered in the development of the current strategic plan were the acquisition and construction of a training facility and the completion of long-term plans for staffing and service needs in response to community growth. This includes identifying the optimal location of and securing land for a future Station 5.

The agency completed the changeover process from NFIRS to NERIS in December 2025. This change along with adjustments to dispatch protocols and ERF improvements have led to changes in data collection and reporting. While the agency had put a system in place to standardize call classification, the opportunity for further improvement was identified and additional guidance and staff communication has been shared. Data entry is continuously evaluated and feedback provided through the use of a QA/QI system to improve accuracy and consistency.

WSFR has demonstrated remarkable progress in attaining Accredited Agency status, executing and disseminating annual program appraisals, and finalizing and publishing comprehensive 10-year resource and staffing needs assessments. Accreditation has become a cornerstone of the agency's operational framework and identity. Continuous improvement is a result of the hard work, dedication, and commitment of our team. To that end, WSFR will establish several goals and objectives to assist in that:

1. Maintain strong and effective relationships with external agencies.
2. Further improve the consistency and accuracy of data entry to maximize its effective use for the agency allowing for data-guided decisions as appropriate.
3. Regularly review, update, and communicate progress in executing the community-driven strategic plan.
4. Promote the accreditation model to sustain a culture of continuous improvement across the entire organization.



Chapter 7 – Evaluation and Recommendations

As a direct result of this risk assessment, the current community-driven strategic plan, and the continued growth in the community, the agency identified several areas for improvement. The agency has determined a weakness in response to special operations rescues, and the need for mutual-aid support on the first alarm. Specifically, the capability to manage a water rescue or trench rescue incident was limited based on the number of trained specialized personnel. The agency has since created a plan that will implement a “60-minute special operations team”. This plan, when fully implemented, will provide the resources needed to handle an operational period of the first 60 minutes of a special operations rescue. This will be a significant improvement compared to the current model which requires mutual-aid resources with the initial alarm.

The agency has evaluated both itself and the community it serves, in terms of hazards, risks, service delivery, and response performance. This evaluation compared WSFR practices and performance with established standards as well as fire service “best practice” recommendations. The agency identified not only when things were done well, but also areas where improvements could be made. Procedures have been established to help the agency remain vigilant in the self-assessment process as well as in the continued monitoring of established programs and services. To continue to promote the pursuit of excellence, the following recommendations are made, based on the lessons learned during the development of this document:

1. The agency should continue to seek opportunities to improve reporting procedures to better capture incident information.
2. The agency should continue to evaluate response performance in comparison with population density, resource location, and community risk to ensure that performance goals and objectives are met.
3. The agency should develop dashboards or other reporting mechanisms to share “real time” performance goals and objective data with personnel to further promote continuous improvement.

