

2022 | ANNUAL REPORT

WESTMINSTER FIRE DEPARTMENT



UE



2022 ANNUAL REPORT

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

I rejoined Westminster Fire as Fire Chief in August 2022. It was a heartwarming return as I stepped away from the Westminster Fire family after 28 years to be the Fire Chief in Savannah, Georgia. After three years, Chief Doug Hall retired, and it opened the door to return to my community as Fire Chief. Westminster has been home for my family and I since 1982 and it is an honor to serve my community as your Fire Chief.

In 2022, Westminster Fire had a call volume increase of 16%. In 2021, we saw the same growth; in a two-year span, the call volume increased 32% and it appears this increase will continue into 2023. With this growth, the men and women of Westminster Fire have continued to provide exceptional service. Computer Aided Dispatch-to-Computer Aided Dispatch (CAD-to-CAD) was implemented in June 2022. This has allowed seven fire departments to serve as one, regardless of geographic boundaries, by providing service from the closest units. This was a change that took a decade to bring to fruition. This has improved service by decreasing response times and has made Westminster more resilient. The CAD-to-CAD system, coupled with the call volume increase, has changed the environment in which we serve.

The Training Section was challenged to bring on new firefighters and participate in two academies. One academy was in the fall with the North Area

Fire Academy and the second was held with South Adams, Arvada, Brighton, and Westminster. As part of the North Area Consortium, Training is also challenged to participate in teaching Fire Officer courses and other leadership opportunities. The immense effort delivered by the Training Section is remarkable in that they provide training to the existing 144 staff as well as to those outside the department.

The Fire Prevention Bureau performed more new-construction plan reviews and inspections in 2022 than in 2021. The commitment to life safety is paramount. A second Lieutenant plans reviewer was added, as well as a new inspector, to assist with the increase. Westminster continues to be a leader in fire prevention and is dedicated to building a safe community.

Emergency Management has become a focus in the City's Strategic Plan by certifying existing staff in all national certifications and expanding community outreach. This effort is to create a resilient city that is prepared at all levels to handle a disaster whether natural or man-made.

The professional staff are also impacted with the increase of call volume as their support is vital to all operations. The City has undergone many leadership and process changes that has created the need for staff development, ensuring we create efficiencies to remain effective. Under new leadership there has been a shift, but our staff has stepped up to ensure we are successful.

As we enter 2023, Westminster Fire will continue to be confronted with many of the same challenges from 2022. The men and women of this organization are eager to meet these trials and will continue to provide exceptional services. We will continue to move forward and meet the vast needs of this changing community. It is an honor to serve alongside the men and women of this fire department and to serve the community of Westminster.

A handwritten signature in black ink, appearing to read "Derik Minard". The signature is fluid and cursive.

Derik Minard
Fire Chief





WESTMINSTER FIRE-RESCUE



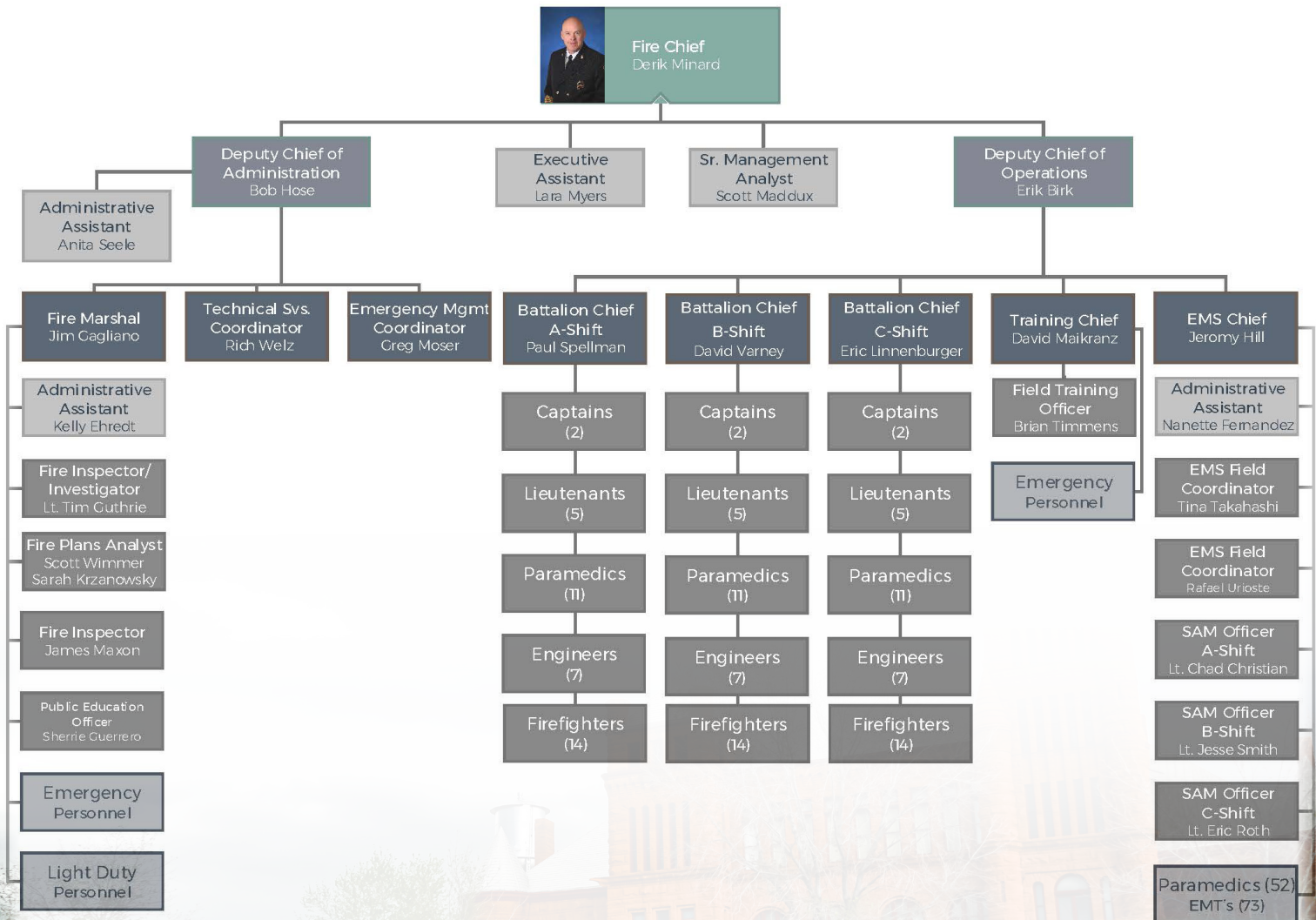
ORGANIZATIONAL STRUCTURE

The Westminster Fire Department's mission is to protect community interests through exemplary service. The Westminster Fire Department is comprised of 144 personnel, with 123 working line operations and 21 administrative staff. The fire department personnel serve from six strategically located, multi-company fire stations and the Public Safety Center, serving a population of approximately 115,000. The department's primary functions include full Emergency Medical Services including ALS transport, emergency services, and fire prevention. The Westminster Fire Department

responds to over 16,000 calls per year, with nearly 65% of those responses being related to EMS.

In 2019, the Westminster Fire Department was awarded accredited status through the Commission on Fire Accreditation International (CFAI). This accreditation demonstrates that Westminster meets or exceeds industry best standard practices. The City of Westminster also achieved Class 1 status through the Insurances Services Office (ISO).

FIRE DEPARTMENT ORGANIZATIONAL CHART





Derik Minard
Fire Chief



Bob Hose
Deputy Chief
Administration



Erik Birk
Deputy Chief
Operations



Jeromy Hill
EMS Chief



Jim Gagliano
Fire Marshal



Dave Maikranz
Training Chief



Paul Spellman
Battalion Chief
A-Shift



David Varney
Battalion Chief
B-Shift



Eric Linnenburger
Battalion Chief
C-Shift



LOCATED IN COLORADO'S FRONT RANGE

Incorporated in 1911, the City of Westminster spans 34 square miles and is located in the heart of the U.S. 36 corridor connecting Denver and Boulder on Colorado's front range. Within Westminster, the Fire Department has six fire stations placed

strategically throughout the City. Each of these stations are staffed twenty-four hours a day, seven days a week and serve our population of almost 115,000 residents.

FIRE ADMINISTRATION
9110 YATES ST.

FIRE STATION 1
3948 W. 73RD AVE.

FIRE STATION 2
9150 LOWELL BLVD.

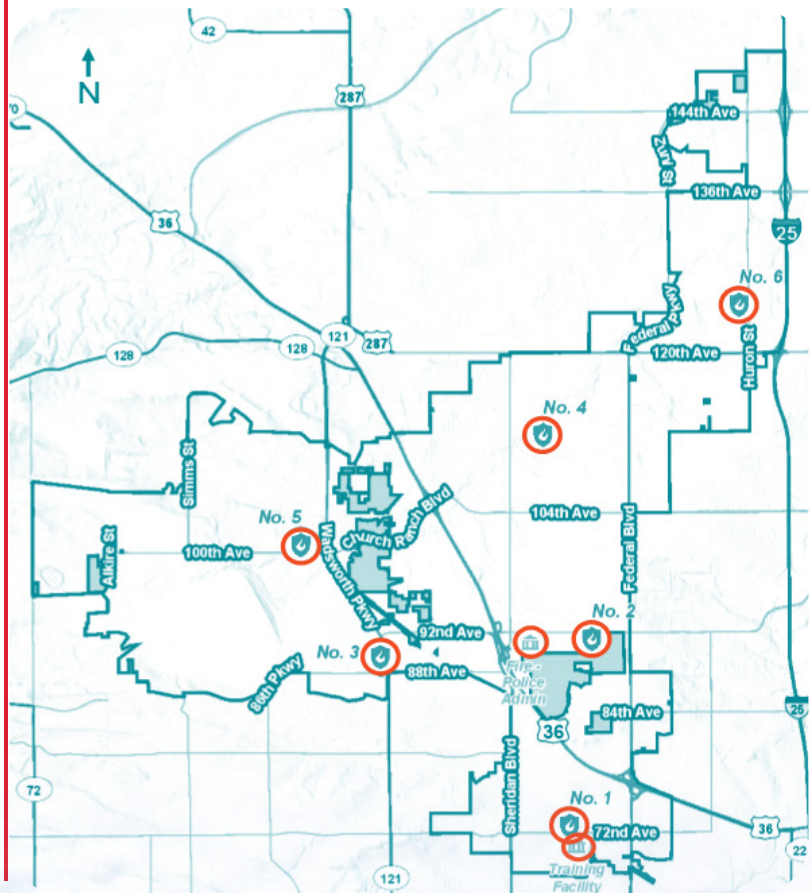
FIRE STATION 3
7702 W. 90TH AVE.

FIRE STATION 4
4580 W. 112TH AVE.

FIRE STATION 5
10100 GARLAND ST.

FIRE STATION 6
999 W. 124TH AVE.

TRAINING TOWER
3851 ELK DR.





WESTMINSTER FIRE DEPARTMENT

MISSION | VISION | VALUES

MISSION | "OUR MISSION IS TO PROTECT COMMUNITY INTERESTS THROUGH EXEMPLARY SERVICE"

VISION | *To be recognized as the premier fire and EMS service in the State of Colorado.*

VALUES | *Professional
Responsive
Innovative
Dedicated
Ethical*



STAFFING BY THE NUMBERS



6

FIRE STATIONS



144

**FIRE DEPARTMENT
EMPLOYEES**



21

**ADMINISTRATIVE
STAFF**



3

**SHIFT BATTALION
CHIEFS**




A-SHIFT



27

FIRE OFFICERS




3

**ROTATING LINE
OPERATION SHIFTS**




3

**SAFETY AND MEDICAL
OFFICERS**




42

FIREFIGHTERS



21

FIRE ENGINEERS



123

**PERSONNEL WORKING
LINE OPERATIONS**



33

FIRE PARAMEDICS



DEPARTMENT HISTORY

On December 12, 1933 a fire ripped through a barn on the corner of 75th Ave. and Bradburn Blvd. in the small town of Westminster, CO. Earl Richards, a local resident, came out to help. After putting out the fire and realizing there was no organized fire service in the town, he went before the town board to ask that they authorize a volunteer fire corps. They agreed, and the Westminster Fire Department was born.

Richards, who would eventually be named the department's first Fire Chief in 1935, along with two other residents, Mel Bryant and Carl Hawkinson, became the first members of an all-volunteer Westminster Fire Department. As Westminster began to expand as a city, the fire department followed suit. The need for fire personnel began to grow and in 1974, the City hired Robert Panuccio to transform the volunteer



Bill Work

department into a combination of career and volunteer personnel.

Near the end of that year, the City hired two of the first paid firefighters, Tim Eckberg and Bill Work. Bill Work, one of the longest tenured employees of the department, served in almost every position throughout the department and last served as Deputy Fire Chief of Administration until his retirement in January 2020.

Today, the Westminster Fire Department operates as an all-career, all-hazards fire department. As of 2022, the Westminster Fire Department employs 144 personnel, with 123 full-time line firefighters, working on three shifts, using a 48/96 scheduling model.

The City of Westminster has grown substantially from its roots as a small farming community on the outskirts of Denver to the city it has become today. With a population of nearly 115,000 citizens and 30,750 households, it is now a vibrant suburban community with a mix of residential, commercial, and recreational spaces.





2019-2023 STRATEGIC PLAN GOALS

Our 2019-2023 Strategic Plan is a dynamic document reflecting alignment with Westminster City Council’s Strategic Plan. The Westminster Fire Department’s 2019-2023 Strategic Plan has identified 10 goals to ensure activities, programs, and services support the City of Westminster’s strategic plan. Our five-year strategic plan details initiatives that provide direction from a leadership perspective regarding the activities, programs, and services offered to the community as a whole and within the organization to City employees.

Included with each of our strategic goals is a S.W.O.T. analysis which allows us to identify the

strengths, weaknesses, opportunities, and threats we may face in order to achieve each strategic goal.

Through the duration of the 2019-2023 Strategic Plan, Westminster Fire Department staff regularly assesses the document to ensure outcome-based effectiveness and efficiencies of each of our activities, programs, and services with a continual focus on firefighter safety, mental health, and overall wellness.

We encourage our stakeholders to review the full document, which can be found on our website.

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



CAD-TO-CAD

On June 1, 2022, the Westminster Public Safety Communications Center joined partnering agencies and implemented the computer aided dispatch (CAD)-to-CAD system. CAD-to-CAD is a term that refers to a third-party system of hardware and software that connects different dispatch centers' CAD systems together to immediately share resource availability across jurisdictions. The CAD-to-CAD system allows multiple jurisdictions to dispatch the closest appropriate fire and emergency medical services (EMS) resources to an emergency regardless of jurisdictional boundaries.

The implementation of the CAD-to-CAD system was the result of a multi-year North Area Fire Consortium project with funding support from the Urban Area Security Initiative and North Central Region (UASI/ NCR). In 2017, UASI/NCR authorized \$1,210,000 in grant funding to support the development of a

CAD-to-CAD system for the following North Area fire agencies: Adams County Fire Protection District, Brighton Fire Protection District, North Metro Fire Protection District, Federal Heights Fire Department, South Adams County Fire Protection District, City of Thornton Fire Department, and the City of Westminster Fire Department. The participating North Area Fire Consortium's 9-1-1 communications are managed by four Emergency Communications Centers (ECCs) that consist of four dispatch centers operated by the City of Thornton, the City and County of Broomfield, the Adams County Communications Center, and the City of Westminster. By September 2022, all four dispatch centers had implemented the CAD-to-CAD system.

We look forward to 2023 data in order to see the true positive impact that this system has made.



WESTMINSTER'S FISCAL REVENUE

In 2020 and 2021, the City of Westminster took measured, timely, and courageous actions to fight a public health emergency, avert a financial collapse, and respond to the unprecedented needs of the Westminster community. Along with years of responsible fiscal planning, a timely injection of federal stimulus funds, and some belt tightening, the City ensured that it could continue to serve its residents and businesses.

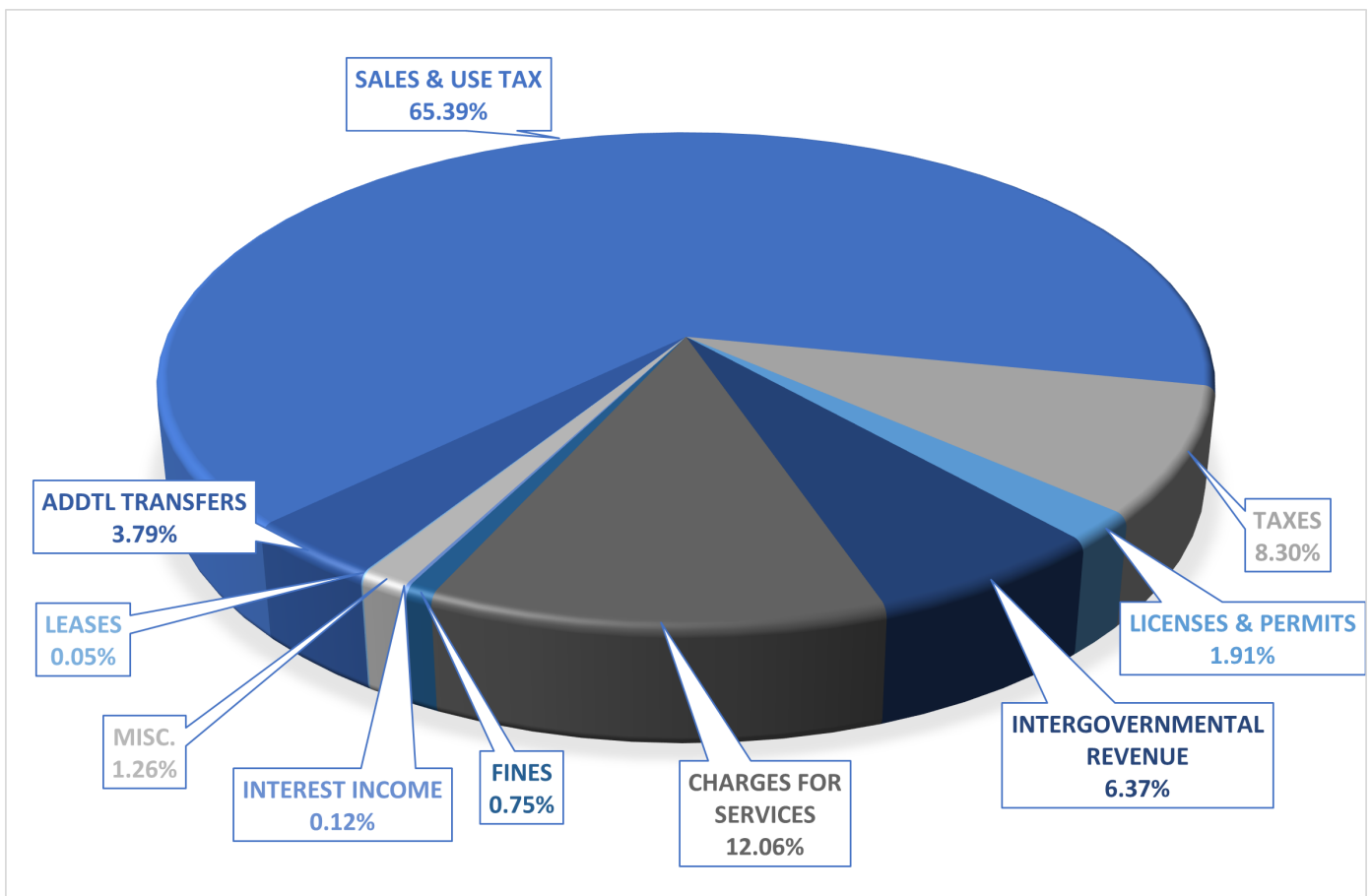
The City deferred spending, froze hiring, and asked hundreds of employees to perform new public service roles so it could avoid furloughs, pay cuts, and layoffs during an unprecedented public health emergency. Through these challenges, the City learned innumerable lessons from this past

year, and the City is stronger and more resilient than ever. The 2022 budget builds upon the progress made as a city over the past year.

This budget supports Westminster residents and businesses, allowing the community to continue recovery and move forward together; it directly benefits residents and businesses.

While the City has traditionally followed a biennial budget schedule, City Council adopted a one-year budget to provide the financial flexibility needed to respond to the economic challenges presented by the pandemic. This 2022 budget is the second year of what would have been the biennial budget.

2022 GENERAL FUND REVENUE SOURCES



OUR OPERATING BUDGET BREAKDOWN

The Fire Department represents about 14% of the City of Westminster’s General Fund Budget. The overwhelming majority of Westminster Fire’s budget (approximately 88%) went to the salary and benefits of our personnel.

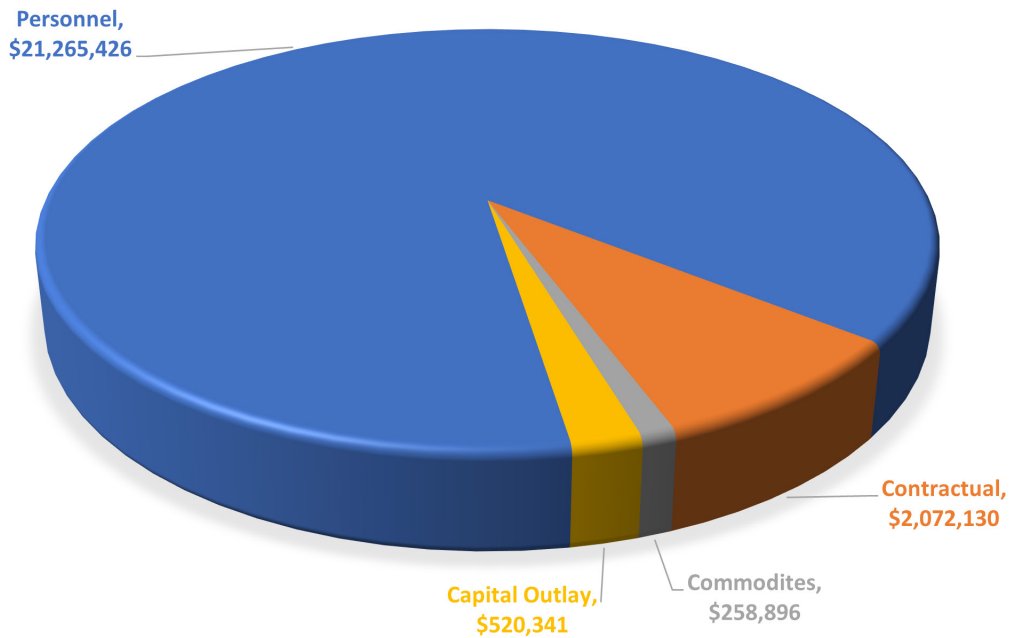
Highlights of the 2022 budget process include:

- Purchased a replacement aerial ladder truck, fire engine, dive truck, two dive boats, and several staff vehicles.

- Purchased a "Draft Commander" trailer for testing of hoses and training of personnel.
- Completed installation of new air compressors/ fill stations for the Self-Contained Breathing Apparatus.

Looking to 2023, the Westminster Fire Department is looking to purchase an additional engine and complete the storage building at Station 6.

2022 FIRE DEPARTMENT OPERATING BUDGET | \$24,116,792



CITY OF WESTMINSTER AND COLORADO TAX RATES

3.65 Mills | City Property Tax Rate

3.85% | City Sales and Use Tax Rate

2.90% | State of Colorado Tax Rate

1.0% | Regional Transportation District (RTD)

0.10% | Cultural District (CD)

0.75% | Adams County Tax Rate

0.50% | Jefferson County Tax Rate



FIRE PREVENTION AND EDUCATION

Westminster Fire Department’s Fire Prevention Bureau has a mission to eliminate the loss of life and injuries through education, engineering, and enforcement, using a multi-disciplinary approach. The Fire Prevention Bureau not only works to educate our businesses, schools, and citizens on various topics of fire and life safety, but also works to ensure the appropriate fire suppression systems, design criteria, and access are met through the enforcement of the International Fire Code, which has been adopted by City ordinance.

To ensure that our community meets these requirements, the Fire Prevention Bureau, as well as line personnel, regularly inspects businesses and properties for compliance under the Fire Code. This helps to identify areas of vulnerability, such as lack of a sprinkler system or improperly stored flammable material. In 2022, the Westminster Fire Department was

able to facilitate 3,023 in-person commercial business and new-construction inspections, while leveraging technology to assist with reinspections.

Further, the Fire Prevention Bureau requires all new construction, significant building alterations, tenant finishes, sprinkler systems, and hood systems to apply for permits and submit plans of their proposed construction activity. For the duration of 2022, these permit valuations for the fire department alone reached **\$2,994,624**, collecting \$127,091 in permit revenue.

The Fire Prevention Bureau employs a full-time staff of seven, including a fire investigator, to help determine causes of fires and, if appropriate, whether criminal activity was involved. In 2022, the Westminster Fire Department had a total of 215 fire investigations.



ENGAGING WITH OUR COMMUNITY

The Westminster Fire Department strives to reach our community through as many channels as possible. Whether it be through events, printed materials, or social media, the Department's goal is to reach and educate the public of all ages to increase fire prevention awareness and safety.

In 2022 we were able to integrate back into our community with our fire station open house events and school education programs. Through these initiatives, the fire department not only imparts crucial safety information but also builds lasting connections with residents; we continue to embrace our role as true community partners.

Our fire station open house events allow our community members to converse with various members of the emergency response

system, including 9-1-1 Dispatch, Emergency Management, and Flight for Life. Bringing others into all that goes into emergency services, we strive to display our testament to a safer and more connected community.

Through the premise of educational gamification, our Public Education Officer was able to integrate crucial fire safety information for some of our youngest citizens. This approach leverages the engaging and interactive elements of games to make the learning process more enjoyable and effective for children.

In the age of social media, we enjoy the opportunity to show what our crews do to train for various emergency situations and highlight the great work they do day in and day out.



RESPONSE TO FIRE INCIDENTS

In 2022, the Westminster Fire Department responded to a total of 404 fire incident calls. Of those calls, the most frequently reported fire incident call was response to building fires at a total of 136. Natural vegetation fires trailed behind at 44 incidents, reported as the second highest fire incident call response.

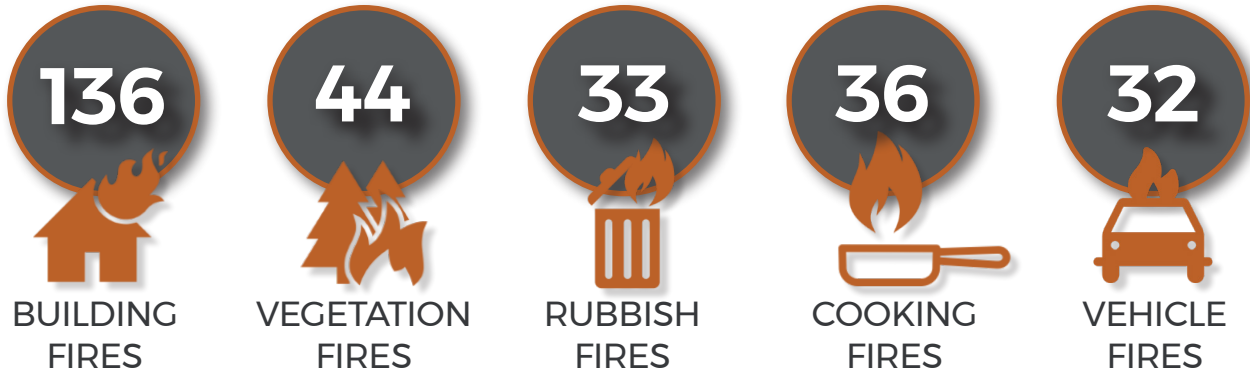
Structure and vegetation fires can be quite significant and are thoroughly investigated by the highly trained Westminster Fire Department Fire Investigation Team. Each member of this team is certified by the National Association of Fire Investigators (NAFI) or the International

Association of Arson Investigators (IAAI). Of the 404 fires that occurred, 215 of the fire scenes were investigated to the fullest extent, with Westminster Fire Investigation members acting as the lead.

Overall, the number of fire incident calls increased in 2022 compared to the previous year. The number of fires from 2022 compared to 2021 experienced a 21% increase, by 71 additional fire incident calls. The total reported fire incident calls for 2021 was 333.



TOP 5 FIRE RESPONSES IN 2022

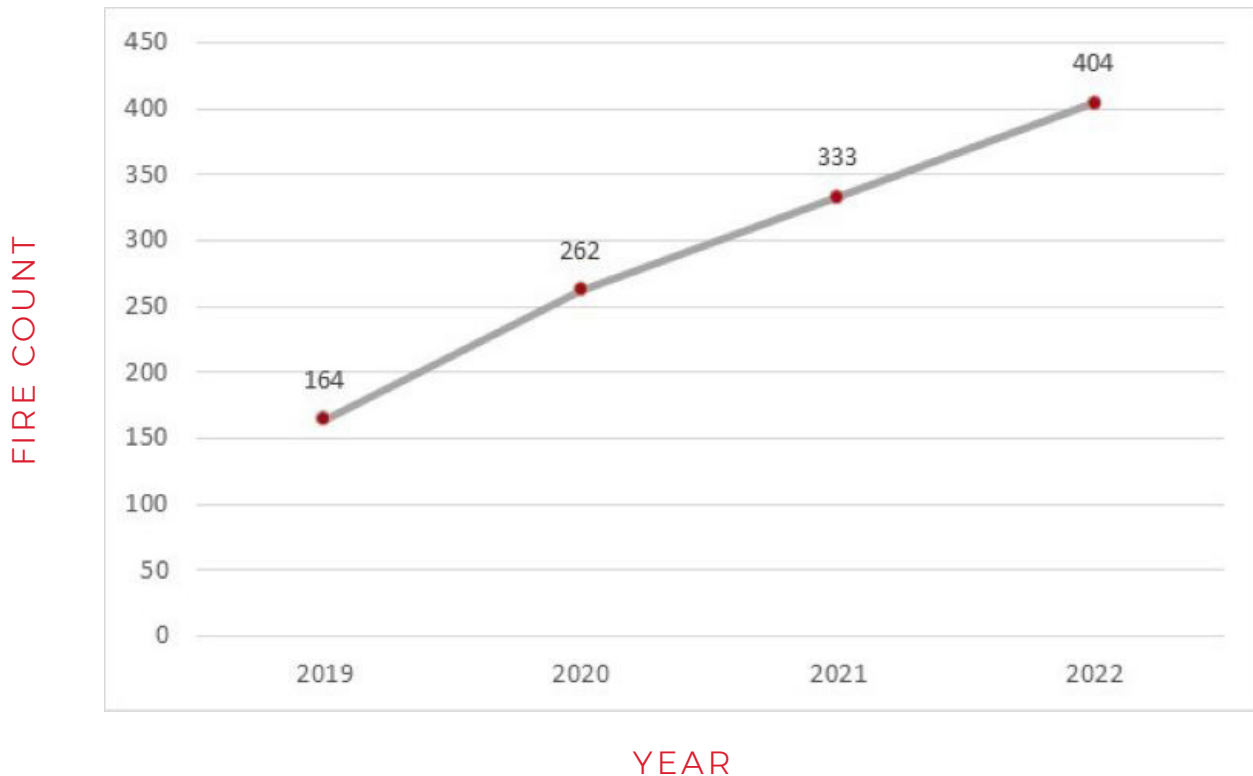


ANNUAL FIRE INCIDENT TRENDS

In 2022, the Westminster Fire Department recorded the highest number of fire incidents it has experienced in the past five years. In 2019, a significant decrease was reported and it was believed that a contributing factor could be the growing number of newly constructed homes that are required to install residential fire sprinkler systems, as well as the department's continued

focus on fire prevention and community risk reduction programs. While these efforts provide more awareness, data indicates that the decrease may have been an abnormal trend. Fire incident data will continue to be closely monitored to try and gain more insight on these response trends and fire prevention efforts.

TOTAL FIRE INCIDENTS BY YEAR



EMERGENCY MEDICAL SERVICES

The Emergency Medical Services (EMS) Section is staffed with 33 Fire Paramedics, three Safety and Medical Officers (SAM Officers), two EMS Field Coordinators, one Administrative Technician, and is under the supervision of the EMS Chief.

EMS calls account for the majority of service calls performed by the Westminster Fire Department. In 2022, the Westminster Fire Department responded to 10,815 EMS calls and transported 7,300 patients to area hospitals.

As of January 31, 2023, the ambulance revenue collected for 2022 totaled \$3,237,952 with the total amount billed for 2022 totaling \$7,953,369, with a gross collection rate of 41% and an adjusted rate of 83%. Westminster Fire utilizes a private billing company to bill and collect revenue and anticipates the revenues to increase as some accounts from 2022 have not yet reached full maturity.

A goal for 2022 was to replace the department's EMS equipment or "jump" kits. These new kits allow for better organization and increased

efficiency on emergency scenes and are standardized with the kits used by neighboring departments. New kits were placed on all Westminster Fire Department apparatus and additional kits were assembled for special events and surge capabilities.

Another goal for 2022 was to build and implement a two-year EMS Training program. This program was developed to ensure the department provides sufficient training hours in specific topics to meet the continuing education requirements for EMS providers defined by both the Colorado Department of Public Health & Environment and the National Registry of Emergency Medical Technicians.

Also in 2022, WFD remounted two reserve ambulances and moved them to front-line status and in turn, two front-line ambulances were moved to reserve status. In both units that were remounted, upgrades were made to ensure the vehicles meet current national safety standards for emergency ambulances.



TOP 10 EMERGENCY MEDICAL RESPONSES

- 
- 1 SICK/ILL PERSON
 - 2 INJURED PERSON
 - 3 BREATHING PROBLEM
 - 4 TRAFFIC ACCIDENT
 - 5 CHEST PAIN
 - 6 SEIZURE/CONVULSION
 - 7 MUTUAL AID/EMS
 - 8 UNRESPONSIVE PERSON
 - 9 OVERDOSE
 - 10 STROKE

SERVICES FOR OUR COMMUNITY

The Westminster Fire Department offers several services to our community as well as opportunities to learn more about our department and overall safety. Some of those programs include the annual Citizen's Fire Academy, Westminster Med Ambulance Program, car seat inspections, CPR/ First-Aid certification classes, fire extinguisher trainings, and fire drills. These services and

programs help in reducing risks in our community and aim to promote overall safety. As we continued to emerge out of the pandemic, many of these programs and services have been offered in-person again. These programs provide excellent opportunities to engage with our communities.

CITIZEN'S FIRE ACADEMY

The Citizen's Fire Academy is a free, thirteen week course that allows Westminster citizens the opportunity to learn about the wide-range of services that the Westminster Fire Department provides. The course also teaches the participants the logic behind the emergency services systems. Each session is themed to cover a different aspect of the fire department operations such as vehicle extrication, EMS, and wildland firefighting.

CHILD PASSENGER SEAT SAFETY INSPECTIONS

The Westminster Fire Department has several personnel that are certified as car seat technicians that are available to inspect and provide instruction on installation of child safety seats free of charge. Inspections are performed for age and size appropriateness, proper installation and use, and whether seats have been recalled or visibly damaged. These services are offered to the public twice per month, by appointment, and are frequently requested by the community.



HIGHLIGHTS OF OUR DEPARTMENT SERVICES

WESTMINSTER MED AMBULANCE PROGRAM

The Westminster Fire Department operates the Westminster Med Ambulance Program or “Westy Med.” This annual membership program is designed to help individuals and families supplement the high cost of ambulance transportation expenses that may not be fully covered through their medical insurance. The registrants must currently carry a medical health insurance policy to qualify and Westminster residents can either subscribe to the individual or the family annual membership which covers immediate family within the home.

WESTMINSTER MED ANNUAL STATISTICS

 **454**

INDIVIDUAL
MEMBERSHIPS

 **145**

FAMILY
MEMBERSHIPS

CITIZEN CPR & FIRST AID CERTIFICATIONS

The Westminster Fire Department offers CPR and First-Aid classes to citizens which covers adult and infant CPR as well as AED training. These classes provide an opportunity to become CPR and First-Aid certified, serving as a tool for community risk reduction.

FALL PREVENTION PROGRAM

The Westminster Fire Department offers a fall prevention program for older adults who are at a higher risk for falls resulting in injuries. The Westminster Fire Department utilizes the “Stepping On” program, as well as other approaches, in providing these prevention programs. These programs are offered to older adults in residential settings, as well as in living and care facilities. Fall prevention education is part of the overall Community Risk Reduction program, targeting risks and reducing hazards within the City.



TRAINING WESTMINSTER'S BRAVEST

Westminster Fire Department's Training Section has a core mission to provide all personnel the foundations for essential credentials and certifications and to ensure the safety and knowledge of our personnel.

The Training Section saw one of the busiest training years in the department's history. The department participated in three fire academies to ensure proper staffing levels for line operations. The academies included one lateral academy taught by Westminster FD members and two regional academies with our partners in the North Area. Westminster graduated 10 members from the three academies.

Along with the academies, numerous programs provided increased training, which in turn, upgrade our services to the citizens of

Westminster. The Training Section concentrated on increased company training oversight, building instructor pools, providing increased conference opportunity to members, and targeting new PPE equipment for safety.

The Westminster Fire Department Training Section must ensure all members are constantly trained to meet their required specific functions and secondary duties. Members must be competent to respond to the needs of the community with a variety of skill levels. The goal of the organization is to ensure our line members are receiving greater than 2,000 combined hours per month of training in the areas of fire, rescue, hazardous materials, leadership, EMS, administration, and special operations. This year, employees averaged 2,827 hours per month, 827 hours above our performance goals.





**2022 TRAINING
HOURS**

33,929



WESTMINSTER FIRE'S SPECIAL TEAMS

The Westminster Fire Department maintains several special teams including our Wildland Fire Team, Car Seat Inspection Team, Cancer Prevention Program, Hazardous Materials Team, Peer Support Team, Technical Rescue Team, Fire Investigations Team, Juvenile Fire Setters Team, and Water Rescue Team just to name a few.

These teams play a critical role within Westminster Fire's operations by providing skills and resources

to serve not only our own department and city, but also serve at a regional and national scale.

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

OVERVIEW OF OUR SPECIAL TEAM OPERATIONS

DIVE RESCUE TEAM

The Westminster Fire Department Water Rescue Team specializes in dive rescue and recovery, swiftwater, and ice rescue. The Westminster team is part of Metro Dive Rescue which includes Thornton Fire, South Metro Fire, and West Metro Fire and is also involved in the North Area Water Rescue Team. This year represented an increased focus on partnering with other North Area departments to create training opportunities and improve response capabilities. The team responded to two auto/mutual-aid incidents to assist surrounding jurisdictions. The team completed 418 hours of training in diving and swiftwater rescue and certified new personnel as Public Safety Divers and Swiftwater Rescue Technicians.

WILDLAND TEAM

The Wildland Team is an essential resource that responds to devastating wildfires, deploying when called upon by the state or federal government. In 2022, Colorado was fortunate to not have a devastating wildfire season. Members of the Westminster Wildland Team deployed to assist wildland efforts out of state. In April 2022, the Calf Canyon/Hermits Peak fire broke out in New Mexico, ultimately burning 341,471 acres.

(CONTINUED ON PAGE 25)



WILDLAND TEAM (Continued)

This fire has been deemed the largest and most destructive wildfire in New Mexico history. Westminster wildland personnel were placed in charge of running burn operations using drones. Drones have become a valuable tool in firefighting efforts, particularly helpful in wildland situations.

WELLNESS & FITNESS COMMITTEE

The Wellness and Fitness Committee is responsible for providing physical fitness, behavioral health, education, support, access to resources/support networks, and coordinating the job-specific performance assessment program. The committee's mission is to maintain and improve the cardiovascular capacity, muscular strength and endurance, flexibility, and overall readiness for duty of all Fire Department personnel. To achieve this, the department provides fitness testing, medical screenings, rehabilitative assistance, additional heart disease screenings, and DNA cancer screening. These have proven successful in providing a healthy and medically stable workforce. Over time, individuals that may show health risks are able to be identified and provided adequate resources to maintain their health and safety.

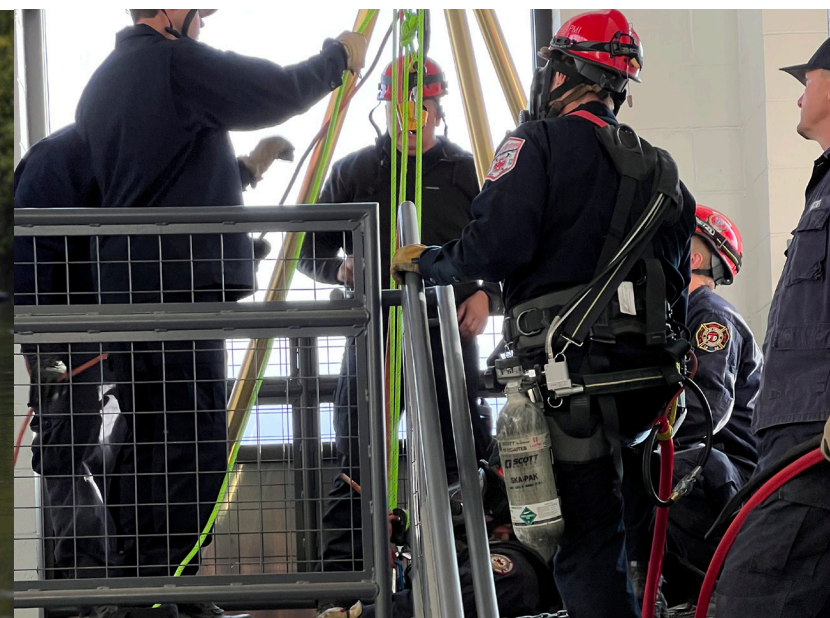
TECHNICAL RESCUE TEAM

The Technical Rescue Team is utilized to perform technically skilled rescues to a diverse range of incident calls. These types of incidents could include building collapse, vehicles through buildings, trench rescue, confined space rescue, or high and low angle rescues. They require specialized training, tools, and skills to understand how to safely protect lives. In 2022, the Technical Rescue Team responded to 68 incidents, which



included three high-angle rescues, and one trench rescue.

The team identified needed upgrades to rope and stabilization equipment that set the stage for improvements in 2023.



EMERGENCY MANAGEMENT PREPAREDNESS FOR THE COMMUNITY

Emergency Management continued to support COVID-19 testing and vaccination efforts in early 2022 and has since transitioned to mitigation and preparedness for a broad range of other hazards that could impact Westminster.

Following the Marshall Fire, Emergency Management coordinated a citywide study of the dangers of wind-driven fire and initiated the promotion of the NFPA's Firewise guidance to help reduce the danger of this hazard in Westminster. In August, Emergency Management teamed up with Information Technology to participate in a regional cybersecurity exercise to evaluate and improve our preparedness for cyberattacks that have increasingly impacted communities nationwide. Emergency Management also teamed up with Public Works & Utilities and regional partners to plan for events impacting our water system.

This year also saw the beginning of the five-year update of our Hazard Mitigation Plan. This plan

involves staff from almost all City departments, community partners, and our residents, and reviews our community risk assessment and the development of mitigation projects and priorities to reduce our vulnerability to natural hazards.

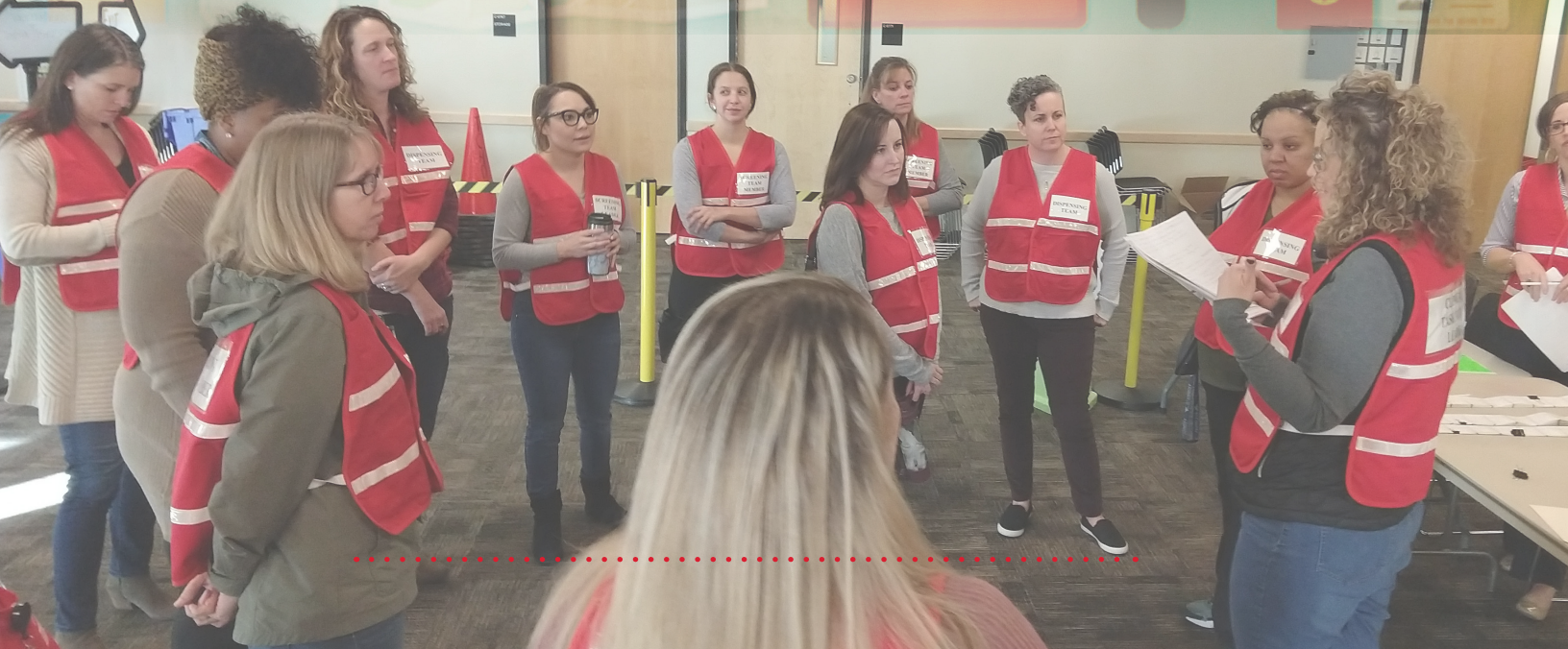
In addition to maintaining an active Facebook page to share information on our community hazards and preparedness for families, businesses, and pets, Emergency Management also supported the Fire Department open houses, Westy Fest, and Boo at the View.

We also saw the introduction of *Westy the Preparedness Prairie Dog* and our bi-monthly presentations on community hazards, held at the Irving Street Library. In December, in response to some of the coldest temperatures on record, Emergency Management teamed up with Parks, Recreation & Libraries as well as the Police & Fire Departments to provide a warming shelter The MAC for approximately 40 of our unhoused residents.





856 | POSTS
297,517 | REACHES
4,239 | LIKES/COMMENT/SHARES
21,822 | ENGAGEMENTS



OPERATIONAL PERFORMANCE MEASURES

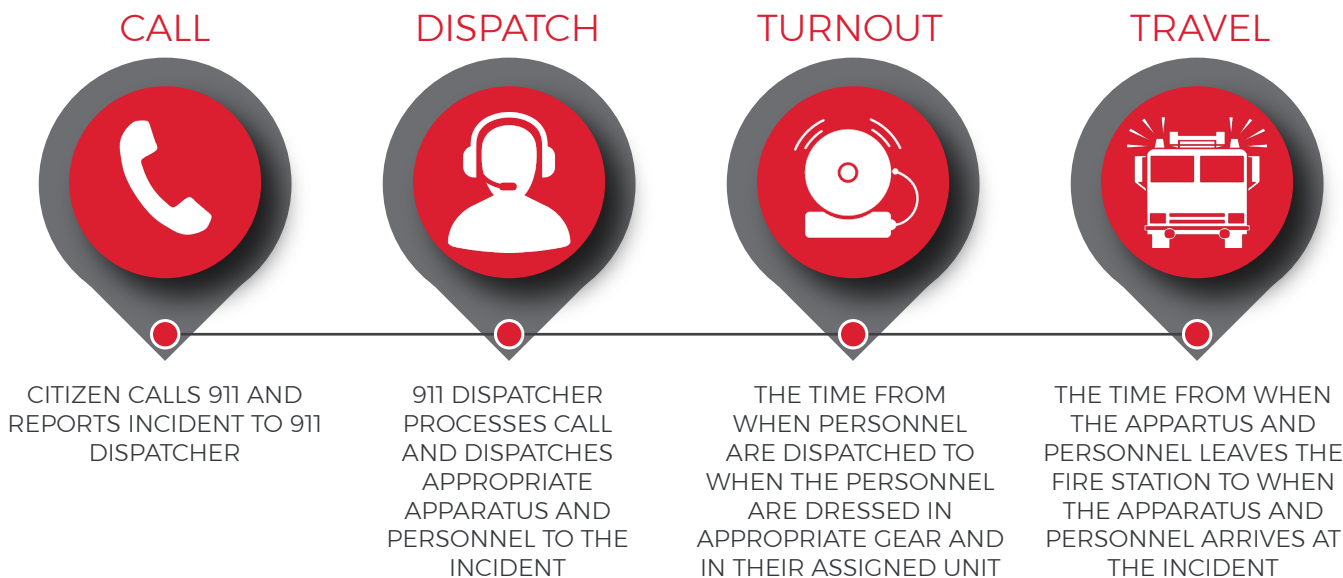
Call processing time, turnout time, travel time, and total response time are key operational performance measures for the Westminster Fire Department and throughout the fire service.

performance measures over the last several years.

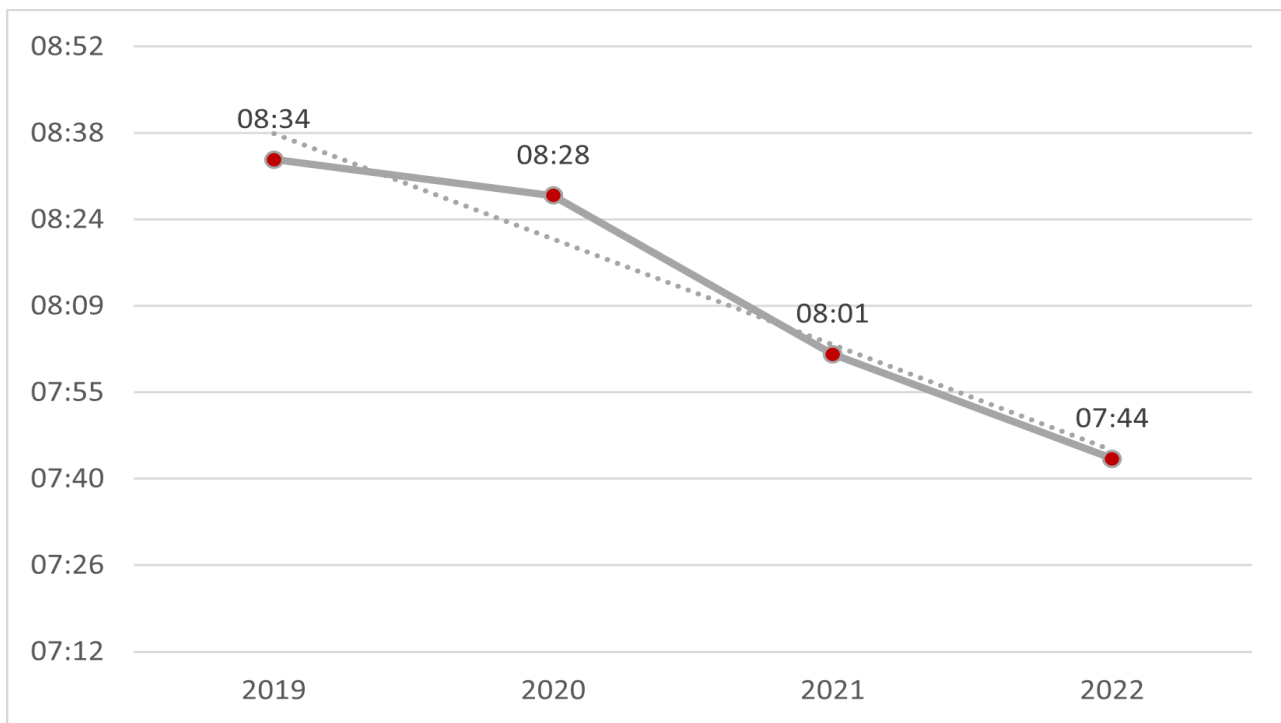
The faster response time lead to the positive effects from CAD-to-CAD and our cooperative efforts with the North Area.

The total response times represent the actual performance of Westminster Fire’s operational

ANATOMY OF A 911 CALL FOR SERVICE



TOTAL RESPONSE TIME IN 90TH PERCENTILE (IN MINUTES)



OPERATIONAL PERFORMANCE OVER TIME

The Westminster Fire Department continues to experience increasing service call volume. The call volume from 2019-2022 has continually increased, experiencing a nearly 26% increase over the last four years. Interestingly, the incident call volume from 2019 to 2020 increased only slightly by a total of 33 incident calls or a total of

0.2%. We believe that this may have been a result of the COVID-19 pandemic.

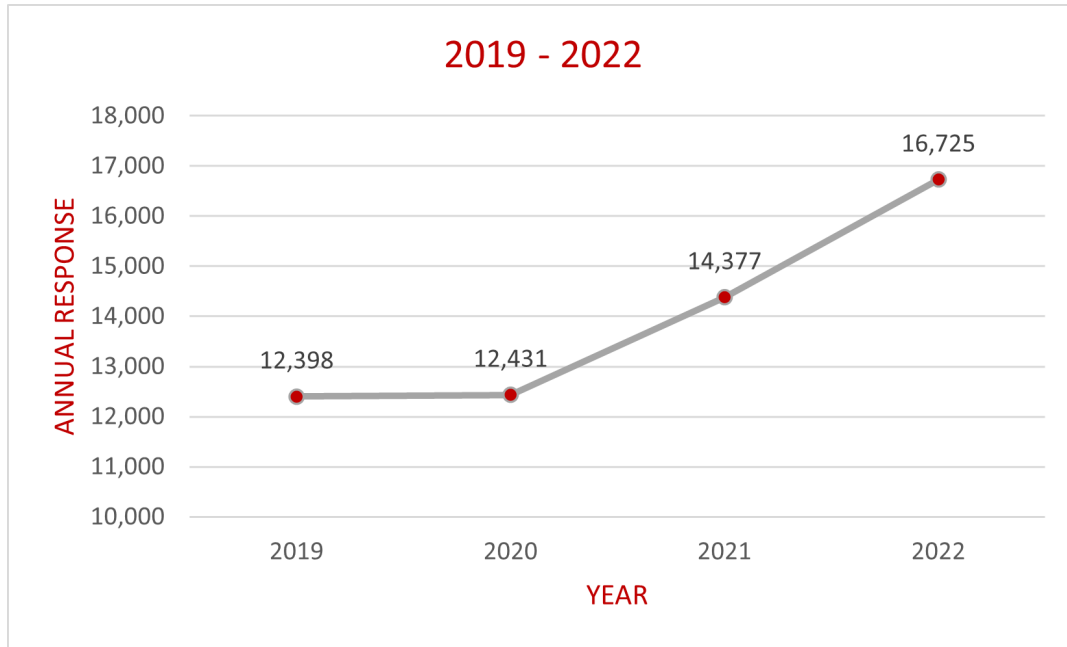
Emergency medical calls continue to make up the highest percentage of our calls, reflecting the critical role firefighters play in providing rapid medical assistance.

INCIDENT RESPONSE TYPES OVER TIME

TYPE OF CALL	2019	2020	2021	2022
EMS	8,331	8,365	9,630	10,815
Canceled - Good Intent Service Calls	1,659	1,585	1,946	1,794
Service Call	1,032	1,129	1,211	2,360
False Alarm or False Call	756	655	742	901
Hazardous Condition - No Fire	219	262	333	405
Fire	164	213	242	235
Rescue	217	204	234	197
911 Citizen Complaint	4	10	22	12
Special Incident	5	4	8	5
Overpressure, Rupture, Explosion, Overheat - No Fire	9	3	7	--
Severe Weather or Natural Disaster	2	1	2	1
GRAND TOTAL	12,398	12,431	14,377	16,725



TOTAL INCIDENT RESPONSE OVER TIME



2022 RESPONSES BY TIME AND DAY

	SUN	MON	TUE	WED	THU	FRI	SAT	Grand Total
12 A.M.	79	95	71	55	59	65	61	485
1 A.M.	53	66	54	48	45	55	52	373
2 A.M.	70	59	39	52	31	34	41	326
3 A.M.	62	55	48	45	38	38	47	333
4 A.M.	48	58	32	35	43	34	46	296
5 A.M.	43	37	47	49	36	50	38	300
6 A.M.	53	62	50	60	47	47	54	373
7 A.M.	75	63	76	70	91	74	95	544
8 A.M.	90	83	104	115	123	111	103	729
9 A.M.	104	102	132	138	124	122	126	848
10 A.M.	127	104	124	165	124	122	139	905
11 A.M.	139	110	113	137	146	134	141	920
12 A.M.	144	112	169	135	138	144	136	978
1 P.M.	134	129	128	141	144	146	166	988
2 P.M.	133	110	133	134	134	104	153	901
3 P.M.	131	110	155	140	152	134	190	1,012
4 P.M.	140	105	141	138	143	144	146	957
5 P.M.	145	113	132	141	150	137	179	997
6 P.M.	139	148	133	138	124	151	138	971
7 P.M.	129	127	118	152	121	121	161	929
8 P.M.	132	119	123	115	103	106	132	830
9 P.M.	106	87	91	103	77	103	92	659
10 P.M.	96	76	75	69	64	90	100	570
11 P.M.	89	86	65	63	64	69	65	501
Grand Total	2,461	2,216	2,353	2,438	2,321	2,335	2,601	16,725

MARSHALL FIRE

The Marshall Fire began on December 30, 2021, days before the start of 2022. It has been deemed the most destructive fire in Colorado history in terms of buildings destroyed.

While not in our jurisdiction, Westminster Fire deployed multiple apparatus to assist in fire fighting, evacuating hospitals, and managing the continued incoming fire and EMS needs.

The devastating event prompted a critical reassessment of emergency response strategies, leading to a paradigm shift in the way

communities approach fire preparedness. From improved early warning systems to heightened collaboration between agencies, the lessons from the Marshall Fire underscore the need for resilient, adaptive practices in the face of evolving fire risks in urban environments.

Westminster Fire continues to learn from this event - leveraging technology, enacting policies and procedures, and adapting our training to prevent a similar event or respond to future urban wildfires if the need arises.



RETIREMENTS IN 2022

In 2022, the Westminster Fire Department saw two tenured personnel head into retirement. Fire Chief Doug Hall retired after 44 years of service, with Lieutenant Mark Van Den Abbeele giving 35 years to our department. Both saw the department through a multitude of changes and their influence will be felt for years to come.

Chief Hall started his career with the Westminster Fire Department in October 1978 as a firefighter. He quickly rose through the ranks while also serving on various teams, including the Hazardous Materials and Dive Rescue teams. Upon moving to the Fire Prevention Bureau, Chief Hall became a recognized expert in the fire codes, spending many years teaching on a national level. Once promoted to Captain, he served as the Deputy Fire Marshal for several years. Chief Hall then served as the EMS Captain before making his way back to fire prevention, later being promoted to Fire Marshal. As Deputy Fire Chief, he oversaw the Fire Prevention Bureau and support services functions of the department. His

appointment to Fire Chief came in 2011, a role in which he served until July 3, 2022. Chief Hall had unparalleled leadership, unwavering dedication, and left a profound impact on our firefighting community.

Lt. Van Den Abbeele came to our department in February 1987, quickly being promoted into the paramedic position where he worked on the rescue squad for many years. When the Fire Department took over ambulance transports, Lt. Van Den Abbeele was a key player in instituting the systems; later he was one of the first EMS Field Coordinators for the department. He held this position for several years until it was moved into an administrative position. Lt. Van Den Abbeele assumed those duties and continued to improve the EMS delivery system for many more years until his retirement. Lt. Van Den Abbeele contributed greatly to the City, the citizens, and the Fire Department with his commitment, knowledge, teaching skills, and the continual improvement of equipment and procedures.



**FIRE CHIEF
DOUG HALL**
44 YEARS OF SERVICE
RETIRED 07.03.2022



**FIRE LIEUTENANT
EMS FIELD COORDINATOR
MARK VAN DEN ABBEELE**
35 YEARS OF SERVICE
RETIRED 08.04.2022



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