

COLORADO SPRINGS FIRE DEPARTMENT



2022 SELF-ASSESSMENT MANUAL (SAM)

Category 1: Governance and Administration

For purposes of this category, governance is defined as the recognition of the authority that allows an organization or agency to legally form and operate. In fulfilling this responsibility, the legal entity that oversees this formation process reflects the public interest, protects the agency from undesirable external interference, determines basic policies for providing services, and interprets the agency's activities to its constituency. Administration is defined as the activities that carry out the implementation of the policies established by the authority having jurisdiction. In fulfilling this responsibility, the agency or organization carries out the day-to-day operations.

The legal entity and governing authority define the duties and responsibilities of the agency in an official policy statement. An organization's charter or local or state/province general statutes likely contain an agency's official policy statement.

The chief executive or chief fire officer should provide staff leadership in developing policy proposals for the legal civil authority having jurisdiction so those officials can take action to implement public policy based upon knowledgeable input from public safety leadership. Keeping an elected governing board and/or high-ranking individual informed on all matters affecting the agency and delivery of emergency services is the primary responsibility of agency leadership.

It must be recognized that other organizations participate in the governance of the agency, such as the state/provincial and federal governments through legislation, regulations, and funding procedures, and other organizations through associations and bargaining units. The governing board coordinates all these diverse interests to set the direction of the agency.

The agency administration exercises responsibility for the quality of the agency through an organized system of planning, staffing, directing, coordinating, and evaluating. The agency administration is entrusted with the assets and is charged to uphold its mission and

programs, to ensure compliance with laws and regulations, and to provide stability and continuity.

For many volunteer fire service organizations, the governing board is within the municipal or county government and is the executive/legislative body for municipal or county governance, some elected directly by the public, such as special districts. In the absence of a municipally appointed fire chief or chief executive officer, for purposes of accreditation, the duly elected or appointed volunteer fire chief shall be the individual responsible for the criteria and performance indicators.

In many city or county municipal organizations a separation of powers exists that give the governing body legislative responsibility while giving administrative responsibility to a strong mayor or city manager. The chief fire officer/chief executive officer in such organizations generally reports directly to the mayor, manager, or designee. It is vital that the leadership of every agency understand who sets policy for the government structure they are working in and their role in implementing that policy.

Criterion 1A: Governing Body

The governing body and/or agency manager is legally established to provide general policies to guide the agency, approved programs and services, and appropriated financial resources.

Summary:

The Colorado Springs Fire Department (CSFD) is legally established by the City Code of Colorado Springs, Colorado. It complies with all legal requirements as set forth by various governing and regulatory authorities. All applicable local, state, and federal requirements are monitored by various City entities and the Fire Chief is informed of any that pertain to the fire department.

CSFD services and programs are reviewed and approved by the Mayor and members of City Council. The Fire Chief is appointed by the Mayor based on expected candidate qualifications and credentials as stated in the Fire Chief job description. The City of Colorado Springs has an organizational structure consisting of the various departments, including policymaking and planning bodies, all of which are approved by the Mayor. City staff are guided by a code of ethics policy to prevent situations of inappropriate behavior or conflict of interest situations. Communication between the Mayor and the Fire Chief occurs on a regular and continual basis.

CC 1A.1 The agency is legally established.

Description

The Colorado Springs Fire Department (CSFD) is legally established by the City of Colorado Springs, as stated in Chapter 8, Article 2 of the City Code of Colorado Springs, Colorado to protect the City against fire.

Appraisal

CSFD has been legally established to provide public safety services to the City of Colorado Springs, Colorado.

Plan

The CSFD will continue to operate under the guidelines set forth in Chapter 8, Article 2 of the City Code of Colorado Springs. There is no plan to change the existing method of legal establishment. If the need does arise, changes to Chapter 8, Article 2 of the City Code of Colorado Springs, Colorado will be completed in accordance with all legal requirements.

References

City Code of Colorado Springs Chapter 8, Article 2, Part 1 (8.2.101)

CC 1A.2 The agency has a methodology in place for recognizing and reacting to changes in legal requirements of local, state/provincial and federal governments (i.e., inspection reports, regulatory references, meeting minutes and legal opinions).

Description

The City of Colorado Springs government has a methodology for monitoring and tracking changes in legal requirements of local, state, and federal governments. Several departments are responsible for recognizing and following changes. These departments include, but are not limited to, the City Attorney’s office, City Clerk’s office, City Economic Development, City Finance, City Human Resources, City Planning and Community Development, City Information Technology, City Office of Emergency Management, City Procurement Services and City Support Services. The City also has a City Auditor and a Legislative Analyst that track state and federal legislation and analyze the effects on the City and applicable departments within Colorado Springs City government. All changes that affect the Colorado Springs Fire Department (CSFD) are communicated through the appropriate office to the Fire Chief and addressed accordingly. Monitoring changes to the International Fire Code (IFC) is handled by the Division of the Fire Marshal within the CSFD.

Appraisal

The system of various departments monitoring, recognizing, and communicating applicable changes in legal requirements is functioning successfully and has been effective in how updated information is shared with the CSFD. The CSFD complies with all legal requirements of local, state and federal governments.

Plan

The CSFD will continue to use the current process to monitor, recognize and respond to legal requirements of local, state and federal governments. The CSFD will continue to monitor its compliance with legal requirements on an on-going, regular basis.

References

City of Colorado Springs Organizational Chart

City of Colorado Springs Policy and Procedure Manual – Civilian

City of Colorado Springs Policy and Procedure Manual – Sworn

Rules of the Colorado Springs Civil Service Commission

Colorado Springs Fire Department Policy & Procedure Manual (Table of Contents provided)

City 2022 Audit Plan

City Attorney Quarterly Report Nov 2021

1A.3 The governing body of the agency periodically reviews and approves services and programs.

Description

Services and programs are reviewed and approved through the annual budget process. The Colorado Springs Fire Department (CSFD) budget is prepared mid-year for the following fiscal year (which occurs January 1 through December 31). The budget preparation process begins internally with a review of all services and programs. This includes funded and unfunded budget items. A draft budget is then prepared and presented by the Fire Chief to the members of City Council or their review of all line items.

Appraisal

The review and approval process has been used for many years and has worked well for the organization.

Plan

The CSFD will continue with the current method of program review and approvals and internal budget preparation processing until directed otherwise by the governing body.

References

2022 Colorado Springs Fire Department Budget

Budget Review Committee Agenda

1A.4 The role and composition of various policymaking, planning and special purpose bodies are defined by the governing body in an organizational chart.

Description

The City of Colorado Springs has an organizational chart depicting the role and composition of all departments, including those responsible for policymaking and planning. The Mayor is the City’s chief executive; the City Council sets policies, approves budgets, establishes tax rates and passes ordinances and resolutions to govern the city. The organizational chart does not include special purpose bodies; those are assigned to the applicable City department, board, or commission. In general, boards and commissions are comprised of citizen advisory group members. The role and composition of committees, commissions, and boards are defined on the City’s website.

Appraisal

Colorado Springs has had a city council-strong mayor structure since 2010. The City’s organizational chart has clearly defined the structure of the entire organization. The website details the various City boards and commissions.

Plan

The City of Colorado Springs will continue to maintain and publish an organizational chart and update it as organizational changes occur to identify the policy making, planning and operations, and special purpose committees.

References

City Leadership 2022

City Organizational Chart – Boards and Commissions 2022

1A.5 The governing body or designated authority approves the organizational structure that carries out the agency’s mission.

Description

In accordance with the City Code of Colorado Springs, 8.2.102, 8.2.103 and 8.2.104, the Fire Chief is appointed by the Mayor in accordance with the provisions in the City Charter. The Mayor has general management and supervision, and approves the organizational structure through their appointment of the Fire Chief. The Fire Chief has direct management and supervision of all subordinate officers, employees, and all matters relating to the mission of the Colorado Springs Fire Department (CSFD).

Appraisal

The current process has ensured the governing body is fully aware of the department’s organizational structure.

Plan

The CSFD will continue to monitor organizational structure to ensure it supports the department’s mission. CSFD will collaborate with the Mayor to modify the structure and related staffing levels when organizational changes are needed.

References

City Code of Colorado Springs, Colorado Chapter 8, Article 2, Part 1 (8.2.102 through 8.2.104)

1A.6 The governing body adheres to an approved conflict of interest policy that is applicable to the governing board members and staff.

Description

The City Code of Colorado Springs, as well as the City’s Business Code of Ethics, civilian and sworn policies prohibit any activities that constitute a conflict of interest. Per policy, employees are expected to conduct their activities with the organization’s best interest in mind. In addition, it is required that their behavior does not bring harm or discredit to themselves or the organization. The conflict of interest policies pertain to vendor relations/contracts, customer interaction, political activity, truth and accuracy in reporting, confidential information, use of resources, reporting requirements, and disciplinary rights.

Appraisal

The City Code of City of Colorado Springs, as well as the City’s Business Code of Ethics policies have, and do, satisfactorily address and prohibit activities involving possible conflict of interest.

Plan

The CSFD will continue to use these policies in accordance with guiding principles of the City Code of Colorado Springs, Colorado, unless otherwise directed by the governing body.

References

City Code of Colorado Springs Chapter 1, Article 3, Part 1 (1.3.113 through 1.3.115)

City of Colorado Springs Civilian PPM 39, Business Code of Ethics

City of Colorado Springs Sworn PPM 29, Business Code of Ethics

1A.7 A communication process is in place between the governing body and the administrative structure of the agency.

Description

Communication between the Mayor, City Council and the Fire Chief occurs in several ways. The Fire Chief meets with the Mayor on a monthly basis, and attends weekly meetings as part of the Mayor’s executive team. In addition, the Fire Chief, or their designee, attends a bi-weekly meeting with the Mayor’s Chief of Staff to discuss the agenda for council meetings. When requested by the Mayor or City Council members, the Fire Chief also attends bi-weekly City Council meetings. The annual budget process is another communication process between the governing body and the Fire Chief. This process encompasses several meetings concerning the development and approval of the Colorado Springs Fire Department’s annual budget. Additional meetings occur as needed/requested.

Appraisal

The various communication processes between the Mayor, City Council and the Fire Chief have been effective methods for regular exchange of information and feedback.

Plan

There are currently no plans to change any of these communication processes; however, they are subject to the needs of, and requests from, the Mayor and/or City Council.

References

2022 City Council Agenda Schedule

Monthly Meetings Mayor and Fire Chief - Outlook Event

Monthly Meetings Fire Chief and Chief of Staff – Outlook Event

Criterion 1B: Agency Administration

The organizational structure aligns with or supports the agency's mission, purposes, goals, strategies, and objectives.

Summary:

The Colorado Springs Fire Department (CSFD) organizational structure consists of four (4) divisions: Operations, Support Services, Administrative Services, and the Division of the Fire Marshal. All divisions, stations, and major specialty programs have individual budgets that support the mission, purpose, goals, strategies and objectives of the CSFD. All personnel of the CSFD have formal job descriptions that define their functions, roles and responsibilities. A department organizational chart shows the relationship of all personnel within the CSFD and to the governing body.

Performance Indicators:

CC 1B.1 The administrative structure and allocation of financial, equipment and personnel resources reflect the agency's mission, goals, objectives, size and complexity.

Description

The CSFD administrative structure and allocation of financial, equipment and personnel resources reflect the mission, goals, objectives, size and complexity of the department by providing fire, emergency and prevention services with professionalism, compassion, and excellence. Fire Department operations provide direct services to the community through emergency response, community education and fire code enforcement. Department operations are supported by additional programs including, training, apparatus and facilities maintenance, communications, finance, analysis, and planning. These emergency and prevention services are accomplished through four (4) divisions, whose managers report directly to the Fire Chief.

The Operations Division is responsible for protecting life and property through effective delivery of emergency response. The Operations Division is managed by a Deputy Chief who oversees three (3) 24-hour shifts, each consisting of three (3) Battalion Chiefs and one (1) Shift Commander, as well as a daily staffing of firefighters, paramedics and driver/engineers assigned throughout 23 fire stations. Medical, Community and Public Health, and the Public Information Officer (PIO) are also included in the Operations Division.

The Support Services Division ensures the readiness of emergency response personnel, apparatus, and equipment. It is managed by a Deputy Chief and includes Accreditation, Training, Human Resources, Facilities, the Logistics and Transportation Center, the Pikes Peak Regional Communication Network (the dispatching station with the Colorado Springs Police Department), as well as the one (1) Captain assigned as the CSFD's liaison to the Pikes Peak Regional Office of Emergency Management (PPROEM).

Administrative Services is managed by a civilian Administrative Services Manager who oversees finance, information technology (IT), as well as the data analyst needs of the department.

The Division of the Fire Marshal (DFM) is managed by the Fire Marshal who oversees Code Services and Fire Investigations, New Construction Services, Technical Services, Community Education and Outreach, Wildfire Mitigation, as well as administrative support service functions of the DFM.

All divisions, stations, and major specialty programs of the CSFD have individual budgets and determine the financial, equipment, and personnel resources necessary to accomplish goals and objectives in support of the mission statement. Resource allocations are then reviewed and approved by the Mayor through the annual budgeting process.

Appraisal

The administrative organization structure of the CSFD has allowed all divisions and major specialty programs to carry out the mission of the department, with respect to its goals and objectives, through the appropriate allocation of its resources.

Plan

The department will continue to allocate personnel, financial and equipment resources effectively to support its mission based on the department's strategic goals, operational and administrative objectives, size and complexity.

References

CSFD Organizational Chart, (Page 2)

2022 CSFD Budget

CSFD 2020-2024 Strategic Plan

1B.2 Personnel functions, roles, and responsibilities are defined in writing and a current organization chart exists that includes the agency’s relationship to the governing body.

Description

Personnel functions, roles, and responsibilities are defined in writing and maintained by the City of Colorado Springs Human Resources. Job descriptions include the nature of the work, essential duties, education, and experience, required knowledge, skills and abilities, the working environment, and physical demand characteristics of the job. The City of Colorado Springs organizational chart provides employees and residents of Colorado Springs with an understanding of the relationship between the City and the CSFD. It is updated regularly and published annually in the City of Colorado Springs Budget which is posted to the city website.

Appraisal

Job descriptions detailing the functions, roles, and responsibilities for all positions within the Colorado Springs Fire Department have been well defined. The City of Colorado Springs organizational chart clearly illustrates the City’s relationship to the department.

Plan

Sworn job descriptions will continue to be reviewed annually in conjunction with the promotional examination process and updated as needed. Specifications for civilian job roles will be reviewed and updated as needed. Organizational charts will continue to be updated and published following the established process.

References

City of Colorado Springs Website Screenshot (<https://coloradosprings.gov/human-resources/page/salary-schedule-job-classifications-descriptions>)

City Organizational Chart

City 2022 Budget in Brief

Category 2: Assessment and Planning

Assessment and planning are defined as the processes used to identify the community's fire protection and other emergency service needs to identify potential goals and objectives. All agencies should have a basic source of data and information to logically and rationally define the organization's mission. Assessment and planning are critical to the establishment of service level objectives, standards of cover, and ultimately, the quality of program outcomes.

The overall purpose of using these processes is to establish a long-range general strategy for the operation of the system.

Criterion 2A: Documentation of Area Characteristics

The agency collects and analyzes data specific to the distinct characteristics of its legally defined service area(s) and applies the findings to organizational services and services development.

Summary:

The Colorado Springs Fire Department (CSFD) collects and analyzes data related to the characteristics of its service area, which is within the boundaries of the City of Colorado Springs. Reporting date is currently tracked through ESO. Prior to implementing ESO in August 2020, data was tracked through the CSFD Fire Incident Reporting System (FIS).

Data is collected continually and evaluated on a regular basis and as needed. From these data sets the department determines response data. Results of this data collection are distributed in various formats, both as raw data and summary documents throughout the organization.

Analysis of this data is completed by individuals specifically identified within the organization. The information is utilized for immediate changes and long-range planning.

Performance Indicators:

2A.1 Service area boundaries for the agency are identified, documented, and legally adopted by the authority having jurisdiction.

Description

The service area boundaries for the CSFD are identified as the city limits of Colorado Springs and are documented and legally adopted by the City’s Charter and ongoing actions of the City Council. There are county enclaves located within the city limits for which the CSFD is not responsible. Those areas are known as Cimarron Hills and Stratmoor Hills and are serviced by separate fire districts. The CSFD does provide service to several small county enclaves for which there are no other emergency services available. The CSFD service area also includes the area known as Woodmen Valley, which lies outside of the northwest city limits. Woodman Valley is provided with fire and emergency medical services by the CSFD through an intergovernmental agreement. The current boundaries are identified and tracked by several City departments including Planning and Community Development, and City Information Technology/GIS (IT), as well as outside agencies such as Colorado Springs Utilities (CSU) and El Paso-Teller 911 Authority. Both electronic and hard copy maps of this data are maintained, periodically updated, and readily available through each of these departments.

Appraisal

The geographical boundaries have been clearly defined, but are subject to change based on new development and annexation requests. The current system has satisfactorily identified and documented the legally adopted and recognized boundaries of the CSFD.

Plan

The CSFD will continue to work with the appropriate City departments and outside agencies to maintain up-to-date jurisdictional boundaries and provide proper coverage and service delivery.

References

Colorado Springs City Boundary Map

Woodmen Valley IGA

CSFD – City of Colorado Springs Proposed Annexation Map

2A.2 Boundaries for other service responsibility areas, such as automatic aid, mutual aid, and contract areas, are identified, documented, and appropriately approved by the authority having jurisdiction.

Description

The Colorado Springs Fire Department maintains working agreements with many outside agencies for boundaries including other service responsibility. Those service areas are identified and documented in mutual aid agreements, automatic aid, and intergovernmental agreements which are approved by the City of Colorado Springs. The CSFD maintains records of these agreements and the corresponding geographical boundaries of these entities. The Fire Chief's designee, in concert with the Fire Chief's administrative assistant, are responsible for tracking these agreements. Mutual aid agreements are reviewed at least annually, and as needed, to ensure the agreement remains current and/or to determine if modification is needed. This review includes any changes in geographical boundaries. Any changes that are noted are submitted to the City Geographic Information System (GIS) department for inclusion in its database and subsequent use in mapping tools.

Appraisal

While the CSFD has an established process for regular and periodic review of inter-agency agreements, to include any changes in physical boundaries, the CSFD has primarily relied on outside organizations to provide timely updates regarding changes. While most outside agencies and their geographical boundaries do not change often, on-going annexation by the city creates challenges to timely tracking.

Plan

The CSFD will continue to review agreements with outside organizations and include the evaluation in changes to geographical boundaries. The designated personnel will continue to work directly with cooperating agencies as agreements approach expiration dates, or as indicated by known changes in geographical boundaries. CSFD will continue to strive for opportunities to improve and enhance the efficient and timely updating of geographical information. Because much of the technical aspects of the data entry and processing are

outside the CSFD's span of control, close communication with Information Technology will be maintained.

References

CSFD EPC Fire Districts

CSFD Mutual Aid Agreements Tracking Log

Mutual Aid Agreement Schriever AFB (Sample)

CC 2A.3 The agency has a documented and adopted methodology for organizing the response area(s) into geographical planning zones.

Description

The Colorado Springs Fire Department’s documented methodology for organizing the response area into geographical planning zones is contained in the CSFD Community Risk Assessment/Standards of Cover (CRA/SOC). The CSFD jurisdiction includes 1,842 Fire Demand Zones (FDZ). FDZs are developed by evaluating land use attributes and the drive time from the nearest fire station. These FDZs are then used to determine fire station district boundaries by evaluating response times and, if necessary, physical barriers, and workload. There are 23 fire station districts which are used as geographic planning evaluation zones. The CSFD primarily reports on the fire station districts for the purpose of analysis.

Appraisal

The current system of organizing response areas by fire station districts and FDZs has been used effectively for many years to determine response time effectiveness and station location analysis.

Plan

The CSFD will continue to utilize the current method to analyze and establish the most effective deployment and concentration of resources. The CSFD will continue to work with City Planning and City IT to evaluate the efficacy of the current planning zones.

References

CSFD Fire Station District Map

CSFD FDZ Map

CC 2A.4 The agency assesses the community by planning zone and considers the population density within planning zones and population areas, as applicable, for the purpose of developing total response time standards.

Description

The CSFD recognizes that calls for service have a direct correlation to population densities in a given area. The CSFD assesses the community by fire station districts and considers this data in deployment and concentration of resources. Resources are distributed throughout the service area by type: ALS, BLS, non-emergency and medical, and fire units, based on the gathered data. The majority of stations are centrally located in the city to address areas with the greatest overall population density. Fire Stations 21 and 22 are located in the far north-east end of the jurisdiction in an effort to improve response time in those zones where population is distributed over a greater distance.

Appraisal

The CSFD has effectively assessed the community and considered population density and the associated call volume since 1999. While historic call volume has been considered for future resource deployment, population density specifically has not been previously considered when determining total response times. Call volume data has been evaluated weekly, monthly, and annually by the CSFD Senior Data Analyst and presented to executive leadership for review.

In a recent effort to improve response time in the southeast portion of the city, where the overall population density is greatest, E23, was manned with four personnel and housed temporarily within the Fire Department Administration Building as a replacement for a medical squad staffed with two personnel. Newly built Station 23 opened on the same property in July 2022. The enhanced capability of this unit has improved response times in this densely populated area of the city.

Plan

The CSFD will continue to assess the community utilizing the recognized planning zones and consider population density in the planning of resource deployment. The department

will need to begin tracking and evaluating current and projected population densities within each planning zone. Response baselines may need to be modified, as needed, if population densities change within the jurisdiction.

References

Colorado Springs Neighborhood Density Map

CSFD Fire Station District Map

CSFD FDZ Map

2A.5 Data that include property, life, injury, environmental, and other associated losses, as well as the human and physical assets preserved and/or saved, are recorded for a minimum of three (initial accreditation agencies) to five (currently accredited agencies) immediately previous years.

Description

Prior to implementing ESO in August 2020, all legacy data related to the operation of the Colorado Springs Fire Department was tracked through the CSFD Fire Incident Reporting System (FIS) and contains response data from January 1, 1993 to August 1, 2020. Fire and medical response data is now documented in ESO and contains data from 2020 to present. The required data is reported quarterly to the National Fire Incident Reporting System (NFIRS) and the Colorado Fire Incident Reporting System (CFIRS). The data gathered includes property loss, environmental damage, and injuries and fatalities to both civilians and the CSFD work force.

Appraisal

The CSFD has collected and identified data for more than 25 years. The current system for recording historical fire loss is satisfactory. Fire loss valuations can be inconsistent due to fluctuations in property values and accessing the correct property values. The Division of the Fire Marshal (DFM) created a save calculator to address this issue by providing consistent formulas to determine property value. The use of this calculator has been inconsistent and should be improved. There is an opportunity to improve the detail to which lives preserved information is tracked and utilized.

Losses of life and injuries to both public and employees have been tracked through the FIS, and now ESO, and have provided detailed data relating to each occurrence. It has been difficult to maintain accurate data on fire casualties when a fire victim passes away in the days, weeks, or even months following a fire. We now work with our medical office to track the status of patients who are transported with life threatening burns, or smoke inhalations in an effort to maintain better records on the patient's outcome.

Environmental or other losses have been less accurately tracked and are therefore not available for detailed analysis. Human assets preserved or saved are another metric that

has not been accurately tracked or evaluated. An opportunity exists for significant improvement in these areas.

Plan

The CSFD will continue to track historical fire loss data using the existing methodology. The CSFD will continue to evaluate the accuracy and effectiveness of the save calculator and modify as indicated. The expectation that fire company officers are required to utilize the available loss versus save calculator and enter data related to applicable calls for service will be reinforced. The CSFD will continue to work with internal and external resources to develop a more comprehensive approach to loss versus save calculations for injury and environmental losses, as well as human assets preserved.

References

CSFD Save Calculator Report (Sample)

CSFD ESO Report (Sample)

CSFD FIS Report (Sample)

2A.6 The agency utilizes its adopted planning zone methodology to identify response area characteristics such as population, transportation systems, area land use, topography, geography, geology, physiography, climate, hazards, risks, and service provision capability demands.

Description

All response area characteristics are considered when determining planning zones. The CSFD has access to and utilizes numerous data resources to identify significant characteristics within each planning zone. Any changes in characteristics, such as population, area land use, hazards and risks in any Fire Demand Zone (FDZ) result in a change to that FDZ to ensure effective service provision.

Appraisal

Many of the characteristics identified have been tracked and well documented for many years. Areas identified as the Wildland Urban Interface (WUI) and fire danger areas (FDA) have been identified and considered since 2000. Resource response models based on the associated hazard of these areas continue to be utilized and evaluated. In each of these categories, terrain, geography, and vegetation are considered. In other locations throughout the service area, terrain and geologic features have been considered for distribution and deployment of technical (high angle rescue) units. Access to the surrounding areas and vegetation models continue to play a significant role in the location of Type 6 engines (brush trucks), and Type 3 (wildland) engines.

Plan

The CSFD will continue to identify and evaluate characteristics in each planning zone. Greater consideration for specific characteristics, such as transportation systems and climate, could be implemented based on future needs. The current CRA will assist in identifying the characteristics that are vital to effective service delivery.

References

Colorado Springs WUI Map

CSFD FDZ Map

2A.7 Significant socioeconomic and demographic characteristics for the response area are identified, such as key employment types and centers, assessed values, blighted areas, and population earning characteristics.

Description

The department has access to various socioeconomic and demographic characteristics through data tracked by outside agencies. Fire station officers have a general awareness of the socioeconomic and demographic characteristics of their assigned districts including employment types and population earning characteristics.

Appraisal

The CSFD has recognized the importance of socioeconomic and demographic characteristics; this information is referenced in the CRA/SOC. The department has not evaluated significant data in this area. Although the characteristics outlined are available for the service area, this information has not been fully utilized.

Plan

The department will consider the need for, and evaluation of, the outlined characteristics. A thorough community risk assessment was initiated in 2021 and will identify the characteristics that are vital to effective service delivery. Once identified as needing to be gathered and evaluated, the CSFD will formalize a plan to identify a system of information gathering as well as a format for tracking and using the data.

References

CSFD Community Risk Assessment and Standards of Cover 2022

2022 City Budget - Springs at a Glance

2A.8 The agency identifies and documents all safety and remediation programs, such as fire prevention, public education, injury prevention, public health, and other similar programs, currently active within the response area.

Description

All sections and divisions within CSFD track and analyze data relative to the management and effectiveness of their safety and remediation programs.

The Division of the Fire Marshal (DFM) oversees Wildfire Mitigation, Codes Services and Investigations, Construction and Technical Services, and the Community Education and Outreach Sections. These sections regularly identify areas of need and document trends and opportunities to focus fire prevention, education, engineering, and enforcement efforts.

The Training Division is responsible for the review, documentation, and evaluation of injury reports through a designated Safety Officer. The Safety Officer is chair of the department Safety Committee which meets quarterly and as needed if there are more immediate concerns. The Safety Committee, in conjunction with the City's Office of Risk Management, reviews recent accident/injury data and investigates more significant incidents and near misses.

The Deputy Chief of Operations oversees management of the Community and Public Health Program. This program provides community health and medical assistance to individuals within the community needing non-emergency services. The program also provides direct response and education to chronic users of the 911 system.

Appraisal

All safety and remediation programs have effectively been identified and documented. Regular reporting of data from the programs has documented the department's risk reduction efforts and has identified areas that may need improvement.

Plan

The CSFD will continue to identify and document safety and remediation programs. Regular and ongoing evaluation of the effectiveness and efficiency of these programs will be evaluated annually and as indicated. Areas for improvement will be identified and recommendations created based on those evaluations.

References

2021 Annual Program Appraisal - Wildland Fire

2021 Annual Program Appraisal - Community and Public Health

CSFD Community Education and Outreach Monthly Report (Sample)

CSFD Safety Committee Meeting Minutes

2A.9 The agency defines and identifies infrastructure that is considered critical within each planning zone.

Description

Critical infrastructure is defined as facilities and assets that are essential to the functioning of the community. The Cybersecurity and Infrastructure Security Agency (CISA) identifies 16 critical infrastructure sectors. The CSFD identifies critical infrastructure within its jurisdiction and by evaluation zone. This infrastructure is documented within the department’s CRA/SOC document. The following is a list, although not all inclusive, of critical infrastructure identified within the CSFD response boundaries.

Water	Reservoirs, storm water system, wastewater facilities
Emergency Services	Fire stations, police stations, emergency medical services
Communications	Radio towers, satellite, wireless, wireline providers
Gas/Electric (Energy Sector)	Natural gas lines, power plants/lines
Financial Services	Banks, credit, and finance organizations
Food and Agriculture	Restaurants, farms, food manufacturing and storage
Healthcare and Public Health	Hospitals
Information Technology	Virtual and distributed, hardware, software, and systems
Transportation	Major roads, rail, airports, postal/shipping
Government Facilities	City hall, jails, education facilities, monuments and historical landmarks
Defense Sector	Department of Defense components to meet U.S. Military requirements, design, production, delivery, and maintenance
Nearby Dams	Dams (private and public)
Chemical Facilities	Propane storage, other chemical storage and transportation
Commercial Facilities	Public assembly, museums, churches, hotels, conference centers, apartments, office buildings, sports arenas, shopping
Nuclear Materials and Waste Sector	Waste transportation
Critical Manufacturing	Metal, machinery component manufacturing

Appraisal

Critical infrastructure has been effectively identified within the jurisdiction and by planning zones for many years.

Plan

The CSFD will continue to use the current methodology to identify critical infrastructure within the City's boundaries and by planning zone.

References

CSFD Community Risk Assessment and Standards of Cover 2022

Criterion 2B: All-Hazard Risk Assessment and Response Strategies

The agency identifies and assesses the nature and magnitude of all hazards and risks within its jurisdiction. Risk categorization and deployment impact consider factors such as cultural, economic, historical and environmental values, as well as operational characteristics.

Summary:

The Colorado Springs Fire Department (CSFD) identifies and assesses the nature, impact, and exposure to various hazards within its response jurisdiction. Both the frequency and severity of exposure to these hazards are considered in the risk assessment. The CSFD utilizes a documented process for the identification, categorization, and classification of risk. The organization utilizes data tracked by the Pikes Peak Regional Office of Emergency Management (PPROEM) and Colorado Springs Utilities (CSU), as well as internal resources provided by the City of Colorado Springs Information Technology (IT) Department, the CSFD Division of the Fire Marshal (DFM), and the CSFD finance and information technology team to identify values within the community and their associated risk.

Performance Indicators:

CC 2B.1 The agency has a documented and adopted methodology for identifying, assessing, categorizing and classifying all risks (fire and non-fire) throughout the community or area of responsibility.

Description

The Colorado Springs Fire Department (CSFD) uses a methodology for identifying, assessing, categorizing, and classifying all risks that allows it to effectively deploy its resources. Risks are identified and documented based on historical data and assessed by probability and consequence. Specific risks in each call type are classified into groups and assigned one of four risk categories: low, moderate, high, or maximum. This methodology is described in the CSFD CRA/SOC.

The CSFD refers to the Pikes Peak Regional Multi-Hazard Mitigation Plan 2020 for all natural hazards. This in-depth document is maintained by the Pikes Peak Regional Office of Emergency Management (PPOEM) and evaluates the risks to the community, as well as identifies strategies to mitigate those risks.

Appraisal

This methodology has proven effective in defining risk and determining the resources best suited to manage the mitigation of risks.

Plan

The department will continue to integrate the risk classifications and categories and document its primary risk management methodology by updating the CRA/SOC, standard operating procedures, and providing the appropriate training when necessary.

References

CSFD Community Risk Assessment and Standards of Cover 2022

Pikes Peak Regional Multi-Hazard Mitigation Plan 2020 (2022 Review Update)

2B.2 The historical emergency and nonemergency service demands frequency for a minimum of three immediately previous years and the future probability of emergency and non-emergency service demands, by service type, have been identified and documented by planning zone.

Description

The CSFD has collected and identified emergent and non-emergent service demand data for more than 25 years. The department currently uses the ESO program to record all calls for service; ESO contains data from August 2020 to present. Prior to implementing ESO, service demand frequency was tracked through the CSFD Fire Incident System (FIS). It contains response data from January 1, 1993, to August 1, 2020. Crews are required to complete reports within ESO for all calls for service. The data is extracted and reported regularly by station responding areas, or still districts. The data is assessed and identified by probability and consequence to determine future service demand by station responding areas or still districts.

Appraisal

ESO was implemented in August of 2020 and fulfills the reporting needs of the department. The data collected to date, through both ESO and the previous reporting system represents a significant collection of historical calls for service and is extremely helpful in planning for future resource utilization.

Plan

The CSFD will continue to use ESO to track all data to identify and document service demand by respective responding areas. The CSFD will consider tracking non-emergency activity, such as public education and event standby activities, that affect company response reliability. The City, through cooperation with the El Paso Teller E911 Authority, is in the process of implementing the FirstWatch, Fire Operations Analytics / Accreditation Module (FOAM) software to allow for the rapid assessment of custom data analytics and future probability of service demands.

References

CSFD 2020 Statistical Abstract

CSFD ESO Report (Sample)

CSFD FIS Report (Sample)

2B.3 Event outputs and outcomes are assessed for three (initial accrediting agencies) to five (currently accredited agencies) immediately previous years.

Description

The CSFD has assessed outputs (resource utilization) and outcomes (damage to property or injury to living beings) for more than 25 years. The department assesses outputs and outcomes through several methods. Personnel and other resources utilized on calls for service are tracked through ESO. Property loss/save data is collected by responding officers, or fire investigators, and reported in ESO. Support Services work units track and assess outputs and outcomes through daily tracking and monthly reports to the Support Services Deputy Chief. Origami is an injury/worker's compensation software system also utilized by the CSFD; it is maintained by the City of Colorado Springs.

Appraisal

Outputs and outcomes have been tracked for many years. The degree to which these have been tracked has varied over time. The implementation of various software/programs has contributed to more robust tracking. The implementation of ESO/EHR has enhanced the ability to track event and patient specific outcomes. The Origami injury reporting system has created greater detail in root cause analysis, thereby providing insight into future accident prevention efforts.

Plan

The department will continue to utilize the current data collection systems for all types of outputs and outcomes. The CSFD will continue to evaluate the approach to loss/save data tracking and analysis.

References

CSFD 2020 Statistical Abstract

City of Colorado Springs Minor Injury Report

CSFD ESO Report (Sample)

CSFD Save Calculator (Sample)

CC 2B.4 The agency’s risk identification, analysis, categorization, and classification methodology has been utilized to determine and document the different categories and classes of risks within each planning zone.

Description

The Colorado Springs Fire Department (CSFD) has a methodology for determining, classifying and categorizing risk. This methodology is described in the Standards of Cover (SOC) and Operations Procedure Manual (OPM) 100.28, Risk Classifications and Categories. The department also has a Target Hazards program that identifies structural fire risks in each fire station district. In 2021, the database for target hazards within the community was also enhanced via station crews identifying hazards within their responding areas. As part of the SOC, all station captains completed a survey to identify risks in their fire station districts. The risks listed in the SOC represent all categories and classifications that have been identified by the CSFD.

Appraisal

The Target Hazards program has been effective in identifying structural fire risks; however, it will need continued enhancement to be more comprehensive. The current method of identifying the different categories and classes of risk within each responding area is still relatively new and will need continued use to ensure the database is more comprehensive.

Plan

The department will continue to identify and evaluate target hazards throughout the community and assess target hazards as new response areas area added.

References

CSFD Community Risk Assessment and Standards of Cover 2022

CSFD Fire Station District Map

Operations Procedure Manual 100.28 Risk Classifications and Categories

Station 5 Risk Survey (Sample)

2B.5 Fire protection and detection systems are incorporated into the risk analysis.

Description

The Division of the Fire Marshal (DFM) maintains information on buildings containing fire protection and detection systems as identified through the plan review process. The presence of fire detection and protection systems is incorporated into the fire risk classification of individual structures. These classifications are documented in CSFD's operating procedures (Operations Procedure Manual 100.28, Risk Classifications and Categories) and the CSFD CRA/SOC.

Appraisal

The department has done an effective job of initially documenting fire protection and detection systems in new and remodeled structures through the plan review process. The DFM, however, does not have enough staffing to inspect and document all structures on a regular basis. The DFM has implemented a third-party reporting and tracking program called The Compliance Engine (TCE). All system inspections, testing and maintenance are required to be submitted by the business into the program. The program tracks maintenance and testing and auto generates reports to the business. These reports require the business to take action on past due testing, maintenance, and inspections. Failure to comply with inspections or deficiency corrections, result in the notification to the DFM.

This program has improved the operational readiness and reliability of systems throughout the community. There are an unknown number of commercial occupancies requiring fire protection systems that have not been inspected in several years; therefore, it is unknown whether those systems have been maintained and are properly functional.

Plan

The Department will continue to incorporate fire protection and detection systems in its consideration of risk levels. The DFM will continue to review plans and inspect occupancies to the best of its ability. Operating procedures, related to occupancy ratings, will be reviewed on a regular basis, and updated when necessary.

References

CSFD Community Risk Assessment and Standards of Cover 2022

Operations Procedure Manual 100.28, Risk Classifications and Categories

2B.6 The agency assesses critical infrastructure within the planning zones for capabilities and capacities to meet the demands posed by the risks.

Description

Critical infrastructure within the boundaries of the CSFD are identified in 2A.9 of this document. These facilities and assets, identified as essential to the functioning of the community, are assessed within the context of capability and capacity to meet the needs of the community based on identified community risk. All developed areas of the city have infrastructure to include fixed water supply for firefighting efforts by means of a hydrant system owned and managed by Colorado Springs Utilities (CSU). The Colorado Springs Fire Department (CSFD) works with CSU to study existing infrastructure and prioritize system enhancements to improve fire flow in identified areas of the response area within the city.

Appraisal

The CSFD maintains awareness of these assets and facilities and has engaged with proprietors within the context of risk assessment and plans to address the associated risk. The PPROEM maintains a comprehensive list and assessment of critical infrastructure. The CSFD maintains communication with most local federal, state, and municipal governmental agencies; however, communication processes have only been formalized with some. There is an opportunity to expand and formalize the process for periodic interactions focused on changes to these facilities. New construction in the city has led to a significant increase in improvement and replacement of critical infrastructure such as waterways, storm, sewer, roadways, etc., increasing both capability and capacity of these sectors.

Plan

The CSFD will continue to work closely with other entities to identify and evaluate critical infrastructure capabilities within its jurisdiction. The CSFD will plan to address better formal communication with local entities to ensure a more thorough assessment and response plan can be completed. Once this information is processed, the CSFD will work to ensure updates and modifications are noted, mapped, and evaluated for their effect on

response capabilities. The CSFD will continue with annual reviews of infrastructure changes within each planning zone.

References

Pikes Peak Regional Multi-Hazard Mitigation Plan Update 2020 (2022 Review Update)

CSFD DFM Water Supplies for Fire Protection

2B.7 The agency engages other disciplines or groups within its community to compare and contrast risk assessments in order to identify gaps or future threats and risks.

Description

The CSFD recognizes community feedback is an important factor for evaluating the department's ability to meet its goals, community expectations, and identify gaps or future threats and risks. The department provides opportunities for feedback through surveys and in person engagement. In 2021, the CSFD created the CRA Steering Committee to solicit community expectations, concerns, and its prioritization of the department's programs and services. Survey questions were developed and presented to both internal and external stakeholders. Through comparing and contrasting community risk assessments, the organization engages other disciplines and groups to determine their perceptions, and needs related to threats and risks.

The CSFD engages other disciplines through a sworn fire captain as liaison with the Pikes Peak Regional Office of Emergency Management (PPROEM), and regular meetings between CSFD Command Staff and local delegates.

Appraisal

The CSFD has effectively engaged other disciplines concerning community risk to identify expectations and potential gaps in service through regular representation with PPROEM and continued communication with other local agencies. For the past several years, a community risk assessment survey has been sent to stakeholders representing a broad spectrum of our community. Collectively this engagement has been used to determine community needs regarding threats and risks.

Plan

The CSFD will continue to engage community stakeholders to determine specific needs and to identify gaps or future threats and risks. The organization will continue to assess the way these interactions are conducted and evaluate them for effectiveness.

References

CSFD 2021 CRA Survey

Criterion 2C: Current Deployment and Performance

The agency identifies and documents the nature and magnitude of the service and deployment demands within its jurisdiction. Based on risk categorization and service impact considerations, the agency's deployment practices are consistent with jurisdictional expectations and with industry research. Efficiency and effectiveness are documented through quality response measurements that consider overall response, consistency, reliability, resiliency, and outcomes throughout all service areas. The agency develops procedures, practices, and programs to appropriately guide its resource deployment.

Summary:

The Colorado Springs Fire Department (CSFD) produces a Standards of Cover (SOC) document which ensures the consistent provision of service levels throughout the service area using an analysis methodology, beginning with updating CSFD and community data and ending with implementing measures to minimize any identified gaps. Performance measurements are reported by service type and station-run district to identify the demands on service delivery, which allows the CSFD to make any needed adjustments for any identified gaps in service.

The CSFD has identified and documented critical tasks needed to mitigate incidents in each type of risk identified in the SOC. This information is then used to determine the effective response force for each incident type. The response time of the effective response force is measured against the 1999 City of Colorado Springs Resolution benchmarks of first unit arrival within eight (8) minutes 90% of the time and effective firefighting force arrival within 12 minutes 90% of the time.

Resiliency is measured using historical data including resource utilization, mutual aid agreements, and the ability to return to normal positioning after significant events.

Performance Indicators:

CC 2C.1 Given the levels of risks, area of responsibility, demographics, and socio-economic factors, the agency has determined, documented, and adopted a methodology for the consistent provision of service levels in all service program areas through response coverage strategies.

Description

The Colorado Springs Fire Department (CSFD) has determined two (2) methodologies to ensure the consistent provision of service levels through the jurisdiction. The first approach is the utilization of the risk assessment methodology described in the Standards of Cover. This provides for an accurate analysis of the risk facing the community while considering demographics and socio-economic impact.

The second approach analyzes and reports historical data to evaluate all components of response time, call volume, and call type to evaluate current service delivery levels. This data is compared to industry best practices and the community benchmarks of first arriving unit reaching the scene within eight (8) minutes or less for 90% of all calls and an effective response force in arriving in 12 minutes or less 90% of the time. Reports are produced on a monthly and annual basis to the administration.

Appraisal

The current methodology has provided actionable information to the administration; however, ability to obtain the information in a timely manner has not been consistent. Current benchmarks were set from an August 1999 Resolution approved by the City Council and do not identify category of service call, as they are all based on the eight (8) and 12-minute response times regardless of type of call. The Resolution is in the process of being annulled by the mayor allowing the CSFD to determine more specific outcome-based benchmarks. In 2021, the Core Compliance Team drafted a compliance document to report baseline performance data to the Fire Chief. The process needs more discussion on specific reporting criteria before being formalized. A comprehensive community risk assessment was initiated in 2021 as well, with work continuing in 2022.

Plan

The CSFD will also determine more specific outcome-based benchmarks and response time benchmarks for the different types of responses to align with current community needs. The CSFD Core Compliance Team will continue developing the documented and adopted methodology in evaluating the response effectiveness data and in documenting any applicable recommendations / actionable suggestions to the Fire Chief. The CSFD will continue work on the comprehensive community risk assessment and update the Standards of Cover document accordingly.

References

CSFD Community Risk Assessment and Standards of Cover 2022

City Council 1999 Resolution

CC 2C.2 The agency has a documented and adopted methodology for monitoring its quality of emergency response performance for each service type within each planning zone and the total response area.

Description

The Department documents its methodology for monitoring its quality of emergency response performance in its Standard of Cover (SOC) document. Data is extracted from the Computer Aided Dispatch system (CAD) and the ESO software platform and reported monthly and annually. Information provided includes response times, incident types, and call volume by fire station districts. The administration regularly reviews this data to identify deficiencies and ensure effective service delivery.

Appraisal

In August 2020, CSFD transitioned to ESO, a new records management system. The transition to the new system has resulted in challenges in reporting response data. As a result, technology personnel are required to pull data from CAD. This limited capacity has subsequently limited monitoring of all response time components on a consistent basis and does not effectively provide the administration the ability to evaluate the quality and type of service delivery to the jurisdiction on a regular basis. This will continue to be a focus going forward as more reports are created within the ESO system to provide for more consistency and efficiency of data reporting.

Plan

The department will continue to work on implementing more efficient means of data reporting, working toward the ability to pull data on a regular basis (at a minimum monthly), as well as evaluate data annually. This information will also be monitored by the Core Compliance Team on a quarterly basis with actionable suggestions provided to the Fire Chief on an annual basis. The department is also evaluating the purchase of additional software (FirstWatch (FOAM)) to provide the periodic reports.

References

CSFD Community Risk Assessment and Standards of Cover 2022

2020 CSFD Statistical Abstract

2C.3 Fire protection systems and detection systems are identified and considered in the development of appropriate response strategies.

Description

The CSFD Division of the Fire Marshal (DFM) identifies and considers fire protection and detection systems in the plan review process for all new construction and remodels in the city of Colorado Springs. Through this process, the DFM directs builders on the fire engineering requirements as identified in the adopted International Fire Code 2015, as amended. All data for these systems is entered and stored in the Plan Review Program used by DFM. Operationally, if no additional information is provided to indicate the presence of an actual fire (i.e., multiple calls or water flow), the closest heavy apparatus will respond non-emergent. This is defined in the CSFD Operations Procedure Manual (OPM) 100.03 Incident Response, specifically section III.B.1.

Appraisal

The plan review process has worked well in identifying fire protection suppression and detection systems. The data stored in the database can be accessed by inspectors at any time. The established procedure and response model has provided a balance between deploying the needed resources in a timely manner, and the safety of the public and responders during emergent responses.

Plan

The CSFD will continue the current process of plan review to identify fire protection systems and ensure that accurate records are maintained and accessible to resources in the field. The department will continue to evaluate the risks and benefits associated with CSFD deployment models, including reviewing the applicable OPM on an annual basis and updating when necessary.

References

2015 IFC International Fire Code, as amended

Operations Procedure Manual 100.03 Incident Response (Section III.B.1)

CC 2C.4 A critical task analysis of each risk category and risk class has been conducted to determine the first due and effective response force capabilities, and a process is in place to validate and document the results.

Description

A critical task analysis (CTA) of each risk category and risk class has been conducted to identify the first due and effective force capabilities and is included in the CSFD Standards of Cover. Critical tasks are defined for each risk category identified by the risk analysis including structure fire, medical, hazmat, technical rescue, and wildland fire. The individual tasks are identified in the CTA, various CSFD Operations Procedure Manual (OPM) documents, and are validated through after-action reports and annual company evaluations. OPM documents include 300.03 Engine Company Operations (Section V), OPM 300.05 Truck Company Operations (Section II), OPM 400 Medical Operations Series, OPM 500.00 Hazardous Materials General Operations (Section II), OPM 600 Technical Operations Series and OPM 300.08 Wildland Fires (Section IV).

Appraisal

The critical task analysis for each risk category and class has been effective in ensuring CSFD has the appropriate capacity and capability such that each response receives the staffing and equipment necessary for mitigation and termination of an incident. The current CTA has provided a more defined list of necessary tasks and number of personnel assigned to each task; however, this needs to be refined to account for Tiered Response and the newly implemented CMED Section. The CTA has been effectively validated through after-action reports and annual performance evaluations based on the critical tasks and NFPA 1410: Standard on Training for Initial Emergency Scene Operations. Historical documentation is maintained by the Training Division.

Plan

The CSFD will continue to evaluate the critical task analysis, applicable Operations Procedure Manual documents, and work towards maintaining more clearly defined tasks for the corresponding response models. The department will continue to validate the critical task analysis using annual performance evaluations and after-action reports and

maintain a historical database of the timed evolutions and results of annual performance evaluations.

References

CSFD Community Risk Assessment and Standards of Cover 2022

Operations Procedure Manual 300.03 Engine Company Operations (Section V)

Operations Procedure Manual 300.05 Truck Company Operations (Section II)

Operations Procedure Manual 400 Medical Operations (Series)

Operations Procedure Manual 500 Hazardous Materials General Operations (Section II)

Operations Procedure Manual 600 Technical Operations (Series)

Operations Procedure Manual 300.08 Wildland Fires (Section IV)

NFPA 1410: *Standard on Training for Initial Emergency Scene Operations* (Exhibits)

CC 2C.5 The agency has identified the total response time components for delivery of services in each service program area and found those services consistent and reliable within the entire response area.

Description

The Colorado Springs Fire Department (CSFD) has identified the total response time components for delivery of each service classification in the Standards of Cover document. This document describes the components as call (or alarm) handling, turnout time, and travel, which comprise the total response time. The alarm handling time benchmark is 90 seconds and was determined in accordance with NFPA 1710: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments. The CSFD turnout time benchmark, as described in the Standards of Cover document, is 90 seconds and is defined as the interval between when audible alarm is received in the station and when the unit begins its travel to the incident. The total response time is measured by combining the alarm processing time, turnout time, and travel time, and is then measured against benchmarks established according to the City Council Resolution dated August 10, 1999. This resolution requires the first unit on scene within eight minutes or less for 90% of incidents and when the call requires an effective firefighting force, that force will arrive within twelve minutes or less for 90% of the incidents.

Appraisal

The CSFD regularly evaluates its total response time baselines measured to the 90th percentile for the jurisdiction. The findings for years 2017-2021 indicate performance baselines have been slightly longer than established benchmarks, most noticeably in years 2020 and 2021. Several elements took place during those years including the transition to ESO reporting, an increased number of dispatch screening questions related to Covid - 19, and increased PPE gear related to Covid – 19.

Current benchmarks were set from an August 1999 Resolution approved by City Council and do not identify category of service call, as they are all based on the eight (8) and 12-minute response times regardless of type of call. The Resolution is in the process of being

annulled by the mayor allowing the CSFD to determine more specific outcome-based benchmarks.

Plan

The CSFD will continue to monitor performance as it relates to total response time and utilize the compliance methodology as described in the Standards of Cover document to address any identified gaps. Following the annulment of the 1999 City of Colorado Springs Resolution, the CSFD will determine more specific response time benchmarks for the different types of responses to align with current community needs.

References

CSFD Community Risk Assessment and Standards of Cover 2022

City Council 1999 Resolution

CSFD 2020 Statistical Abstract

NFPA 1710: *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments* (Exhibits)

2C.6 The agency identifies outcomes for its programs and ties them to the community risk assessment during updates and adjustments of its programs, as needed.

Description

The CSFD identifies a limited number of desired outcomes for programs and utilizes that information regarding updates and changes to the CRA/SOC. Desired outcomes, along with programmatic outputs, are documented through weekly, monthly, and annual reports. Additionally, the CSFD requires that major programs submit an annual program appraisal to the program executive and the deputy chief that lists significant incidents, equipment purchases, training (including with other agencies), future program needs, and other pertinent information to determine its effectiveness in meeting department goals and community needs.

Appraisal

Identifying program outcomes and outputs through regular reporting and the annual program appraisal process have been successful monitoring methods for the CSFD to ensure the programs have been effective in meeting department goals and community needs.

Plan

The CSFD will continue to monitor current outcome reporting methods to ensure programs are effectively meeting department goals and objectives as well as community needs. While the CSFD will continue to consider information from documented program outcomes when reviewing and updating the CRA/SOC, there is an opportunity for the CSFD to more fully consider, identify, and implement the use of outcomes for tracking departmental metrics.

References

CSFD Community Risk Assessment and Standards of Cover 2022

CSFD Weekly Report

Monthly DFM Update

CSFD 2020 Statistical Abstract

2021 Annual Program Appraisal - Fire Suppression

2C.7 The agency has identified the total response time components for delivery of services in each service program area and assessed those services in each planning zone.

Description

The CSFD identifies total response time as alarm handling, turnout, and travel times, which equate to the total response time. The total response time is divided by station district. This data is averaged and measured against the established community benchmarks of eight minutes or less for 90% of incidents and when the call requires, an effective response force within twelve minutes or less 90% of the time.

Appraisal

The CSFD continues to monitor total response times across the city for all emergency response coverage specific to each planning zone. Current benchmarks were set from an August 1999 Resolution approved by City Council and do not identify category of service call, as they are all based on the eight (8) and 12-minute response times regardless of type of call. The Resolution is in the process of being annulled by the mayor allowing the CSFD to determine more specific outcome-based benchmarks.

Plan

The CSFD will continue to capture this data on all calls for service. Following the annulment of the 1999 City of Colorado Springs Resolution, the CSFD will determine more specific response time benchmarks for the different types of responses to align with current community needs. Performance will be evaluated regularly to determine any needed modifications.

References

City Council 1999 Resolution

CSFD ESO Monthly Report (Sample)

CC 2C.8 The agency has identified efforts to maintain and improve its performance in the delivery of its emergency services for the past three (initial accreditation agencies) to five (currently accredited agencies) immediately previous years.

Description

The CSFD captures, analyzes, and reports performance data for the emergency services it provides to the community on a monthly and annual basis. This information is regularly reviewed by the administration to identify any deficiencies in service delivery. The CSFD has created a Core Compliance Team to evaluate and analyze the data contained in these reports according to the methodology that is described in the CPSE Community Risk Assessment: Standards of Cover 6th Edition.

Appraisal

The current practice has allowed the CSFD to evaluate and make adjustments to improve its delivery of emergency services.

Plan

The CSFD will continue the current practice and continue to research industry best practices to measure its performance. In addition, the CSFD will utilize the Core Compliance Team to provide a more formal and timely evaluation of CSFD's performance in the delivery of its emergency services.

References

CSFD Community Risk Assessment and Standards of Cover 2022

2C.9 The agency's resiliency has been assessed through its deployment policies, procedures, and practices.

Description

The CSFD assesses its resiliency using monthly and annual reports. These reports provide data on the department's ability to limit resource consumption i.e., unit utilization within their respective districts, as well as its ability to add or duplicate resources i.e., response data for calls for service outside their district, and its ability to return to normal functionality. The reports also compare current data to annual averages, as well as peak hour averages. Standard operating procedures, including Operations Procedure Manual (OPM) #100.03 - Incident Response, #100.05 - Move-Up, and #100.18 - Modified Dispatch have been established to deploy an effective force while maintaining effective response capability across the city, adjusting easily to changing needs, and recovering quickly from an incident. These procedures have been tested during large scale incidents, such as the Waldo Canyon Fire, and significant weather events each year.

Appraisal

Regular analysis of resiliency has proven to be effective for CSFD. Established procedures and practices have provided a guideline for maintaining resiliency of CSFD resources, therefore providing an effective service delivery even during times of high demand.

Plan

The CSFD will continue to monitor unit utilization using monthly and annual reports. The CSFD will be implementing FirstWatch software for more timely feedback on unit and incident performance. This tool will also be used to monitor resource drawdown across the city.

References

CSFD ESO Monthly Report (Sample)

CSFD 2020 Statistical Abstract

Operations Procedure Manual 100.03 Incident Response

Operations Procedure Manual 100.05 Move-Up

Operations Procedure Manual 100.18 Modified Dispatch

Criterion 2D: Plan for Maintaining and Improving Response Capabilities

The agency has assessed and provided evidence that its current deployment methods for emergency services appropriately address the risk in its service area. Its response strategy has evolved to ensure that its deployment practices have maintained and/or made continuous improvements in the effectiveness, efficiency, and safety of its operations, notwithstanding any external influences beyond its control. The agency has identified the impacts of these external influences and communicates them to the authority having jurisdiction.

Summary:

The CSFD has adopted the City Council directed benchmarks, outline in the 1999 City of Colorado Springs Resolution, for arrival time of the first unit within eight minutes 90% of the time and, when required, an effective fire force within 12 minutes 90% of the time.

The CSFD has worked with the Medical Directors to categorize ProQA call determinates. These determinates are assigned a CAD priority which allows the CSFD to determine the most appropriate response resource for the call for service.

CSFD performance is measured on a monthly and annual basis and reviewed by the administration. The data is compared to the performance for at least the last five calendar years. Performance gaps, inadequacies, and negative trends are identified and recommendations for performance improvement plans are provided to the Fire Chief.

Partnerships with outside organizations allow CSFD to anticipate the impacts of external factors such as population growth and economic changes within the coverage area.

Memberships with fire service organizations allow CSFD to stay abreast of the industry's best practices.

The Fire Chief notifies the Mayor and City Council of performance gaps through the budget development process and with departmental annual reports.

Performance Indicators:

CC 2D.1 The agency has a documented and adopted methodology for assessing performance adequacies, consistency, reliability, resiliency, and opportunities for improvement for the total response area.

Description

The CSFD's methodology for assessing performance adequacies, consistencies, reliability, and resiliency is based on performance data. Performance data is provided to, and evaluated by, the administration in monthly reports and is published in the annual statistical abstract. The analysis of each component of the benchmarks allows the organization to identify gaps between performance baselines and the established benchmarks. The administration identifies opportunities for improvement and strategies to minimize these gaps as well as assess the validity of the identified benchmarks.

Appraisal

The past practices of the CSFD have proven to be satisfactory for assessing past performance. A Core Compliance Team has been formed to provide a formal analysis utilizing the methodologies outlined in the Community Risk Assessment: Standards of Cover, 6th edition. This team meets on a quarterly basis.

Plan

The CSFD will continue to utilize the methodology outlined in the Community Risk Assessment: Standards of Cover, 6th Edition with quarterly meetings of the Core Compliance Team. In addition, CSFD will work towards establishing appropriate benchmarks across all disciplines to better meet current community needs, to better measure performance gaps, and develop solutions to improve performance.

References

CSFD ESO Monthly Report (Sample)

CSFD 2020 Statistical Abstract

2D.2 The agency continuously monitors, assesses, and internally reports, at least quarterly, on the ability of the existing delivery system to meet expected outcomes and identifies and prioritizes remedial actions.

Description

The CSFD utilizes several methods to continually monitor and assess performance data. A monthly report is produced that captures performance data specific to all incident types, incident numbers, company utilization, distribution, and compliance with the established benchmarks. Annually, a statistical abstract is produced reviewing performance in the areas of finance, staffing, and Standards of Cover. This document also reports statistics specific to fire, medical, hazardous materials, and other types of incidents. Finally, this document reports company workload and response time analysis across the jurisdiction.

Appraisal

The established system has provided timely reporting of data specific to incident type and benchmark performance allowing the administration to implement measures needed to improve service delivery. In 2021, there was a break in monthly reports due to IT issues with our Statistics and Analysis Specialist. These issues have been resolved and the reports are provided on a more consistent basis.

Plan

The CSFD will continue producing and analyzing monthly and annual reports for the administration to evaluate. The Core Compliance team will be an additional group that will monitor and assess the existing delivery system and identify remedial actions.

References

CSFD ESO Monthly Report (Sample)

CSFD 2020 Statistical Abstract

CC 2D.3 The performance monitoring methodology identifies, at least annually, future external influences, altering conditions, growth and development trends, and new or evolving risks, for purposes of analyzing the balance of service capabilities with new conditions or demands.

Description

The CSFD discusses and evaluates future external influences, altering conditions, growth and development trends, and new or changing risks during its annual strategic planning and quarterly review process. Potential issues such as the economy, mutual aid given and received, laws and regulations, zoning issues, construction issues, and all-hazard risks are discussed as necessary among the administration staff on an ongoing basis and documented in annual program appraisals. Many of these factors are primarily identified through the Division of the Fire Marshal plan review process and code enforcement activities. Additionally, during the annual strategic planning retreat, attendees conduct a SWOT analysis (strengths, weaknesses, opportunities, threats) using the knowledge they have of these issues to ensure service delivery is maintained under evolving conditions and/or demands.

Appraisal

The current practice has been sufficient in effectively monitoring issues that could change the balance of service capabilities. The CSFD has been able to determine when existing resources are inadequate to meet increasing workload, such as the implementation of a engine company to replace a squad at the FDC. The practice and process will need to continue to be evaluated as the integration of the Core Compliance Team is refined.

Plan

The CSFD will continue the current method of strategic planning and annual appraisal processes to identify any issues that could affect service delivery in the future. The Core Compliance Team will supplement this process by identifying performance gaps and developing a continuous performance improvement plan.

References

CSFD Strategic Plan 2020-2024

CSFD Strategic Plan Committee Update Sample

2D.4 The performance monitoring methodology supports the assessment of the efficiency and effectiveness of each service program at least annually in relation to industry research.

Description

The performance monitoring methodology utilized by the CSFD includes monthly and annual reports reviewed and analyzed by the administration and the Core Compliance Team. Monthly reports support the assessment of the efficiency and effectiveness of each service program by providing current incident data for fire, medical, hazmat, rescue and wildland fire. This data is then compared against historical and year-to-date data to determine company utilization and trends. In addition, the CSFD compiles an annual statistical abstract providing data for all incident types including loss and injury information. This information is analyzed against historical data to determine performance and trends.

The Division of the Fire Marshal also submits an annual report (Chief's Monthly DFM Update, cumulative statistical data) describing activity conducted by Code Services, Community Education and Outreach, Wildfire Mitigation, and Construction and Technical Services. Finally, the Community and Public Health Division annually reports statistical information on the calls for service.

The CSFD utilizes partnerships to remain relevant and abreast of industry research. These partnerships include membership in the Rocky Mountain Accreditation and Professional Credentialing Consortium (RMAPCC), the Colorado Risk Reduction Network (CRRN), and the Colorado Metropolitan Certification Board (CMCB).

Appraisal

The current practice has allowed the CSFD to analyze performance, identify gaps, and develop mitigation plans. The partnerships with the above stated organizations have proven valuable in the exchange of ideas, forecasting changes in the fire service, sharing national best-practice information, and links to industry research.

Plan

The CSFD will continue to provide monthly and annual reports to the administration and Core Compliance Team for continual monitoring of the department's performance. In addition, continued use of ESO software will increase access to data for operations personnel, thus allowing for the identification of gaps in established benchmarks. The department will also continue information sharing with other agencies and continue its participation with the RMAPCC.

References

CSFD ESO Monthly Report (Sample)

CSFD 2020 Statistical Abstract

Monthly DFM Update

2021 Community and Public Health Annual Report

2D.5 Impacts of incident mitigation program efforts, such as community risk reduction, public education, and community service programs, are considered and assessed in the monitoring process.

Description

The CSFD's mitigation efforts are led by the Division of the Fire Marshal (DFM). The DFM provides all fire prevention services. This division issues permits for new construction activities, fire protection systems, hazardous materials use and storage, special events, temporary tents, and professional fireworks displays. The CSFD Community and Education Outreach section offers several risk reduction programs to all segments of the community. The Wildfire Mitigation Unit assists homeowners in reducing their wildfire risk by providing education and conducting mitigation activities. The unit maintains a wildfire risk map by conducting wildfire hazard evaluations on homes in the Wildland Urban Interface (WUI). Together, these programs reduce the threat to the public and firefighters by connecting fire safety, injury prevention, systems engineering, fire code, emergency preparedness, fire operations pre-planning, and one-on-one training.

The DFM produces monthly updates (Chief's Monthly DFM Update) that identify and measure the efforts of these sections to demonstrate their effects upon incident mitigation. In addition, each section completes an annual program appraisal which assesses the current year's efforts in prevention and considers future impacts.

Appraisal

The current practice has proven effective in monitoring the impact of the CSFD's mitigation efforts. Through use of this monitoring process, the department has been able to adjust their activities accordingly to be most effective in incident mitigation.

Plan

The CSFD will continue to evaluate the effectiveness of risk reduction activities on a regular basis. The CSFD will continue to take steps to integrate the operations assets into the community risk reduction efforts.

References

Monthly DFM Update

Community Education and Outreach Monthly Report

2021 Annual Program Appraisal - Community Education & Outreach

2021 Annual Appraisal – Wildfire Mitigation

CC 2D.6 Performance gaps for the total response area, such as inadequacies, inconsistencies, and negative trends, are determined at least annually.

Description

The CSFD assesses total response time, critical tasking and risk reduction in its effort to successfully meet the needs of the community. The department evaluates the components of total response time to identify performance gaps for the total response area on a monthly and annual basis. This analysis evaluates past performance against the established response time benchmarks of first arriving unit within eight minutes or less 90% of the time and an effective force arrival within 12 minutes or less 90% of the time. Performance is further analyzed according to station-run districts, incident type, and unit utilization. This data is compared to at least five years of historical data to identify inadequacies, inconsistencies, and negative trends and is documented in the annual statistical abstract.

Critical tasking is identified in the CRA/SOC and applicable standard operating procedures. The CRA/SOC is reviewed annually and updated, as needed, to reflect current processes and long-term performance data from the previous five years. Standard operating procedures are reviewed at least annually to account for any tasking and, or service changes. The risk reduction programs and services target the high-risk populations in our community and strive to increase behavior change. Reporting updates that identify and measure the efforts of these sections, to demonstrate their effects upon incident mitigation are completed on a monthly and annual basis (Chief's Monthly DFM Update, cumulative statistical data). When gaps are identified, performance improvement strategies are developed to mitigate the identified negative impacts to service delivery.

Appraisal

The CSFD's monthly and annual reports have provided the necessary information to adequately analyze any performance gaps, inadequacies, inconsistencies, and negative trends in a timely manner. The CSFD benchmarks were set from an August 1999 Resolution approved by City Council; the Resolution is in the process of being annulled by the mayor allowing the CSFD to determine more specific outcome-based benchmarks. New programs have driven continuous review and update of critical tasking to ensure

procedure coincides with practice. Monthly and annual reports have also demonstrated great successes with the risk reduction programs resulting in dramatic call volume decreases.

Plan

The CSFD will continue to monitor performance gaps via the various reports and will continue to communicate results to administration. Following annulment of the 1999 Resolution, the CSFD will establish appropriate benchmarks across all disciplines to better meet current community needs, better measure performance gaps and develop solutions to improve performance. In addition, the department will explore the capabilities of the new software to report performance data and service gaps more quickly. The effectiveness of critical tasking and risk reduction programs will continue to be assessed annually.

References

CSFD Community Risk Assessment and Standards of Cover 2022

Monthly DFM Update

CSFD 2020 Statistical Abstract

CSFD ESO Monthly Report (Sample)

City Council 1999 Resolution

CC 2D.7 The agency has systematically developed a continuous improvement plan that details actions to be taken within an identified timeframe to address existing gaps and variations.

Description

The CSFD Strategic Plan 202-2024 includes five goals and a total of 18 objectives designed towards continuous improvement. Measurable elements of time, quantity and quality are identified throughout the goals and objectives. The CSFD Strategic Plan Committee meets quarterly to review and address progress towards completing the goals outlined in the CSFD Strategic Plan.

In addition, the CSFD analyzes performance gaps across all areas of the jurisdiction on a monthly and annual basis. This analysis evaluates past performance against the established response time benchmarks of first arriving unit within eight minutes or less 90% of the time and an effective force arrival within 12 minutes or less 90% of the time. Performance is further analyzed according to station-run districts, incident type, and unit utilization. This data is compared to at least five years of historical data to identify inadequacies, inconsistencies, and negative trends. When gaps are identified, performance improvement strategies are developed within a specified timeframe to mitigate the identified negative impacts to service delivery.

Appraisal

The CSFD Strategic Plan Committee has effectively supported continuous improvement by monitoring the detailed actions and associated timelines contained in the CSFD Strategic Plan. Monthly and annual reports have adequately provided the information needed to analyze any performance gaps, inadequacies, inconsistencies, and negative trends in a timely manner.

Plan

The CSFD will continue to use the Strategic Plan Committee to assure continuous improvement towards meeting identified goals and objectives. The department will continue to evaluate performance data for gaps in service and will explore the capabilities of the new software to report performance data and service gaps more quickly. Following

annulment of the 1999 Resolution, the CSFD will establish a specific timeframe for developing appropriate benchmarks across all disciplines to better meet current community needs, better measure performance gaps and develop solutions to improve performance.

References

CSFD 2020-2024 Strategic Plan

CSFD Strategic Plan Committee Update (Sample)

CSFD ESO Monthly Report (Sample)

CSFD 2020 Statistical Abstract

City Council 1999 Resolution

2D.8 The agency seeks approval of its standards of cover by the authority having jurisdiction (AHJ).

Description

The Fire Chief meets with the Mayor (AHJ) on a regular basis and as the need arises. They discuss various topics, to include the standards of cover, gaps in any operational capabilities and capacity, or the agency. The Fire Chief also presents organizational updates to the Mayor and City Council during the annual Mayor/City Council retreat. Current standards of cover benchmarks were set from an August 1999 Resolution approved by City Council and do not identify category of service call, as they are all based on the eight (8) and 12-minute response times regardless of type of call. Through collaboration with the Mayor, the eight (8) and 12-minute standards of cover are in the process of being annulled, allowing the CSFD to determine more specific outcome-based benchmarks.

Appraisal

The current practice has been effective and allows the organization to quickly adjust to meet changing demands. It also provides the Mayor and City Council with timely updates specific to SOC performance.

Plan

The CSFD will continue to provide the updates to the Mayor and City Council following the established processes.

References

CSFD Community Risk Assessment and Standards of Cover 2022

2021 Mayor Council Retreat Agenda

City Council 1999 Resolution

CC 2D.9 **On at least an annual basis, the agency formally notifies the AHJ of any gaps in current capabilities, capacity, and the level of service provided within its delivery system to mitigate the identified risks within its service area, as identified in its community risk assessment/standards of cover.**

Description

The Fire Chief formally notifies the Mayor of various topics, to include the standards of cover, gaps in any operational capabilities and capacity, and the level of service provided within the city through weekly, monthly and annual meetings. The Fire Chief meets with the Mayor on a monthly basis, and attends weekly meetings as part of the Mayor’s executive team. In addition, the Fire Chief, or their designee, attends a bi-weekly meeting with the Mayor’s Chief of Staff to discuss the agenda for council meetings, and the Fire Chief also presents organizational updates to the Mayor and City Council during the annual Mayor/City Council retreat.

The CSFD produces an annual statistical abstract describing significant trends, incident statistics including total number of calls for service, and calls for service by station district, and by apparatus. The report compares at least five years of historical data to demonstrate trends and changes in call volume and unit utilization. Response time baselines are measured against the established benchmarks for the same time frame.

During the annual budget process, the Fire Chief communicates gaps in current capabilities, capacity, and the level of service provided within its delivery system to mitigate the identified risks within its service area, as identified in its community risk assessment/standards of cover. The communication occurs in the form of budget requests that target performance improvement.

Appraisal

Publishing the annual reports has proven effective in communicating the status and quality of service delivery. Although the current trends and gaps in capabilities are easily extrapolated from the format of the report, the gaps are not specifically listed for the Mayor and City Council.

Plan

There are currently no plans to change any of these communication processes; however, they are subject to the needs of, and requests from, the Mayor and/or City Council.

References

CSFD Community Risk Assessment and Standards of Cover 2022

Monthly Meetings Mayor and Fire Chief (Outlook Event)

2021 Mayor Council Retreat Agenda

CSFD 2020 Statistical Abstract

2022 City Budget

2D.10 The agency interacts with external stakeholders and the AHJ at least once every three years, to determine the stakeholders' and AHJ's expectations for types and levels of services provided by the agency.

Description

In 2019, the CSFD solicited community input via an electronic survey posted on our website and several social media platforms. Survey questions included feedback specific to expectations of the community, thoughts on service levels, professionalism and competency when responding to calls. Results were compiled, reviewed, and taken into consideration when finalizing the CSFD 2020-2024 Strategic Plan. The CSFD 2020-2024 Strategic Plan was finalized in 2019, shared with the Mayor, and distributed internally. It was also made available on the CSFD internal intranet and public facing webpage.

In addition, the CSFD Department created a steering committee for the CRA in 2021. The committee established a list of identified key stakeholders within the community and utilized that pool of individuals to assist in completing a CRA related survey in the summer of 2021. Results of the feedback are being incorporated into future surveys, as well as the risk analysis work for internal operations, and the final CRA.

The Fire Chief meets with the Mayor on a regular basis. Operational gaps are presented to the City Council during the annual budget process and stated in the applicable budget documents/requests. Further, the Fire Chief presents budget requests and organizational updates to the Mayor at the annual Mayor/City Council retreat. Information is provided on the previous year's departmental performance and the upcoming year's goals and objectives.

Appraisal

The current practice effectively facilitates interaction with external stakeholders and the Mayor of Colorado Springs to provide feedback to the Fire Chief.

Plan

The CSFD will continue interaction with external stakeholders and the Mayor. Opportunities for external engagement will continually be assessed and utilized as needed.

References

CSFD 2020-2024 Strategic Plan

CSFD 2021 CRA Survey

2021 Mayor Council Retreat Agenda

Category 3: Goals and Objectives

Agencies should establish general organizational goals designed to implement their assigned missions and short-range plans. Additionally, agencies should establish goals and objectives to direct the priorities of operational programs (to include at least those outlined in Category V) and support services. All goals and objectives should be developed consistent with the elements of the published Strategic and Capital Improvement Plans.

Objectives are specific statements designed to document the steps necessary to achieve the agency's goal statements within a specific time period. For purposes of accreditation, objectives should be consistent with the elements of the acronym "S.M.A.R.T."

Specific

Measurable

Attainable

Realistic

Time-bound

Criterion 3A: Strategic Planning

The mission, vision and values of the agency are incorporated into a strategic plan. Once a strategic plan is in place and resources are available, the strategic plan provides direction, determines initiatives, and guides the goals and objectives of the agency.

Summary:

The Colorado Springs Fire Department (CSFD) has a published strategic plan that is available to the employees of the CSFD, key partners and stakeholders across the employee base of the City of Colorado Springs via an internal website. It is also made available to the public via the external facing city website. The strategic plan is constructed by a planning committee, approved by the Fire Chief and his/her direct reports, and ultimately submitted to the Mayor for review and discussion.

Performance Indicators:

CC 3A.1 The agency has a current and published strategic plan that has been submitted to the authority having jurisdiction.

Description

The CSFD has a published strategic plan for the years 2020-2024. The plan is posted electronically in several locations on both the CSFD internal and external websites.

The strategic plan is reviewed quarterly by the Fire Chief and his/her direct reports along with additional key staff members. The group reaches a consensus on the goals and objectives, status, and collectively modifies/approves the plan. The Fire Chief then submits the revised plan to the Mayor as needed.

Appraisal

Approval of the strategic plan was completed by the Fire Chief and his/her direct reports and then submitted to the Mayor for review. Periodic reviews of the CSFD Strategic Plan by the Strategic Plan Committee and updates to the Fire Chief has provided on-going oversight of CSFD goals and objectives. The Fire Chief discusses the strategic plan with the Mayor, as the need arises, during monthly meetings.

The department's approved strategic plan has been made available electronically to employees and to the public to ensure complete transparency regarding the strategic direction of CSFD.

Plan

The CSFD will continue the collective process of reviewing, modifying, and approving the strategic plan. In addition, any approved changes will be submitted to the Mayor. The CSFD will continue to publish the strategic plan any time it is revised or updated.

References

CSFD Strategic Plan 2020-2024

Screenshots CSFD Internal and External Websites

3A.2 The agency coordinates with the jurisdiction's planning component to ensure the strategic plan is consistent with the community master plan.

Description

The CSFD Strategic Planning Committee meets quarterly and coordinates the CSFD 2020-2024 Strategic Plan goals and objectives to ensure the plan is consistent with the city's strategic plan. The City of Colorado Springs' Strategic Plan sets forth city priorities and commitments from 2020 to 2024. The plan was developed with broad community input and includes four main goals including: 1) promoting job creation, 2) investing in infrastructure, 3) building community and collaborative relationships, and 4) excelling in city services. The CSFD 2020-2024 Strategic Plan goals: 1) support job creation through developing and supporting a diverse, inclusive, and well-trained workforce, 2) invest in infrastructure through innovative methods of addressing emerging and on-going fiscal challenges, 3) build community and collaborative relationships by striving to reduce risk to our community through mitigation and education, and 4) excel in city services by creating an enhanced listening and learning organization.

Appraisal

Coordinating the CSFD 2020-2024 Strategic Plan goals and objectives with the City of Colorado Springs' Strategic Plan has been effective to ensure continuity of services to the community. The CSFD Strategic Plan Committee's quarterly meetings have been useful for monitoring department progress in meeting established goals.

Plan

The CSFD Strategic Plan Committee will continue to meet on a quarterly basis to review the strategic plan and coordinate future goals and objectives to ensure consistency with those outlined by City of Colorado Springs.

References

City of Colorado Springs Strategic Plan 2020-2024 (Update 2022)

CSFD 2020-2024 Strategic Plan

City of Colorado Springs Budget 2022 - CSFD Strategic Plan Update

Criterion 3B: Goals and Objectives

The strategic plan defines the agency's general goals and S.M.A.R.T. objectives, directs its activities in a manner consistent with its mission and is appropriate for the community it serves.

Summary:

The Colorado Springs Fire Department Strategic Plan contains five aspirational and general goals that address the long-range plan for the organization. Each goal has corresponding objectives that define in a lower level of detail how to attain the goal. Statistical data is used to assess the current status of the CSFD when establishing goals and objectives.

Feedback from internal stakeholders and information discussed during the annual budget process is part of developing, implementing, and evaluating the department's goals and objectives.

Goals and objectives are published in materials that portray the department's mission, vision, and values. Goals and objectives are reviewed by the Mayor and the City Council during the annual budget process. Members of the CSFD were tasked with developing organizational values and produced a new set of core values and a vision statement in 2017. The work started in 2017 culminated with the Strategic Plan for the period of 2020-2024.

Performance Indicators:

CC 3B.1 **The agency publishes current, general organizational goals and S.M.A.R.T. objectives, which use measurable elements of time, quantity and quality. These goals and objectives directly correlate to the agency’s mission, vision and values and are stated in the strategic plan.**

Description

The published CSFD 2020-2024 Strategic Plan includes five major goals and a total of 18 objectives designed to help implement the goals. Measurable elements of time, quantity and quality are identified throughout the goals and objectives, all of which also correlate to the department’s mission, vision and values, and are stated in the department’s strategic plan. The published material, available both externally and internally, clearly portray the goals, objectives, mission, vision, and values of the CSFD. The CSFD external web page provides a wide range of information that describes the services provided as well as the mission statement and CSFD 2020-2024 Strategic Plan. Additionally, both the Fire Chief and the Deputy Chief of Operations visit all crews on a regular basis and include departmental goals and objectives in their conversations.

Appraisal

The organizational goals and corresponding supporting objectives have effectively provided guidance to achieve long-range plans of providing the best possible service delivery to the community. The most effective method for portraying the department’s goals, objectives, mission, vision, and values has been through the publication of the strategic plan.

Plan

The department will continue to review the organizational goals and objectives quarterly and will continue to keep all published materials current to accurately portray its goals, objectives, mission, and values.

References

CSFD 2020-2024 Strategic Plan

CSFD Strategic Plan Committee Update (Sample)

3B.2 The agency conducts an environmental scan when establishing its goals and objectives.

Description

The CSFD conducts an environmental scan when establishing department goals and objectives including evaluating current status of the department, the previous year’s performance, and anticipated growth changes. The status of the department is assessed routinely through staff meetings attended by the Fire Chief and their direct reports, operational and divisional meetings, financial reviews to discuss risk/opportunities, quarterly Strategic Plan updates, as well as during the annual budget review process to identify needs for effective service delivery. When relying on statistical data, the department refers to the annual statistical abstract, and/or ad hoc data queries specific to the need. The information gathered from these processes is then used during the strategic planning reviews for status updates, and to refine goals and objectives to meet those needs.

Appraisal

The multiple processes in place to assess CSFD status have been effective in establishing department goals and objectives to ensure they align with the mission and vision of the department.

Plan

The CSFD will continue to use the established processes when developing future goals and objectives.

References

CSFD 2020–2024 Strategic Plan

CSFD Strategic Plan Committee Update (Sample)

CSFD 2020 Statistical Abstract

2022 CSFD Budget

CC 3B.3 The agency solicits feedback and direct participation from internal and external stakeholders in the development, implementation and evaluation of the agency’s goals and objectives.

Description

The CSFD has solicited feedback through a community risk assessment survey that has been sent to both internal and external stakeholders representing a broad spectrum of the community. Collectively this has been used to develop, implement, and evaluate the department’s performance in pursuit of its goals and objectives. During the annual budget process, members from each division, program, and station provide input on their resource needs. On a more regular basis, inputs are collected through staff meetings to include the Fire Chief and his direct reports, operational and division meetings, and monthly financial reviews. This information is then used to develop goals and objectives, updates, and revisions for the Strategic Plan review which is conducted by the Fire Chief, chief officers, civilian managers, and representatives from the employee labor group. The implementation of goals and objectives are carried out by members of each division based on their job assignments.

Appraisal

The existing process for soliciting and receiving stakeholder feedback has been effective for developing, implementing, and evaluating CSFD goals and objectives. Engaging internal and external stakeholders has been useful in the development of the strategic plan.

Plan

The CSFD will continue to engage internal and external stakeholders to determine, implement and evaluate department goals and objectives. The organization will continue to assess the way these interactions are conducted and evaluate them for effectiveness.

References

CSFD 2021 CRA Survey

CSFD 2020-2024 Strategic Plan

CSFD Strategic Plan Committee Update (Sample)

3B.4 The agency uses internal input to implement and evaluate its goals and objectives and to measure progress in achieving the strategic plan.

Description

Internal stakeholder input is used in several ways to implement and evaluate the CSFD’s goals and objectives and measure the department’s progress in achieving those goals. During the annual budget process, members from each division, program, and station provide input on their resource needs. This information is then used to develop goals and objectives in the annual strategic planning review. The implementation and management of goals and objectives are carried out by members of each division based on their job assignments which facilitates transparency within the department. Evaluation of the goals and objectives is also done during the annual strategic planning review, during annual CSFD sworn and civilian supervisor’s meetings, and during Fire Chief meetings with stations and divisions.

Appraisal

The internal stakeholder process for implementing and evaluating goals and measuring progress towards achieving the strategic plan has been effective in meeting the needs of the CSFD.

Plan

The CSFD will continue to use the current internal stakeholder process involved in the development, implementation, and evaluation of the goals and objectives of the department.

References

CSFD 2020-2024 Strategic Plan

2022 City Budget

CSFD Strategic Plan Committee Update (Sample)

3B.5 The governing body reviews the agency's goals and objectives and considers all budgetary and operational proposals in order to ensure success.

Description

The department's goals and objectives are reviewed by both the Mayor and City Council through the annual budget process. Connecting approved goals and objectives to the budget process affords CSFD the opportunity to formally communicate its needs, the associated risks, and challenges it faces carrying out its mission to provide fire, emergency and prevention services with professionalism, compassion and excellence. Additionally, the CSFD contributes goals that align with the City of Colorado Springs' Strategic Plan which involves all city leadership. The Fire Chief also presents this information to the Mayor and City Council during the annual Mayor/City Council retreat.

Appraisal

The annual review of goals and objectives by the Mayor and City Council has been satisfactory. This process has allowed the governing body to fund key areas, ask questions, and provide input on department priorities.

Plan

The CSFD will continue to use this process for governing body review of goals and objectives.

References

City of Colorado Springs Strategic Plan 2020-2024 (Update 2022)

3B.6 When developing organizational values, the agency seeks input from its members and is in alignment with its community.

Description

In 2017, the CSFD developed a new set of core values and a vision statement that was achieved through input from a working committee of 17 members from all ranks and divisions within the department. This committee worked for several months developing core values and a vision statement which align with community. Upon completion, they were presented to, and approved by, the Fire Chief. The CSFD Core Values and Vision Statement can be found on the CFSD internal and external websites and are published in the CSFD 2020-2024 Strategic Plan. These statements are reviewed annually to ensure they align with community needs and service deliverables.

Appraisal

The process of including members in the development of such important statements proved to be highly effective and allowed them to feel valued as employees. It also reflected well to all other employees. These statements are true representations of CSFD membership.

Plan

The CSFD will continue to include its members in the development and review of organizational values.

References

CSFD 2020-2024 Strategic Plan

Criterion 3C: Implementation of Goals and Objectives

The agency uses a management process to implement its goals and objectives.

Summary:

The Colorado Springs Fire Department (CSFD) uses several avenues to implement and manage the goals and objectives as they relate to organizational and operational programs. The annual budgeting cycle is one such approach as are staff meetings to include the Fire Chief and his direct reports, Operations leadership meetings, division meetings, and monthly financial reviews.

Department goals and objectives are implemented by various members in the divisions to which they pertain. The department's goals and objectives are shared with members through live broadcasts to all stations, procedure updates, periodic memoranda, and through direct contact with the Fire Chief. Outside resources are consulted, when necessary, to assist the CSFD in accomplishing its goals and objectives.

Performance Indicators:

CC 3C.1 The agency identifies personnel to manage its goals and objectives and uses a defined organizational management process to track progress and results.

Description

The Administrative Services Division Manager is the identified manager of the Colorado Springs Fire Department (CSFD) Strategic Plan. All objectives are tracked through an organized management process. Strategic Plan objectives are divided and assigned to CSFD members with working knowledge related to the specific objective. This facilitates continuity, follow-through and implementation of the assigned goals and or objectives. Assignments and progress are identified on the Strategic Plan updates reported during the quarterly Strategic Plan Committee meetings which are facilitated by the Administrative Services Manager. The Fire Chief and his direct reports also review the progress and status of the Strategic Plan during mid-year reviews.

The annual budget process is the primary management process for tracking the department's overall goals and objectives relating to general organizational and operational programs. During this process, the progress of previous goals are analyzed for level of completion and relevance. This process also ensures programs and activities have the necessary support to complete their goals and objectives. The applicable Annual Program Appraisals are also reviewed during this annual budget process to identify any additional financial needs. The Fire Chief and his direct reports annually review the needs of every program to make sure they are aligned with the Strategic Plan and CSFD Mission Statement.

Appraisal

Identifying a staff member to manage the department's goals and objectives and oversee implementation and progress towards completion of the Strategic Plan has worked well for the department. Assigning goals and objectives to members has also been an effective management tool to ensure accountability and progress.

Completing Annual Program Appraisals and incorporating identified needs into the annual budget process has also been an effective method for managing operational goals and tracking operational progress.

Plan

The CSFD will continue to use the current management process for the strategic plan, program appraisals, and annual budget process. In pursuit of continuous improvement, goals and objectives, and budget requests, will be correlated to performance indicators to ensure implementation and monitoring.

References

CSFD 2020-2024 Strategic Plan

CSFD Strategic Plan Committee Update (Sample)

2021 Annual Program Appraisal - Heavy Rescue (Sample)

CC 3C.2 The agency's personnel receive information explaining its goals and objectives.

Description

All CSFD staff members receive information regarding specific goals and objectives from the Fire Chief and CSFD leadership through bi-monthly broadcasts on the department's intranet. Broadcasts occur live on a regular schedule and are recorded for employees to view when duties permit. Goals and objectives are also communicated through procedure updates, periodic memoranda, and through various meetings and discussions between CSFD leadership and line staff.

The strategic plan is also published on the CSFD internal and external websites for employees to access. The Strategic Plan Committee meets on a quarterly basis to review and discuss progress on the implementation of the stated goals and objectives.

Information from those meetings is then shared through section meetings between division managers and their assigned employees.

Appraisal

CSFD broadcasts and publishing the strategic plan to department's websites have been very effective methods of information sharing with all employees. Communicating the progress of Strategic Plan Committee quarterly meetings through section staff meetings has been useful; however, the detail of shared information varies among department managers.

Plan

The Fire Chief and CSFD leadership will continue to communicate department goals and objectives to CSFD members through the existing methods of communication. Quarterly Strategic Plan Committee meetings will continue to remain in effect; however, the way updates are disseminated will be reviewed to ensure all members are equally informed on the status of department goals and objectives.

References

CSFD 2020-2024 Strategic Plan

Screenshots CSFD Internal and External Websites

CSFD Strategic Plan Committee Update (Sample)

3C.3 The agency, when necessary, identifies and engages appropriate external resources to help accomplish its goals and objectives.

Description

The CSFD maintains working relationships with many outside agencies including private ambulance services, local law enforcement, private companies, and governmental organizations and engages their resources when necessary. During times when CSFD resources are reaching capacity, requests are made to neighboring mutual aid agencies to assist with service delivery. In addition, the CSFD maintains a staffed liaison with the Pikes Peak Regional Office of Emergency Management, and a System Manager position at the Pikes Peak Regional Communications Network. Outside resources, such as the Pikes Peak Fire Chief's Council, are also consulted when needed for non-fire incidents or concerns.

The CSFD command staff meets with the Colorado Springs Police Department command staff two to three times per year and meets with the El Paso County Sheriff's Department command staff one or twice per year. These relationships are invaluable to maintaining and enhancing external relationships.

Appraisal

The relationships that have been built with various outside agencies have worked well in assisting the CSFD to meet its goals and objectives. Likewise, the CSFD is able to reciprocate and provide assistance to other agencies.

Plan

The CSFD will continue to foster positive relationships with outside resources in order to help accomplish its goals and objectives.

References

CSFD Mutual Agreements Tracking Log

Criterion 3D: Measurement of Organizational Progress

Processes are in place to measure and evaluate progress toward completion of goals and objectives and overall plan performance. The goals and objectives are re-examined and modified periodically.

Summary:

The CSFD goals and objectives are outlined in the department's Strategic Plan and are reviewed quarterly by the Strategic Plan Committee. When CSFD leaders are unable to attend those meetings, status updates are communicated with them. Administrative and operational processes are evaluated during the annual budget process for their effectiveness in achieving the department's goals and objectives. Progress is provided to the governing body periodically through meetings and as requested.

Performance Indicators:

CC 3D.1 The agency reviews its goals and objectives at least annually and modifies as needed to ensure they are relevant and contemporary.

Description

The Colorado Springs Fire Department (CSFD) has a published strategic plan for the years 2020-2024. The plan is posted electronically in several locations on both the CSFD internal and external websites. The strategic plan is reviewed annually by the Fire Chief and his direct reports, as well as during quarterly meetings held by the Strategic Plan Committee. Committee members are assigned specific goals and objectives based on their knowledge and involvement within those areas. This ensures a diverse cross-section of involved staff, as well as relevant and current contributions towards completing the identified goals and objectives. During reviews, goals and objectives are modified based on completion and as department priorities change to address current needs of the community and the CSFD.

Annual department review of goals and objectives is further enhanced by reviewing the annual program appraisals submitted by the various department programs, divisions, and committees.

Appraisal

Quarterly meetings held by the Strategic Plan Committee have been sufficient and effective in monitoring implementation and progress of strategic plan goals and objectives. This has included identifying any modifications that may be warranted. The Fire Chief and CSFD leadership are present during these quarterly meetings.

Plan

The CSFD will continue to have quarterly meetings to discuss the progress on all goals and objectives and identifying any modifications that may be warranted.

References

CSFD 2020-2024 Strategic Plan

CSFD Strategic Plan Committee Update (Sample)

2021 Annual Program Appraisal – Heavy Rescue

CC 3D.2 The agency reviews, at least annually, its overall system performance and identifies areas in need of improvement, which should be considered for inclusion in the organizational goals and objectives.

Description

Every year, during the annual budget process, the CSFD senior management team reviews all requests for new budget funds. Requests are received from every division and from every fire station captain. These requests can be for capital items, operating costs, or additional personnel and are considered for inclusion in the organization budget requests, goals and objectives. The team discusses the priority for every request and how it relates to supporting the department’s goals and objectives and the effect on administrative and operational processes. Requests identified as high priority are directly related to improving efficiency in achieving the department’s goals and objectives.

Additionally, department sections, programs, and committees complete annual program appraisals. Appraisals document trends, progress, and identify areas in need of improvement including items which should be considered in the annual budget process.

Appraisal

This method has worked well for evaluating the efficiency of administrative and operational processes to identify areas in need of improvement. Although many budget requests are received every year, the way they are prioritized has been based on whether they support the department’s goals and objectives.

Plan

The CSFD will continue to evaluate processes through the annual budget process. Goals and objectives and budget requests will be correlated to performance indicators and annual program appraisals to integrate them into the accreditation process.

References

2022 CSFD Budget

2021 Appraisal Program Appraisal - Heavy Rescue

3D.3 The agency provides progress updates, at least annually, on its goals and objectives to the AHJ, its members and the community it serves.

Description

The Fire Chief meets with the Mayor (AHJ) on a regular basis and as the need arises. They discuss various topics, to include progress updates on department goals and objectives, including service delivery and financially related items. The Fire Chief also presents organizational updates to the Mayor and City Council during the annual Mayor/City Council retreat. On a quarterly basis the CSFD meets to obtain status, risks, issues, and progress on goals and objectives in the CSFD Strategic Plan. The CSFD's strategic plan progress is updated annually in the City Budget and published to the City of Colorado Springs website.

Appraisal

The current method has been effective in apprising the governing body, CSFD employees, and the community of the department's goals and objectives.

Plan

The Fire Chief will continue to be meet regularly with the Mayor to provide progress updates to the governing body. He will also be more purposeful to focus on department goals and objectives during meetings.

References

Monthly Meeting Mayor and Fire Chief (Outlook Event Sample)

2021 Mayor Council Retreat Agenda

2022 City Budget

CSFD Strategic Plan Committee Update (Sample)

City of Colorado Springs Website Budget (Screenshot)

Category 4: Financial Resources

This category evaluates an agency's financial condition to determine its ability to fund operational priorities and its prognosis for long-range quality of service. Resources must be adequate to maintain the various programs to which an agency made a commitment. Whether the agency is public or private, stability of revenues (demonstrated by a consistent history through at least the past three years) is fundamental.

The chief fire officer or chief executive officer, professional staff, and governing board share responsibility for planning, management, and stability of financial resources. Since the budget is the financial expression of agency programs and priorities, it should be developed through appropriate consultation with the governing board of the authority having jurisdiction (AHJ), departments, divisions, and other units.

Financial policies covering financial planning, revenue, and expenditures should be developed by the professional staff and adopted by the governing board. Financial policies should be reviewed and revised on at least an annual basis to ensure continued relevance and address any gaps.

In approving the budget, the governing board approves the acquisition and allocation of resources consistent with agency goals, objectives, and stated priorities.

NOTE: An agency that received the Distinguished Budget Presentation and Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of the United States and Canada for their Budget and Comprehensive Annual Financial Report may submit those certificates and reports as prima facie compliance with criterion 4B and therefore does not need to address performance indicators 4B.1 through 4B.9.

Criterion 4A: Financial Planning

Agency planning involves broad staff and community participation in financial planning and resource allocation. The agency's financial planning and budget process reflects sound strategic planning and a commitment to its stated goals and objectives. The agency prepares a balanced budget, which adequately maintains level of service and personnel resources.

Summary:

The City of Colorado Springs (City) leadership provides direction in budget matters through the budget objectives provided to City Council and during the Budget Review Committee (BRC) meetings. Planning direction is provided through the City's strategic plan. The fire department section of the budget contains initiatives that connect to specific components of the City's strategic plan.

The Administrative Services Division of the Colorado Springs Fire Department (CSFD) utilizes the policies, guidelines, and processes provided by the City Budget Office to formulate the department's annual budget. Each CSFD division prepares its own budget based on division needs. These divisions include Support Services (Facilities, Logistics and Transportation, Training, and Human Resources); Operations (to include the Medical Division as well as the Division of Community and Public Health; Division of the Fire Marshal (DFM), and Finance, Planning and Analysis. A budget review committee consisting of Deputy Chiefs, CSFD management, staff officers, and civilians reviews all budget submittals for approval. Budget figures for all divisions are compiled and the collective budget information is submitted to the City Budget Office in the July/August timeframe of each year. The CSFD leadership team reviews the submission with City leadership (Mayor, Chief of Staff, City Chief Financial Officer, and City Budget Manager throughout the process; the Mayor presents the entire City budget (inclusive of the fire department budget) to City Council in October for final approval.

Performance Indicators:

4A.1 The governing body and regulatory agencies give the agency appropriate direction in budget and planning matters within the agency's scope of services.

Description

The City's leadership provides direction in budget and planning matters through the budget objectives provided to City Council and during the BRC meetings. Planning direction is provided through the City's strategic plan. The CSFD section of the budget contains major objectives that connect to specific components of the strategic plan.

Appraisal

City direction in budget planning has been useful for CSFD budgetary planning purposes and linking needs to strategic goals. The Finance, Planning and Analysis (FPA) team has taken this data and incorporated it into the budget prepared for each year. The budget has changed every year and each year there have been new priorities and challenges. The department has rated its success on the budget being approved with the needed resources and doing its part in contributing to the success of the city.

Plan

The department will continue to work closely with direction from the City Budget Office and City leadership to create each year's budget. The department will constantly review performance measures for improvement and will carefully analyze how the budget may impact performance.

References

City of Colorado Springs Strategic Plan 2020-2024 (2022 Update)

2022 CSFD Budget

Performance indicators:

4A.2 The agency has formally adopted financial policies that address: general fund reserves, reserves in other funds, fund balances, grants, debt, investment, accounting and financial reporting, risk management and internal controls, procurement, long-term financial planning, structurally balanced budgets, capital, revenues, expenditures, operating budgets and charges/fees. The agency reviews financial policies at least every three years and updates as needed.

Description

City financial policies are maintained with the City Budget Book. The purpose of these policies is to help frame resource allocation decisions and establish financial objectives, standards, and internal controls for budget, debt, cash management, fund balance, revenue and expenditures. These Financial Policies were originally adopted and included in the Budget Book in 2009 and most recently updated in 2020. The budget complies with all relevant financial policies of the City. Several source documents guide the financial policies including the State Constitution and the City Charter.

Appraisal

The CSFD Administrative Services Division Manager reports to the Colorado Springs Chief Financial Officer and is a direct report to the Fire Chief. City financial policies, supported by the established reporting relationship, have ensured effective communication of policies, expectations, adherence, and alignment to city direction. Financial policies have proven beneficial in developing and articulating key goals.

Plan

The CSFD will continue to follow City financial policies regarding resource allocation decisions and establish financial objectives, standards, and internal controls for budget, debt, cash management, fund balance, revenue and expenditures. In addition, CSFD will continue to collaborate with the City CFO and City Budget Manager to ensure financial policies are current and effectively direct CSFD procedures, goals and objectives.

References

City of Colorado Springs 2022 Budget Appendix B Financial Policies

CC 4A.3 Guidelines and processes for developing the operating and capital budgets are defined and followed.

Description

The CSFD Finance, Planning and Analysis team utilizes financial policies, guidelines, and processes provided by the City Budget Office to develop the department's annual budget. Development of the annual budget is an ongoing process with the actual formulation of the budget ending in December with its final review and formal adoption. The budget process overview is communicated to the designated CSFD division budget coordinators annually beginning in the second quarter. Those individuals are responsible for compiling budget figures and providing a document of expenditures. FPA staff then enters the budget figures into a city-wide SharePoint site. Funded and unfunded needs are then prioritized for the Mayor. Final adjustments in revenue and expenditure estimates are prepared beginning in August and city departments are notified of their respective budgets for the following year.

Appraisal

Guidance and processes from the City Budget Office have established clear procedures for the preparation and timely submissions of the CSFD budget. The process has met the CSFD budget planning needs and remained constant for many years with only minor adjustments to accommodate changing needs, requirements, and revenue forecasts. The CSFD has continually met prescribed deadlines. In recent years, department management has made necessary operational budget decisions based on City leadership direction and revenue projections. Modifications requested by past fire chiefs have been accommodated when possible.

Plan

The CSFD will continue to monitor financial information and guidelines provided by the City and use the data to determine how to provide services with existing resources. Policies and guidelines are expected to require additional efficiencies; procedures will need to be adapted that require staff to conduct higher-level reviews to determine necessity before budgeting limited funds.

References

City of Colorado Springs 2022 Budget Appendix B Financial Policies

City of Colorado Springs 2022 Budget

2023 Budget Process Overview

4A.4 The financial planning/budget adoption process provides internal and external transparency for all expenditures and revenues for the agency.

Description

The City Budget Office establishes a detailed budget process, ensuring internal and external transparency. The process includes City Council review, public input hearings/E-Town Hall meetings, and open City Council meetings. The proposed City budget is presented to City Council the first week of October and is then posted to the internet for the public to review. Several meetings are held to review the budget before final adoption; all are open to the public. Changes to the budget that are directed and voted on by City Council during a markup session are made and resubmitted as part of the final City budget. The Mayor has the authority to veto any portion of the amended budget, with City Council having the ability to override with a 2/3 majority. After the budget process has been completed, the final budget that has been voted on and adopted is posted to the Finance page on the City of Colorado Springs website under City Budget.

Appraisal

The Fire Chief has presented the CSFD annual budget to City Council during an October meeting in order to provide information regarding the submitted budget, as well as answer any questions that City Council may have. The Fire Chief has attended the E-Town Hall meetings to listen and address questions from the public regarding the submitted budget.

Plan

The CSFD will continue to submit a detailed budget that includes a breakdown of expenditures and revenues for transparency. The CSFD will continue to present its budget to City Council and answer any questions relating to the submittal before formal adoption.

References

2023 Budget Process Overview

City of Colorado Springs 2022 Budget

City of Colorado Springs Website Budget (Screenshot)

4A.5 The agency's operating and capital budgets serve as policy documents, operations guides, financial plans and communication devices.

Description

The CSFD budget serves as a policy document and guides the direction in which the organization is expected to financially operate, which then in turn aligns with the department goals, policies, guidelines, and overall direction the CSFD follows in the given financial year. The financial plan sets the direction and guidance for both annual operating budgets as well as multi-year strategic capital investments.

Appraisal

The CSFD budget has adequately served the department as a guiding document. Financial status has been reported monthly by the Finance, Planning and Analysis team and shared with CSFD leadership. Information shared has highlighted risks, opportunities, and financial health of major capital initiatives. In addition, reviews have been held with divisions and programs to ensure full and broad communication of the financial health of the CSFD has been shared and understood.

Plan

The CSFD FPA staff will continue to rely on the budget as guidance towards department goals and objectives and provide financial status updates through routine financial reviews across the leadership spectrum at CSFD. Financial policy will be enforced through spending limits and validation of key purchases to the budget submission as well as variance explanations and risk mitigation plans which ensure operational alignment. The FPA team will also explore more on-line, self-service approaches like dashboards and web portals to further communicate financial status.

References

2022 CSFD Budget

4A.6 The agency considers internal and external stakeholders' input in the budget process.

Description

Input from both internal and external stakeholders is considered in the budget process as detailed in the Budget Process Overview. Divisions include Support Services (Facilities, Logistics and Transportation, Training, and Human Resources); the Division of the Fire Marshal; Operations (to include the Medical Division and the Division of Community and Public Health); and Administrative Services. A CSFD budget review committee consisting of Deputy Chiefs, CSFD management, staff officers, and civilians, review all division budget proposals for submission in the CSFD proposed budget to the City. Final adjustments in revenue and expenditure estimates are prepared by the City Budget Office, and the Mayor presents the budget to City Council in October. City Council reviews the recommended budget, holds budget work sessions, and public and E-Town Hall hearings prior to the final budget mark-up session. Public hearing sessions are posted to the City website.

Appraisal

The budget development and review process has adequately allowed each division to provide input into how the funds for that division were budgeted. Once compiled, the FPA team has made necessary adjustments based on any additional guidance from City or CSFD leadership. Further, the process has provided sufficient opportunity for the community to participate in budgetary decisions which ultimately impact services provided to the city.

Plan

The CSFD will continue to coordinate with the City Budget Office ensuring internal and external stakeholders have opportunities to be involved in the annual budget process. Process responsibilities are anticipated to remain consistent with the established procedures summarized in the Budget Process Overview.

References

2023 Budget Process Overview

Budget Public Hearing Session Screenshot

CC 4A.7 The agency’s budget, short and long-range financial planning, and capital project plans are consistent with the agency’s strategic plan and support achievement of identified goals and objectives.

Description

The CSFD’s annual budget, short and long-range financial planning, and capital expenditures are coordinated through the City’s Budget Office. They outline goals for the year and link objectives to both the CSFD and City’s strategic plans and include financial forecasting. The CSFD Strategic Plan identifies the key goals of the department. The CSFD’s divisions including Support Services (Facilities, Logistics and Transportation, Training, and Human Resource); the Division of the Fire Marshal; Operations (to include the Medical Division and the Division of Community and Public Health); and the Administrative Services Division are responsible for ensuring their funding priorities are consistent with and support the goals of the department strategic plan. The CSFD FPA team compiles the data from each division and submits the information to the City Budget Office.

Appraisal

The process has been successful and provided flexibility to each division regarding the expenditures necessary for the budget to meet department goals and objectives. The CSFD has been able to provide critical input regarding capital needs and those considerations have generally been included when possible. The FPA has made necessary adjustments based on guidance from City and/or CSFD leadership.

Plan

In consideration of forecasted economic challenges, the CSFD in coordination with the City, will continue to solicit and consider employee input towards affordable methods of achieving its strategic goals. A cost-savings concept under current review includes staffing temporary stations with two firefighters for quicker initial response in growing areas of the community. Additional plans include taking costly outsourcing efforts in-house, developing and maintaining the 15-year plan projecting city growth and station/staffing needs, leveraging the City Grant writer more frequently for CSFD grant

opportunities, and evaluating contract renewals to ensure the best value for the organization.

References

CSFD 2020-2024 Strategic Plan

City of Colorado Springs Strategic Plan 2020-2024 (2022 Update)

2022 CSFD Budget

4A.8 The agency maintains a long-term financial operating and capital plan, inclusive of all appropriated funds, for a five- to 10-year period. The agency should analyze the financial environment, revenue and expenditure forecasts, debt position and affordability analysis, and strategies for achieving and maintaining financial balance to include plan monitoring mechanisms.

Description

The City develops and maintains long range planning inclusive of all appropriated funds. A five-year Capital Improvement Plan (CIP) and a five-year financial forecast are developed for the General Fund 2C/2C2 Road Repair and Maintenance Tax, Public Safety Sales Tax (PSST), Trails, Open Space, and Parks Tax (TOPS), Lodgers' and Auto Rental Tax (LART), and Conservation Trust Funds (CTF). City long range planning considers historic information total revenue and expenditures, financial forecast assumptions, risks and opportunities, and unfunded needs.

Additionally, the CSFD started the development of the 15-year plan in 2021. This plan reflects anticipated city growth in terms of population growth as well as the geographic expansion of the city through annexations and develops staffing and station models that support such growth. The plan is updated as new activities occur (new annexations, revised building permit projects, etc.) and serves as a framework for future planning.

Appraisal

The City long range planning has adequately addressed and planned for total revenue and expenditures, financial forecast assumptions, risks and opportunities, and unfunded needs. The CSFD's 15-year plan has continued to evolve and the plan has been updated as new activities occur (new annexations, revised building permit projects, etc.).

Plan

The CSFD will continue to model future city growth, changing economic times, sworn and civilian staffing needs, large capital purchases (for example, station builds and heavy apparatus purchases) to ensure citizens, city leadership, city council, and staff understands the direction and needs of the CSFD to support the community.

References

City of Colorado Springs 2022 Budget

City Long Range Planning

City Sales and Use Tax Revenue Report

4A.9 For each budget cycle, the agency prepares balanced operational and capital budgets.

Description

The City's Budget Office prepares the financial forecast for the General Fund and the Public Safety Sales Tax (PSST), the two sources of the CSFD's budgetary funding for operating and capital expenditures. The Capital Improvements Program is used for capital projects planning and expenditures. The CSFD utilizes the budget estimate and determines funding for each division and capital purchases based on the prior year's budget and any reductions that have been implemented city-wide. The City is required by law to pass a balanced budget in accordance with City Financial Policies and the City Charter of Colorado Springs.

Appraisal

The budget process has been sufficient to present a balanced budget that reflects an allocation of resources including both operating and capital expenditures in line with strategic plan goals. The CSFD staff has maintained an awareness of limiting expenditures within projected revenue estimates and has often been conservative in spending available funds. The FPA team has worked with division budget representatives and staff officers to ensure proper visibility of financial status and budgeting guidance. The CSFD has consistently met the financial targets provided by City Budget Office.

Plan

The CSFD plans to continue budgeting expenditures consistent with targets provided by the City Budget Office. In addition, the CSFD will react accordingly to in-year budget adjustments and continue to partner with the City Budget Office regarding and key decisions affecting the CSFD's operations and capital budget.

References

City of Colorado Springs 2022 Budget Appendix B Financial Policies

City of Colorado Springs 2022 Budget

Mayor Budget Letter to City Council

Criterion 4B: Financial Practices

Agency financial management demonstrates sound budgeting and control, proper recording, reporting, and auditing.

NOTE: *An agency that received the Distinguished Budget Presentation and Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of the United States and Canada for their Budget and Comprehensive Annual Financial Report may submit those certificates and reports as prima facie compliance with criterion 4B and therefore does not need to address performance indicators 4B.1 through 4B.9.*

Summary:

The Colorado Springs Fire Department (CSFD), through the City of Colorado Springs (City), has received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting and Distinguished Budget Presentation Award for its Comprehensive Annual Financial Report (CAFR) and submits a copy of this verification as prima facie compliance with this criterion.

Performance Indicators:

4B.1 Financial resources management adheres to generally accepted accounting practices as used by Government Finance Officers Association of the United States and Canada, National Advisory Council on State and Local Budgeting Practices, or authority having jurisdiction (AHJ), and all financial management including: budgeting, accounting and reporting. Appropriate safeguards are in place for expenditures, fiscal reports are provided for administrative decision-making with sufficient flexibility to meet contingencies.

Please see Criterion 4B: Financial Practices Summary above

4B.2 The agency has established and implemented a comprehensive internal control framework that includes the control environment, risk assessment, control activities, information and communication, monitoring, and reporting.

Please see Criterion 4B: Financial Practices Summary above

4B.3 The agency explains projected operating deficit (expenditures exceeding revenues in a budget year) and develops a plan to rectify the deficit.

Please see Criterion 4B: Financial Practices Summary above

4B.4 The agency reviews its financial position including actual and budgeted expenditures on a monthly basis and reviews overall financial performance with the authority having jurisdiction on an annual basis.

Please see Criterion 4B: Financial Practices Summary above

CC 4B.5 **Qualified auditors conduct annual independent financial audits for the prior fiscal year. If deficiencies exist, the agency prepares a plan to resolve audit exceptions for approval by the AHJ.**

Please see Criterion 4B: Financial Practices Summary above

4B.6 The agency and any subsidiary entities or auxiliaries have financial risk management policies and programs that identify and evaluate risks, establish risk management strategies, and evaluate the risk management program to protect the agency, its assets and employees.

Please see Criterion 4B: Financial Practices Summary above

4B.7 Programs designed to solicit financial support from external sources are aligned with the objectives of the agency. Agency policies govern all fundraising activities, comply with generally accepted accounting practices and other recognized financial principles, and are subject to public disclosure and periodic independent financial audits.

Please see Criterion 4B: Financial Practices Summary above

4B.8 Any revenue-producing organizations authorized to use the agency's name and/or reputation comply with agency principles of financial operation.

Please see Criterion 4B: Financial Practices Summary above

4B.9 The agency is in compliance with all granting agency requirements.

Please see Criterion 4B: Financial Practices Summary above

Criterion 4C: Resource Allocation

Appropriately allocated financial resources support the organizational mission, stated long-term plan, goals and objectives and maintains the quality of programs and services. The agency must ensure that programs and services provided can be supported by adequate fiscal resources using sound budgetary practices.

Summary:

The Colorado Springs Fire Department (CSFD) budget comes from two funding sources, the General Fund and the Public Safety Sales Tax (PSST). Over 50% of the General Fund comes from sales tax revenue and 100% of the PSST comes from sales tax revenue. The City Budget Office forecasts anticipated sales tax revenue for the upcoming budget year and throughout the current fiscal year. Annual budget expenditures are in line with revenue forecasts, if revenue collections are lower than anticipated, subsequent budget adjustments are made. The City uses long-term debt financing only when needed. It balances the use of debt financing with pay-as-you-go methods. The City may use the lease-purchase method of financing for property, vehicles, and equipment; however, this method is subject to annual appropriation, so it is not considered a long-term liability.

The CSFD budgets for apparatus replacement, facility repairs, and major program expenditures within the annual budget appropriation. The City has a Capital Improvements Program (CIP) which includes large purchases for the CSFD. The CIP is submitted as part of the annual budget.

The City's financial policies and the Colorado Revised Statutes require that expenditures equal revenue. The City Budget Office monitors expenditures and revenue throughout the year. The CSFD uses one-time funding only for equipment and apparatus replacement. The CSFD also receives grant funds for specific projects. Once the projects are completed any ongoing maintenance, costs are covered within the annual budget.

Performance Indicators:

CC 4C.1 Given current and forecasted revenues, the agency sustains the level of service adopted by the AHJ.

Description

Through the level of funding provided by the City and through forecasted revenues, the CSFD sustains its level of service. The CSFD budget comes from two funding sources, the General Fund and the Public Safety Sales Tax (PSST). Over 50% of the General Fund comes from sales tax and 100% of the PSST comes from sales tax revenue. These funding streams are reliant on the economy. The City Budget Office forecasts anticipated sales tax revenue for the upcoming budget year and throughout the current fiscal year. Annual budget expenditures reflect an allocation of resources in line with the CSFD’s and City’s strategic plan goals; however, if revenue collections are lower than anticipated, budget adjustments are made. In November of 2021, city voters approved a ballot initiative which provided additional and an on-going funding mechanism for Wildfire Mitigation efforts which allowed the CSFD to increase the number of acres to be mitigation for this community.

Appraisal

Annually, the CSFD has made necessary adjustments to programs and services provided during the year and each budget cycle based on the current revenue and anticipated revenue projections.

Plan

If revenue remains flat or declines, the CSFD will be prepared to make reductions where necessary, beginning with less mission-critical items and in a manner that preserves community and firefighter safety.

References

2022 CSFD Budget

City Long Range Planning

Mayor Budget Letter to City Council

4C.2 Adequate resources are budgeted for the payment of long-term liabilities and debts.

Description

The City budgets for the payment of long-term liabilities and uses long-term debt financing only when needed. It balances the use of debt financing with pay-as-you-go methods. Additionally, the City may use the lease-purchase method of financing for property, vehicles, and equipment. Lease purchases decrease the impact of the cost the department by spreading the costs over several years and are subject to annual appropriation by City Council. Therefore, use of lease purchases is not considered a long-term liability. Limitations on City liabilities and debt are in accordance with City financial policies and the Colorado Springs City Charter §7-80.

Appraisal

Historically, the City's total bonded indebtedness as a percentage of total general obligation debt limits has been minimal. Since 2009, the City has no general obligation debt. The CSFD has paid for construction projects with cash from the Public Safety Sales Tax fund. Lease purchases have been used for apparatus replacement, self-contained breathing apparatus (SCBA) replacement, and cardiac monitor purchases. Pensions have posed a long-term liability, mainly due to closed sworn pension plan cost increases. The unfunded pension liability has been managed by the City with General Fund resources.

Plan

The CSFD plans to use budgeted dollars for station growth and large capital investments consistent with the City Budget Office's direction. The CSFD will partner with the City Budget Office on leasing options, impact fee analysis, and annexation fees to ensure the CSFD grows in a fiscally responsible manner.

References

City of Colorado Springs 2022 Budget Appendix B Financial Policies

City of Colorado Springs Charter §7-80

4C.3 The agency budgets future asset maintenance and repair costs are projected with related funding plans.

Description

The CSFD budgets for apparatus replacement, maintenance, facility repairs, and major program expenditures within the annual budget appropriation. Additionally, the City has a Capital Improvements Program (CIP) as part of the annual budget which includes items for the CSFD.

Appraisal

The number of maintenance projects that need to be completed has exceeded the available funds. The CSFD has used money budgeted to maintain its fleet of apparatus and vehicles, medical equipment, facility improvements, and equipment for major programs such as heavy rescue, wildland, personal protective equipment, high angle rescue, etc. The list of high priority unfunded CIP projects historically includes submissions for maintenance and investments in existing facilities.

Plan

The CSFD will use funds that are budgeted to leverage future replacement needs for apparatus, equipment, and facility repairs. Projects will continue to be prioritized with top priority given to mission-critical projects and firefighter safety.

References

2022 CSFD Budget

City Capital Improvements Plan

4C. 4 Budgets avoid the use of one-time funding sources for recurring standard annual operating expenses.

Description

The City’s financial policies and the Colorado Revised Statutes require there is continual funding for agency operations and that expenditures equal revenue. The City Budget Office monitors expenditures and revenue throughout the year and avoid the use of one-time funding sources for recurring annual operating expenses. The CSFD uses one-time funding primarily for equipment and apparatus replacement. The CSFD also receives grant funds for specific projects. Once the projects are completed, any ongoing maintenance costs are covered within the annual CSFD budget.

Appraisal

City financial polices have been effective to ensure the department avoids the use of one-time funding sources for operational expenses. The CSFD has used one-time funds to purchase major program equipment and apparatus and has completed capital projects such as facility renovations. Annual operating funds have been used to cover the continued maintenance costs of the equipment. Grant funds have been received for specific projects, such as wildfire mitigation efforts and purchase of equipment.

Plan

The CSFD will continue to use one-time money, if available, for replacing equipment and completing facility repairs. The CSFD will continue to apply for grants for specific projects and large capital purchases.

References

2022 CSFD Budget

City of Colorado Springs 2022 Budget, Appendix B; Financial Policies

CC 4C.5 The agency maintains contingency funds in accordance with generally accepted accounting practice recommendations and anticipates budgetary restrictions and/or shortfalls.

Description

The City maintains contingency funds in the General Fund Reserve comprised of an unrestricted fund balance. The Government Finance Officers Association (GFOA) recommendation is to have enough money in reserves to cover two months of ongoing operating expenditures in the event of economic downturns or large-scale emergencies. Per the Colorado Constitution, Article X, Section 20 the Taxpayer’s Bill of Rights (TABOR), the City is required to have 3% of annual fiscal spending in restricted reserve for declared emergencies.

Appraisal

The City’s general reserve fund processes have been adequate and have met the needs of the City and the CSFD. On December 31, 2021, the City had an unrestricted fund balance of 24.2% of the 2022 expenditure budget. In addition, the City met the requirements for the restricted TABOR reserve.

Plan

The City will continue to maintain reserve fund balances under generally accepted accounting principles. As detailed in the Mayor’s Letter to City Council, the goal for 2022 is to have an unrestricted fund balance of 20.0%.

References

Colorado Constitution, Article X, Section 20 - TABOR

City of Colorado Springs 2022 Budget

Mayor Letter to City Council

Category 5: Community Risk Reduction Program

This category represents the community risk reduction program for the organization and community served. The intent is to define, develop, execute and measure the program as it relates to enforcement, education, economic incentive, engineering technology and emergency response. The program is a direct output of the Community Risk Assessment or Standards of Cover document. The program, while tracking traditional performance metrics, should focus on outcomes that identify the impact within the community.

The key elements used to evaluate these services are adequacy, deficiency, effectiveness, methods and results of programs. For purposes of accreditation, these terms are defined within the glossary.

The agency's mission, goals and objectives should determine the applicability of all the listed programs. The agency should decide the relevancy of each criterion in its self-assessment manual. For criteria in Category 5 that are not applicable to the agency, the agency should briefly explain why it does not provide this program.

Category 5

Criterion 5A: Prevention Program

The agency operates an adequate, effective and efficient program as identified in the community risk assessment and standards of cover. The approach is comprehensive and includes both prevention and mitigation strategies such as life safety, hazard risk reduction, plan review, code compliance, and the detection, reporting and control of fire and non-fire risks. The agency should conduct a thorough risk assessment as part of activities in Category 2 to determine the need for specific prevention programs.

Summary:

The Colorado Springs Fire Department (CSFD) has adopted and follows the 2015 International Fire Code, with local amendments as adopted through the Code of the City of Colorado Springs (City). In coordination with the Pikes Peak Regional Building Department, the City has also adopted the 2015 International Building Code, with local amendments. The Division of the Fire Marshal (DFM) has dedicated staff to enforce compliance with all applicable codes, and to meet the goals of community risk reduction. A plan review process is in place to ensure all construction activity and hazard activities comply with applicable codes and referenced standards.

Performance Indicators:

CC 5A.1 The authority having jurisdiction has an adopted fire prevention and building code(s).

Description

The City adopted and implemented the 2015 International Fire Code (IFC) with local amendments on May 24, 2018, through City ordinance 18-50 (Fire Prevention Codes and Standards). The IFC as amended is enforced by the CSFD. In addition, the City adopted and uses the 2015 International Building Code with local amendments through City ordinance 18-15 and it is enforced by the Pikes Peak Regional Building Department on the City's behalf.

Appraisal

The International Code Council (ICC) publishes new editions of codes every three years. Due to the time and effort needed to review and adopt new codes, the City has generally adopted every other edition of the fire and building codes. Each new edition of these codes is reviewed by the appropriate departments to keep current with the latest codes. When it is determined that the City will proceed with the review and adoption of a new code edition, internal code review teams are developed. The review teams compare the newly published code to the current code and any editions in between to identify changes. The review teams will make recommendations to the fire and building code officials for any needed amendments prior to public process and adoption. Amendments are developed based on local need and to align with City Code and City Charter. Select stakeholder groups are presented with the proposed codes and amendments for feedback prior to formal adoption. Through cooperation with the Pikes Peak Regional Building Department and the City, adoption and enforcement of the fire code has been successful.

Plan

The ICC has recently published the 2021 International Fire and Building Codes. The CSFD will begin the formal code review process within the next 12 months, with a goal for adoption in 2023.

References

City of Colorado Springs Ordinance 18-15

City of Colorado Springs Ordinance 18-50

2015 International Fire Code

2015 International Building Code

Code of the City of Colorado Springs

Charter of the City of Colorado Springs

CC 5A.2 **The code enforcement program ensures compliance with applicable fire protection law(s), local jurisdiction, hazard abatement, and agency objectives as defined in the community risk assessment/standards of cover.**

Description

The City has adopted the 2015 International Fire Code with local amendments. As such, there is an expectation that all commercial businesses, manufacturing, places of assembly and services comply with these fire protection laws. A dynamic inspection cycle is developed based on local fire loss statistics and known code related behaviors and experience because of business relationships and interactions. This cycle is renewed annually as the department evaluates experiences and establishes schedules based on occupancy classifications. The CSFD Division of the Fire Marshal (DFM) has dedicated staff to enforce compliance with all applicable codes, and to meet the goals of community risk reduction. A plan review process is in place to ensure all construction activity and hazard activities comply with applicable codes and referenced standards.

Appraisal

While the methodology and the desired inspection cycle used by the CSFD remain progressive, the DFM has not been able to ensure fire code compliance at all locations. There are roughly 27,000 facilities in the city that should be in compliance with the fire code. With its current resources, the CSFD has only been capable to inspect about 4,000 of these occupancies annually. The department would like to provide more frequent and more regular fire safety interaction with businesses; however, staffing levels and resource constraints have made this difficult to achieve.

Plan

Plans regarding business and other occupancy inspections will be developed on an annual basis to ensure reasonable fire code compliance. These plans will provide for allotted staff to accomplish the tasks. The department is currently in the process of conducting an in-depth community risk assessment (CRA). Moving forward, the CRA will be used to determine inspection priorities and frequencies based upon the identified high-risk activities and/or occupancies. NFPA 1730, Standard on Organization and Deployment of

Fire Prevention Inspection and Code Enforcement, Plan Review, Investigation, and Public Education Operations will be used in conjunction with the CRA to help establish inspection priorities and frequencies based upon current and future staffing levels.

References

2015 International Fire Code

CSFD Division of the Fire Marshal Organizational Chart

NFPA 1730: *Standard on Organization and Deployment of Fire Prevention Inspection and Code Enforcement, Plan Review, Investigation, and Public Education Operations* (Exhibits)

CC 5A.3 The prevention program has adequate staff with specific expertise to meet the goals, objectives and identified community risks.

Description

The CSFD Division of the Fire Marshal (DFM) has dedicated staff with specific expertise in three separate work units for the enforcement of the adopted fire code: Code Services, Construction Services, and Technical Services. The activities of these programs are supervised by the fire marshal and two deputy fire marshals. These staff provide plan review and inspection duties in accordance with the adopted fire code. All staff are trained in accordance with the job performance requirements (JPRs) from NFPA 1031, Standard for Professional Qualifications for Fire Inspector and Plan Examiner. In addition, they are required to obtain and maintain the necessary certifications at the appropriate levels through the International Code Council and the State of Colorado. The necessary certifications and job requirements are detailed in each applicable job classification.

Code Services has eight inspectors that are primarily responsible for code enforcement in existing buildings and businesses. Their duties focus primarily on code-required operational permits, schools, licensing inspections, citizen and firefighter complaints, and referrals for code violations.

Construction Services has four fire protection engineers, three senior field inspectors/plan reviewers, and six dedicated inspectors. Their primary focus is plan review and inspections related to fire code required construction permits and activities associated with fire protection system installation/modification and building permits.

Technical Services has one fire protection engineer supervisor who spends about 50% of their time conducting plan review activity related to development plans for CSFD access, hazardous materials, and high-piled combustible storage. There is one full time fire protection engineer who is responsible for hazardous materials and high-piled combustible storage reviews for fire code compliance. The unit also has four fire inspectors responsible for hazardous materials and technical related inspections.

Additionally, the units are supported by six administrative support staff to help meet the goals, objectives and identified community risks.

Appraisal

Each year, CSFD issues several inspections based upon the occupancies that have code-required operational permits. In 2021, about 3,000 operational permit inspections were issued. Construction Services and Technical Services are under-staffed have been unable to satisfactorily handle the current plan review and inspection workloads assigned to those work units. With unprecedented growth in the community, the department currently needs 8-10 more inspectors to meet the business inventory growth and provide timely fire inspections to all businesses within the community.

Plan

The Fire Marshal will continue to request additional inspectors, as the budget allows. Once the department has finished a more thorough community risk assessment, the acquired data will validate the need for more inspectors. The 2022 budget process includes a request for eight additional inspectors. These eight positions, if granted, will allow us to increase the overall number of inspections completed annually with a focus on residential health care facilities, places of assembly, and multi-family housing.

References

CSFD Division of the Fire Marshal Organizational Chart

Fire Marshal Job Classification

Deputy Fire Marshal Job Classification

Fire Inspector I Job Classification

Fire Inspector II Job Classification

Fire Inspector Senior Job Classification

Fire Protection Engineer I Job Classification

Fire Protection II Engineer Job Classification

Fire Protection Senior Job Classification

NFPA 1031: *Standard for Professional Qualifications for Fire Inspector and Plan
Examiner* (Exhibits)

5A.4 A plan review process ensures that adopted codes and ordinances determine the construction of buildings and infrastructure (such as hydrants, access, and street width).

Description

The CSFD Division of the Fire Marshal's (DFM) fire prevention efforts include a robust plan review process. The DFM is involved in plan review from the land use conceptual discussion through the formal development plan process. The Code Services team is part of the civil plan review process for utilities and reviews all plans for water systems and fire hydrant placement to ensure compliance with the fire code and the CSFD's operational needs. The Construction Services team participates in the review process through the Pikes Peak Regional Building Department (PPRBD) as a required review agency for building construction plans. In addition to required signatures on the above plan process, the Technical Services team reviews deferred submittals from the PPRBD directly to the CSFD for hazardous materials use and storage, high-piled combustible storage, code required operation permit plans, and fire protection systems.

Appraisal

The CSFD has been dedicated to timely and accurate plan review processes. The DFM's units regularly meet with partnering regulatory agencies to discuss workflow to ensure effective and efficient services have been provided to our customers. With the goal to conduct 90% of plan reviews within five days of submittal, staffing and priorities have been adjusted to accomplish timely reviews when there has been an increased workload during times of high construction volume.

Plan

The DFM will continue to monitor workload trends and adjust staffing levels as needed to reasonably accomplish timely reviews. In addition, the DFM is studying the feasibility of opening a satellite office to accommodate customers in the rapidly growing north and east sides of town.

References

Division of the Fire Marshal Organizational Chart

5A.5 The prevention program identifies the frequency that occupancies are inspected.

Description

The 2015 International Fire Code gives the fire code official the authority to inspect buildings, as needed, to conduct fire safety inspections. The code also has a number of operational permits for hazardous activities that can be issued by the fire code official for a prescribed period of time. The current established inspection schedule for operational permits is annually. The businesses that do not hold operational permits are not on a current inspection schedule.

Appraisal

The DFM has been conducting roughly 3,000 issued inspections annually. In addition to the issued inspections, over 1,000 non-issued inspections have been performed each year. The non-issued inspections include fire safety complaints, firefighter referrals of fire code violations, and license inspection requests. Records have indicated that a full-time inspector has been able to conduct approximately 900 – 1,000 inspections per year. With the number of site visits required to conduct initial and re-inspections, an inspector can complete inspections for roughly 400 businesses per year. These numbers have varied depending upon factors such as the types of inspections, size of facilities, complexity of the inspections, et cetera, but these numbers have been used for planning purposes.

An additional challenge has been six inspectors are also origin and cause fire investigators. These six employees dedicate roughly 40% of their time to fire investigations, which has reduced the number of inspections they can complete annually.

Plan

Over the next 12-18 months, the CSFD will be working to data mine inspection statistic to gain a better understanding of inspection capacity. This data mine, coupled with the results of the ongoing community risk assessment, should provide us the information needed to launch an inspection frequency model using NFPA 1730, Standard on Organization and Deployment of Fire Prevention and Inspection and Code Enforcement, Plan Review, Investigation, and Public Education Operations. Using results of the community risk assessment, occupancy classifications from the International Code Council will be divided

into occupancy risk classifications. Then, using NFPA 1730, inspection frequencies can be established based upon risk classifications and NFPA 1730 recommendations. The risk and frequency will then dictate appropriate staffing levels to meet the goals, objectives and identified community risks.

References

Code Services Monthly Report (Sample)

2015 International Building Code, Use and Occupancy Classifications

NFPA 1730: *Standard on Organization and Deployment of Fire Prevention and Inspection and Code Enforcement, Plan Review, Investigation, and Public Education Operations* (Exhibits)

5A.6 The agency sets specific, targeted, and achievable annual loss reduction benchmarks for fire incidents and fire casualties based upon the community risk assessment and baseline performance.

Description

The CSFD does not currently have documented loss reduction benchmarks. With a formal community risk assessment in development, the CSFD uses its annual statistical reports and institutional knowledge of the risks in the community to establish risk reduction goals.

Appraisal

The current method of identifying risk reduction goals has been marginal, however, the CSFD recognizes the need for a more formal and documented process.

Plan

The completion of a thorough community risk assessment and use of past and current performance indicators will assist in providing targeted measurements for loss reduction. Once the ongoing community risk assessment is completed, the CSFD will begin to better define and target annual loss reduction benchmarks.

References

CSFD 2020 Annual Statistical Abstract

CC 5A.7 The agency conducts a formal and documented program appraisal, at least annually, to determine the program’s impacts and outcomes, and to measure performance and progress in reducing risk based on the community risk assessment/standards of cover.

Description

The CSFD conducts a formal and documented annual program appraisal of each of its operationally critical programs to determine the program’s impacts and outcomes and measure performance and progress towards goals and objectives. In addition, the annual statistical abstract is used to study community risk. Trends in fire responses are one aspect of determining how to best utilize fire prevention resources to reduce community risk. With a formal community risk assessment in development, the CSFD focuses staff efforts on the adopted fire code’s required operation permits.

Appraisal

Each year the supervisors of the CSFD’s Division of the Fire Marshal (DFM) study the previous year’s statistical reports to establish priorities and set goals for the upcoming year. Noted substantial increase or change in the various metrics of the statistical reports are discussed to determine if there are needed changes to our fire prevention efforts to address those noted risks. With limited staff, decisions are made as to where we can provide the biggest impact by focusing efforts to address the community risks identified in the reports.

Plan

The CSFD DFM will continue to annually review its performance. Based on its analysis and comparison with the community risk assessment, adjustments will be made to improve processes and performance.

References

CSFD 2020 Annual Statistical Abstract

2021 Annual Program Appraisal - Code Services

Category 5

Criterion 5B: Public Education Program

A public education program is in place and directed toward reducing community risks in a manner consistent with the agency's mission and as identified within the community risk assessment and standards of cover. The agency should conduct a thorough risk analysis as part of activities in Category 2 to determine the need for a specific public education program.

Summary:

The Community Education and Outreach (CEO) Unit of the Colorado Springs Fire Department (CSFD) is part of the Division of the Fire Marshal (DFM) and consists of three fire and life safety educators (FLSE) and a supervisor. These personnel work to produce and facilitate educational programs that address the needs of the community. The range of Community Risk Reduction (CRR) programs provides education for people of all ages as well as businesses, healthcare facilities, and schools. In addition to ongoing activities, the FLSEs also support special events, such as health and safety fairs, neighborhood meetings, school events, and presentations to area non-profit organizations and associations that serve underprivileged demographics.

There are several high-risk audiences for whom the CSFD CEO unit conducts CRR programs. These programs are multi-faceted and address youth misuse of fire, fire safety, injury prevention, systems engineering, fire code, emergency preparedness, wildfire mitigation, fire operations pre-planning, access to community resources, and one-on-one training. Analysis of the programs offered through the CEO unit is evaluated on a monthly, quarterly, and annual basis using the Community Services Monthly Report. The monthly report tracks the number of presentations, audiences reached, intervention assessments, classes, and events. Management reviews this data and compares it against the CSFD statistical abstract to monitor the potential impact that education has on call volume and overall risk reduction.

Performance Indicators:

CC 5B.1 The public education program targets specific risks, behaviors and audiences identified through incident, demographic and program data analysis and the community risk assessment/standards of cover.

Description

The CSFD has identified several targeted risks, behaviors, and audiences through incident, demographic, and program analysis and the Community Risk Assessment/Standards of Cover (CRA/SOC) for whom the CSFD's CEO unit conducts educational programs. The programs are multi-faceted and address the following areas:

- Youth misuse of fire (FireFactor) – The FireFactor 4th grade prevention program is designed specifically for 4th graders to learn about fire science and introduces what the misuse of fire means. The FireFactor 6th grade prevention program is designed specifically for middle school students to learn about fire in our community and the impacts of misusing fire. The FireFactor2 program is an intervention program specifically designed to work with youth that have a propensity to misuse fire. The FireFactor+ program is geared for the caregivers of children that have been involved in a firesetting incident or that show a great interest or curiosity about fire.
- Youth fire and injury prevention (SafetyFactor) - The SafetyFactor Kindergarten prevention program is specifically for kindergarten students to learn what sound a smoke alarm makes and how to get low and go in the event of a fire in the home. The SafetyFactor 2nd grade prevention program is developed for 2nd grade students to learn basic fire safety, the importance of wearing bike helmets, what students should know in an emergency situation, and knowing how and when to activate 9-1-1.
- Community risk reduction programs (Link Community Risk Reduction Programs)
- The CSFD Link community risk reduction programs link together fire safety, injury prevention, systems engineering, fire code, emergency preparedness, fire

operations pre-planning, access to community resources, and one-on-one training. These programs provide a complete integrated prevention approach including:

- BusinessLink - focused on small to large businesses
 - CampusLink - focused on college campuses
 - CARELink - focused on independent, assisted living, memory care, and nursing facilities
 - NeighborLink - focused on property managers, HOA's, and residents of single-family homes and multi-family apartment homes
 - SchoolLink – focused on providing schools with resources and trainings to have a fire safe school
- Additional programs – Other community risk reduction (CRR) educational programs are supported by the CSFD and the CEO unit upon request. The CEO unit facilitates the local Fire and Life Safety Consortium which meets monthly with community leaders, schools, mental health agencies, parks and recreation department, military liaisons, hospitals, and other community outreach groups.

Appraisal

The CRR programs and services has targeted high-risk populations in the community to increase behavior change. There has been success with the CARELink program related to call volume decrease. For example, after working with staff and residents at an area senior living facility on the proper use of 911, there was a 50% decrease in emergency calls to the facility. Unfortunately, emergency call volume has increased due to facility staff turnover and the inability to maintain the education at the facility based on the lack of CEO staff availability.

The CEO unit has closely monitored local and national trends to ensure that CSFD's educational efforts are relevant and current. The areas of growing concern are the increased building of multi-family housing, increased student enrollment in local colleges and universities, and an aging adult population.

Plan

The CSFD will continue to provide CRR programs with the staff available and make improvements based on feedback from participants, local and national trends, CSFD administration, and the statistical data. Based on recent demand for programs, and to adhere to NFPA 1730, Standard on Organization and Deployment of Fire Prevention Inspection and Code Enforcement, Plan Review, Investigation, and Public Education Operations, additional FLSEs are necessary to continue to meet demand. Staffing needs have been acknowledged by the CSFD administration and three additional FLSEs were requested during the 2022 budget review process.

References

CSFD Community Risk Assessment and Standards of Cover 2022

CSFD Community Education and Outreach Monthly Report (Sample)

Community Education and Outreach Programs (Screenshot)

2022 Budget Request for Fire Life Safety Educator

NFPA 1730: *Standard on Organization and Deployment of Fire Prevention Inspection and Code Enforcement, Plan Review, Investigation, and Public Education Operations* (Exhibits)

CC 5B.2 The program has adequate staff with specific expertise to address identified risks and meet the public education program goals, objectives.

Description

The CSFD CEO unit currently consists of three fire and life safety educators (FLSE) and one supervisor with specific expertise to provide community risk reduction (CRR) programs for the City of Colorado Springs. Per CSFD standards and in accordance with NFPA 1035, Standard on Fire and Life Safety Educator, Public Information Officer, Youth Firesetter Intervention Specialist, Youth Firesetter Program Manager Professional Qualifications, all staff in the CEO unit are certified in Fire and Life Safety Educator I and II, Youth Firesetting Prevention & Intervention Specialist I, Youth Firesetting Prevention & Intervention Program Manager, and Incident Command System (ICS) 100, 200, 300, and 700.

In addition to all the education programs delivered, the CEO unit provides internal support by teaching the FLSE curriculum to new fire trainees, teaching Fire Instructor I to company officer candidates, and serving as the situation status unit during large-scale emergency events. The CEO unit also serves as a regional CRR team, supporting agencies across El Paso and Teller counties by providing services for agencies without formal prevention programs. The current staffing levels limit the CSFD’s ability to address the identified risks and meet the public education program goals, objectives, or demands at the level desired by the department.

Appraisal

Due to budget cuts in 2008, CSFD CEO unit staffing was reduced from six full-time FLSEs and a supervisor to one full-time FLSE, one part-time FLSE, and a full-time supervisor. Since those reductions, some staffing recovery has occurred by re-classifying the part-time FLSE to a full-time position in 2018 and adding one additional full-time FLSE in 2022.

With growth in the city and the staffing reduction, the FireFactor and SafetyFactor programs have met established goals. In 2019, the FireFactor 4th and 6th-grade prevention

program reached over 4,503 students, and the SafetyFactor Kindergarten and 2nd-grade prevention program reached over 3,972 students. Also, in 2019, two FLSE's conducted 63 firesetting risk assessments with youth and their families and had 50 referred youth attend one of the six FireFactor2 classes offered that year. The time dedicated to the FireFactor intervention program has increased significantly. The referred youth to the intervention program are at a much higher risk of future firesetting and dangerous behaviors. These cases create additional time to ensure proper education, referrals to mental health and provide access to support services. Other programs have not met their specific goals in recent years.

The CEO unit has not fulfilled demand for the Link programs with current staffing levels. The demand for service has primarily come from high-risk healthcare facilities (independent, assisted, memory care, and nursing facilities), businesses, college campuses, schools, and multi-family housing communities due to changes in federal, state, and local codes and regulations.

Plan

The CSFD will continue to provide the current CRR programs to the extent possible with the current staffing level while making improvements based on feedback from the community and program analysis.

References

CSFD Community Education and Outreach Organizational Chart

Fire and Life Safety Educator Job Classification

Fire and Life Safety Educator Senior Job Classification

5B.3 Programs are in place to identify large loss potential or high-risk audiences (such as low socio-economic status, age and cultural/ethnic differences, where appropriate), forge partnerships with those who serve those constituencies, and enable specified programs to mitigate fires and other emergency incidents (such as home safety visits, smoke alarm installations, free bicycle helmet programs, fall prevention programs, etc.).

Description

The CSFD CEO unit provides various community risk reduction programs that educate high-risk populations and populations that live in areas with the potential for a significant loss of life and/or property and establishes relationships with community partners to aid in facilitating those programs. Examples include the following:

- During Fire Prevention Month, home safety visits, free batteries, smoke alarms, and carbon monoxide alarms are provided and installed in high-risk neighborhoods with the support of the local chapter of the American Red Cross (ARC). In addition, the CSFD offers free Americans with Disability Act strobe smoke alarms to those with a qualifying disability who cannot purchase them.
- At Title 1 (low income) schools where the CSFD offers the SafetyFactor program, students are provided free bicycle helmet coupons. The families can obtain their free bicycle helmet at Fire Station #8, and the firefighters ensure that the helmet is properly fitted. This fire station serves a low-income area of the city.
- Any homeowner can contact the CSFD to request a free wildfire mitigation on-site consultation to determine what mitigation work should be completed around their home to make it less vulnerable to wildfire.
- A neighborhood chipping program works in stewardship with over 100 neighborhoods to assist residents with the disposal of tree branches and hazardous vegetation. Chipping occurs during a predetermined week for each neighborhood, and individual homeowners must register to participate.

- The NeighborLink program works with high-risk housing areas to provide fire and life safety education and materials.
- Operational fire crews carry and install smoke alarms when they identify a need.

The CSFD is a key member of many community coalitions and working groups to ensure it serves the most at-risk community members. These groups include the Fire and Life Safety Consortium, which meets monthly with community leaders from schools, mental health agencies, parks and recreation department, military liaisons and hospitals, the American Red Cross, Drive Smart Colorado, SafeKids Colorado, Pikes Peak Advocating for Collaboration in Care Transitions, Crime-free Multi-housing, and many other local, regional, state, and national groups.

Appraisal

The programs offered to support the most high-risk audiences have been effective to those that the CSFD can reach with its current staffing levels. The CEO unit has collected feedback for participants through surveys to evaluate effectiveness and suggestions for improvement. The CSFD has not been collecting data regarding smoke alarm installations by operations crews.

Plan

The CEO unit will create a tracking system to collect smoke and carbon monoxide alarm installation data from operations personnel and a process will be developed to track injury and health issues affecting high-risk demographics. When completed, the CEO unit will utilize the findings to address the needs of high-risk community members. The CSFD will work to strengthen its existing relationship with the ARC to expand the smoke alarm installations and home safety visits.

References

CSFD Community Education and Outreach Monthly Report (Sample)

2021 CRA Survey

Fire and Life Safety Consortium Minutes (Sample, January 2022)

CC 5B.4 The agency conducts a formal and documented program appraisal, at least annually, to determine the program’s impacts and outcomes, and to measure performance and progress in reducing risk.

Description

Analysis of the community risk reduction programs offered through the CEO unit is documented on a monthly and annual basis through the CEO Monthly Report and annual program appraisal. The monthly report tracks the number of presentations, type of audiences reached, youth firesetting risk assessments, classes conducted, and events attended. Management reviews this data and compares it against the CSFD’s statistical abstract to monitor the potential impact that education has on call volume. The annual program appraisal summarizes the program’s impacts and outcomes and measures performance and progress towards goals and objectives.

Appraisal

By tracking program performance, the CSFD has compared impacts and outcomes with the fire reporting system and the annual statistical abstract to measure the impact to the community and the effectiveness of the messages delivered. The programs offered to support the community have been effective to those the CSFD has reached.

Plan

The CSFD will continue to use its monthly and annual reports to ensure the programs remain focused on the community's needs. Improvements will be made to the fire reporting system to track data specifically related to community risk reduction programs such as lift assists, property loss, fire cause and origin, and youth firesetting.

References

- CSFD Community Education and Outreach Monthly Report (Sample)
- 2021 Annual Program Appraisal - Community Education and Outreach
- CSFD 2020 Statistical Abstract

Category 5

Criterion 5C: Fire Investigation, Origin, and Cause Program

The agency operates an adequate, effective, and efficient program directed toward origin and cause investigation and subsequent classification of fires, explosions, and other emergency situations that endanger life or property to drive community risk reduction activities. The agency should conduct a thorough risk analysis as part of activities in Category 2 to determine the need for a fire investigation program.

Summary:

The Colorado Springs Fire Department (CSFD) has the authority to investigate the origin and cause of all fires within the jurisdictional boundaries of the City of Colorado Springs (City). This authority is granted by the 2015 edition of the International Fire Code (IFC) as amended by the City Council of Colorado Springs on May 24, 2018. In addition, the CSFD may also investigate fires in neighboring communities and military bases, as requested by those jurisdictions through mutual aid agreements.

The CSFD currently works in cooperation with the Colorado Springs Police Department's (CSPD) Regional Explosives Unit and Major Crimes Unit; the Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF); and the Colorado Division of Fire Prevention and Control on major fires. These partnering agencies provide assistance to the CSFD as requested for significant or complex fire investigations.

Currently the CSFD has six Fire Inspector II - Origin and Cause Investigators and one Deputy Fire Marshal who are responsible for determining the origin and cause of fires. All fire officers in the Operations Division have the authority and responsibility to conduct a preliminary investigation to determine if the incident requires that an investigator be called to the scene.

All fires are investigated by Fire Inspector IIs when requested to do so. Natural and accidental fires are generally investigated by fire officers or Fire Inspector IIs. If fires are of greater complexity due to size, severity, complexity, determined to be incendiary, or are undetermined with the possibility of being intentionally set, the CSPD Regional Explosives Unit is notified to assist.

CC 5C.1 The agency's fire investigation, origin, and cause program is authorized by adopted statute, code, or ordinance.

Description

Authority for the CSFD to investigate the origin and cause of all fires within the jurisdictional boundaries of the City is granted by the City Code of Colorado Springs, Chapter 8, Article 2, Part 3 (8.2.307), which gives the Fire Chief the authority to enforce all laws pertaining to fire mitigation and fire prevention. For the CSFD, this authority is delegated through the Fire Chief to the Fire Marshal, to the Deputy Fire Marshal for Code Services, and the Deputy Fire Marshal of Code Services delegates his/her authority to each investigator. Further responsibility is authorized through the 2015 edition of the International Fire Code (IFC) as amended by the Colorado Springs City Council on May 24, 2018.

Appraisal

Appropriate authority has been granted by the City of Colorado Springs to the CSFD to conduct its fire investigation program. Further authority has been granted through the 2015 IFC with amendments through City Ordinance 18-50.

Plan

The CSFD will continue to follow the 2015 IFC, with amendments, and the City Code of Colorado Springs as the governing authority with responsibility to conduct fire origin and cause investigations in its jurisdiction. Additionally, the CSFD will continue to rely on standing agreements with the Colorado Springs Police Department for law enforcement case follow up.

References

City Code of Colorado Springs Chapter 8 Article 2 Part 3 (8.2.307)

2015 IFC International Fire Code, as amended

City of Colorado Springs Ordinance 18-50

CC 5C.2 The agency uses a systematic approach based on the scientific method to investigate all fire and explosion incidents. The investigation should determine or render an opinion as to the incident’s origin, cause, responsibility and/or prevention to include the damage and injuries that arise from such incidents.

Description

All fire investigators of the CSFD have been trained in the use of systematic, scientific methods through various courses at the National Fire Academy, Certified Fire Investigator Training through the International Association of Arson Investigators, and/or a course on NFPA 921, Guide for Fire and Explosion Investigations presented by the National Association of Fire Investigators. Use of the scientific method is included in both the CSFD Investigators Operations Manual and CSFD Investigators Unit Field Training Manual. It is standard practice for origin and cause investigators to collect data in the form of photographs, interviews, and evidence samples. The data may be analyzed through laboratory tests, studying photographs, and looking at fire patterns to determine if they match statements from firefighters, witnesses, or the investigator’s own observations. Hypotheses are developed and either eliminated or pursued, depending on testing against NFPA 921 and Kirk’s Fire Investigation, and a final hypothesis is selected to determine the origin and cause, including damage and injuries that arise from such incidents.

Appraisal

All investigators have received initial and ongoing training in NFPA 921, which includes use of the scientific method. In 2021, the Fire Investigations Training Manual was updated to correlate with the updated versions of NFPA 1033 and NFPA 921. A standard fire investigation report template has been used to ensure all fire investigation origin and cause reports contain consistent information and cover all elements of the fire investigation.

Plan

The CSFD will continue to evaluate its Fire Investigation Unit to include resources and processes that could improve its ability to process a fire scene. The CSFD will continue to use NFPA 921 and the scientific method to investigate and determine origin and cause.

References

CSFD Division of the Fire Marshal Code Services Operations Manual

CSFD Investigations Unit Field Training Manual

Kirk's Fire Investigation, 8th Edition (Hardcopy, Resource Library)

CSFD ESO Report (Sample Investigation p.9)

NFPA 921: *Guide for Fire and Explosion Investigations* (Exhibits)

NFPA 1033: *Standard for Professional Qualifications for Fire Investigator* (Exhibits)

CC 5C.3 The program has adequate staff with specific expertise to meet the fire investigation, origin, and cause program goals, objectives, and identified community risks.

Description

The CSFD currently has six Fire Inspector II - Origin and Cause Investigators and one Deputy Fire Marshal with specific expertise to determine origin and cause. All officers in the Operations Division have the authority and responsibility to conduct a preliminary investigation to determine if the incident requires an investigator to be called to the scene.

The standard work schedule has two Fire Inspector II investigators on standby 24 hours a day for a seven-day rotation. The schedule allows for a one week on and two weeks off rotation. When not conducting fire investigations, staff are responsible for conducting routine fire inspections.

All CSFD fire investigators have been trained in the use of systematic, scientific methods through various courses at the National Fire Academy, Certified Fire Investigator Training through the International Association of Arson Investigators, and/or a course on NFPA 921, Guide for Fire and Explosion Investigations presented by the National Association of Fire Investigators. The necessary certifications and job requirements are detailed in each applicable job classification.

Appraisal

The CSFD is at the authorized staffing level of six Fire Inspector II Origin and Cause Investigators which has been sufficient to meet the fire investigation, origin, and cause program goals, objectives, and identified community risks. The Fire Investigations Unit has responded to all investigation requests. For major incidents that have required additional personnel, or physical resources beyond the capability of the CSFD, the unit has coordinated with local, state, and federal resources. In 2021, Code Services received support on three occasions from the Bureau of Alcohol, Tobacco, Firearms and Explosives (BATF) and Colorado Division of Fire Prevention and Control.

Plan

The Fire Investigations Unit is currently satisfactorily staffed. However, the CSFD is always looking for areas of improvement to better balance the inspection load of the investigators, so their time may be utilized efficiently between inspections and investigations.

References

CSFD Division of the Fire Marshal Organizational Chart

Deputy Fire Marshal Job Classification

Fire Inspector II Job Classification

NFPA 921: *Guide for Fire and Explosion Investigations* (Exhibits)

CC 5C.4 The agency conducts a formal and documented program appraisal, at least annually, to determine the program’s impacts and outcomes, and to measure performance and progress in reducing risk.

Description

An appraisal of the CSFD Fire Investigations Unit is completed annually by the Fire Marshal and the Deputy Fire Marshal of Code Services to determine the program’s impacts and outcomes and to measure performance and progress reducing risk. Monthly reports are completed, including year to date progress, which is then captured in the annual statistical abstract and the annual unit program appraisal. In addition to the annual appraisal, each fire investigation report is reviewed by the Deputy Fire Marshal and discussed with the Investigation Unit. Investigation findings, hypotheses, evidence, and fire cause determinations are discussed to ensure the quality and accuracy of each report.

Appraisal

The current appraisal process has been satisfactory. The Fire Marshal and Deputy Fire Marshal study the previous year’s CSFD Statistical Abstract and the CSPD’s Law Enforcement Records Management System (LERMS) case management program to determine unit effectiveness.

Plan

The CSFD will continue the current appraisal process in which workload is evaluated each year. Staff will continue to debrief each incident to ensure reporting accuracy and investigation quality. Investigators will continue to work on cases with the designated law enforcement agency to ensure the CSFD reports provide necessary information and detail to follow-up and close the case.

References

CSFD 2020 Statistical Abstract

2021 Annual Program Appraisal - Fire Investigations

Category 5

Criterion 5D: Domestic Preparedness Program

The agency operates an all-hazards preparedness program that includes a coordinated multiagency response plan designed to provide the community preparedness and resiliency in response to terrorist threats or attacks, major disasters, and other large-scale emergencies occurring at or in the immediate area.

Summary:

Domestic preparedness, planning, and response is managed by the Pikes Peak Regional Office of Emergency Management (PPROEM). The PPROEM is an inter-jurisdictional disaster agency to serve the people of El Paso County (County) and the City of Colorado Springs (City) during a natural, technological, or human caused disaster or emergency event. PPROEM works closely with the Colorado Springs Fire Department (CSFD) and a CSFD Captain is assigned to the support staff at the agency.

The all-hazards Emergency Operations Plan (EOP) for the region is developed by PPROEM in cooperation with CSFD and other stakeholders. This document defines the roles and responsibilities of all participants and provides the framework for ensuring a coordinated response by city, state, and federal agencies in managing emergencies and disasters. The CSFD also complies with the National Incident Management System (NIMS) and requires the use of the Incident Command System (ICS) during all emergencies.

Outside support agencies are identified through various types of agreements. The CSFD primarily uses the Colorado Springs Public Safety Communications Center to record information and provide data on needed resources using the computer aided dispatch (CAD) system. It also uses WebEOC, a web-based situational awareness tool. The CSFD participates in several planned emergency exercises annually.

There are several documents that contain vulnerability information and operational plans to protect critical infrastructure. The CSFD has a documented continuity of operations plan (COOP) in conjunction with the City that is reviewed and updated at least annually. Intelligence sharing with other public safety agencies is done through the Colorado

Information Analysis Center (CIAC), a statewide fusion center operated by the State of Colorado's Department of Homeland Security and Emergency Management (DHSEM).

Performance Indicators:

CC 5D.1 The agency maintains a local emergency operations/all-hazards plan that defines roles and responsibilities of all participating departments and/or external agencies. The agency participates in maintaining and revising the plan with the AHJ.

Description

The PPROEM Emergency Operations Plan (EOP) is the department’s all hazard plan. The purpose of the EOP is to identify the roles, responsibilities, and actions required of participating City and County agencies, departments, and enterprises in preparing for and responding to emergencies and disasters. The EOP helps to ensure a coordinated response by city, county, state, and federal governments; manage emergencies and disasters; save lives; prevent injuries; protect property; and protect the environment. It provides a framework of policies, objectives, and approaches for coordinating, integrating, and administering the EOP and related programs of city, county, state, and federal governments. It also provides a “whole of community” approach for the integration and coordination of volunteer agencies active in disasters (VOAD) and private organizations/businesses involved in emergency response and relief efforts.

Appraisal

The PPROEM EOP has established the framework for all plans developed and used by participating agencies and City departments, as well as the governing plan for all emergency plans within the County. The plan has been effective for planning purposes and for execution when the mayor, or designee, makes an emergency declaration.

Plan

The PPROEM will perform updates and revisions to the EOP with full stakeholder input every five years from the date of plan adoption.

References

PPROEM Emergency Operations Plan 2021

5D.2 The agency complies with the National Incident Management System, or other appropriate incident management system, and its operational methods are compatible with all external response agencies.

Description

The CSFD and PPROEM require the use of the incident command system (ICS) during all emergencies as detailed in Administrative Procedure Manual (APM) 502, National Incident Management System (NIMS); Operations Procedure Manual (OPM) 200.01, Command Procedures; and the PPREOM Emergency Operations Plan (EOP) 2021. All CSFD personnel are trained in NIMS with ICS being a major component. The CSFD utilizes the Federal Emergency Management Agency's (FEMA) NIMS training guidelines for all first responders, supervisors, managers, command, and general staff. Courses include, but are not limited to:

- IS-100: Introduction to ICS
- IS-200: Basic ICS
- E/L/G0300: Intermediate ICS
- E/L/G0400: Advanced ICS
- IS-700: Introduction to NIMS
- IS 800: National Response Framework

The CSFD maintains internal and external NIMS related training and exercise records within the Target Solutions software database system. NIMS and ICS certifications are also recorded in Target Solutions.

Appraisal

City employees, both sworn and civilian, have been trained in and used NIMS and ICS extensively. The ICS has been routine practice for first responders within the city. The CSFD and the Colorado Springs Police Department (CSPD) have trained together regularly and have implemented ICS principles daily. All neighboring agencies and

jurisdictions in the region have accepted NIMS and ICS principles and the CSFD has participated with these partners during joint training evolutions and exercises.

Plan

The CSFD will continue to train/educate and implement NIMS and ICS for all emergency situations.

References

Administrative Procedure Manual 502, National Incident Management System

Operations Procedure Manual 200.01, Command Procedures

Target Solutions Individual Training Record (Sample)

PPROEM Emergency Operations Plan 2021

5D.3 The agency has a process in place for requesting additional resources not readily available in the community served.

Description

The CSFD and PPROEM identifies and determines where requesting outside agency support may be required through ongoing analysis of the potential threats to the city. These outside agencies may include, but are not limited to, volunteer groups/agencies, non-governmental organizations (NGOs), private sector agencies, regional fire and police departments, as well as county, state, and federal departments and agencies.

The CSFD maintains many intergovernmental agreements (IGA) and memorandums of understanding (MOU)for mutual aid and/or automatic aid with local, state, military, public, and private agencies. The status of all agreements is reviewed at least annually; a spreadsheet is maintained to assure agreements are current and will not expire within the year. Steps for monitoring agreements are detailed in Administrative Procedure Manual (APM) 407, Mutual Aid.

The CSFD and PPROEM maintain plans that include systematic identification of resource requirements, shortfalls, and inventories consistent with the Hazard Identification and Risk Assessment (HIRA, contained within the Pikes Peak Regional Multi-Hazard Mitigation Plan) and agreements needed in preparation for an emergency/disaster and as needed during response and recovery.

Appraisal

The PPROEM Resource Management Plan has been used to describe the process and procedures for general resource management between agencies and departments in the region. This plan is a living document and has been updated based on changes in the regional emergency preparedness planning process. The PPROEM, in collaboration with the CSFD and other stakeholders in the Pikes Peak region, has evaluated and maintained the plan through exercised or real-world events at least once per year. This has been an effective process for the CSFD and PPROEM.

Plan

The CSFD will continue to utilize IGAs and MOUs to support emergent and non-emergent operations within the city. The CSFD will continue to update contact information, checklists, and activation procedures for each agreement. The CSFD will also continue to work with PPROEM to improve coordination of resources within the region and enhance cooperation and working relationships with regional partners.

References

CSFD Administrative Procedure Manual 407, Mutual Aid

Pikes Peak Regional Multi-Hazard Mitigation Plan 2020 (2022 Review Update)

PPROEM Emergency Operations Plan 2021

PPROEM Resource Management Plan, 2021

Ellicott Fire Protection District IGA (Sample)

Cimmaron Hills Fire Protection District MOU (Sample)

5D.4 The agency has processes to record information and provide data on needed resources, the scope and nature of the event, and field resources deployed to local, state/provincial, and federal agencies.

Description

The CSFD utilizes two methods to record information and provide data on needed resources. First, the primary process is through the Colorado Springs Public Safety Communications Center (communications center). The communications center utilizes a computer-aided dispatch (CAD) system to allocate, dispatch, and track emergency apparatus.

Second, the CSFD utilizes a PPROEM-managed WebEOC account for both emergency and non-emergency events. WebEOC is a web-based situational awareness tool that provides real-time information, data sharing, mapping features, weather updates, communications, documentation, and resource ordering and tracking features which all assist emergency management personnel and first responders with incident management organization and support. WebEOC is scalable to support both small or large, and planned or unplanned events. The Colorado Division of Homeland Security and Emergency Management (DHSEM) also maintains a WebEOC account that is accessible to request emergency management and resources at the state level.

The CSFD and PPROEM follow internal policies and procedures for resource deployment and response under both normal and disaster situations. The communications center is trained on all policies and procedures for either situation. Electronic and printed copies of these policies and procedures are maintained and kept on-site at all times. Contingency plans have also been developed and tested in the event of shutdown or failure of the primary communications center.

Appraisal

Policies and procedures, approved to support information sharing, resource tracking, and field resource deployment have clearly identified the roles and responsibilities of communications center, fire department, police department, and emergency management

personnel. Regular training has been provided internally and externally to ensure safe and effective operations.

The PPROEM Emergency Coordination Center (ECC) and WebEOC have been tested in both real-world events and training scenarios that involved functional and full-scale exercises. Real-time activations of the ECC were followed with an after-action report (AAR) and an improvement plan (IP). Training scenarios have been built on training objectives established by PPROEM and its partner agencies, including the CSFD. Training events and exercises have followed the Homeland Security Exercise and Evaluation program (HSEEP).

Plan

The CSFD and PPROEM will continue to review, update, and provide training on all methods utilized to record and share information, allocate and track resources, and support emergency operations.

References

Operations Procedure Manual 200.04 PPROEM ECC and CSFD FDOC

PPROEM ECC Portal - WebEOC (Screenshot)

PPROEM Emergency Coordination Center Organization Chart

2021 ECC Functional Exercise After Action Report (Sample)

HSEEP Guidelines

5D.5 The agency conducts and documents a vulnerability assessment and has operational plans to protect the agency's specific critical infrastructure, including but not limited to materials, supplies, apparatus, facilities security, fuel, and information systems.

Description

The PPROEM leads and/or participates in the development of numerous vulnerability and continuity of operation assessments and has operational plans to protect community assets within the region including the city. Vulnerability assessments are document in the PPROEM Multi-Hazard Mitigation Plan. Each assessment assists with identifying critical infrastructure; determining hazards prone to affect the community, maintaining continuity of government/operation procedures, and identifying any gaps or areas of concern.

Appraisal

The CSFD has relied on PPROEM to ensure that the vulnerability assessment is current and relevant. The department has not experienced any major events threatening critical infrastructure since the Waldo Canyon Fire in 2012. The plans outlined in the CSFD's Continuity of Operations Plan (COOP) have been reviewed and updated at least annually and have been effective.

Plan

The PPROEM will continue to assess, identify, and address potential risks that threaten the community and update all plans and procedures as needed.

References

Pikes Peak Regional Multi-Hazard Mitigation Plan 2020 (2022 Review Update)

PPROEM Emergency Operations Plan 2021

Continuity of Government Plan 2017

Continuity of Government Plan Signature Page 2017

5D.6 The agency has a documented continuity of operations plan, that is reviewed annually and updated at least every five years, to ensure essential operations are maintained.

Description

The CSFD has a written Continuity of Operations Plan (COOP). This plan is built utilizing a web-based software solution that provides an off-site platform. The COOP meets the requirement of the Department of Homeland Security (DHS)/Federal Emergency Management Agency's (FEMA) Federal Continuity Directive 1 and 2 and Continuity Guidance Circular 1 and 2. Besides housing the COOP, this off-site server contains training records, vital records, and shared resource documentation to include the PPROEM Emergency Operations Plan (EOP). The COOP is reviewed annually by the CSFD. It is also evaluated by the PPROEM which provides feedback for the 10 recognized standards of a COOP. The PPROEM conducts annual training for COOP development to each department's primary continuity planner and his/her alternate.

Appraisal

The periodic review of the COOP by the PPROEM has worked well in keeping the plan current and effective. The feedback provided to the CSFD on its plan has allowed the department to maintain awareness of the content.

Plan

The PPROEM will continue with the current review and training regimen to meet industry standards.

References

CSFD Continuity of Operations Plan (COOP)

COOP Meeting 2022 (Outlook Event)

COOP Meeting 2021 (Outlook Event)

Federal Continuity of Directives 1 and 2

Federal Continuity Guidance Circular

5D.7 The agency has processes in place for intelligence sharing with other public safety agencies.

Description

To provide intelligence sharing capabilities for all agencies, the State of Colorado established the Colorado Information Analysis Center (CIAC). The CIAC was designated as the state's fusion center to create cross-jurisdictional partnerships between local, state, tribal, federal, and private sector entities. It provides a central point in Colorado for the collection, analysis, and timely dissemination of all-hazards information as well as the sharing of best practices.

The CIAC produces intelligence reports for both law enforcement and non-law enforcement personnel and can provide real-time information for thousands of key recipients throughout the United States. The CIAC acts as an early warning system for actual or suspected terrorist acts, natural disasters, and criminal activities and it helps to prevent and mitigate further threats.

The CSFD and PPROEM have designated threat liaison officers (TLO). A TLO is an identified person within law enforcement, fire service, emergency management, health, military, or the private sector that is responsible for coordinating terrorist and other criminal intelligence information from their local agency to the CIAC. The TLO is the direct point of contact for the CIAC at the local level and is the key to the two-way flow of information from the TLOs region to the CIAC. The TLOs collect relevant field intelligence from their area and report this information to the CIAC as applicable; they are also responsible for disseminating pertinent intelligence information from the CIAC to their own personnel.

In order to disseminate intelligence and assist in intelligence sharing at a local level, the CSPD has developed the Strategic Information Center (StIC), which holds a monthly Tactical Crime Information Meeting that may be attended by local agencies' TLOs.

Appraisal

The CSFD and the PPROEM have designated TLOs who receive electronic intelligence briefs from the CIAC. TLOs have attended monthly meetings offered by the StIC to

extend information about local intelligence. Designated TLOs have effectively disseminated intelligence information regarding criminal and suspected terrorist activities related to the CSFD.

Plan

The CSFD and PPROEM will continue to have representatives at the state and local levels that can provide two-way communication of intelligence. The CSFD and PPROEM are currently evaluating the process to build incident action plans (IAPs) for planned city events that exceed 30,000 people. These plans will be published in WebEOC.

References

CIAC TLO Program Brochure

CIAC Report (Sample)

5D.8 The agency has a crisis communications or public information plan.

Description

The PPROEM Joint Information System (JIS) plan is the department’s crisis communications or public information plan. The purpose of the PPROEM JIS plan is gathering, producing, and disseminating emergency information in a multi-agency response requiring a well-organized, coordinated process. It provides guidance for multiple agencies and/or jurisdictions to execute public information functions in coordination and cooperation, while maintaining the independent communications goals for each participating organization. The goal of this plan is to provide a scalable, all-hazards framework in which public information functions may be integrated into emergency management operations. It enhances the whole community for effectiveness and accuracy of community-wide information distribution in an emergency.

Appraisal

The PPROEM JIS plan has been developed and used by participating agencies and City departments, including the CSFD. The plan has been effective for planning purposes and for execution during significant emergencies in the region. The plan has provided a standard for various training exercises and for real world interaction between incident commanders and the PPROEM Emergency Coordination Center (ECC).

Plan

The PPROEM and the CSFD will continue to assess and exercise the procedures of the PPROEM JIS plan in order to improve the effectiveness of the plan and crisis communications in the region.

References

PPROEM Joint Information System (JIS) Plan

PPROEM Emergency Coordination Center Organization Chart

CC 5D.9 **The agency conducts a formal and documented program appraisal, at least annually, to determine the program’s impacts and outcomes, and to measure performance and progress in reducing risk.**

Description

The CSFD is an all-hazards department and responds to a wide variety of emergency and non-emergency incidents at differing levels of risk.

The CSFD considers risk to both the community and to emergency responders. The CSFD identifies, assesses, categorizes, and classifies risk in a method that allows it to most effectively deploy its resources. Historical calls for service are evaluated by probability and consequence to determine and validate the appropriate level of service and types of resources necessary to mitigate the risk. Fire protection system data also plays a role in risk assessment with engineered fire prevention reducing the risk in both new and renovated structures.

Classifications of risk are according to call type. This includes fire suppression, medical, hazardous materials, technical rescue, and wildland. Associated risks in each classification are put into categories of low, moderate, high, or maximum. Additionally, classifications and categories of risk are identified within the total response area.

Appraisal

The CSFD has created and updated a Community Risk Assessment (CRA)/Standard of Cover (SOC). The document has been used to determine the department’s impacts and outcomes, and to measure performance and progress in reducing risk. It is reviewed annually and updated regularly to reflect changes in best practices, performance data, and the CSFD’s ability to respond to the community’s needs and expectations. The CSFD also cooperates with the Pikes Peak Office of Emergency Management (PPROEM) as it prepares and updates the PPROEM Multi-Hazard Mitigation Plan.

Plan

The CSFD will continue to coordinate and cooperate with regional partners and stakeholders to gather and process information on a yearly basis related to risk assessment

and emergency response. That information will be used to improve department efficiencies in risk prevention and emergency response

References

CSFD Community Risk Assessment and Standards of Cover 2022

Pikes Peak Regional Multi-Hazard Mitigation Plan 2020 (2022 Review Update)

Category 5

Criterion 5E: Fire Suppression Program

The agency operates an adequate, effective, efficient, and safe fire suppression program directed toward controlling and/or extinguishing fires to protect the community from injury or death and reduce property loss. If identified risks are outside the scope of the agency's capabilities, Category 10 performance indicators should address the agency's ability to receive aid from partners in those areas. The agency should conduct a thorough risk assessment as part of activities in Category 2 to determine the need for a specific fire suppression program and support the overall risk reduction strategy.

Summary:

The Colorado Springs Fire Department (CSFD) meets its deployment objectives for fire suppression incidents. Staffing, response time, stations, pumping capacity, apparatus, and equipment are all aligned with and meet the Standards of Cover (SOC) for the CSFD's fire suppression program. Daily staffing is defined and accomplished via the CSFD's staffing model which includes 128 firefighters, driver/engineers, firefighter/paramedics, company officers, and chief officers utilizing 31 front-line heavy apparatus.

The CSFD utilizes a standardized incident management system in accordance with Homeland Security Presidential Directive 5 – Management of Domestic Incidents (HSPD 5) and the National Incident Management System (NIMS).

Fire suppression activities are based on the CSFD Operations Procedures Manual (OPM), which is reviewed annually and revised based on operational experience and after-action reviews; learning opportunities from sources such as seminars, conferences, and the National Fire Academy; and regular performance appraisal through data analysis.

Performance Indicators:

CC 5E.1 Given the agency’s community risk assessment/standards of cover and emergency performance statements, the agency meets its staffing, response time, station(s), pumping capacity, apparatus and equipment deployment objectives for each type and magnitude of fire suppression incident(s).

Description

The CSFD meets its deployment objectives for fire suppression incidents with regard to staffing, stations, pumping capacity, apparatus, and equipment. All are aligned with and meet the SOC for fire suppression incidents. Heavy apparatus (engine companies, truck companies, the hazmat company, and the rescue company) are all staffed with four firefighters per shift including one company officer (captain or lieutenant), one operator (driver engineer), one firefighter/paramedic, and one firefighter (engine companies), and one company officer (captain or lieutenant), one operator (driver engineer), and two firefighters on truck companies, the hazmat company, and the rescue company. Daily minimum staffing totals 128 firefighters, which includes three battalion chiefs and one shift commander.

Currently, the response time of the effective response force is measured against the City Council 1999 Resolution (Resolution) benchmarks of first unit arrival within eight (8) minutes 90% of the time and effective firefighting force arrival within 12 minutes 90% of the time. The CSFD’s performance baseline response times are not consistently meeting the benchmarks established from 23 years ago. For 2017-2021, the average citywide response time for the first due company for moderate fire suppression was 08:49; the average citywide response time for an effective response force for moderate fire suppression was 13:33. The Resolution is in the process of being annulled by the mayor allowing the CSFD to determine more specific outcome-based benchmarks.

Although the CSFD responds with two engine companies, two truck companies, and one battalion chief to reported structure fires, the effective response force is measured for the first two engine companies and the first truck company (twelve firefighters). The second truck company responds as the rapid intervention crew (RIC) and is not considered

integral to the critical task analysis for single-family residential fires, which is the CSFD's most frequent structure fire occurrence. For incidents with greater complexity, such as multi-family residential and commercial structure fires, additional resources are dispatched in accordance with the SOC and risk analysis. In addition, for confirmed working structure fires, support resources are assigned that include a specially trained unit for safety and accountability, the technical rescue team (for additional rapid intervention support), a rehabilitation squad, and a second battalion chief. The support resources bring an additional eleven firefighters to each working fire incident. Second and greater alarm resources for structure fires, regardless of the type of occupancy/risk, include two engine companies and one truck company (twelve firefighters).

The CSFD responds to fire suppression incidents from 23 fire stations located throughout the approximately 195 square miles of the City of Colorado Springs. Fire suppression is accomplished by 23 engine companies, six truck companies, one hazmat company, one rescue company, three battalion chiefs, and one shift commander. 22 of the CSFD's 23 engine companies are equipped with the following:

- 500 gallons of water
- 1,500 gallons per minute pumping capacity
- 1,500' of 3" supply hose
- 1,050' of attack hose, to include –
 - 200' of 1" booster hose
 - 500' of 1.75" hose (two, 250' pre-connected banks)
 - 150' of 1.75" hose for extending attack lines (not pre-connected)
 - 200' of 2.5" hose
- 24' extension ladder
- 14' roof ladder

- 10' attic (folding ladder)

The exception to the CSFD's normal engine company configuration is Engine 17 which has a 75' elevated waterway, 1000' of 3" supply hose, 420 gallons of water, no booster hose, one 28' extension ladder, and one 24' extension ladder. In addition, thirteen of the 23 engine companies have an additional 150' of 1.75" hose deployed from the front bumper for a total of 1200' of attack hose.

Each truck company is equipped with:

- 109' hydraulic elevating ladder
- Ground ladder complement, totaling –
 - 202' (Trucks 1, 4, and 19)
 - 212' (Trucks 9 and 10)
 - 270' (Truck 8)
- Ventilation fans (two positive pressure fans)
- Saws (two circular saws and two chain saws)
- Forcible entry equipment

CSFD apparatus also responds with other support equipment for fire suppression typical to engine and truck companies.

Appraisal

The CSFD has seen an increase in response times and not met its model for the first due company for fire suppression for the last five years and two of the last five years for effective response force. This has been attributed to city growth as areas are being annexed, more people are moving to the city, and the department utilizing benchmarks which were established over 23 years ago and are no longer realistic expectations. For years 2020 and 2021, effective response goals were not met due to the implementation of new protocols in response to the COVID pandemic. The Communications Center was

tasked with asking additional COVID specific questions, and station crews were required to don additional personal protective equipment; both directly impacted response times. The CSFD has met its response time for an effective response force for fire suppression incidents three of the past five years (2017, 2018, and 2019).

Year	8 Min	12 Min
2017	87.9%	94.4%
2018	86.6%	91.7%
2019	86.0%	92.7%
2020	71.3%	86.0%
2021	71.4%	85.6%

The minimum staffing requirement of 128 firefighters per day has been accomplished utilizing a combination of full-time employees and overtime. Staffing is managed by Station 19 personnel; issues are communicated to battalion chiefs and the two deputy chiefs. Available pumping capacity, apparatus, and equipment have been met as described within the SOC.

Plan

The Resolution is in the process of being annulled by the mayor and will allow the CSFD to determine more current, specific, and realistic outcome-based benchmarks. COVID specific protocols have been lifted and it is anticipated this will be reflected in baseline performance times approaching the established benchmarks. The CSFD will continue to review its general performance and response times based on the SOC and deployment objectives both on a monthly and an annual basis. The CSFD will monitor the growth and development of the community and consider the addition of emergency resources as needed.

The CSFD plans to maintain its staffing, stations, pumping capacity, apparatus, and equipment based on the SOC and emergency deployment objectives for fire suppression incidents. Providing for the CSFD’s current and future staffing needs, especially for the rank of firefighter/paramedic and driver/engineer as well as succession planning for

management turnover, is the CSFD's primary plan for the near term. An apparatus replacement plan is in place for vehicles and will continue to be monitored.

References

CSFD Community Risk Assessment and Standards of Cover 2022

City Council 1999 Resolution

2021 Annual Program Appraisal - Truck Operations

2021 Annual Program Appraisal – Staffing

2021 Annual Program Appraisal - Fire Suppression

CC 5E.2 The agency uses a standardized incident command/management system, which is supported by agency policy and training programs.

Description

The CSFD utilizes a standardized incident management system in accordance with Homeland Security Presidential Directive (HSPD) 5 and the National Incident Management System (NIMS). The CSFD directs the use of incident management administratively through Administrative Procedure Manual (APM) 305, Promotional Process and Job Requirements and APM 502, National Incident Management System. The day-to-day utilization of incident management is directed strategically and tactically through the Operations Procedure Manual (OPM) 200.01, Command Procedures.

Training for the use of an incident management system is required by APM 305, Promotional Process Job Requirements. All firefighters, firefighter/paramedics, and driver/engineers are required to complete certification training for ICS-100, ICS-200, and IS-700. All lieutenants and captains are required to complete certification training for ICS-100, ICS-200, ICS-300, and IS-700. Finally, all battalion chiefs are required to complete certification training for ICS-100, ICS-200, ICS-300, ICS-400, IS-700, and IS-800. The Training Division is responsible for tracking incident command certification requirements and notifying newly promoted personnel of the requirements commensurate with their new position.

The use of the incident management system is triggered when two or more CSFD crews are operating at the same incident, per OPM 200.01. Operations battalion chiefs are responsible for ensuring that incident management policies are implemented during emergency responses.

Appraisal

The requirements for the use of an incident management system have been in place for approximately twenty (20) years, including individual training for personnel certification. Accordingly, OPM 200.01 has been well defined, personnel have been trained to this standard, and it has worked well for the fire suppression incidents to which the CSFD

responds. Further, all CSFD firefighters have successfully completed incident command training and have met the requirements for their individual rank.

Plan

The CSFD will continue to utilize an incident management system as mandated by federal and/or state directives. In addition, the CSFD will review its performance and utilization of the incident management system after significant incidents. The CSFD will update its procedure manuals, as needed, to reflect national and state requirements, current best practice/industry standards, and real-world experiences.

References

Administrative Procedure Manual 305, Promotional Process and Job Requirements

Administrative Procedure Manual 502, National Incident Management System

Operations Procedure Manual 200.01, Command Procedures

CC 5E.3 The agency conducts a formal and documented program appraisal, at least annually, to determine the impacts, outcomes, and effectiveness of the program, and to measure its performance towards meeting the agency's goals and objectives.

Description

The CSFD regularly reviews the effectiveness of its fire suppression program through a variety of different activities to assess the impact on its goals and objectives. A written appraisal of the CSFD fire suppression program is completed annually by the designated program manager to determine the program’s impacts and outcomes and to measure performance and progress reducing risk.

Additionally, based on information from the records management system, the CSFD produces monthly and annual statistical reports that include significant data regarding fire suppression responses. Incorporated within these reports is information regarding the number of incidents to which crews responded, SOC information, response times, ignition factors, suppression methods, fire loss, firefighter and civilian casualties, and numerous other data. This information is utilized by the CSFD administration to review department-wide performance, identify both successes and opportunities for improvement, and develop planning initiatives for future organizational and operational enhancements.

The performance of firefighting crews at fire suppression incidents is reviewed both informally and formally via a variety of post-incident analyses. Informally, crews are encouraged by their battalion chiefs to frequently complete “tailboard critiques” directly after emergency responses to immediately reinforce both positive lessons learned as well as opportunities for improvement. Another informal incident analysis is the National Wildfire Coordinating Group’s (NWCG) After Action Review (AAR) format found in the Incident Response Pocket Guide (IRPG). Like tailboard critiques, the AAR process is used at the conclusion of an incident and most frequently after wildfire incidents.

Formal analysis of performance at fire suppression incidents is completed via an AAR Committee. A significant incident is documented in an individual after-action review document accessible through Target Solutions. After action review documents are titled

by address and accompanied by after action review videos detailing incident specifics. Each report is completed utilizing a standard template and is distributed to a defined audience. At a minimum, these various committee reviews include information regarding safety concerns, adherence to departmental policies, and lessons learned.

Lastly, the CSFD has established a Core Compliance Team (CCT) to monitor, assess, document, and make recommendations to the CSFD's existing emergency delivery system. This team's primary goal is to assess the effectiveness of CSFD's stated goals and to identify opportunities for improvement.

Appraisal

A written appraisal of the CSFD fire suppression program has been completed annually by the designated battalion chief to assess and reflect the program's impacts and outcomes, and to measure performance and progress reducing the risk to the community.

The CSFD has utilized a Research and Statistics Specialist within the Administrative Services Division to collect, analyze, and display data for over twenty years. In addition, the individuals that have fulfilled this role have written reports and made recommendations to the CSFD administration. The Research and Statistics Specialist has been responsible for producing the monthly and annual statistical abstracts and has also written ad hoc reports and completed specialized research at the request of the Fire Chief and other members of the organization. This model has served the CSFD very well throughout the years.

The informal discussion of emergency response by responding crews has occurred throughout the history of the organization. Some of these discussions have resulted in changes to fire suppression policies, practices, strategies, and tactics.

Recently, formal reviews have resulted in documented reports that provide all members of the organization with the opportunity to learn from incidents in which they were not a responder. The CSFD will gain experience from the AAR Committee as the process matures. Like the AAR Committee, the CCT, established in 2020 is a newer initiative that the CSFD will refine as it matures.

Plan

The CSFD will continue to review its performance at fire suppression incidents through multiple means. Monthly and annual reports will continue to be produced and reviewed throughout the organization. The process of informal response review will continue while the AAR Committee will continue to analyze and document significant incidents while refining their processes. The Core Compliance Team will work to establish its procedures and develop a formal, documented appraisal of the CSFD's fire suppression program. The CSFD will continue to update and improve its service delivery in the spirit of continuous improvement and providing the best service to the community that it can within its budget and capabilities.

References

CSFD Community Risk Assessment and Standards of Cover 2022

2021 Annual Program Appraisal - Fire Suppression

2020 Statistical Abstract

CSFD Weekly Report

After Action Review Video (Screenshot Sample)

<https://vimeo.com/689453222/da69fb7800>

After Action Review Document (Sample Drennan AAR)

Target Solutions After Action Review Folder (Screenshot)

National Wildfire Coordinating Group Incident Response Pocket Guide, After Action Review (Page xiii)

Category 5

Criterion 5F: Emergency Medical Services (EMS) Program

The agency operates an EMS program with a designated level of out-of-hospital emergency medical care that protects the community from injury or death. If identified risks are outside the scope of the agency's capabilities, Category 10 performance indicators should address the agency's ability to receive aid from partners in those areas. The agency should conduct a thorough risk assessment as part of activities in Category 2 to determine the need for a specific EMS program and support the overall risk reduction strategy.

NOTE: EMS is a major element of many fire service agencies. Fire service personnel are frequently the first responder to medical emergencies. For that reason, emergency medical response can be organizationally integrated with fire suppression activity. Care should be exercised not to create a priority or resource allocation conflict between the two program activities. Agencies that only provide first responder services must also complete this criterion.

Summary:

The Colorado Springs Fire department (CSFD) Emergency Medical Services (EMS) delivery is provided by engine and truck companies including a hazmat company and a rescue company. Advanced life support (ALS) engines are first-line dispatched apparatus for medical incidents along with a contracted ambulance service. Basic life support (BLS) truck companies, the hazmat company, and rescue company are second-line apparatus dispatched for medical incidents when an ALS apparatus is out of service or unavailable. The CSFD's personnel are certified as emergency medical technicians-basic (EMT), EMTs with intravenous training (EMT-IV), and EMT-paramedics (paramedic).

Currently, there is no national or state apparatus or equipment standard for ALS or BLS, non-transporting EMS providers. Inventories are maintained according to local EMS agency standard. The CSFD maintains a full inventory of medical supplies necessary to

operate as a non-transporting emergency medical service provider. Medical equipment needs are determined through the Pre-Hospital Practice Guidelines (Guidelines) and local medical equipment standards.

Online medical control through the Pulsara application, radio, or telephone provides direct consultation with an on-call medical director or an emergency room physician. Offline medical control is provided through written standing orders detailed in the Guidelines. ESO Solutions ESO/EHR reporting system is used to document a patient medical report. The report is also used for analysis of the EMS system. An electronic health record (EHR) is created for everyone deemed a patient which are kept confidential. EHRs are reviewed only by the Medical Division staff and members of the CSFD Joint Continuous Quality Improvement (CQI) Committee under the direction of the co-medical directors and the deputy medical directors (Medical Direction Team) for the purpose of CQI and Quality Assurance (QA). The CSFD's emergency medical services are not designated as a covered healthcare provider under the Health Insurance Portability and Accountability Act (HIPAA) and are not required to have a HIPAA compliant program.

Performance Indicators:

CC 5F.1 Given the agency’s community risk assessment/standards of cover and emergency performance statements, the agency meets its staffing, response time, station(s), apparatus, and equipment deployment objectives for each type and magnitude of emergency medical incident(s).

Description

The CSFD meets its deployment objectives for any incident that is coded as EMS with regards to staffing, stations, apparatus, and equipment. All are aligned with and meet the SOC for medical incidents.

Currently, the response time of the effective response force is measured against the 1999 City of Colorado Springs Resolution (Resolution) benchmarks of first unit arrival within eight (8) minutes 90% of the time and effective force arrival within 12 minutes 90% of the time. These goals are applied uniformly and interchangeably across all risk classifications. The CSFD performance baseline response times are not consistently meeting the benchmarks established from 23 years ago. For 2017-2021, ninety percent of the time, citywide response time for the first due company for moderate risk EMS incidents was 09:04; ninety percent of the time citywide response time for an effective response force was 09:04. The Resolution is in the process of being annulled by the mayor allowing the CSFD to determine more specific outcome-based benchmarks.

All sworn employees of the CSFD must be a certified Emergency Medical Technician-Basic (EMT) or a certified EMT-Paramedic (paramedic). There is at least one certified paramedic on every ALS engine company. The CSFD operates 23 ALS engines. Additionally, six truck companies, one hazardous material company, and one rescue company operate as BLS units.

In March 2022, the CSFD launched the new CMED (Community Medicine) Program. The CMED Program consists of four (4) units each staffed with an EMT and a paramedic. The intent of the CMED Program is to further the current tiered response model by aligning patient needs with the right response team and reducing the medical workload on heavy

apparatus. CMED units operate during peak hours, are dynamically assigned to targeted locations within the city, and respond to lower acuity incidents. The community medicine stakeholders, comprised of the City Medical Directors, Colorado Springs Fire Department executives, dispatch, and line representatives, reviewed Medical Priority Dispatch Protocols and decided which call types are appropriate to sit in a pending screen status and for what duration. If no CMED units are available, and a call in the queue exceeds a defined time limit, the system dispatches a heavy apparatus. The current times are a 5-minute, 10-minute, and a 20-minute timeout before an alarm is released to another CSFD company.

Additionally, the City of Colorado Springs (City) contracts for EMS transportation with American Medical Response (AMR), a private ambulance company. The CSFD maintains three medical squads and will provide transportation when a delay in ambulance arrival will have adverse impact on critical patients or when contracted ambulances are unavailable (known as “level zero”). The ambulance service contract is managed by the City’s Ambulance Contract Administrator, who oversees contract compliance.

Appraisal

Since the response times for the first due unit and the effective response force have been measured against the Resolution, the benchmarks which have been applied uniformly and interchangeably across all risk classifications have not the baseline. The CSFD does not have an established response time goal specific to EMS incidents.

The CSFD has seen an increase in response times and has not met its model for the first due company for EMS for two of the last five years. This has been attributed to city growth as areas are being annexed, more people are moving to the city, and the department utilizing benchmarks which were established over 23 years ago and are no longer realistic expectations. New protocols were also implemented in 2020 and 2021 in response to the COVID pandemic. The Colorado Springs Public Safety Communications Center (communications center) was tasked with asking additional COVID specific questions and station crews were required to don additional personal protective equipment.

The CSFD has an effective EMS response system that has been capable of meeting the demands of the community. All engines have been staffed with Colorado state certified EMTs and paramedics while truck companies, the hazmat company, and the rescue company were staffed with EMTs. The CSFD has medical equipment and supplies on each apparatus to provide appropriate care in accordance with the SOC. To ensure the efficacy of the CSFD's EMS service delivery, the Medical Division has previously assigned two EMS medical lieutenant who provided 24-hour coverage to deliver oversight of EMS operations.

Plan

The Resolution is in the process of being annulled by the mayor and will allow the CSFD to determine more current, specific, and realistic outcome-based benchmarks across all risk classifications. COVID specific protocols have been lifted and it is anticipated this will be reflected in baseline performance times approaching the established benchmarks. The CSFD will monitor the growth and development of the community and consider the addition of emergency resources and the expansion of the CMED Program. The CSFD will continue to provide the current level of EMS service and adjust the SOC as necessary.

References

CSFD Community Risk Assessment and Standards of Cover 2022

City Council 1999 Resolution

2020 Ambulance Service Contract

CSFD 2020 Statistical Abstract

CC 5F.2 The agency has standing orders/protocols in place to direct EMS response activities to meet the stated level of EMS response including determination criteria for specialty transport and receiving facility destination.

Description

The CSFD operates under its Administrative Procedure Manual (APM), Operations Procedure Manual (OPM), and Pre-Hospital Guidelines (Guidelines) to direct its response to meet the necessary level of EMS response, including the determination for specialty transport. The APM and OPM are approved and adopted by the Fire Chief, reviewed annually, and revised as necessary. The CSFD’s EMS protocols are detailed in APM Section 700, Medical Division; the Guidelines; and OPM Section 400, Medical Operations. Emergency incidents are managed utilizing the Incident Command System (ICS). Guidelines, as well as the APM and OPM, are available to all members through the CSFD intranet. Additionally, Guidelines are available through the COSEMS app.

Appraisal

The CSFD’s paramedics and EMTs have operated under the Guidelines as expected by the medical directors. The APM and the OPM have defined appropriate strategies and tactical methods for personnel operating on emergency scenes.

Plan

The CSFD will annually review the APM and OPM to reflect the most current evidence-based research practices regarding EMS response and treatment methods. Guidelines will be reviewed and updated by designated Medical Division members in coordination with members from American Medical Response’s (AMR) Clinical Education Specialist (CES) department to delineate the expected standard of care as defined by the State of Colorado’s “acts allowed” (Colorado Code of Regulations Section 6 § 1015-3-TWO) for all levels of EMS providers, including EMT, EMT-IV, AEMT, EMT-I and paramedic.

References

Administrative Procedure Manual 700, Medical Division

Operations Procedure Manual 400.01, Triage

Operations Procedure Manual 400.02, Multiple Casualty Incident

Operations Procedure Manual 400.03, Epidemic Pandemic Response

Operations Procedure Manual 400.04, Level 0 Ambulance Response

Operations Procedure Manual 400.05, Tactical Emergency Medical Support (TEMS)

Operations Procedure Manual 400.06, Active Shooter

Pre-Hospital Practice Guidelines

COSEMS Application (Screenshot)

Code of Colorado Regulations Section 6 § 1015-3-TWO

5F.3 The agency annually reviews and updates, as needed, standing orders/protocols and engages external stakeholders in the process.

Description

The CSFD participates in the Pre-Hospital Practice Guidelines (Guidelines) Committee (Committee) that is dedicated to quality improvement, literature research, guideline development, and overall review of current practice to improve patient care. The Guidelines are reviewed at least annually and updated by designated Medical Division members in coordination with members from American Medical Response's (AMR) Clinical Education Specialist (CES) department to delineate the expected standard of care and acts allowed for EMT, EMT-IV, AEMT, EMT-I and paramedic as defined by the State of Colorado (Colorado Code of Regulations Section 6 § 1015-3-TWO). The Guidelines are approved by the Medical Direction Team as well as members of the El Paso County Emergency Medical Services Medical Director Committee (EPCEMSMDC).

Committee responsibilities are as follows: review and assess any potential edits, additions, or changes to the Guidelines; perform literature review; develop waiver additions; correct errors; review EMS provider requests; and stay current with updates to the state acts allowed. The members include local paramedics, supervisors, and a medical director. The Committee consists of seven positions who are appointed for a one-year term. All members must be in good standing with their respective agencies.

Additionally, EMS providers working in the prehospital setting are expected to adhere to the scope of practice established in Colorado Department of Public Health and Environment, 6 CCR 1015-3 Chapter Two-Rules Pertaining to EMS Practice and Medical Director Oversight.

Appraisal

The review system has functioned well to establish accepted community protocols and strengthen the CSFD's relationships with community stakeholders. The Committee has reviewed the Guidelines and the potential for any needed changes, additions, and/or subtractions for rewrites. Approved updates have been distributed to the involved agencies and departments.

Plan

The Committee will continue to review and update the Guidelines at least annually.

References

Pre-Hospital Practice Guidelines, Revised 01/28/2022

Code of Colorado Regulations Section 6 § 1015-3-TWO

Guideline Revision Committee Meeting Minutes (Sample)

Roster, Medical Direction Team and El Paso County Emergency Medical Director
Committee

CC 5F.4 The agency has online and offline medical control.

Description

The CSFD operates EMS with both online and offline medical direction. Emergency physicians can be reached via radio, the Pulsara application (app), or telephone 24/7 to discuss treatment options related to patient care and destination guidelines. The Pulsara app can also be utilized to share information and acquire real time medical direction.

Offline medical control is conducted via standing orders within the Guidelines. Medical authority is granted by the CSFD's co-medical directors through the State of Colorado's 6 CCR 1015-3 (Emergency Medical Services):

- Section 6 – Medical Acts Allowed for the EMT
- Section 9 – Medical Acts Allowed for the Paramedic
- Section 11 – General Acts Allowed
- Section 12 – Waivers to Scope of Practice for EMS Providers in Prehospital Settings.

Appraisal

The current methods for obtaining online and offline medical direction have functioned well to connect field providers and emergency medical physicians. The Pulsara app has proven to be the most efficient method for obtaining online medical consultation.

Plan

The CSFD will continue to use its existing methods for obtaining online and offline medical direction while regularly reviewing the process to ensure its effectiveness.

References

Pre-Hospital Practice Guidelines

Code of Colorado Regulations Section 6 § 1015-3-TWO

CC 5F.5 The agency creates and maintains a patient care record, hard copy or electronic, for each patient encountered. This report records a provider impression, patient history, data regarding treatment rendered, and the patient disposition. The agency must make reasonable efforts to protect reports from public access and maintain them as per local, state/provincial, and federal records retention requirements.

Description

The CSFD utilizes ESO Solutions (ESO) to document and data house all electronic patient care reports (EPCR) including provider impression, patient history, treatment and disposition. The CSFD currently creates and maintains one EPCR for each person determined to be a patient per the Pre-Hospital Guidelines (Guidelines) and EMS personnel. The report can be initiated by the CSFD or the transporting agency and can be transferred bi-directionally by way of the ESO transfer function known as ESO Mobile to Mobile. When the report is connected to ESO’s Health Data Exchange (HDE) via an assigned contact serial number (CSN), local hospitals automatically receive the EPCRs via an ESO direct data feed. Records are maintained in accordance with Administrative Procedure Manual (APM) 416, Recordkeeping and Department Communications. The ESO medical reporting platform meets state and local standards for records retention and is compliant with the National Fire Incident Reporting System (NFIRS).

Appraisal

The ESO system has been compliant with patient privacy laws. Only those personnel that were on a medical incident or the Medical Division’s staff responsible for continuous quality improvement/quality assurance (CQI/QA) have had access to EPCRs. When they review a medical report, their access has been tracked in ESO’s Quality Management (QM) section. There have not previously been any known breeches of privacy.

Plan

The CSFD will continue to utilize the approved program for creating and maintaining patient health records. The CSFD will also continue to provide initial and continuing

education on ESO software including expectations, technical requirements, and software functionality.

References

Administrative Procedure Manual 416, Recordkeeping and Department Communications

ESO CSFD Patient Care Record (Sample)

Pre-Hospital Practice Guidelines

EHR Mobile to Mobile (Screenshot)

ESO Quality Management for EMS Crews (Screenshot)

NFIRS Reporting Guidelines

CC 5F.6 The agency has a program to maintain compliance with privacy laws such as the Health Insurance Portability and Accountability Act (HIPAA) or equivalent (e.g., Canada’s Freedom of Information and Protection of Privacy) that meets federal and state/provincial guidelines. All personnel are trained in HIPAA/FOIP regulations and procedures.

Description

The CSFD is not required to have a HIPAA compliance program in place as it is a non-transporting prehospital agency. According to the U.S. Department of Health and Human Services Covered Entity Charts, the CSFD is not considered a covered healthcare provider under the Health Insurance Portability and Accountability Act (HIPAA). The CSFD does not bill or receive payment for healthcare activities provided during the normal course of business. The CSFD contracts with a private ambulance service for EMS transport. In cases of the ambulance contractor not being able to provide transport due to ambulances not being available, the CSFD has transport capabilities but does not bill for transportation, service, or care. Although the CSFD is not required to have a HIPAA compliance program, annual training in HIPAA and the Colorado Open Records Act (CORA) is provided by the Medical Division to all CSFD EMS providers.

The CSFD adheres to strict patient confidentiality guidelines. Any notes taken on scene are shredded upon completion of the electronic patient care report (EPCR). The medical incident report and patient follow-up are only accessible to those members directly involved in the health care continuum of a specific patient. The continuous quality improvement/quality assurance (CQI/QA) process is password encrypted and compliant with the Colorado Revised Statute 25-3.5-704(2) (h) (II).

Requests for medical records by patients or attorneys are given upon receipt of a signed medical release form or court order. All requests must comply with the CORA) and CSFD Administrative Procedure Manual (APM) 416, Recordkeeping and Department Communications.

Appraisal

The CSFD's procedures have been effective in ensuring patient confidentiality. The contracted ambulance provider has maintained all patient records and met state requirements for reporting and patient confidentiality.

Plan

The CSFD is not required to maintain a HIPAA compliance program. However, the CSFD will continue to stress patient confidentiality to all CSFD members through annual refresher training for all personnel pertaining to patient confidentiality, to include HIPAA and CORA requirements.

References

U.S. Department of Health and Human Services Covered Entities and Business Associates Chart

Colorado Revised Statute 25-3.5-704

Administrative Procedure Manual 416, Recordkeeping and Department Communications

2020 Ambulance Service Contract

HIPAA Training Program (Screenshot)

5F.7 The agency has a quality improvement/quality assurance (QI/QA) program in place to improve system performance and patient outcomes including provisions for the exchange of patient outcome data between the agency and receiving facilities.

Description

The CSFD Medical Division has a continuous quality improvement/quality assurance (CQI/QA) program in place to monitor and improve department performance and patient outcomes. Program specifics are detailed in Administrative Procedures Manual (APM) 700.2, CQI Action Plan.

A deputy medical director oversees the Medical Division’s CQI Committee and the work of the division’s CQI/QA Program Coordinator. The CQI Committee is comprised of the Medical Division staff, American Medical Response’s (AMR) Clinical Education Specialists, the University of Colorado Health/Memorial Hospital EMS Coordinator, the Centura Medical Center (Penrose/St. Francis Hospitals) EMS coordinators, and the deputy medical directors. The committee collects information on high acuity procedures and reviews the data to determine system-wide issues. The reported data identifies pertinent system flaws and is used to direct continuing education and training. The committee also produces an educational video called the “EMS Spotlight” which highlights trends and information to help improve the EMS system. Examples of incidents reviewed include but are not limited to: STEMI alerts, cardiac arrests, CVA/TIA alerts, trauma alerts, sepsis alerts, waived procedures (such as medication assisted airway management and ketamine administration), and high-risk procedures (such as needle decompression, cricothyrotomy, endotracheal intubation, defibrillation, pacing, and cardioversion).

The medical reporting program generates a list of reports for the CQI/QA Coordinator to review daily. If minor issues are identified, direct feedback is noted in the ESO system and placed on the dashboard of the author. The CQI/QA Coordinator also refers the incident to a Medical Lieutenant, who is responsible to perform a case review with the EMS crew and provide mentoring if needed. Complex issues, or incidents that violate the Pre-Hospital Guidelines (Guidelines) or CSFD procedures, are directed to the Medical Division’s battalion chief and the co-medical directors for review. Additionally, the Medical Division

and transporting agency staff meet monthly with the co-medical directors to discuss current performance issues, equipment, and other related activities.

EMS quality assurance is completed through three tiers: 1) prospectively, 2) concurrently, and 3) retrospectively. Prospective activities include continuing education that meets or exceeds state standard delivered through EMS Education Specialists, field paramedics, certified field instructors, and/or medical lieutenants. Concurrent activities include, but are not limited to, live broadcasts, webinars, podcasts, videos, and monthly activities with the Medical Direction Team. Retrospective activities include case reviews. Additional educational opportunities include an annual paramedic refresher and monthly in-services at local hospitals.

Analysis of performance is conducted by the Medical Division and the transporting agency's Quality Improvement Management Process. Additionally, joint mentoring and education case reviews are conducted by the Medical Direction Team. Each of the responders from the CSFD and the crew from the transporting agency attend the review to critique the care and provide constructive feedback. Lessons learned from the review are consolidated and captured in a prerecorded videocast presented by a member of the Medical Direction Team.

Appraisal

The current CQI/QA system has been working well and has provided direct feedback to paramedics and EMTs while providing system-wide education and training. The CQI/QA system has proven to be effective by improving STEMI and stroke treatment times, increasing cardiac survival, reducing on-scene times for high acuity trauma, and improving intubation success rates. This has been accomplished by utilizing an interactive process with direct involvement by the Medical Direction Team and updating APM 700.2, CQI Action Plan.

Plan

The CSFD will continue to work with the Medical Direction Team to develop and improve the CQI/QA process to meet and exceed the Colorado State EMS guidelines.

Adjustments in the EMS system are regularly implemented based on evidence-based research, analysis of data, and feedback from the Medical Direction Team.

References

Administrative Procedure Manual 700.2, CQI Action Plan

Pre-Hospital Practice Guidelines

EMS Spotlight (Screenshot)

Lessons Learned (Screenshot)

5F.8 The agency has implemented or developed a plan a cardiopulmonary resuscitation (CPR) and public access defibrillation program for the community.

Description

Currently, CSFD does not have a formalized community program for CPR instruction due to financial and personnel constraints.

The CSFD does have administrative oversight of an Automated External Defibrillator (AED) access program at City of Colorado Springs (City) facilities. Currently, there are seventy (70) AEDs in place at City facilities. The CSFD Special Events Program inventory also includes three (3) AEDs. Per the ambulance provider contract, maintenance of the AEDs is the responsibility of the contracted ambulance agency.

The El Paso-Teller County 9-1-1 Authority and the CSFD collaborate to improve community access to AEDs. The collaborative effort is actively engaging with www.PulsePoint.org in efforts to gain instant access to AEDs within the community. As documented in the El Paso-Teller County 9-1-1 Authority 2021 Annual Report, PulsePoint provides the ability to access real-time GIS information, the immediate emergency location, and provide public notification; the PulsePoint AED smartphone app and the system will be going into production in 2022. The CSFD is engaged with the implementation of this software into our community.

Appraisal

Although the department has previously lacked adequate resources, both financial and personnel, to adequately address a community-based CPR program, it needs further exploration. The public access defibrillation program at City facilities has met the need for City facilities.

Plan

The CSFD will explore opportunities to address a community-based CPR and AED training program. The CSFD will continue to provide the administrative oversight for the AED access program at City facilities. AED maintenance and repairs will continue to be included in future ambulance service contracts. The Medical Division will work in

collaboration with the contracted ambulance provider to collect data on the usage of AEDs and patient outcomes.

References

2020 Ambulance Service Contract

El Paso-Teller County 911 Authority 2021 Annual Report (Page 19)

Automated External Defibrillator Inventory and Location (Screenshot)

PulsePoint Overview

CC 5F.9 The agency conducts a formal and documented program appraisal, at least annually, to determine the impact, outcomes and effectiveness of the program and to measure its performance toward meeting the agency's goals and objectives.

Description

The CSFD requires all major programs to submit an annual program appraisal to the program executive and the deputy chief that lists significant incidents, equipment purchases, training (including with other agencies), future program needs, and other pertinent information. The annual appraisal reflects the calendar year and how well the program has met the department's and the program's objectives. This information is also used during the annual budget process to determine the program's needs to continue meeting objectives.

Additionally, the Medical Division and the Medical Direction Team are responsible for determining the effectiveness of the EMS program. Information provided by the medical lieutenants, CQI/QA Coordinator, CQI Committee, and mentoring/education case reviews, is documented in the CFSD Statistical Abstract.

The current Pre-Hospital Guidelines (Guidelines) are kept in electronic form and are available on the CSFD's intranet, via the Target Solutions (Vector Solutions) software, and through the COSEMS app. These electronic formats allow for updates and revisions to be posted in real time. Formal reviews of the Guidelines occur on an annual basis or as needed by the Medical Division and the Medical Direction Team.

Appraisal

The methods by which the Medical Division have evaluated the EMS program have been effective and followed the bylaws from the Colorado Department of Public Health and Environment's (CDPHE) Emergency Medical Practice Advisory Council (EMPAC). The CSFD has regularly appraised the effectiveness of its EMS system, striving to improve and meet the needs of the community.

Plan

The CSFD will continue to maintain and refine the current evaluation and appraisal process. The Medical Division staff and the Medical Direction Team will continue to

follow direction from the Colorado Department of Public Health and Environment and review evidence-based research to ensure that best practices are incorporated into the EMS system.

References

2021 Annual Program Appraisal - Medical Division

CSFD 2020 Statistical Abstract

Bylaws Colorado Emergency Medical Practice Advisory Council

Category 5

Criterion 5G: Technical Rescue Program

The agency operates an adequate, effective, efficient and safe technical rescue program directed toward rescuing the community from any life-endangering causes (e.g., structural collapse, vehicle accidents, swift water or submersion, confined space, cave-in, trench collapse). If identified risks are outside the scope of the agency's capabilities, Category 10 performance indicators should address the agency's ability to receive aid from partners in those areas. The agency must conduct a thorough risk assessment as part of activities in Category 2 to determine the need for specific technical rescue programs and support the overall risk reduction strategy. Agencies that only provide first responder services must also complete this criterion.

Summary:

The Colorado Springs Fire Department (CSFD) has a satisfactory number of personnel trained in technical (heavy) rescue which is sub-categorized into nine disciplines. These include auto and machinery extrication, building and trench collapse, high angle, confined space, surface and sub-surface water, ice, and rapid intervention. The technical rescue vehicle, Rescue 17, is housed at Station 17 along with Engine 17 and additional support vehicles. The crews assigned to Station 17 are all trained to the technician level for a total of 24 personnel on all three shifts with eight (8) personnel on-duty each day. Daily staffing may reduce the number of on-duty rescue technicians to a minimum of four (4) personnel.

All CSFD personnel assigned to double company stations (two (2) crews with four (4) personnel each) are trained to the operations level in auto extrication with portable extrication equipment carried on all truck companies and Rescue 17. Rescue 17 carries a more robust inventory of extrication equipment and has four (4) pre-plumbed hose reels powered by a vehicle mounted powerhead. Truck companies are dispatched to all possible trapped incidents and Rescue 17 is dispatched to all confirmed trapped incidents.

The CSFD has an established relationship with Colorado Task Force 1 (CO-TFI), one of the Federal Emergency Management Agencies (FEMA) Urban Search and Rescue

(USAR) teams. The team's membership is comprised from firefighters throughout Colorado. The CSFD has 18 members on CO-TF1 with positions in logistics, rescue, heavy equipment, rigging, and medical.

The Rescue Program is managed by a program executive and a program manager. The manager is responsible for daily program operations including training and inventory with executive oversight from a battalion chief. A combination of automatic and mutual aid agreements are utilized with surrounding departments when additional resources are needed.

Performance Indicators:

CC 5G.1 Given the agency's community risk assessment/standards of cover and emergency performance statements, the agency meets its staffing, response time, station(s), apparatus, and equipment deployment objectives for each type and level of risk of a technical rescue incident(s).

Description

The CSFD meets its deployment objectives for technical rescue incidents regarding staffing, stations, apparatus, and equipment. All are aligned with and meet the Standards of Cover for technical rescue incidents. The manager is responsible for daily program operations including training and inventory with executive oversight from a battalion chief.

Currently, the response time of the effective response force is measured against the 1999 City of Colorado Springs Resolution benchmarks of first unit arrival within eight (8) minutes 90% of the time and effective response force arrival within 12 minutes 90% of the time. These benchmarks are applied uniformly and interchangeably across all risk classifications. The CSFD's performance baseline response times are not consistently meeting the benchmarks established from 23 years ago. For 2017-2021, the average citywide response time for the first due company for moderate risk rescue incidents was 08:27; the average citywide response time for an effective response force for moderate risk rescue incidents was 15:30. The resolution is in the process of being annulled by the mayor allowing the CSFD to determine more specific outcome-based benchmarks.

The CSFD's response to technical rescue incidents is established according to the CSFD Operations Procedure Manual, Section 600 for various technical operations. The CSFD employs a tiered response approach utilizing awareness (engine companies), operations (truck companies), and technician levels (rescue company) of response. A typical response to a moderate risk technical rescue incident is one (1) engine company, one (1) truck company, the rescue company, and one (1) battalion chief for a total of 13 responders. The incident commander will determine if additional technician level resources are needed and

will include additional staffing from Engine 17. These additional technicians, on either the engine or the utility (4x4 pickup) vehicle from Station 17, will respond with a trailer for shoring operations or a trailer for water operations.

Equipment for all aspects of technical rescue is evaluated for suitability in CSFD's system and compared to industry standards. All double company stations are trained to the awareness level for dive rescue and low angle rope rescue incidents. They are trained to the operations level in building and trench collapse, confined space, and swift water rescue. Finally, they are trained to technician level in auto extrication, surface ice, and rapid intervention. The CSFD has an established relationship with Colorado Task Force 1 (CO-TF1), one of the Federal Emergency Management Agencies (FEMA) Urban Search and Rescue (USAR) teams. The team's membership is comprised from firefighters throughout Colorado. The CSFD has 18 members on CO-TF1 with positions in logistics, rescue, heavy equipment, rigging, and medical.

Appraisal

Since the response time of the effective response force is measured against the 1999 City of Colorado Springs Resolution benchmarks which have been applied uniformly and interchangeably across all risk classifications, the CSFD does not have an established response time goal specific to technical rescue incidents.

The CSFD has seen an increase in response times and not met its model for the first due company for technical rescue for years 2020 and 2021 of last five years. This has been attributed to city annexation and population growth and the department is being held to benchmarks which were established over 23 years ago and are no longer meeting the department's needs. New protocols were also implemented in 2020 and 2021 in response to the COVID pandemic. The communications center was tasked with asking additional COVID specific questions, and station crews were required to don additional personal protective equipment. Additionally, the CSFD only has one (1) heavy rescue apparatus to cover the entire City of Colorado Springs. The Heavy Rescue Program has been housed at Station 17 which is located on the far east side of the city and has made it more difficult to respond with technician level responders and specialized equipment in a timely manner.

The majority of technical rescue responses have been for auto extrication and high angle rope rescue. Applying the firefighting effective force response for these responses has not proven satisfactory based on apparatus deployment and should not be applied to any technical rescue response requiring specialized personnel and equipment from the heavy rescue program.

The CSFD has met its staffing, apparatus, and equipment objectives for most technical rescue incidents. In 2021, the program responded to eight significant incidents ranging from underwater recoveries to several high angle rescues within Garden of the Gods, Cheyenne Canyon, Red Rocks Open Space, and Pulpit Rock. Additionally, truck companies were trained in swift water, low angle, surface ice and trench rescue. The program developed and delivered a 12-day tech course, and nine new members were trained. Additional equipment was also added in 2021 including, a 20-foot flatbed trailer, collapse truck, and line launchers were provided to truck companies 1, 4 and 8.

Plan

The 1999 Resolution is in the process of being annulled by the mayor and will allow the CSFD to determine more current, specific, and realistic outcome-based benchmarks across all risk classifications. COVID specific protocols have been lifted and it is anticipated this will be reflected in baseline performance times approaching the established benchmarks. The CSFD will continue to review its general performance and response times based on the Standards of Cover and deployment objectives on a monthly and an annual basis. The CSFD will monitor the growth and development of the community and consider the addition of specially trained and equipped emergency resources as needed.

The CSFD will continue with the current tiered response system for technical rescue incidents with an awareness, operations, and technician level approach. The heavy rescue tools and equipment are currently satisfactory with new technologies being researched and implemented when the training is available and cost effective.

References

CSFD Community Risk Assessment and Standards of Cover 2022

Heavy Rescue Equipment Inventory

City Council 1999 Resolution

Operations Procedure Manual 600.01, High Angle Rope Rescue

Operations Procedure Manual 600.02, Vehicle/Machinery Rescue

Operations Procedure Manual 600.03, Confined Space Rescue

Operations Procedure Manual 600.04, Trench Rescue

Operations Procedure Manual 600.05, Water Rescue

Operations Procedure Manual 600.06, Structural Collapse Operations

CC 5G.2 The agency conducts a formal and documented program appraisal, at least annually, to determine the impact, outcomes and effectiveness of the program and to measure its performance toward meeting the agency's goals and objectives.

Description

The CSFD requires all major programs to submit an annual program appraisal to both the accreditation manager and the program executive which includes significant incidents, equipment purchases, training (including with other agencies), future program needs, and other pertinent information. The annual program appraisal reflects the calendar year and how well the program has met the department's and the program's objectives. This information is also used during the annual budget process to support the program's needs.

The Rescue Program manager and executive ensure training, continuing education, and certifications are current. Rescue Program officers evaluate the performance of the team and operations performed during every incident.

Rescue Program personnel and workload is evenly distributed so that each program member has responsibilities in a different rescue discipline. Team members are responsible for planning, instructing, certification processing, researching, purchasing, and maintaining equipment and materials for their disciplines. Additionally, this team provides training across the department and to mutual aid agencies.

Appraisal

The current appraisal system has been satisfactory. Ongoing budgetary issues to meet the program needs and lack of training facilities (i.e., local waterway for swift water, and collapse and trench props) have been challenges for the Rescue Program. The station and storage facilities have been exceeded by the apparatus, equipment, and storage needs of the program. Training needs and equipment have also been identified by personnel assigned to the program and brought to the attention of the officers responsible for each technical rescue discipline.

Plan

The CSFD will continue to use the current methods for evaluating the effectiveness of the technical rescue program while looking for ways to improve. The program has identified a need to construct dedicated training props for confined space, building collapse, and trench collapse responses. As the amount of equipment in the program expands, there is a need to increase the storage capacity of Station 17. A third bay at Station 17 for Brush 17 and an additional garage or covered parking to store the new collapse vehicle, Utility 17, the dive trailer, and additional equipment would be beneficial. As the program has modified its water-related response model to rely on sonar technology, consideration should be made to procure a trailer and tow vehicle capable of transporting multiple boats at the same time.

References

CSFD Community Risk Assessment and Standards of Cover 2022

2021 Annual Program Appraisal - Heavy Rescue

Category 5

Criterion 5H: Hazardous Materials (Hazmat) Program

The agency operates an adequate, effective, efficient and safe hazardous materials program directed toward protecting the community from the hazards associated with the uncontrolled releases of hazardous and toxic materials. If identified risks are outside the scope of the agency's capabilities, Category 10 performance indicators should address the agency's ability to receive aid from partners in those areas. The agency must conduct a thorough risk assessment as part of activities in Category 2 to determine the need for specific hazardous materials program and support the overall risk reduction strategy. Agencies that only provide first responder services must also complete this criterion.

Summary:

The Colorado Springs Fire Department (CSFD) response times are measured against the 1999 City of Colorado Springs Resolution benchmarks of first unit arrival within eight (8) minutes 90% of the time and the effective response force arrival within 12 minutes 90% of the time. These goals are applied uniformly and interchangeably across all risk classifications; the CSFD does not have an established response time benchmark specific to hazardous materials (hazmat) incidents.

The initial responding engine company to hazmat incidents has the training and equipment to dam, dike, divert, plug, absorb, or retain smaller hazmat incidents. On larger hazmat incidents, the initial responding engine companies initiate the command structure, take initial steps to protect the public, call for additional resources and, at most incidents, take a defensive operational mode. Though in a defensive mode, steps are still taken to contain and confine the incident if those actions are determined safe by the incident commander. Initial response to a moderate risk hazmat emergency incident includes one (1) engine company and Hazmat 14. The initial response can be upgraded to include Decon 20 from Station 20 (the decontamination station) and Engine 14, which are all part of the Hazardous Materials Response Team (HMRT). The benchmark is to provide an effective response force in 12 minutes or less.

All CSFD operational personnel are certified to the awareness level of hazmat operations.
Members of the HMRT assigned to Stations 14 and 20 are certified to the technician level.

Performance Indicators:

CC 5H.1 Given the agency’s community risk assessment/standards of cover and emergency performance statements, the agency meets its staffing, response time, station(s), apparatus and equipment deployment objectives for each type and magnitude of hazardous materials incident(s).

Description

The CSFD meets its deployment objectives for hazardous materials (hazmat) incidents regarding staffing, stations, apparatus, and equipment. All are aligned with and meet the Standards of Cover for hazmat incidents. Hazmat classifications and response requirements are detailed in the CSFD’s Operations Procedure Manual (OPM), Section 500.

Currently, response times are measured against the City Council 1999 Resolution benchmarks of first unit arrival within eight (8) minutes 90% of the time and the effective response force arrival within 12 minutes 90% of the time. These goals are applied uniformly and interchangeably across all risk classifications; the CSFD does not have an established response time benchmark specific to hazmat incidents. The CSFD’s performance baseline response times are not consistently meeting the benchmarks established from 23 years ago. For 2017-2021, the average citywide response time for the first due company for moderate risk hazmat incidents was 12:16 and the average citywide response time for an effective response force was 23:16. The resolution is in the process of being annulled by the mayor allowing the CSFD to determine more specific outcome-based benchmarks.

The minimum number of on-duty hazmat technicians may fluctuate based on vacation, sick leave, and schooling. The daily staffing goal for the HMRT is a minimum of eight technicians available to respond.

Initial response to a moderate risk hazmat incident includes one (1) engine company and Hazmat 14. The initial response can be upgraded to include Decon 20 and Engine 14, which are part of the HMRT. The initial responding engine company to hazmat incidents

has the ability to dam, dike, divert, plug, absorb, or retain on smaller hazmat incidents. On larger hazmat incidents, the initial responding engine companies initiate the command structure, take initial steps to protect the public, call for additional resources and, in most incidents, take a defensive operational mode. Though in a defensive mode, steps are still taken to contain and confine the incident if those actions are determined safe by the incident commander.

An engine company carries equipment to assist in mitigating hazardous material incidents, such as plugging and damming/diking materials. Decontamination is conducted by Decon 20, which has a 33-foot trailer with six indoor showers and technical decontamination equipment. Intergovernmental agreements for mutual aid are utilized if additional equipment and resources are needed.

Appraisal

Since the response time of the effective response force is measured against the 1999 City of Colorado Springs Resolution benchmarks which have been applied uniformly and interchangeably across all risk classifications, the CSFD has not had an established response time benchmark specific to hazmat incidents.

The CSFD has seen an increase in response times and not met its benchmarks for the first due company and effective response force for moderate risk hazmat incidents for the last five years. This has been attributed to city growth as areas are being annexed and more people are moving to the city and the department being held to benchmarks established over 23 years ago. Additionally, for years 2020 and 2021, the CSFD initiated new protocols in response to the COVID pandemic. The communications center was tasked with asking additional COVID specific questions and station crews were required to don additional personal protective equipment; both directly impacted response times.

The station staffing, equipment, and apparatus have been sufficient to meet performance objectives. In 2021, facility modifications were completed to return Station 14 to double company staffing; Station 6 was removed from the program. Nine new members joined the program in 2021. Hazmat 6 was placed at station 14 as a ready reserve apparatus and Hazmat 14 has been scheduled for replacement in 2022. This has been intentionally

delayed, so that program personnel can fully understand the design needs of future apparatus and to assist the apparatus committee through budget reductions. Additionally, a shed was purchased for the storage of equipment and the following program equipment was purchased to support program objectives: a Rigaku meter was purchased with 2020 year-end money; damaged, defective or recall (DDR) containers for Lithium-Ion Battery emergencies purchased; NFPA certified encapsulated Level B Chemical Protective Clothing was added to program inventory; and multiple small hand and power tools were upgraded on Hazmat apparatus.

Plan

The Resolution is in the process of being annulled by the mayor and will allow the CSFD to determine more current, specific, and realistic outcome-based benchmarks across all risk classifications. COVID specific protocols have been lifted and it is anticipated this will be reflected in baseline performance times approaching the established benchmarks. CSFD will continue to review its general performance and response times based on the Standards of Cover and deployment objectives on a monthly and an annual basis. The CSFD will monitor the growth and development of the community and consider the addition of emergency resources as needed.

The CFSD will continue to maintain current hazmat certifications through weekly HMRT training geared toward continuing educational requirements for technician level training. Additionally, the CSFD will continue to support internal and external training opportunities for members of the HMRT.

References

City Council 1999 Resolution

CSFD Community Risk Assessment and Standards of Cover 2022

Operations Procedure Manual 500.00, Hazardous Materials General Operations

Operations Procedure Manual 500.01, Class 1 Explosives

Operations Procedure Manual 500.02, Class 2 Flammable Non-flammable Gases

Operations Procedure Manual 500.03, Class 3 Flammable Combustible Liquids

Operations Procedure Manual 500.04, Class 4 Flammable Solids

Operations Procedure Manual 500.05, Class 5 Oxidizers and Organic Peroxides

Operations Procedure Manual 500.06, Class 6 Poisons

Operations Procedure Manual 500.07, Class 7 Radioactive Materials

Operations Procedure Manual 500.08, Class 8 Corrosives

Operations Procedure Manual 500.09, Decontamination

Engine Company Hazmat Equipment Inventory

Hazmat 14 Equipment Inventory

5H.2 The agency complies with all aspects of applicable hazardous material regulations such as annual refresher training, medical monitoring of response personnel, annual physical examinations as applicable per standards, and exposure record retention.

Description

In accordance with the CSFD's Operations Procedures Manual (OPM) Section 500, Hazardous Material General Operations, the CSFD uses NFPA 472, Standard for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction Incidents and NFPA 1072, Standard for Hazardous Materials/Weapons of Mass Destruction Emergency Response Personnel Professional Qualifications, in developing the training and procedures utilized during hazardous materials (hazmat) incidents for technician level personnel. Though there is not specific continuing education requirement for the Colorado Metropolitan Certification Board (CMCB – the CSFD's certifying organization for professional competency) hazmat technicians, the CSFD's internal goal is to complete all CMCB job performance requirements (JPRs) every year in addition to the normal HMRT training hours. Annual refresher training is accomplished through weekly hazmat training.

The HMRT also utilizes these standards regarding employee medical monitoring (annual physicals), entry physical and chest x-ray, and exit physical and chest x-ray. The CSFD keeps exposure records within its human resources office. In addition, employees are required to report injuries and exposures in accordance with the CSFD's Administrative Procedures Manual (APM) 404, Reporting Injury/Illness. The exposed employee's injuries are tracked through the department's record management system by recording the exposed employee as a patient in a medical report attached to the incident. Additionally, the injury is also reported in Origami, which is the City of Colorado Springs' injury reporting program.

Appraisal

The CSFD has complied with all aspects of hazmat regulations including annual refresher training, medical monitoring of response personnel, annual physical examination as applicable per standards, and exposure record retention.

In 2021, seven program member completed the basic 80-hour HazMat training courses, despite COVID restrictions and closures. Additionally, 13 members obtained Hazmat IQ training, five members obtained radiation training from FEMA, 12 members received ISO training, and 18 team members received training on battery fire mitigation techniques.

The process of new hazmat technicians entering the program receiving their annual physical and initial chest x-ray has been a successful starting point. Annual physicals have been scheduled months in advance to ensure compliance and attendance while exit physicals have also been accomplished in compliance with NFPA 472. The CSFD's OPMs specific to hazmat response have been effective in ensuring appropriate processes.

Plan

The CSFD will continue to comply with all aspects of applicable hazardous material regulations as defined in CSFD OPM Section 500 to include procedures for annual training, medical monitoring, annual physical examinations, and exposure records. The HMRT will continue to pursue its internal goal to complete all CMCB JPRs every year in addition to normal hazmat program training hours. This internal continuing education requirement will be codified in a HMRT manual that is currently under development with completion anticipated during 2023.

References

Operations Procedure Manual Section 500, Hazardous Material General Operations

Administrative Procedure Manual 404, Reporting Injury/Illness

City of Colorado Springs Minor Injury Report (line 181, 182)

City Origami New Incident Report

NFPA 472: *Standard for Competence of Responders to Hazardous Materials/ Weapons of Mass Destruction Incidents* (Exhibits)

NFPA 1072: *Standard for Hazardous Materials/Weapons of Mass Destruction Emergency Response Personnel Professional Qualifications* (Exhibits)

CC 5H.3 The agency conducts a formal and documented program appraisal, at least annually, to determine the impacts, outcomes, and effectiveness of the program, and to measure its performance toward meeting the agency's goals and objectives.

Description

The CSFD requires all major programs to submit an annual program appraisal to the accreditation manager and the program executive that lists significant incidents, equipment purchases, training (including with other agencies), future program needs, and other pertinent information. The annual program appraisal reflects the calendar year and how well the program has met the department's and program's objectives. This information is also used during the annual budget process to support the hazmat program's needs to continue meeting objectives.

The captain of the Hazardous Material (hazmat) Program at Fire Station 14 is responsible for completing the annual program appraisal of the CSFD hazmat program. All hazmat calls are reviewed by the hazmat captains assigned to Fire Stations 14 and 20 for consistency, training, and billing purposes. After each medium and large-scale hazmat incident, the calls are reviewed and discussed during weekly scheduled training. In addition, a formal After-Action Report (AAR) form is completed when recommended by incident commander or the After Action Review (AAR) committee. Hazmat program reporting information, provided by the captain of the hazmat program, is also documented in the CFSD's annual Statistical Abstract. The combination of the appraisal and the Statistical Abstract is utilized to determine if the training, procedures, and equipment were satisfactory for each incident.

Appraisal

The internal appraisal process has been successful for the HMRT and has assisted the team in determining the impacts, outcomes, and effectiveness of the program. The information reviewed by the captains has been disseminated to the HMRT through training. Reviewing positive and negative aspects of training has aided in guiding future response, training, and education.

Plan

The CSFD HMRT will continue to review and assess trends and issues identified through the annual program appraisal and AAR forms to determine the impacts, outcomes, and effectiveness of the program, and to measure its performance toward meeting the agency's and program's goals and objectives.

References

2021 Annual Program Appraisal - Hazardous Materials

CSFD 2020 Statistical Abstract

Hazmat Critique (Sample)

Category 5

Criterion 5I: Aviation Rescue and Firefighting Program

The agency operates an adequate, effective, efficient and safe aviation rescue and firefighting program directed toward protecting the community from an aviation accident or incident occurring at or in the immediate area. If identified risks are outside the scope of the agency's capabilities, Category 10 performance indicators should address the agency's ability to receive aid from partners in those areas. The agency must conduct a thorough risk assessment as part of activities in Category 2 to determine the need for specific aviation rescue and firefighting services and support the overall risk reduction strategy.

If the agency determines this criterion is not applicable, the agency should still provide a brief explanation of why it does not provide this program.

Summary:

The Colorado Springs Fire Department (CSFD) is designated by the City Code of Colorado Springs, Colorado, Chapter 8, Article 2, as the fire suppression agency for all City of Colorado Springs (City) owned property, which includes the Colorado Springs Airport (airport). The airport shares boundaries and runways with Peterson Space Force Base (PSFB). With these shared assets, the City and Peterson/CM (Cheyenne Mountain) Fire and Emergency Services have entered into an agreement that has established Peterson/CM Fire and Emergency Services personnel as primary aviation rescue and firefighting service at the airport. The most recent mutual aid agreement remains in effect for five years, and automatically renews for an additional five-year period with the right to renew for an additional two five-year terms, not to exceed a total of 20 years. The CSFD responds to assist Peterson/CM Fire and Emergency Services personnel with scene management, medical triage of passengers, and fire suppression (not involving the aircraft) for aircraft emergencies based on established criteria for the type of aircraft involved in an emergency. Aircraft emergencies occurring off airport property are

addressed through a combination of additional mutual aid agreements based on the location, size, and scope of the emergency.

Performance Indicators:

CC 5I.1 Given the agency's community risk assessment/standards of cover and emergency performance statements, the agency meets its staffing, response time, station(s), extinguishing agent requirements, apparatus and equipment deployment objectives for each type and magnitude of aviation incident.

Description

The CSFD is designated by the City Code of Colorado Springs, Colorado, Chapter 8, Article 2, as the designated fire suppression agency for all City owned property, which includes the Colorado Springs Airport (airport). The airport shares boundaries and runways with Peterson Space Force Base (PSFB); however, the CSFD does not provide primary aircraft rescue and firefighting services for the Colorado Springs Airport. Primary aircraft emergency responsibility is assigned to the U.S. Air Force, Peterson/CM Fire and Emergency Services through a mutual aid agreement with the CSFD.

The CSFD does respond to aircraft emergencies to assist Peterson/CM Fire and Emergency Services personnel with scene management, medical triage of passengers, and fire suppression (not involving the aircraft). Equipment, extinguishing agents, and apparatus needed and/or required for aircraft firefighting are provided and maintained by Peterson/CM Fire and Emergency Services; however, the mutual aid agreement between the CSFD and Peterson/CM Fire and Emergency Services allows for additional resources provided by the CSFD if, and when, identified. The airport, in cooperation with CSFD, monitors and maintains all records required for training hours, equipment required, and other materials required by NFPA 414, Standard for Aircraft Rescue and Firefighting Vehicles and the Code of Federal Regulations (CFR) for airports. As defined in 14 CFR § 139.315 Aircraft rescue and firefighting: Index determination, the airport is an Index C airport.

The CSFD follows the standard operating procedures detailed in Operating Procedure Manual (OPM) 300.15, Aircraft Emergencies for responding to aircraft emergencies that occur off airport property. These incidents are addressed through a combination of

additional mutual aid agreements based on the location, size, and scope of the emergencies.

Appraisal

The current agreement between and the CSFD and Peterson/CM Fire and Emergency Services has been working well. Tabletop exercises are conducted annually, and full-scale exercises are conducted every third year, most recently in 2020. After action reports of training exercises have allowed each agency to evaluate standard operating procedures, performance and adjust as necessary to provide operations that meet the CFR, Title 14.

Plan

The CSFD and Peterson/CM Fire and Emergency Services will continue to operate under mutual aid agreement and conduct annual training and joint exercises on airport grounds. The current mutual aid agreement remains in effect for five years, and automatically renews for an additional five-year period with the right to renew for an additional two five-year terms, not to exceed a total of 20 years. The CSFD will also complete annual reviews of OPM 300.15.

References

City Code of Colorado Springs, Colorado, Chapter 8, Article 2, Part 1 (8.2.101)

Peterson - CH Fire and Emergency Services Mutual Aid Agreement

14 CFR § 139.315, Aircraft Rescue and Firefighting: Index Determination (14 CFR § 139.315)

PPROEM COS Airport Full Scale Exercise After Action Report 2020

PPROEM COS Airport Tabletop Exercise After Action Report 2021

NFPA 414: *Standard on Aircraft Rescue and Firefighting Vehicles* (Exhibits)

CC 5I.2 The agency conducts a formal and documented program appraisal, at least annually, to determine the impacts, outcomes and effectiveness of the program, and to measure its performance toward meeting the agency's goals and objectives.

Description

The CSFD is not designated to provide primary aircraft rescue and firefighting services for the Colorado Springs Airport (airport). Primary responsibility is assigned to the U.S. Air Force, Peterson/CM Fire and Emergency Services through a mutual aid agreement with the CSFD. As such, there is no formal program for aviation incidents; however, the CSFD does follow its standard operating procedures for responding to aircraft emergencies that occur off airport property as detailed in Operating Procedure Manual (OPM) 300.15, Aircraft Emergencies; this procedure is reviewed annually.

Additionally, the CSFD participates in an annual tabletop exercise which includes all agencies involved in responding to the airport for aircraft emergencies. Every third year, a full-scale training exercise is conducted on or near the airport property as required by the Federal Aviation Administration. These training exercises meet the requirements of the Code of Federal Regulations (CFR) 14 CFR § 139.319, Aircraft rescue and firefighting: Operational requirements. The airport maintains all records required for training hours, equipment required, and other materials required by NFPA 414, Standard for Aircraft Rescue and Firefighting Vehicles and the CFR for airports. The CSFD report writing program maintains response data for all responses to the airport for analysis and after-action review purposes.

Appraisal

The current system of annual tabletop exercises and full-scale exercises occurring every third year meets the requirements of the CFR, Title 14 Part 139 and NFPA 414. After action reviews of training exercises have allowed each agency to evaluate standard operating procedures, performance and adjust as necessary to provide operations that meet the CFR, Title 14.

Plan

The CSFD will continue to document all responses to airport/aircraft incidents and conduct an annual review of OPM 300.15. In addition, the CSFD will continue to participate in tabletop and full-scale exercises with airport representatives; maintain working relationships with the airport, Peterson/CM Fire and Emergency Services, and other agencies; and respond to emergencies at the airport.

References

Peterson - CM Fire and Emergency Services Mutual Aid Agreement

Operating Procedure Manual 300.15, Aircraft Emergencies

14 CFR § 139.319, Aircraft rescue and firefighting: Operational requirements (14 CFR § 139.319)

PPROEM COS Airport Full Scale Exercise After Action Report 2020

PPROEM COS Airport Tabletop Exercise After Action Report 2021

NFPA 414: *Standard on Aircraft Rescue and Firefighting Vehicles* (Exhibits)

Category 5

Criterion 5J: Marine and Shipboard Rescue and Firefighting Program

The agency operates an adequate, effective, efficient and safe program directed toward protecting the community from a marine or shipboard fire or incident occurring at or in the immediate area. If identified risks are outside the scope of the agency's capabilities, Category 10 performance indicators should address the agency's ability to receive aid from partners in those areas. The agency must conduct a thorough risk assessment as part of activities in Category 2 to determine the need for specific marine and shipboard rescue and firefighting services and support the overall risk reduction strategy.

If the agency determines this criterion is not applicable, the agency should still provide a brief explanation of why it does not provide this program.

Summary:

The City of Colorado Springs (City) has two (2) small recreational lakes within the city, Prospect Lake and Quail Lake; however, there are no harbors, navigable waterways, or oceans within the department's service area. As such, the Colorado Springs Fire Department (CSFD) does not respond to incidents involving navigable waterways for shipboard firefighting or rescue activities.

The CSFD uses NFPA 1670: *Standard on Operations and Training for Technical Search and Rescue Incidents*, as guidance for all water rescue training and emergency incidents. All CSFD members are trained to the awareness level, members assigned to truck companies are trained to the operations level, and members assigned to the technical rescue program are trained to the technician level for water emergencies. The CSFD follows the procedures detailed in Operations Procedure Manual (OPM) 600.05, Water Rescue for emergency incidents. The CSFD continues to monitor the frequency of emergency incidents involving watercraft on recreational lakes. Should there be a significant increase in the number of water-based incidents, the CSFD will develop an

improved response priority and plan, including the kind and type of equipment available, required training, and the location of the technical rescue program.

This criterion is not applicable to the department.

Category 5

Criterion 5K: Wildland Fire Program

The agency operates an adequate, effective, and efficient wildland fire program directed toward controlling and/or extinguishing wildland fires to protect the community from injury or death and to reduce property loss. If identified risks are outside the scope of the agency's capabilities, Category 10 performance indicators should address the agency's ability to receive aid from partners in those areas. The agency must conduct a thorough risk assessment as part of activities in Category 2 to determine the need for specific wildland fire services and support the overall risk reduction strategy.

If the agency determines this criterion is not applicable, the agency should still provide a brief explanation of why it does not provide this program.

Summary:

The Colorado Springs Fire Department (CSFD) maintains a minimum staffing level and targeted response benchmarks for all risk classifications as adopted by the City Council for the City of Colorado Springs (City). This is enhanced by operations procedures provide an effective wildland fire suppression force to any location in the City limits. These procedures identify the appropriate response level to wildland fires in varying zones and increases the number of staffed response apparatus in the targeted area. The fire department also maintains memorandums of understanding (MOU) and intergovernmental agreements (IGA) that boost wildland firefighting resources and equipment within the city.

The CSFD's minimum staffing levels provide for enough personnel to satisfactorily staff multiple types of wildland fire response equipment. All CSFD frontline apparatus are equipped with wildland equipment for initial attack operations. Fire Station 4 and Fire Station 9 are designated as the Wildfire Suppression Program stations. Both have a wildland engine (Type 3 engine) that is staffed with four personnel when dispatched. In 16 of 23 stations, a brush truck (Type 6 engine) is staffed for wildland fire response with

two personnel from the accompanying engine (Type 1 engine) company. This response requires staffing of both apparatus with two personnel and provides for flexibility depending on the type of wildland fire suppression task assigned.

The wildland risk assessment is outlined in the City Community Wildfire Protection Plan. This document is used as a tool in fuel management, inspection and code enforcement, and the fire adaptive community plan.

The number and placement of available suppression apparatus is adjusted based on indicators that determine fire behavior potential and the location of the incident. These include the fire danger rating and fire weather warnings. The dispatched response units increase whenever a weather warning is issued, or the fire danger reaches Very High or above. Additional wildland units are also dispatched depending on location and fire danger indices once a working incident is declared.

Performance indicators:

CC 5K.1 Given the agency’s community risk assessment/standards of cover and emergency performance statements, the agency meets its staffing, response time, station(s), apparatus and equipment deployment objectives for each type and magnitude of wildland fire services incident.

Description

The CSFD meets its deployment objectives for wildland fire incidents regarding staffing, stations, apparatus, and equipment. All are aligned with and meet the SOC for wildland fire incidents. Wildland fire operational requirements are detailed in Operations Procedure Manual (OPM) 300.08, Wildland Fires. These procedures identify the appropriate response level to wildland fires in varying zones and increases the number of staffed response apparatus in the targeted area. The fire department also maintains memorandums of understanding (MOU) and intergovernmental agreements (IGA) which boost wildland firefighting resources and equipment within the city as needed.

Currently, the response time of the effective response force is measured against the City Council 1999 Resolution (Resolution) benchmarks of first unit arrival within eight (8) minutes 90% of the time and effective response force arrival within 12 minutes 90% of the time. These goals are applied uniformly and interchangeably across all risk classifications; therefore, the CSFD does not have an established response time goal specific to wildland fire incidents. For 2017-2021, the average citywide response time for the first due company for moderate wildland fire incidents was 11:26; the average citywide response time for an effective response force was 19:39. The Resolution is in the process of being annulled by the mayor allowing the CSFD to determine more specific outcome-based benchmarks.

The department’s minimum staffing levels provide for enough personnel to satisfactorily staff multiple types of wildland fire response equipment. All CSFD frontline apparatus are equipped with wildland equipment for initial attack operations and includes wildland fire shelters, wildland hose packs, and hooks on apparatus for rapid redeployment. In 16 of 23

stations, a brush truck (Type 6 engine) is staffed for wildland fire response with two personnel from the accompanying engine (Type 1 engine) company. This response requires staffing of both apparatus with two personnel and provides for flexibility depending on the type of wildland fire suppression task assigned. Two stations (Fire Station 4 and Fire Station 9) are assigned as the Wildfire Suppression Program stations. These stations have a wildland engine (Type 3 engine) that is staffed with four personnel when dispatched. The accompanying truck company in those stations is placed out-of-service to provide personnel for the wildland engine when dispatched (a cross-staffing model).

The wildland risk assessment is outlined in the City Community Wildfire Protection Plan. The goals of the Colorado Springs Community Wildfire Protection Plan are to identify short-term and ongoing risk, plan for abatement or mitigation, and implement strategies to abate or mitigate risk. The anticipated outcomes of the Colorado Springs Community Wildfire Protection Plan are having a community educated on wildfire risk and wildfire mitigation measures, maintaining community engagement for ongoing work, reducing risk of wildfire to the community and firefighters, reducing risk of wildfire to properties, businesses, and city infrastructure, reducing risk of wildfire to natural resources, and maintaining a vibrant economy.

The number and placement of available suppression apparatus is adjusted based on indices that determine fire behavior potential and the location of the incident. These indices include the fire danger rating and fire weather warnings. The dispatched response units increase whenever a weather warning is issued, or the fire danger indices reach Very High or above. Additional wildland units are also dispatched depending on location and fire danger indices once a working incident is declared. When the fire danger rating reaches “Very High” or above, department activities such as scheduled training may be cancelled that would place equipment out-of-service. If the fire danger rating is “Extreme” or “Very High” with a fire weather warning, all stations with Type 6 engines respond to all incidents except structure fires as a two-piece company. In addition, the Type 3 engines are staffed by recalling off-duty personnel.

Appraisal

Since the response time of the effective response force has been measured against the Resolution, benchmarks have been applied uniformly and interchangeably across all risk classifications. The CSFD has not previously established response time goal specific to wildland fire incidents.

The CSFD has seen an increase in response times and not met its model for the first due company and effective force response for moderate risk wildland fire incidents for the last five years. This has been attributed to city growth as areas are being annexed, more people are moving to the city, and the department utilizing benchmarks which were established over 23 years ago which are no longer realistic expectations.

Procedures driven training has ensured firefighters have been prepared to operate the Type 3 apparatus. Current personnel have not had experience with large incidents such as the Waldo Canyon Fire; CSFD has continued to seek additional training, education and relationships with other agencies to develop experience. Both Type 3 apparatus and Type 6 apparatus have been maintained and are response ready. Utility 4 (U4) has served as a great resource vehicle for Incident Command (IC) and for overhead on deployments.

Plan

The Resolution is in the process of being annulled by the mayor and will allow the CSFD to determine more current, specific, and realistic outcome-based benchmarks across all risk classifications.

The CSFD will continue to review its general performance and response times based on the SOC and deployment objectives on a monthly and an annual basis. The CSFD will monitor the growth and development of the community and consider the addition of additional wildfire specific emergency resources as needed for the wildland urban interface. The CSFD will continue to evaluate best practices utilized by other communities that have a similar wildland fire hazard.

References

City Council 1999 Resolution

CSFD Community Risk Assessment and Standards of Cover 2022

Operations Procedure Manual 300.08, Wildland Fires

City of Colorado Springs Community Wildfire Protection Plan (2021)

5K.2 The agency has developed a wildland risk assessment including: a fuel management plan, a fire adapted communities plan, and an inspection and code enforcement program.

Description

The City Community Wildfire Protection Plan (CWPP) originated in 2011 and was recently revised in 2021. It provides the guideline for mitigation efforts within the City of Colorado Springs, as well as wildland urban interface (WUI) codes and ordinances. Wildland Fuels Management Requirements are detailed in the City Fire Prevention Code and Standards, Appendix K, including general requirements, development plans, fuels management, clearance to main structure, pruning of dead limbs, clearance of tree branches to structures, roof coverings, structure protection, construction permit review requirements, and fire protection systems. These documents are utilized as planning tools for vegetation code review and enforcement and promote mitigation messaging. The messaging promotes practices similar to those of national recommendations of fire adaptive communities and are current with the latest scientific backing. Fuels reduction applications are implemented and promoted in efforts to reduce wildfire threat to the community.

In 2021, voters approved a taxpayer bill of rights refund that was dedicated for wildfire mitigation. Additional staffing and equipment for mitigation activities are planned based on recommendations from the refund's team established for program oversight.

Appraisal

Since the Waldo Canyon Fire (2012) and Black Forest Fire (2013), the CSFD's mitigation services provided have increased drastically. The increase in the demand for services was in response to the fires and the hot and dry summer months that Colorado Springs has experienced. In 2021, residents in the WUI were educated through on-site consultations and community meeting/events. Additionally, a total of 2039.4 acres of fuel was reduced in the WUI.

The CSFD Wildland Mitigation Section has had a high turnover rate due to the seasonal staff that performs the bulk of the community chipping services and mitigation work

during the summer months. The nature of the seasonal positions limits and constrains the program and operations are hindered as a result.

Plan

The CSFD Wildfire Mitigation Section will continue to provide services to the community through outreach, communication, and on-site consultations in an effort to continue the message of fire adaptation to the community. To maintain effective levels of operation with increasing demand, the need for additional resources will require ongoing review, identification of such needs and addressing them as opportunity allows. The CSFD Wildfire Mitigation Section will also seeking opportunities for additional funding to assist with program needs. An evaluation of staffing will be conducted to determine any potential additional full-time staffing needs. Sustained funding (versus grant funding) is recommended as the program develops needs related to capital improvements and potentially adding additional staff.

References

City of Colorado Springs Community Wildfire Protection Plan (2021)

City of Colorado Springs Ordinance 18-50 (Fire Prevention Codes and Standards, Appendix K)

CC 5K.3 The agency conducts a formal and documented program appraisal, at least annually, to determine the impact, outcomes and effectiveness of the program, and to measure its performance toward meeting the agency’s goals and objectives.

Description

The CSFD requires all major programs to submit an annual program appraisal that lists significant incidents, equipment purchases, training (including with other agencies), future program needs, and other pertinent information. The annual appraisal reflects the calendar year and how well the program has met the department’s and the program’s objectives. This information is also used during the annual budget process to determine the program’s future needs to continue meeting objectives. Wildfire suppression reporting information, provided by the program manager, is also documented in the annual CFSD Statistical Abstract. The combination of these appraisals is utilized to determine if the training, procedures, and equipment were satisfactory for each incident.

All CSFD operational resources participate annually in a multi-company training exercise. This exercise encompasses various scenarios and techniques such as structural protection within the urban interface, hose management, and apparatus positioning as examples. Evaluation of these exercises helps identify future target training areas.

An annual training exercise is also conducted in the first trimester of the year in conjunction with the voluntary pack test fitness evaluation. This involves basic safety skills such as shelter deployment and tactical applications of best practices. The two primary program stations also conduct weekly training during “Wildland Sundays.” These trainings allow the program stations to work together and to train on higher level skills as well as evaluating the current capabilities of the members within the Wildfire Suppression Program.

Periodic exercises are conducted in conjunction with other agencies both locally and regionally. The evaluation of these exercises is used to identify regional training needs and planning for future annual regional training exercises.

Appraisal

The internal appraisal process has been successful for the Wildfire Suppression Program and assists members to determine the impacts, outcomes, and effectiveness of the program. The CSFD has evaluated performance through small and large-scale training exercises, reviewing positive and negative aspects of training. Issues and deficiencies are identified from evaluations which are then used to develop subsequent exercises. This process has enabled the CSFD to build exercises that continue to become more complex as they incorporate previously learned skills

Plan

The CSFD will continue to review and assess trends and issues identified through the annual appraisal, statistical abstract and training exercises to determine the impacts, outcomes, and effectiveness of the program. The CSFD will continue to develop exercises for operational companies that build upon previous exercises while incorporating new equipment, techniques, and industry best-practices. Personnel within the Wildfire Suppression Program will continue to participate in local and regional training opportunities, the local incident command team, and wildfire deployments while evaluating the CSFD's wildfire operations to ensure safe, efficient, and effective wildfire suppression practices.

References

2021 Annual Program Appraisal - Wildfire Suppression

CSFD 2020 Statistical Abstract

Criterion 5L: High Angle Rescue

The agency operates a satisfactory, effective, efficient, and safe program directed toward high angle rescue incidents occurring at or in the immediate area.

Summary

The Colorado Springs Fire Department (CSFD) operates a High Angle Rescue (HAR) Program from two primary stations on the west side of town, Fire Stations 5 and 13; Rescue 17, on the east side, is also a resource for high angle rescues when needed. Each HAR technician assigned to the program is well-trained and properly equipped to address a variety of rescues in high and low angle environments. The CSFD utilizes the ESO Solutions incident reporting program to record response data and thoroughly document company actions for all high angle rescue incidents.

The program is guided by standard operating procedures as defined in the CSFD Operations Procedure Manual (OPM), the program manual, and the program task book. Training is guided by the program task book which has been created by combining the pertinent aspects of the National Fire Protection Association (NFPA), the Mountain Rescue Association (MRA), the International Technical Rescue Association (ITRA), and American Society for Testing and Materials (ASTM) standards. Included in the taskbook are two different 40-hour classes for program members to attend as they progress through the rescuer levels. The HAR Program submits an annual program appraisal to department leadership.

Performance Indicators:

CC 5L.1 Given the agency’s community risk assessment/standards of cover and emergency performance statements, the agency meets its staffing, response time, station, apparatus and equipment deployment objectives for each type and magnitude of high angle rescue incidents.

Description

The CSFD has provided specialized rescue services through the High Angle Rescue Team (HART) for emergencies involving technical rescue from above ground situations since 1983. Program management is provided by the Fire Station 5 Captain and the in-house program coordinator (a subject matter expert or SME), with executive oversight by the Battalion 1 battalion chief. The standard deployment model for high angle rescue incidents includes two engine companies (Engine 5 and Engine 13) and one battalion chief. Each engine company is staffed with four personnel, of which a minimum of three personnel are certified HAR technicians. Rescue 17 is also a resource for high angle rescues when needed. A full complement of rescue tools and equipment is carried on each apparatus to enable properly trained personnel to mitigate these types of emergencies. The CSFD HAR training manual, task book, and the CSFD Operations Procedures Manual (OPM) 600.01, High Angle/Rope Rescue, address standard practices. Should additional resources be needed, a memorandum of understanding is in place with El Paso County Search and Rescue (EPCSAR).

HART personnel are well-trained and equipped to operate in all weather conditions for extended periods of time. Standard operating procedures are well documented and mutual aid agreements are in place to ensure robust resource allocation. Program leadership has assured that ongoing, yearly, and periodic training maintains and enhances members’ knowledge, skills, and abilities in areas including high angle, vertical ice rescue, low angle and trail evacuations, and lead climbing. The training program is robust and well established, creating effective and efficient response.

Training is guided by the program task book which has been created by combining the pertinent aspects of the National Fire Protection Association (NFPA), the Mountain

Rescue Association (MRA), the International Technical Rescue Association (ITRA), and American Society for Testing and Materials (ASTM) standards. Included in the taskbook are two different 40-hour classes for program members to attend as they progress through the rescuer levels.

Appraisal

The current deployment model has provided satisfactory response within the guidelines of the Standards of Cover for high angle rescue incidents. Program personnel have been well-trained, equipped, and standard operating procedures have been established and utilized safely and effectively. In 2021, the program added seven new members. Additional equipment purchases included winter and summer boots for new personnel; rock anchor drill, bits, and anchors; in-line dynameters for training and testing; replaced the med packs on both E5 and E13; replaced soft goods (cordage, prusiks, webbing) in accordance with the 5-year replacement plan; replaced ropes for both E5 and E13; and updated harnesses for all personnel. The HART responded to approximately 40 alarms that involved some form of high angle rescue. Many of the alarms were for lost hikers and trail evacuations out of Cheyenne Canyon, Garden of the Gods, Ute Valley Park, Blodgett Peak and Red Rock Open Space. Motorcycles were utilized effectively for search and access on alarms in Cheyenne Mountain State Park and Cheyenne Canyon, and there were also several falls in the Garden that did not require a rope system for patient access.

Plan

The CSFD will continue to provide sufficient staffing, training, and equipment to mitigate high angle rescue incidents. Program review and evaluation will continue as outlined in the program documents and as established by past practice. The long-range goals for the program include ongoing interoperability training with nearby agencies (El Paso County Search and Rescue) and alignment with the national typing standards set forth by the Federal Emergency Management Agency (FEMA). These standards would qualify the program as a mountain rescue team and wilderness rescue team according to FEMA guidelines. The added training and equipment needed to obtain this level would be minimal. The program training level is lacking only a few items to bring this program in

line with the FEMA Standard 508-8; Typed Resource Definitions, Search and Rescue Resources.

References

CSFD Community Risk Assessment and Standards of Cover 2022

Operations Procedure Manual 600.01, High Angle/Rope Rescue

HART Taskbook 2022

FEMA Standard 508-8 Typed Resource Definitions, Search and Rescue Resources

NFPA 1006: *Standard for Technical Rescuer Professional Qualifications* (Exhibits)

NFPA 1670: *Standard on Operations and Training for Technical Search and Rescue*
(Exhibits)

NFPA 1983: *Standard in Life Safety Rope and Equipment for Emergency Services*
(Exhibits)

CC 5L.2 The agency conducts a formal and documented program appraisal at least annually, to determine the impacts, outcomes and effectiveness of the program, and to measure its performance toward meeting the agency's goals and objectives.

Description

The CSFD requires that major programs submit an annual program appraisal to the program executive and the deputy chief that lists significant incidents, equipment purchases, training (including with other agencies), future program needs, and other pertinent information. Appraisal of the HAR Program is discussed and conducted at the annual program meeting attended by all program officers, the program manager, and the program executive. Formal documentation is completed by the captain of the HAR Program who is responsible to complete the annual written CSFD High Angle Program annual program appraisal. Less formally, training and meetings are also conducted periodically with other agencies, such as El Paso County Search and Rescue, to review processes and establish common practice.

Appraisal

The HAR Program's annual program appraisal has been effective in documenting the program's impacts and outcomes. Significant improvements to the HAR program have been implemented over the last number of years through the input of program leadership and team members. This has been accomplished through various channels (written, verbal, formal meetings, et cetera), in addition to a SME group selected from both stations and across the three shifts. The HAR program has been working toward modeling FEMA 508-8; Typed Resource Definitions, Mountain Search and Rescue Team, Type II.

Plan

The HAR program leadership is pleased with the ongoing formal and informal appraisal of the program and expects that continuing with the existing practices will ensure that deficiencies are identified, and industry best practices are implemented as needed. The HAR Program will continue to work towards FEMA typed resources standards.

References

2021 Annual Program Appraisal - High Angle Rescue

FEMA 508-8; Typed Resource Definitions, Mountain Search and Rescue Resources

Category 6: Physical Resources

Physical resources are defined as fire stations, training facilities, fire apparatus, and other capital expenditures and outlays that make up the property assets of an agency. Special attention is required to obtain and maintain appropriate quality physical resources.

Facilities that are leased and/or jointly operated may also be considered for agency use if this is accomplished in accordance with properly adopted, clearly established policies.

If work is contracted outside the agency and/or to another department within the parent agency, it is incumbent on the agency to ensure that facilities, equipment, staff, record keeping, and procedures are consistent with the performance indicators in this category.

Criterion 6A: Physical Resources Plan

Development and use of physical resources are consistent with the agency's established plans. A systematic and planned approach to the future development of facilities is in place.

Summary:

The Colorado Springs Fire Department (CSFD) has a strategic plan in place. This provides some of the basis for assessing and planning future physical resource needs. The City of Colorado Springs (City) reviews these needs and prioritizes them along with other City departments on an annual basis. Additionally, physical resources and the associated funding is captured in the CSFD budget. A CSFD Facilities Committee is in place to assess resource needs and capital improvement projects (CIP).

Performance Indicators:

6A.1 The development, construction or purchase of physical resources is consistent with the agency’s goals and strategic plan.

Description

The CSFD’s short and long-range goal of planning for construction and implementing the purchase of future fire stations and equipment is a continuing collaboration between the CSFD and the City. Plans for future stations and resources to accommodate the growth of the city are based on projected population growth and maintenance of standardized response times and are consistent with the City’s Facility Master Plan and CSFD’s Strategic Plan. In 2021, the City requested that the CSFD develop a 15-year plan for facilities, equipment, and personnel to address anticipated growth. Also, the CSFD has developed a 17-year apparatus replacement plan for upgrading the department’s vehicles.

Appraisal

The City’s Facilities Master Plan and the CSFD’s 15-year plan have identified possible target years for consideration of new stations and for future equipment and apparatus needs. The CSFD has utilized the 17-year apparatus replacement plan and has updated approximately half of the apparatus fleet since 2015.

Plan

The CSFD will continue to review the City’s Facility Master Plan and its own Strategic Plan on a regular basis to ensure it will satisfactorily meet the future needs of the community. The CSFD will continue replacing apparatus using the 17-year replacement plan.

References

CSFD 2020-2024 Strategic Plan

2022 CSFD Budget

Colorado Springs Facility Master Plan

15-Year Growth Plan

17-Year Apparatus Replacement Plan

CC 6A.2 The governing body, administration, and staff are involved in the planning for physical facilities.

Description

The CSFD collaborates with the City regarding planning for physical facilities. Planning begins with studying the projected growth of the City as determined by the City’s Facility Master Plan, the CSFD’s Strategic Plan, and long-range planning. The CSFD reviews the comprehensive list of planned developments. The CSFD determines how the City and the community would be impacted and what the personnel and facility costs would be to mitigate the impact.

Appraisal

The facility planning process has satisfactorily facilitated involvement from the CSFD and City administration. Planning for future fire facilities has been dependent upon the CSFD Strategic Plan, the 15-year growth plan, and on existing and future annexation agreements.

Plan

The CSFD will continue to participate in the planning process to ensure the governing body has information regarding the necessary physical facilities within growth areas to enable the CSFD to provide satisfactory levels of service.

References

CSFD 2020-2024 Strategic Plan

15-Year Growth Plan

CSFD – City of Colorado Springs Proposed Annexation Map

Criterion 6B: Fixed Facilities

The agency designs, maintains and manages fixed facility resources that meet the agency's goals and objectives.

Summary:

The Colorado Springs Fire Department (CSFD) facilities, through design, maintenance, and management strategies, have adequate space for their current needs to meet the department mission, goals, and objectives. Stations have been strategically located to satisfy geographic, population, and response needs. The CSFD 15-Year Growth Plan addresses expansion and growth to include possible locations of future stations. The crews assigned to the stations provide care of the grounds, cleaning, snow removal, and minor repairs and maintenance. All CSFD facilities comply with current federal, state, and local regulations. Maintenance is provided by the City of Colorado Springs (City) Facility Maintenance Division.

Performance Indicators:

6B.1 Each function or program has adequate facilities and storage space. (e.g., operations, prevention, training, support services, and administration).

Description

The CSFD Facilities Committee is comprised of department members representing all areas of the department. The committee meets every two months to discuss department facility needs including adequate facilities and space. The CSFD has 29 facilities, including 23 fire stations, to support its operations, training, support services, administration, and programs.

The Fire Department Complex (FDC) serves as the department's headquarters and encompasses two buildings that house department administration, support services, the Medical, Training, and Fire Marshal Divisions. A training tower and storage are also located on FDC grounds and support the Training Division. The Logistics and Transportation Center (LTC) supports fleet maintenance and the quartermaster system for station and office supplies, and the Community and Public Health program operates in the building adjacent to Fire Station 1. The Wildfire Mitigation Program utilizes old Fire Station 8 as its primary facility.

Fire stations are either designed with adequate storage within areas of the building or adjacent storage is located on the property. Additionally, several fire stations maintain operational support programs such as self-contained breathing apparatus (SCBA), hose, and others. Adequate space and storage are provided to meet the needs of those ancillary programs including detached storage garages at five of the 23 stations (Fire Stations 4, 9, 14, 17, and 20).

Appraisal

Department services have expanded to meet the growing and anticipated needs of the community. As such, storage space has become more limited. A permanent storage facility has been approved and is in the planning phase for construction on FDC grounds to meet storage needs.

Plan

The CSFD will continue to collaborate with the City to ensure the effective and efficient allocation of resources to meet the needs of the department.

References

Facilities Committee Members

Facilities Committee Meeting Agenda (Sample)

Facilities Wish List Lower Priority

CSFD Fire Station District Map

CSFD Headquarters, Training and FDC-West-Medical Map

6B.2 Buildings and outbuildings are clean and in good repair, and the surrounding grounds are well kept. Maintenance is conducted in a systematic and planned manner.

Description

Facilities and grounds at the CSFD's facilities are properly maintained and in good repair. Each station captain is responsible to ensure their station is maintained to provide a safe working environment. Annually, the City's Facilities Administrator and the Support Service Deputy Fire Chief conduct facility assessments of each station and department building to identify maintenance concerns, facility needs, and develop a corrective action plan for capital improvements. Identified issues are then prioritized; life/safety and essential needs to accomplish daily operations are addressed as the highest priority. The City Facilities Division manages maintenance services for all city facilities. The City Facilities Division has a program in place to ensure monthly, quarterly, and annual preventative maintenance is completed. General cleaning and maintenance are accomplished by the CSFD maintenance technician and custodian.

Appraisal

Regular assessments, cleaning, and maintenance have ensured that CSFD facilities and grounds are appropriately maintained to the level that the budget can support.

Plan

The CSFD will continue to encourage personnel to take an active role in submitting work orders and taking pride in their work areas. The CSFD will continue to prioritize its list of projects through the Facilities Committee for future planning of repairs, upgrades, prioritization of projects, and requesting additional funding for facility maintenance.

References

2022 Facility Assessment Dates

Facility Assessment (Sample)

CC 6B.3 Facilities comply with federal, state/provincial and local codes and regulations at the time of construction; required upgrades for safety are identified and, where resources allow, addressed. For those items that warrant further attention, a plan for implementation is identified in the agency's long-term capital improvement plan (i.e. fire alarm systems, sprinkler system, seismic, vehicle exhaust system, asbestos abatement, etc.).

Description

All CSFD facilities comply with current federal, state, and local regulations. The CSFD strives to comply with current building codes, fire codes, and the Americans with Disabilities Act (ADA). The CSFD's current capital improvement plan has identified target years for consideration of future station and equipment upgrade needs. Facility needs and concerns which warrant further attention are identified and prioritized for capital improvements. Life/safety and essential needs to accomplish daily operations are addressed as the highest priority as determined by the CSFD Facilities Committee.

Appraisal

All construction/remodel projects have followed the plan review process and were reviewed by code officials to ensure compliance. Fire stations have been built in compliance with local, state and federal regulations.

Plan

The CSFD will continue to comply with all applicable building and fire codes during facility construction. The CSFD will ensure required inspections are completed to ensure ongoing compliance with established requirements and will continually monitor facilities to ensure a healthy and safe working environment.

References

Facilities Committee Meeting Agenda (Sample)

Criterion 6C: Apparatus and Vehicles Maintenance

Apparatus and vehicle resources are designed, purchased, and maintained to adequately meet the agency's goals and objectives.

Summary:

The Colorado Springs Fire Department (CSFD) has an Apparatus Committee that ensures the appropriate type of apparatus are purchased to support operational needs. The CSFD has a 17-year Apparatus Replacement Plan that is a tool used to assess the condition of existing apparatus and plans for their future replacement. The Apparatus Committee, with input from other members of the department, write the apparatus replacement specifications to ensure the proper apparatus will be purchased.

Vehicle maintenance for emergency vehicles is provided by the CSFD's Logistics and Transportation Center (LTC) utilizing one supervisor (Captain), one administrative support staff, and four fleet technicians. The CSFD's non-emergency vehicles are maintained by the City of Colorado Springs (City) contracted vehicle maintenance provider (Serco) at their facilities leased from the City.

Performance Indicators:

CC 6C.1 Apparatus and vehicle types are appropriate for the functions served (e.g., operations, staff support services, specialized services and administration).

Description

The CSFD Apparatus Committee ensures the appropriate type of apparatus and vehicles are specified and purchased to support operational needs. The committee specifies and recommends all vehicle purchases, regardless of size or special application. The CSFD's leadership works closely with the Apparatus Committee, addressing department needs and creating a 17-year apparatus replacement plan. Feedback on specific functionality is solicited from the prospective users of the apparatus. Once the type of apparatus is identified, the committee contacts the appropriate division to gather information on its needs, using NFPA standards as guidelines. When all the information is compiled, the committee makes specific recommendations to the administration. The Finance, Planning, and Analysis (FPA) team with City Procurement initiates steps to acquire the vehicle(s) once the purchase has been approved. The department manages all apparatus through replacement schedules based on service life and industry standards; apparatus replacement is funded within the CSFD's budget.

Appraisal

The CSFD's process for assessing and determining appropriate apparatus and vehicle types has met the needs of the department.

Plan

The CSFD will continue the process of researching and specifying apparatus which are appropriate for the service they are expected to perform during their lifetimes.

References

Apparatus Committee Members

Apparatus Purchasing Recommendation Meeting

2022 CSFD Budget

17-Year Apparatus Replacement Plan

NFPA 1901: *Standard for Automotive Fire Apparatus* (Exhibits)

NFPA 1906: *Standard for Wildland Apparatus* (Exhibits)

6C.2 A current replacement schedule exists for all apparatus and support vehicles based on current federal and state/provincial standards, vehicle condition, department needs and requirements.

Description

The 17-year apparatus replacement plan is the replacement schedule used by CSFD for all apparatus and support vehicles. The plan is used to assess the condition of existing apparatus and support vehicles, plan for their replacement, calculate the cost of replacement with inflation factors for future years, and budget for their purchase. The plan is reviewed and approved in the first quarter of each year to match approved funding with the current year's planned activities and to prepare for the next year's budget process. In the third quarter, modifications are made, as needed, to address the state of current apparatus and to determine the use of any remaining funds in the apparatus replacement budget.

Appraisal

The current apparatus replacement plan has been meeting the needs of the CSFD. In the past six years, the CSFD has purchased 11 new pumpers and two new ladder trucks. Light duty vehicles have been replaced in collaboration with the City Fleet Services team.

Plan

The CSFD will continue to evaluate the replacement process for apparatus. The apparatus replacement plan will be modified, as needed, to remain current with CSFD needs and demands.

References

17-Year Apparatus Replacement Plan

2022 CSFD Budget

6C.3 A process exists for writing apparatus and vehicle replacement specifications with employee input.

Description

The CSFD Apparatus Committee is responsible for writing apparatus and vehicle replacement specifications. The committee is comprised of department members representing all areas of the department of various ranks and positions including line, staff, and maintenance services personnel. When the need to purchase an apparatus arises, the committee works together to write the specification to ensure the proper apparatus will be purchased. Committee members gather the necessary information from end users to ensure all their needs are addressed. All heavy custom apparatus comply with NFPA 1901: “*Standard for Automotive Fire Apparatus*.” The CSFD is committed to including input and suggestions from all end users in specifications, inspection, and acceptance testing for all emergency apparatus.

Appraisal

The process of writing specifications for apparatus replacement has worked well for the CSFD. The Apparatus Committee has been in place for more than 20 years and continues to be involved in the specification of new apparatus, as well as identifying the work to be done when apparatus are refurbished.

Plan

The CSFD will continue to utilize this process for writing specifications and ordering apparatus. The Apparatus Committee will continue to seek information from the end-users and the industry to provide the best apparatus possible for the CSFD.

References

Apparatus Purchasing Recommendation Meeting

Apparatus Proposal Option List (Sample)

Design Specifications (Sample)

NFPA 1901: *Standard for Automotive Fire Apparatus* (Exhibits)

Criterion 6D: Apparatus Maintenance

The inspection, testing, preventive maintenance, replacement schedule and emergency repair of all apparatus are well established and meet the emergency apparatus service and reliability needs.

Summary:

The CSFD has an established apparatus maintenance program that ensures all vehicles and equipment are in a high state of readiness. Fire station personnel conduct daily and weekly inspections of their assigned apparatus and submit repair requests when necessary. All repairs are made according to manufacturer specifications. The CSFD has four full-time mechanics that perform these repairs either in the fire stations or at the CSFD Logistics and Transportation Center (LTC) repair shop, with occasional repairs being done by manufacturer representatives or outsourced to local repair and maintenance businesses as needed.

Performance Indicators:

CC 6D.1 An apparatus maintenance program is established.

Description

The CSFD has established a comprehensive apparatus inspection and maintenance program to ensure all vehicles and equipment are in a high state of readiness. Fire station personnel and others assigned to operate vehicles are responsible for inspecting their apparatus daily, reporting on those inspections weekly, electronically submitting repair requests, and providing mileages monthly for scheduling preventive maintenance.

Apparatus are maintained at the LTC as specified by the manufacturer. Manufacturer representatives perform some repairs within CSFD facilities, and, in some cases, apparatus components are sent to an authorized service location for needed repairs. Oftentimes LTC personnel deliver the reserve apparatus to the fire station and pick up the vehicle requiring maintenance, further reducing out-of-service time. Two reserve engines are classified as ready reserves that are equipped with approximately 90% of the standard tools and equipment that are on a fully equipped engine leaving only minimal equipment to move between vehicles. This further reduces out-of-service time by significantly reducing the amount of time it takes a company to swap over to a reserve apparatus.

All requests for repairs are addressed as soon as possible, with safety-related items getting first attention. Most small repairs are addressed by a CSFD “mobile mechanic” who responds to the stations and makes the repairs there, minimizing apparatus out-of-service time. Preventive maintenance is performed on all heavy apparatus every 6,000 miles or annually, whichever comes first. Light and medium apparatus preventive maintenance is performed every 5,000 miles or annually. All chassis and individual components are maintained to the manufacturer’s recommendations. Bodies are maintained to the final body builder’s recommendations. Annual performance testing that includes fire pump testing, aerial testing, hose testing, ground ladder testing, emission testing, road tests, and weight verifications follow national industry standards, NFPA standards, and/or those of the manufacturer.

Appraisal

The CSFD's apparatus maintenance program has been very effective. Front-line and reserve apparatus have experienced few breakdowns and out-of-service time for repairs has been minimal. As many repairs as possible have been completed in the fire stations and preventive maintenance is performed at the LTC while crews operate on a reserve apparatus.

Plan

The CSFD will continue to use the current scheduled maintenance and repair processes. The practice of repairing apparatus in the station when possible, will continue. The CSFD will increase the use of the vehicle maintenance software program (AssetWorks M5) to better predict maintenance needs and costs.

References

CSFD Annual Pump Test Records (2021)

Aerial Annual Inspection (Sample, F-318, 2022)

Ground Ladder Annual Inspection (Sample, F-318, 2022)

CSFD Diesel Emission Test Compliance Report (2022)

Weekly Checklist (Sample, Engine 1)

AssetWorks M5 Work Order – Preventative Maintenance (Sample, 2022)

NFPA 1911: *Standard for Service Tests of Fire Pump Systems on Fire Apparatus*
(Exhibits)

NFPA 1932: *Standard on Use, Maintenance, and Service Testing of Fire Department Ground Ladders* (Exhibits)

6D.2 The maintenance and repair facility has adequate space and is equipped with appropriate tools.

Description

The CSFD LTC was constructed in 2005. Its dimensions are 100'L x 150'W x 40'H. The facility is accommodating in nature with size and on-site resources to store apparatus and complete most repairs. There are nine bay doors with three drive-through bays. The facility includes the following amenities:

- Nine fire apparatus service bays
- Bulk equipment fluids room
- Flammables storage room
- Fixed light duty lift
- Tool room
- Vehicle parts room
- Welding room
- Fabrication bay
- 10,000 gallon pump test pit
- Electronic fluid dispensing
- “Challenger” portable apparatus lifts
- “Rotary” portable apparatus lifts
- Total capture exhaust system
- Outside steam pad with fixed heavy-duty lift
- Waste oil furnace

- Mezzanine storage
- Four administrative offices with room for expansion
- Lunchroom
- Locker rooms

Individual mechanics are required to supply their own personal hand tools and they receive an annual tool stipend. The CSFD provides the uniforms, personal protective equipment, specialized tools, and all typical shop equipment.

Appraisal

The facility and tools have been sufficient and appropriate for the mechanics to perform in a safe, efficient, and effective manner. The facility has been well maintained and has the ability to expand to accommodate future growth.

Plan

The existing facility has the capacity to expand regarding tool and equipment storage, mechanic workspace, parts inventory storage, and administrative office space. As the need for additional specialized tools is identified, the CSFD will purchase them to remain efficient and effective.

References

Logistics and Transportation Center Layout

6D.3 The program is adequately staffed, supervised, trained and certified to meet the agency's needs.

Description

The CSFD LTC is assigned to the Support Services Division and is adequately staffed, trained, certified, and supervised to maintain the fleet of 113 administrative, support, and emergency response vehicles, and associated equipment. The captain assigned to the LTC is responsible to manage LTC operations and supervise the senior fleet technician, three (3) fleet technicians and the administrative assistant. The workload within the section requires that the captain divide their time between apparatus testing/maintenance, supervision, and administrative duties such as budget entry and management. In 2021, a supervisory position was approved to be filled in 2022.

Each mechanic is required to become competent in all areas of vehicle maintenance, repairs, and testing. In addition, each mechanic has working knowledge of applicable NFPA standards, state and federal DOT regulations, and current apparatus manufacturing processes. The mechanics are required to become Master Emergency Vehicle Technician (EVT) and Master Automotive Service Excellence (ASE) certified within two years of employment.

Appraisal

LTC operations have been successful due to staff training, supervision, and dedication. The staff has been able to sustain the workload in a timely manner. The ability to hire contract mechanics when necessary has supported LTC staff performance but has been limited since those individuals do not hold the certifications required to work on the emergency apparatus, such as fire pumps.

Plan

The CSFD will continue to ensure staff are adequately trained and maintain necessary certifications. The CSFD will continue to pursue efficient ways to perform maintenance and repair of apparatus. The addition of a shop supervisor position in 2022 will directly benefit the program.

References

Logistics and Transportation Center Organizational Chart

Senior Fleet Technician Job Description

Fleet Technician Job Description

CSFD Fleet Inventory

6D.4 The reserve vehicle fleet is adequate, or a documented contingency plan is in place for when an apparatus must be taken out of service.

Description

The CSFD has an adequate reserve fleet which includes six engines, three ladder trucks, two medical squads, and one battalion chief vehicle. Two reserve engines and one reserve ladder truck are assigned to the Training Division but may be used for front line service if necessary. Two reserve engines are classified as ready reserves that are equipped with approximately 90% of the standard tools and equipment that are on a fully equipped engine leaving only minimal equipment to move between vehicles. This further reduces out-of-service time by significantly reducing the amount of time it takes a company to swap over to a reserve apparatus. The CSFD also has numerous “pool vehicles” located throughout the organization to support organizational needs. Pool vehicles may be reassigned as needed to meet operational needs.

Appraisal

The CSFD’s reserve fleet has been well maintained and has been satisfactory to keep all front-line apparatus operational.

Plan

The CSFD will continue to grow the reserve fleet in number and condition through the apparatus replacement plan. A formal agreement for loaning apparatus to neighboring departments is in place and will be considered for the CSFD to borrow apparatus if necessary.

References

CSFD Fleet Inventory

Apparatus Loan Agreement (Sample, Black Forest)

CC 6D.5 The inspection, testing, preventive maintenance, replacement schedule, and emergency repair of all apparatus are well established and meets the needs of the agency.

Description

The CSFD has established a comprehensive apparatus inspection, testing, maintenance, and replacement program to ensure all vehicles and equipment are in a state of readiness. Fire station personnel and others assigned to operate vehicles are responsible for inspecting their apparatus daily, reporting on those inspections weekly, electronically submitting repair requests, and providing mileages weekly for scheduling preventive maintenance. These requirements are outlined in CSFD Administrative Procedure Manual (APM) 509, Apparatus and Equipment. LTC staff reviews repair requests daily, prioritizes them, and assigns mechanics to complete the various tasks. The mileage of all vehicles is monitored, and preventive maintenance is scheduled on the following basis:

- Heavy apparatus every 6,000 miles or annually, whichever comes first
- Light and medium apparatus every 5,000 miles or annually, whichever comes first

When possible, repairs are made in the fire stations by a “mobile mechanic” to minimize out-of-service times. The mobile mechanic also responds to all extended duration incidents and second alarm or greater fires to inspect equipment, make minor repairs, advise equipment operators, and fuel apparatus. An “on-call” mechanic is available after hours for consultation, minor repairs, and assisting with placing crews onto reserve equipment if a major repair is required.

Preventive maintenance and repairs requiring specialized equipment or lifts are performed at the LTC. Annual pump, aerial ladder, emission, hose, and ground ladder testing is also performed at the LTC. Any repairs identified through the testing processes are quickly made and the apparatus or equipment is retested before returning the item to service.

LTC normal operational hours are Monday through Friday from 0800 hours to 1700 hours.

Appraisal

The inspection, testing, and preventive maintenance procedures have been adequate to keep front-line apparatus and equipment in a ready condition and has minimized out-of-service time. Front line and reserve apparatus have experienced few breakdowns while out-of-service time for repairs has been minimal.

Plan

The CSFD will continue with its current system for apparatus maintenance while seeking opportunities to improve service to the CSFD. The CSFD will also increase the use of its vehicle maintenance software program (AssetWorks M5) to further refine maintenance processes and documentation.

References

Administrative Procedure Manual 509, Apparatus and Equipment

CSFD Annual Pump Test Reports (2021)

Aerial Annual Inspection (Sample, F-318, 2022)

Ground Ladder Annual Inspection (Sample, F-318, 2022)

CSFD Diesel Emission Test Compliance Report (2022)

Weekly Checklist – Check-IT (Sample, Engine 1)

AssetWorks M5 Work Order – Preventative Maintenance (Sample, 2022)

Criterion 6E: Tools, Supplies and Small Equipment

Equipment and supplies are adequate and designed to meet the agency's goals and objectives.

Summary:

All Colorado Springs Fire Department (CSFD) apparatus are equipped with a standard inventory of tools and equipment that meet the operational need of the department. Tools and equipment that are part of the standard inventory are budgeted for and replaced by the Logistics and Transportation Center (LTC) staff. Specialized equipment is budgeted for and replaced by the individual programs and stations.

Standard inventory tools and equipment are inspected, tested, and maintained by all station personnel, who have been properly trained by Training Division staff. Specialized equipment is inspected, tested, and maintained by personnel in the special programs. More extensive repairs are completed by LTC staff or sent to a certified repair facility.

Performance Indicators:

6E.1 Tools and equipment are distributed appropriately, are in adequate quantities and meet the operational needs of the specific functional area or program (e.g., fire suppression, prevention, investigations, hazmat, etc.).

Description

All CSFD apparatus are equipped with a standard inventory of tools and equipment. The department Apparatus Committee is responsible for identifying, maintaining, and modifying the standard apparatus inventory. Fire station officers are responsible for making sure the inventory of each apparatus is correct and that all equipment is being maintained appropriately. Funds are in place annually to replace tools and equipment that are damaged, lost, stolen, or taken out-of-service for other reasons. The LTC is responsible for replacing tools and equipment that are a part of the apparatus standard inventory. These requirements are outlined in Administrative Procedure Manual (APM) 509, Apparatus and Equipment.

The standard equipment inventory list is also maintained on two reserve (“ready reserves”) in the event of call-back for a major incident or deployment. A back-stock of equipment, from hand tools to hydraulic rescue tools, is in stock to replace any items lost, damaged, or stolen from apparatus. These tools are primarily maintained at the LTC. Some specialty equipment is maintained at program stations, such as extrication equipment which is stored at the technical rescue program station.

Special programs maintain additional equipment on their assigned apparatus such as thermal imagers and large hydraulic rescue equipment. Specialty programs have budgets for specialized equipment; the program manager is responsible for the purchase, maintenance, and replacement of those items.

Appraisal

The current CSFD tool distribution has been satisfactory to ensure all like apparatus are equipped the same and equipment is available in the same location on similar apparatus.

Plan

The CSFD will continue to evaluate the apparatus standard inventory through the Apparatus Committee. Annually, the LTC will inventory and replace items distributed from its supply. As funds become available, the tools and equipment necessary to supply an additional reserve ladder truck should be purchased for call-back or deployment.

References

Administrative Procedure Manual 509, Apparatus and Equipment

Apparatus Equipment Inventory and Costs (2021)

Apparatus Committee Members

Apparatus Committee Monthly Meeting – Outlook Event (Sample)

6E.2 Tool and equipment replacement is scheduled, budgeted and implemented, and is adequate to meet the agency's needs.

Description

The CSFD maintains an equipment budget and inventory schedule for the replacement of necessary equipment to meet the needs of the department. Funds are in place annually to replace tools and equipment that are damaged, lost, stolen, or taken out-of-service for other reasons. The LTC is responsible for replacing tools and equipment that are a part of the apparatus standard inventory. Specialized equipment, such as thermal imagers and large hydraulic rescue equipment are managed and replaced by special programs that have specific budgets for that purpose. These requirements are outlined in the Annual Procedures Manual (APM) 509, Apparatus and Equipment.

Appraisal

The process to replace defective, lost, stolen and/or aging equipment has met the needs of the department. Records for tools and equipment have been adequately maintained by the individual fire stations and special program managers.

Plan

Station captains and special program managers will continue to ensure equipment is replaced when indicated. The CSFD will continue to ensure funds are annually budgeted to support the ongoing replacement of equipment carried on CSFD apparatus. Research of new tools for apparatus will continue by the Apparatus Committee and specialized workgroups.

References

Administrative Procedure Manual 509, Apparatus and Equipment

2022 CSFD Budget

CC 6E.3 Equipment maintenance, testing and inspections are conducted by qualified personnel, following manufacturer's recommended schedules.

Description

The CSFD ensures equipment maintenance, testing and inspections are conducted by qualified personnel, following the manufacturer's recommended schedules. All CSFD employees are responsible for tool inspections and are properly trained by Training Division staff and supervisors. The level of maintenance is dependent upon the skill level of the individual and the complexity of the repair. Simple cleaning and calibration may be performed in-house; more extensive repairs may involve sending the equipment to the LTC, or to a certified repair facility. Ground ladders are inspected by a third-party vendor.

Daily and weekly checks of equipment in the fire stations ensure tools are in good working order. Any equipment found to be defective is removed from service and repaired or replaced. Company officers are responsible for making sure personnel are properly trained to conduct equipment inspections and report the need for replacement and repairs.

Special program managers have inspection procedures in place for tracking testing, repairs, or replacement of their equipment. Specialized programs have employees who are qualified to inspect and maintain their specific equipment. Inspection records of specialized equipment are maintained on site; those records contained within the daily and weekly apparatus checklists are stored electronically at each station.

Appraisal

The processes for ensuring equipment maintenance, testing and inspections are conducted by qualified personnel, following the manufacturer's recommended schedules has met the needs of the department. However, inspection and repair records have not been consistent among the various programs.

Plan

The CSFD will continue the existing processes for equipment maintenance, testing, and inspections; however, there is opportunity to standardize the record forms among the various programs and further educate staff in record retention requirements.

References

Daily Checklist (Sample, Engine 1)

Weekly Checklist (Sample, Engine 1)

6E.4 Inventory control and maintenance tracking systems are in place and current.

Description

The CSFD maintains inventory control and maintenance records of the vehicles and major equipment in its fleet. Records of the maintenance performed on these items are captured in the AssetWorks M) program. Smaller tools and equipment maintained on apparatus are inspected daily and their presence and serviceability are tracked on the daily apparatus checklists. There are no records of the specific hand tools issued to a station or vehicle, as doing so would require considerable effort and be of little value. Special program managers are responsible for the purchase, inventory control, maintenance, and repair of the specialized equipment necessary for their applicable programs.

Appraisal

The processes for maintaining inventory control and maintenance records have met the needs of the department.

Plan

The CSFD will continue to maintain an inventory control system. The apparatus standard inventory list will be modified to specify those items which should be tracked by make, model, serial number, and assignment. Those major items could then be more closely tracked to identify service life and maintenance frequency.

References

AssetWorks M5 Work Order – Preventative Maintenance (Sample, 2022)

6E.5 Supplies and materials allocation is based on established objectives and appropriate to meet the operational needs of the specific functional area or program (e.g., fire suppression, prevention, investigations, hazmat, etc.), and is compliant with local, state/provincial, and national standards.

Description

The CSFD is an all-hazards department and operates programs capable of responding to all reported incidents. Allocation for program supplies and materials has been established for Wildland, High Angle Rescue, Heavy Rescue, Hazardous Material Response, Hazardous Material Decontamination, Tactical Emergency Medical Support (TEMS), self-contained breathing apparatus (SCBA), and Special Events. Program captains have been designated for each specialty program. These individuals, and a designated program executive (battalion chief) are responsible to ensure the program has the materials and supplies necessary to support program operations. Accountability and oversight are provided to maintain deployment model efficiency without waste or loss. All programs have criteria for establishing the materials and supplies that need to be cached and ensuring they comply with local, state, and national standards. Each program develops criteria based on its area of responsibility within the community response model and develops the appropriate guidelines for maintaining those inventories.

Appraisal

The department's methods of allocating supplies and materials have been adequate to meet operational needs and maintain compliance with appropriate standards.

Plan

The CSFD will continue to allocate supplies and materials based on its operational objectives. The department will continue to develop plans that statistically trend materials and supplies beyond institutional knowledge and apply incident consumption to the replacement plan.

References

Hazmat 14 Inventory (Sample)

Engine Company Hazmat Inventory (Sample)

Criterion 6F: Safety Equipment

Safety equipment is adequate and designed to meet agency goals and objectives. For the purposes of this criterion, safety equipment includes personal protective equipment and related equipment (e.g., self-contained breathing apparatus).

Summary:

Safety equipment supports the mission of the Colorado Springs Fire Department (CSFD) and facilitates its goal of executing a successful fire protection program. Safety equipment is a fundamental necessity for performing the jobs and tasks of fire personnel. Safety equipment is distributed to all sworn and applicable civilian fire personnel to meet job requirements.

Personnel in the CSFD are taught and trained on safety equipment in the fire academy at the beginning of their career and maintain this knowledge as equipment and techniques change throughout their career. Members are briefed on the use of safety equipment upon entrance to duty, before and during all training evolutions and scheduled training exercises, as well as on an annual basis. The CSFD takes a proactive approach to the replacement of safety equipment by maintaining an equipment inventory, scheduled inspections, fit tests, flow tests, and servicing.

Performance Indicators:

CC 6F.1 Safety equipment is identified and distributed to appropriate personnel.

Description

The CSFD appropriately identifies and distributes safety equipment to applicable personnel, through established methods and procedures, in accordance with NFPA 1500, NFPA 1851, NFPA 1852 and NFPA 1999. New employees are provided training and education on the safety equipment that identifies the construction, components, limitations, and preventative maintenance. Each sworn employee, upon hire, is fitted and issued structural firefighting personal protective equipment (PPE). Safety equipment distributed to all sworn personnel include: a self-contained breathing apparatus (SCBA) face mask, firefighting helmet with eye protection, flash hood, turnout coat, turnout pants, suspenders, firefighting gloves, and firefighting boots. All distributed safety equipment is kept in stock by their respective program managers.

Additional structural PPE inventory is maintained in a PPE “cache” system at Fire Station 18. Personnel expected to perform job duties within Immediately Dangerous to Life or Health (IDLH) environments are issued an SCBA face mask and are fit tested annually to ensure proper fit. An inventory of masks is stored at Fire Station 15 where routine maintenance is also performed. SCBA units and a spare mask are provided for each riding position on heavy apparatus and battalion chief vehicles.

Personnel are expected to routinely inspect PPE and exchange gear bi-annually, as well as after PPE gear has been exposed to combustion products. When PPE gear is exchanged, the soiled gear is sent to an independent service provider (ISP) to clean, repair, and inspect.

Wildland firefighting PPE, including a brush jacket, brush pants, gloves, and a Hot Shield are distributed to each individual upon hire. This PPE inventory is maintained at Fire Station 9.

Appraisal

The system for the issuing of safety equipment has been efficient and provides for protecting CSFD personnel. The department's ability to supply, repair and/or replace safety equipment has proven to be adequate.

Plan

The department will continue to review processes and procedures for compliance with safety equipment inspections, usability, and practices with manufacturer recommendations and standards. If an update to the processes or procedures is warranted, the affected documents will be updated in coordination with the Procedure Review Committee. Procedure changes will be disseminated and implemented upon approval. During 2022, the CSFD is evaluating ways to make SCBA unit maintenance more cost-effective and safer by using independent service providers for maintenance, inspections, and repairs.

References

Administrative Procedure Manual 304, Safety

Administrative Procedure Manual 506, Self-Contained Breathing Apparatus

Operations Procedure Manual 100.07, Personal Protective Equipment

Operations Procedure Manual 100.08, Self-Contained Breathing Apparatus

NFPA 1500: *Standard on Fire Department Occupational Safety and Health Program* (Exhibits)

NFPA 1851: *Standard on Selection, Care, and Maintenance of Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting* (Exhibits)

NFPA 1852: *Standard on Selection, Maintenance and Care of Open-Circuit Self-Contained Breathing Apparatus* (Exhibits)

NFPA 1977: *Standard on Protective Clothing and Equipment for Wildland Firefighting* (Exhibits)

NFPA 1999: *Standard on Protective Clothing for Emergency Medical Operations* (Exhibits)

6F.2 Distributed safety equipment is adequate for the functions performed.

Description

The CSFD provides safety equipment that meets or exceeds the requirements within NFPA 1500; “Standard on Fire Department Occupational Safety and Health Program,” to all applicable personnel. Appropriate safety equipment is provided for all tasks that the CSFD’s employees are expected to perform. Applicable procedures are captured in Administrative Procedure Manual (APM) 304, Safety; APM 506, SCBA; and Operations Procedure Manual (OPM) 100.07, Personal Protective Equipment (PPE); and OPM 100.08, Self-Contained Breathing Apparatus (SCBA).

The Personal Protective Equipment (PPE) Program maintains a structural PPE “cache” at Fire Station 18. All PPE adheres to NFPA 1851 guidelines of retiring safety equipment after 10 years from the manufacture date. The tracking of PPE is done via a computer software system utilized by the CSFD PPE Program staff and via notifications sent to assigned PPE personnel by the Independent Service Provider (ISP) that is contracted to clean, repair and inspect PPE. The ISP also meets the requirements of NFPA 1851 and performs tests and inspections of laundered gear to confirm it meets NFPA standards of protection. The CSFD is transitioning to a new ISP in 2022.

An inventory of self-contained breathing apparatus (SCBA) masks is maintained by the CSFD Air/SCBA Program at Fire Station 15. The CSFD SCBA Program adheres to NFPA 1852 requirements to retire SCBA bottles after the manufacturer’s specified lifespan, as well as requirements to retire SCBA air packs after 20 years of use, or once outside of the allowable previous NFPA standard. This schedule is tracked via computer software provided by the SCBA manufacturer.

Appraisal

The CSFD PPE and Air/SCBA Programs have been able to adequately supply personnel with necessary safety equipment in accordance with applicable CSFD procedures and national requirements.

Plan

The CSFD will continue to fund and disseminate adequate safety equipment to all applicable members. Efforts to improve tracking needs beyond primary structural firefighting PPE components (i.e., helmets, gloves, and hoods) will be made in collaboration with the ISP. Efforts to improve data collection to anticipate future repair costs will be made within the SCBA Program at Fire Station 15. Additionally, safety equipment will continue to be evaluated and tested to seek improvements and enhancements available in the market.

References

Administrative Procedure Manual 304, Safety

Administrative Procedure Manual 506, Self-Contained Breathing Apparatus (SCBA)

Operations Procedure Manual 100.07, Personal Protective Equipment (PPE)

Operations Procedure Manual 100.08, Self-Contained Breathing Apparatus (SCBA)

PPE Tracking Log (Screenshot)

NFPA 1500: *Standard on Fire Department Occupational Safety and Health Program* (Exhibits)

NFPA 1851: *Standard on Selection, Care, and Maintenance of Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting* (Exhibits)

NFPA 1852: *Standard on Selection, Maintenance and Care of Open-Circuit Self-Contained Breathing Apparatus* (Exhibits)

6F.3 Safety equipment replacement is scheduled, budgeted and implemented, and adequate to meet the agency's needs.

Description

The CSFD takes a proactive approach to the management of safety equipment ensuring its replacement is scheduled, budgeted and implemented to protect staff and meet department needs. The CSFD maintains inventory caches with a supply of structural firefighting personal protective equipment (PPE), wildland firefighting PPE, and self-contained breathing apparatus (SCBA) for replacement of personnel safety equipment; this is facilitated through the CSFD PPE, Wildland, and Air/SCBA Programs. A budget line item in all of the programs is specifically designated to provide for the replacement of safety-related equipment in accordance with CSFD procedures.

When needed and approved by the program manager and program executive, the CSFD has immediate access to an item and the program manager is granted approval to purchase the item utilizing a direct purchase method. Safety equipment is inspected daily and after each use by the member assigned such PPE. SCBA are inspected daily at the beginning of each shift by on-duty members. Any deficiencies or needed repairs are reported to the applicable CSFD company officer and the air pack is sent to the Air/SCBA Program at Station 15 for repair. Spare air packs are provided if repairs will take an extended period. Needed replacement is identified during annual fit testing, annual flow testing of SCBA's, and anytime a face piece or SCBA is sent in for repair. As per Operations Procedure Manual (OPM) 100.07, Personal Protective Equipment, bi-annual inspection and "deep cleaning" is conducted on all structural firefighting PPE by the contracted independent service provider (ISP) for cleaning, inspecting, and repairs. Any deficiencies during the inspections are reported to the company officer and replacement items are supplied to the employee by the CSFD.

Appraisal

The CSFD's PPE, Wildland, and Air/SCBA Programs and inspection processes have ensured adequate funds have been budgeted and necessary safety equipment has been replaced when indicated.

Plan

The CSFD will continue to mandate the inspections of safety equipment and replace items as needed. The department will continue to pursue more efficient ways of tracking safety equipment to ensure compliance with 10-year retirements and six (6) month “deep cleaning.” Funding for maintaining an adequate supply of safety equipment will remain a high priority.

References

Operations Procedure Manual 100.07, Personal Protective Equipment (PPE)

6F.4 Safety equipment maintenance, testing and inspections are conducted by trained and qualified personnel, and appropriate records are kept.

Description

Maintenance, testing, and inspections of CSFD safety equipment is conducted by trained and qualified personnel. Structural firefighting PPE is maintained through an authorized independent service provider (ISP) where clothing articles are laundered, inspected, and repaired by qualified personnel adhering to current NFPA standards. Self-contained breathing apparatus (SCBA) and face masks are maintained by certified in-house technicians. Complex repairs for SCBA compressor equipment is completed by various certified vendors. In-station technicians are trained to perform Level B maintenance on all components of the assigned SCBA units. All maintenance conducted on safety equipment is documented and verified by the program manager of the PPE and Air/SCBA Programs. Records are maintained by the ISP, as well as through the safety equipment station(s).

Appraisal

The current CSFD maintenance, testing, and inspection system has been sufficient to provide appropriately maintained equipment for CSFD personnel protection.

Plan

The department will continue to ensure qualified technicians perform all maintenance conducted on safety equipment. The SCBA Program will pursue further exploration into identifying and budgeting for an authorized service center for SCBA's.

References

Inventory List for SCBA and PPE Items (Screenshot)

Maintenance Log for SCBA and PPE Items (Screenshot)

SCBA Service Certificate

6F.5 Safety equipment inventory control and maintenance tracking system are in place and current.

Description

An inventory control and maintenance tracking system are utilized to maintain accountability of supplies and safety equipment. All CSFD personnel monitor safety equipment on an on-going basis. Regular inventory count is conducted and documented to ensure an adequate supply of safety equipment is readily available. Each employee signs a hard copy receipt for all protective equipment issued, to include structural firefighting personal protective equipment (PPE) and self-contained breathing apparatus (SCBA) face mask. A separate and secured storage area at Fire Station 18 is provided for structural firefighting PPE while the Air/SCBA Program maintains an inventory of SCBA and face masks at Fire Station 15. Inventory is tracked electronically using an electronic software program.

All maintenance conducted on safety equipment is documented and verified by the program managers of the PPE or SCBA Programs. Records are maintained by the ISP, as well as through the safety equipment station(s). SCBA maintenance tracking is done electronically and is maintained by the CSFD Air/SCBA Program Manager.

Appraisal

The current maintenance, testing, and inspection systems have been sufficient to provide adequate protection for CSFD personnel. The safety equipment inventory systems have worked effectively and provided a good level of control and management

Plan

The CSFD will ensure the program managers of the CSFD PPE and Air/SCBA Programs and station personnel conduct periodic inventory inspections on all safety equipment and maintain control of the inventory. The CSFD will continue to track equipment inventory and maintenance with the system utilized by the applicable service provider. The system will be adjusted and updated as new equipment is purchased and/or new software becomes available.

References

PPE Services Contract

Inventory List for SCBA and PPE Items (Screenshot)

Maintenance Log for SCBA and PPE Items (Screenshot)

Category 7: Human Resources

Human resources are defined as all aspects of personnel administration, except those of training and competency (addressed in Category 8) and health and safety (addressed in Category 11). The heart of any organization is its people, and this category is designed to appraise the importance and results of the human resources program. Completing the human resources section may involve members from other governing entities or other elements of the community.

Criterion 7A: Human Resources Administration

General human resources administration practices are in place and are consistent with local, state/provincial and federal statutory and regulatory requirements.

Summary:

The Colorado Springs Fire Department (CSFD) has a designated Human Resources (HR) Manager who supervises, and coordinates assigned human resources functions for the department. The CSFD Human Resources Section is staffed with six (6) full-time employees, including the HR Manager, Captain (sworn position), Senior HR Analyst, Senior HR Technician, HR Generalist, and Public Safety Fire Recruiter/Volunteer Coordinator. The CSFD is governed by several different policies and procedures manuals, all of which are in accordance with local, state/provincial, and federal requirements.

Performance Indicators:

CC 7A.1 A human resources manager is designated.

Description

The CSFD has a Human Resources Manager who is designated to supervise, and coordinate assigned human resources related functions, services, and activities for the CSFD. The City of Colorado Springs job classification for this position is Human Resources Manager. The Human Resources Manager currently supervises five (5) employees.

The incumbent provides oversight of the Civil Service entry level, lateral, and promotional testing and selection processes, payroll, career development, benefits, and employee relations activities for the CSFD. The incumbent works collaboratively with City HR, the City Attorney, and City and Fire Finance staff to coordinate CSFD activities related to compensation and benefits administration, Fair Labor Standards Act (FLSA) and Department of Labor Wage and Hour compliance, workers' compensation, equity/diversity/inclusion, retirement processing, performance management, policy interpretation, and development of personnel policies, as well as the application and use of the payroll/HR functions of the PeopleSoft Human Resources Information System (HRIS) program and Intellitime Staffing program.

The CSFD HR Manager provides highly responsible and complex staff assistance to assigned management staff and advises staff in accordance with applicable federal, state, and local laws and guidelines including the City's policies, procedures, and practices. The incumbent is accountable for the identification of opportunities for improvement of HR service delivery methods and procedures, determining resource needs, and the implementation of program improvements. Finally, the HR Manager manages the professional, technical, and clerical staff members assigned to the HR Division.

Appraisal

The CSFD HR Manager position has been adequately staffed and managed.

Plan

The CSFD will continue to staff and support the position of Human Resources Manager organizationally and fiscally.

References

Class Specification – Human Resources Manager

CSFD Organizational Chart – Human Resources (Page 11)

7A.2 The human resources program has adequate staffing to accomplish the human resources administrative functions.

Description

The CSFD Human Resources Section is adequately staffed with six (6) full-time employees: HR Manager, Captain (sworn position), Senior HR Analyst, Two (2) HR Generalists, and Public Safety Fire Recruiter/Volunteer Coordinator. The HR team reports to the HR Manager, who then reports to the Support Services Deputy Chief.

The CSFD HR Section accomplishes the following human resources administrative functions: providing customer service to CSFD employees; ensuring CSFD complies with all legal requirements, including City policies; developing and administering policies and procedures that are consistent with CSFD's management philosophy, current laws, regulations, and City policies; recruiting and maintaining qualified personnel for regular and volunteer positions; serving as a consultant and advisor to CSFD management and employees; administering CSFD's workers' compensation program; overseeing CSFD employee relations, including investigations as needed; oversight and management of CSFD sworn and civilian performance evaluations and any applicable performance improvement plans, and establishing employment and promotional lists.

Appraisal

The CSFD HR team has met department needs, however, it recognized additional support would be necessary as new responsibilities and CSFD members are added. In 2021, the section identified the need for an additional position to support the workload. The HR Generalist position was created and filled in 2022.

Plan

The CSFD HR Section will continue to strive to successfully accomplish the CSFD's mission, goals, and objectives. The current staffing level will provide continuing support for personnel needs within the CSFD. The CSFD HR staff members will continue to obtain training and on-going education to maintain professional certificates and skills required for the positions held. The CSFD HR Manager is a key management position and advisor in anticipating and meeting the changing needs of the organization. The HR

Manager will recommend staffing adjustments for the CSFD HR team, when necessary, to continue the support of the CSFD's mission, goals, and objectives.

References

CSFD Organizational Chart – Human Resources (Page 11)

Class Specification – Human Resources Manager

Position Description – Fire Captain

Class Specification – Senior HR Analyst

Class Specification – HR Generalist

Class Specification – Public Safety Recruiter

7A.3 Policies are established to direct the human resources administrative practices in accordance with local, state/provincial and federal requirements. The policies are reviewed annually and updated as needed.

Description

The CSFD is governed by several established policies, legal guidelines, and procedural manuals to direct the human resources administrative procedures and daily operations in accordance with local, state, and federal requirements. The various manuals include the City of Colorado Springs (City’s) Sworn Policies and Procedures Manual (PPM), the City of Colorado Springs Civilian PPM, Civil Service Rules, the City’s Drug and Alcohol Manual, and the CSFD Administrative Procedure Manual (APM).

Appraisal

The CSFD’s human resources administrative practices, procedures, and policies have served the organization well. At least annually and as needed, human resources procedures and policies have been updated to adjust to and support the needs of the department.

Plan

The CSFD HR Section will continue to monitor changes made in federal, state, and local requirements, and update internal human resources administrative practices, procedures, and policies as necessary.

References

City of Colorado Springs Sworn Policies and Procedures Manual

City of Colorado Springs Civilian Policies and Procedures Manual

Rules of the Colorado Springs Civil Service Commission

City of Colorado Springs Drug/Alcohol Procedures Manual

CSFD Administrative Procedure Manual

Criterion 7B: Recruitment, Selection, Retention and Promotion

Systems are established to attract, select, retain, and promote qualified personnel in accordance with applicable local, state/provincial and federal statutory requirements.

Summary:

The Colorado Springs Fire Department (CSFD) has a designated recruiter who attends local career fairs, school events, and conducts recruitment orientations to attract well qualified applicants. The CSFD has a robust selection process and coordinates the participation of senior and subordinate personnel from both sworn and civilian classifications in the hiring and selection process for new employees. The CSFD posts all potential entry level and lateral position openings using the National Testing Network. Internal sworn promotional opportunities are posted via email to the entire department. Civilian job positions are posted by the City of Colorado Springs Human Resources Department on the City's website.

The CSFD uses the FireTEAM test as the initial testing device for entry-level firefighters. Promotional exams are developed by a third-party testing consultant and conducted with both internal and external assessors.

New member orientation is presented initially by City HR personnel for both sworn and civilian employees, with more in-depth information provided by CSFD HR personnel. All newly hired and newly promoted employees serve a one-year probationary period, during which they are evaluated on a periodic basis.

Retaining employees is not an issue for the CSFD. While there is natural attrition every year, the majority is related to normal retirements. Annual metrics are collected on CSFD attrition and retention rates.

Performance Indicators:

7B.1 A mechanism is in place to identify and announce potential entry-level, lateral, and promotional positions.

Description

The CSFD's HR Section identifies and announces all potential sworn, entry level, lateral and promotional jobs to establish employment lists as outlined by Civil Service Rules. Currently, the posting of civilian vacancies and recruitment strategies are a collaboration between CSFD HR and the City of Colorado Springs (City) HR. Entry level and lateral entry positions are posted using the National Testing Network, or are advertised in newspapers, roadway advertisements, fire service periodicals, social media webpages, and on the City website.

Sworn promotional opportunities are posted internally via e-mail and the CSFD intranet for a minimum of 30 days. All job postings include the minimum requirements, the closing date, and the application process. Promotional postings also include information about the testing process. Internal promotional opportunities are posted based on the requirements as outlined in the Civil Service Commission Rule #4, Method of Establishing Promotional Employment Lists.

Appraisal

The CSFD has determined the current hiring mechanisms continue to result in applicant pools of approximately 1600 individuals annually. The department has typically interviewed five times the number of vacancies available and has made conditional offers two times greater than the number of final offers issued. Despite the recent COVID pandemic, the number of applicants has remained at the same level. Unfortunately, the number of minority applicants has remained low, indicating the need to review access to job postings, or notices via other methods.

Lateral postings, in years past, yielded around 200 applications. The most recent lateral paramedic attempt yielded fewer final offers than vacancies and was not considered successful. The failure is attributed to the fact that the CSFD has a very abbreviated academy and practices a higher level of paramedicine than what the applicants have

previously experienced. There has not been a lateral academy for over five years and there are no future plans of this nature.

The mechanisms for announcing promotional testing opportunities have proven to be effective as the number of current employees participating in the annual process remains high. The CSFD HR Section provides more generous notice of promotional opportunities than is required by Civil Service Rule #4, on average 120 days more than required. This has been due to employee requests to have more time to read and study the written examination materials.

Plan

The CFSD HR Section will continue to evaluate and seek other opportunities to reach a broader spectrum of diverse applicants, such as working with more local community groups as well as the City of Colorado Springs which is also developing new strategies to communicate employment opportunities. The department will continue to use Human Resources Information Systems (HRIS) such as the National Testing Network, to attract applicants. Additionally, conducting more community-wide events to “share our story” should allow the department to grow in diversity and staffing.

The CSFD HR Section will continue to verify department compliance with the Civil Service Commission Rules on promotional testing announcements and provide current employees with as much advance notice of these opportunities as possible.

References

Rules of the Colorado Springs Civil Service Commission, Rule #4 Promotions

National Testing Network Posting – CSFD Entry Level Fire Fighter

CSFD Civilian Job Posting (Sample)

CSFD Recruitment Information (Screenshot)

CSFD Firefighter Hiring Process Smart Book

Notice of Fire Promotional Examination (Sample)

7B.2 The agency's administration and its members are part of the recruiting process.

Description

Recruitment of civilian positions for the CSFD is a collaboration between CSFD HR and the City of Colorado Springs HR Department.

The CSFD HR Section is solely responsible for recruitment of sworn positions. The HR Section has established a diverse group of CSFD personnel as an informal recruitment group of volunteers under the leadership of the CSFD Public Safety Recruiter. The HR Section receives notices of outreach and community events and solicits participation of volunteers from the recruitment group. Entry level firefighter orientation sessions are also offered throughout the year by CSFD members. Orientation sessions are free, detail what it takes to become a firefighter with the CSFD and are not mandatory prior to application.

The CSFD supports an Explorer Post and Summer Heat. The intent of the Fire Explorer Program allows young people to be informed and involved in the fire and emergency medical services while actively serving our community. The Fire Explorer Program is affiliated with Learning for Life, an organization that provides educational career opportunities for young adults. Summer Heat is a week-long summer camp managed by a group of very dedicated volunteers. This camp is an opportunity for young women to experience, firsthand, the challenges and benefits of a fire service career. Unfortunately, due to the pandemic and instructor availability, the Summer Heat program was last offered in 2020 and subsequently cancelled. Additionally, the CSFD has partnered with the Bay Area Youth EMT Program, an organization run by Bay area firefighters in Oakland, California. This is an effort by the CSFD to recruit graduates of this program and develop a similar CSFD-based program.

Collateral materials are developed by the CSFD HR Section so that a consistent message is given by all. These materials include brochures, interest cards, PowerPoint slide shows, and giveaways. A display board is available for all community and recruitment events.

Appraisal

The CSFD has continued to develop new strategies to recruit sworn and civilian personnel, and to increase diversify its workforce. The CSFD has operated two youth-

centric programs in which members participate as volunteers. The CSFD has also utilized a recruitment outreach committee that participates in many career fairs and community events with opportunity for exposure to potential applicants.

Plan

It is the goal of the CSFD to improve recruiting methods to recruit a strong workforce while increasing diversity. The department will continue recruiting efforts through member involvement with community events. CSFD members will continue to support the Explorer and Summer Heat programs, while developing a youth based EMT program for the community. More recruitment efforts will be coordinated with middle schools, high schools, and minority organizations. Contacts are being made with other minority groups in the community, reinforcing the idea that the fire service is an option for everyone. The CSFD will continue to work with the City's Office of Equity, Diversity, and Inclusion in partnership to bring more diversity into the makeup of the workforce.

References

CSFD Orientation Sessions (Screenshot)

CSFD Orientation Presentation

Fire Explorers Board Meeting (Screenshot)

Summer Heat (Screenshot)

CSFD Recruitment Flyer

Bay Area Youth EMT Catalogue

CC 7B.3 Processes and screening/qualifying devices used for recruitment and selection of initial, lateral, and promotional candidates are job-related and comply with all local, state/provincial, and federal requirements, including equal opportunity and discrimination statutes.

Description

The CSFD is contracted with an outside vendor who supplies the process and screening tool for entry-level firefighter. This examination, FireTEAM, was developed by Ergometrics and is facilitated by the National Testing Network. The testing product has been validated and conforms to legal and professional standards for test validation, including those established by the Equal Employment Opportunity Commission (EEOC) and the Office of Federal Contract Compliance. This test also meets the American Psychological Association (APA) standards for valid content and criterion. Initial candidates must also submit a valid Candidates Physical Abilities Test (CPAT) certificate to the department. CPAT certificates are considered valid if the test was completed through an International Association of Firefighters (IAFF) or International Associations of Fire Chiefs (IAFC) accredited facility.

The CSFD uses a third-party testing consultant for assistance in designing, developing, and administering its promotional examinations. The consultant works closely with the CSFD HR Section and internal subject matter experts (SMEs) in all phases of the development and administration of the examination processes and provides the CSFD with a ranked list of candidate scores upon completion of each examination. Promotional exams may include written tests, performance exams, and assessment centers and each is designed to comply with all prevailing technical and professional guidelines.

The City HR Department uses several different screening tools for hiring civilian personnel; these depend on the level of experience and training necessary for the position. Candidates are selected for the interview process based on qualifications submitted in their application and resume. Interview candidates then complete the Skill Survey, an online tool for reference checks. Structured, behavior-based interviews are the mainstay of the civilian selection process and are conducted in person, and more recently, through video-

based software such as TEAMS or SparkHire. These interviews are conducted using job related behavioral and job competency-based questions.

Appraisal

The CSFD's recruiting, selection, and promotional processes have been validated; are consistent; and meet legal requirements at local, state, and federal levels. The processes have been discussed and reviewed annually by the City Attorney's Office to ensure compliance with current law. The CSFD's processing and screening devices have effectively assisted managers in making crucial hiring decisions. Promotional exams are governed by the Guidelines and Ethical Considerations for Assessment Center Operations and have been reliable in the assessment process.

Plan

The CSFD HR Section will continue to monitor compliance of all selection processes through review of industry standard best practices, consultation with legal counsel, and the City of Colorado Springs HR Department.

References

City Civilian Policy #1 Recruitment and Selection

Administrative Procedure Manual 303, Employment

Administrative Procedure Manual 305, Promotional Process

FireTEAM Validation Report

CSFD Civilian Hiring Flowchart

7B.4 The agency’s workforce composition is reflective of the service area demographics, or the agency has put forth a reasonable effort by instituting an effective recruitment plan to achieve the desired workforce composition.

Description

The CSFD strives for a diverse workforce reflective of community demographics. The population of Colorado Springs, according to the 2020 census was 478,961; however, it is estimated to be 506,646 for 2022. Colorado Springs is the second most populous city in the state of Colorado, but the largest city by area at over 195 square miles. The median household income is \$67, 719 (2020 dollars, 2016-2020 census) and the area median age is 35. With five military installations in the vicinity, Colorado Springs has a large military population of both active-duty personnel and retirees. According to the 2020 census, approximately 11% of people identify as U.S. military veterans. The following is a breakdown of the community population (2020 Census), and CSFD employees:

	Colorado Springs Community (2020 Census)	CSFD Sworn Employees	CSFD Civilian Employees
White, not Hispanic/Latino	78.9%	81.19%	77.11%
Black/African American	6.3%	2.43%	4.82%
American Indian/Alaskan Native	1.1%	1.55%	0.00%
Asian	3.0%	0.88%	2.41%
Hispanic/Latino	16.1%	7.96%	9.64%
Two or more races	5.2%	5.75%	6.02%
Male	50.00% (eligible workforce)	96.24%	54.22%
Female	50.00% (eligible workforce)	3.76%	45.78%

Appraisal

The CSFD's demographics illustrate that the CSFD's workforce has not yet met reflected the demographics of its service area.

Plan

The department will continue to improve recruitment efforts that will increase the percentage of new hires who more closely represent the community it serves. The CSFD HR Section continually strives to develop new strategies to increase diverse applicant pools and looks for possible barriers within its processes that can be reduced or eliminated. The CSFD HR Section will continue to attend diverse events and job fairs as well as communicate with the community through schools, social media, the department's website, and other career websites. The department will continue to work with the City's Office of Equity, Diversity, and Inclusion to bring more diversity into the makeup of the workforce.

References

2020 US Census Bureau Statistics for Colorado Springs

CSFD Demographics

7B.5 A new-member orientation program is in place.

Description

The City HR Department, City Organizational Development, and City Benefits and Wellness Office conducts a comprehensive new member orientation program for all new employees. This orientation covers the City’s core values and history, employee benefits and enrollment, retirement plans, compensation, safety, legal statutes, and drug testing.

Additionally, the CSFD HR Section onboards all new hires with an abbreviated orientation, and shares information regarding CSFD’s mission, organizational chart, policies and procedures, time reporting, and computer security as well as many other high-level department-related issues through electronic onboarding software.

The new-member’s supervisor, through the formal onboarding process, is then required to conduct a new hire orientation that covers the unit or division’s strategic plan, time reporting, a tour of the facility, review the job description and expectations, and other information the supervisor wants to convey. This process is monitored through the NeoGov portal.

Appraisal

The orientation process, offered to all employees, is reasonable and has been effective in ensuring all employees have received reference materials and organizational information necessary to perform their job.

Plan

The CSFD HR Section will continue to work the City HR Department to ensure the success and retention of all new members. Recommendations will be made as necessary to update and improve the new hire orientation process.

References

City of Colorado Springs 2022 New Employee Orientation Agenda

NEOGOV Employee Checklists (Sample)

2022-1 Academy Schedule (Page 1, Orientation)

CC 7B.6 **A supervised probationary process is used by the agency to evaluate new and promoted members based on the candidates' demonstrated knowledge, skills and abilities.**

Description

Per the City's Sworn and Civilian Policies and the Rules of the Colorado Springs Civil Service Commission, employment requires new member probationary periods. The CSFD has a probationary process in place to evaluate new, and newly promoted members, based on their demonstrated knowledge, skills, and abilities. All newly hired employees must serve a one-year probationary period. Sworn employee probation begins upon graduation from the training academy. Civilian employees also have a one-year probationary period which starts on the date of hire. At the request of the department head, probation may be extended when the original probationary period is not sufficient to evaluate the member's performance. The maximum length of probation, including any extensions, will not exceed 18 months of active employment. All employees that promote are also placed on a one-year probationary period.

All evaluations are stored on the NeoGov Perform system. All evaluations are based upon the employee's ability to demonstrate the knowledge, skills, and abilities necessary for their specific job. Sworn probationary employees are evaluated monthly, and civilian probationary employees are evaluated with a requirement for a 6-month check-in and annual review. Evaluations are based upon the employee's ability to demonstrate the knowledge, skills, and abilities necessary for their specific job. The CSFD HR Section Captain monitors completion of all sworn and probationary evaluations.

The criteria for the sworn evaluation period for probationary firefighters was evaluated and adjusted in 2021. The evaluation criteria for non-probationary firefighters are currently under revision.

Appraisal

The probationary evaluation process has met the needs of the CSFD, and the employees, as it identifies both areas of deficiencies and satisfactory performance.

Plan

The CSFD will continue to use the current probationary evaluation processes for new member and newly promoted members.

References

City Civilian Policy #2 Employment

Rules of the Colorado Springs Civil Service Commission, Rule #7 Probationary Period

Probationary Firefighter Form (Sample)

7B.7 The agency has an employee/member recognition program.

Description

The City and the CSFD have employee recognition programs that are both fair and consistent means of recognizing and rewarding individual employees, or groups of employees, for outstanding and significant service, achievements, and/or suggestions. The City of Colorado Springs awards committee is an employee-led awards team that receives nominations for outstanding employees. Awards are distributed monthly to those who's hard work and effort further the goals of their department and the city. Rewards include various City-branded items, gift certificates, or additional time off. The Champion Award recognizes employees who find cost savings and/or ways of improving efficiency or generating additional revenue. In addition, the City celebrates employees who have dedicated their careers to serving the citizens of Colorado Springs. Employees with over 25 years of service (at 5-year intervals) are recognized for their service to the City of Colorado Springs at an annual luncheon with the mayor, city council members and department heads. Due to the pandemic, the luncheon has not been held the past two years.

The CSFD also has an awards and recognition committee (ARC) which reviews award nominations and recognizes employees for many different activities. Employees are acknowledged by their colleagues and/or supervisor/officer, through submitted nomination forms. Awards range from Certificates of Appreciation to Firefighter and Civilian Employee of the Year and include individual and unit recognitions. The mission statement of the CSFD Awards and Recognition Committee is, "To honor those who perform acts of heroism in service to the Colorado Springs Fire Department, commend those individuals who valiantly aid in saving lives or property, and recognize exceptional service within the Department or in the Colorado Springs Community."

The CSFD also partners with community organizations who honor and recognize public servants such as the Hundred Club of Colorado Springs, the American Legion, and the Veterans of Foreign Wars. The Hundred Club of Colorado Springs has an annual dinner to recognize outstanding performance by a CSFD firefighter, a Colorado Springs Police Department police officer, and an El Paso County Sheriff's Office deputy.

Appraisal

The CSFD recognition program has had good participation and has allowed the department to commend many employees for their exemplary performance and acts of heroism. In 2019, the Fire Foundation of Colorado Springs, a non-profit organization, formally agreed to take over securing venue contracts and funding of the CSFD Awards Program. Since that time, donations and sponsorships to the Fire Foundation have helped strengthen and enhance the CSFD awards and recognition program. During the pandemic, award ceremonies were put on hold to limit contact and gathering; however, awards were still issued to recognize employees for their achievements. In 2022, the department, in coordination with the Fire Foundation of Colorado Springs, was again able to hold the annual CSFD Awards Ceremony and Banquet.

Plan

The CSFD will continue to use the systems in place to recognize and award employees while continuing to reevaluate and improve the program through City and community support.

References

City Employee Awards Recognition Form

CSFD Awards Nomination Form

CSFD Certificate of Appreciation (Sample)

CSFD Commendation (Sample)

7B.8 The agency's working conditions and environment accommodate diverse and qualified applicants and retains a tenured workforce that is reflective of the community.

Description

“The City of Colorado Springs is committed to a culture that values our employees' unique individual qualities and fosters an inclusive environment where people want to be.” (City of Colorado Springs, Equity, Diversity, and Inclusion Program)

Promoting job creation is a strategic plan goal of both the City and the CSFD. The CSFD’s Strategic Plan (Goal #2) states, “Develop and support a diverse, inclusive, and well-trained workforce.” The CSFD ensures working conditions accommodate diverse and qualified applicants by using various sources to attract candidates. Many recruitment efforts are combined with the Colorado Springs Police Department (CSPD) and City of Colorado Springs Human Resources Department. This allows for greater efficiencies between departments. To be qualified for employment, candidates must meet the eligibility requirements as defined in the written and published job descriptions. Retention is not a significant issue for the CSFD. As a result, most efforts are focused on new recruits.

To adhere to the spirit and intent of Affirmative Action and comply with Equal Employment Opportunity (EEO) expectations, the CSFD conducts focused recruiting by leveraging non-profit efforts, schools, facilities, et cetera, to address the lack of knowledge of fire careers in underrepresented populations in the community. At the same time, this focus is inclusive of all ethnicities, genders, and social/economic demographics.

The CSFD attends many events that provide new opportunities to represent the organization, such as regional public safety events. Strategies include leveraging the work from the non-profit Fire Explorer Program, the Black Firefighters Association, and women firefighters (including the Summer Heat program designed for female youth). In addition, CSFD has established a partnership with the Bay Area Youth EMT Program to recruit graduates from the program. Every other year, the CSFD HR Manager and the Public

Safety Recruiter travel to Oakland, California to visit with students in the program to share the hiring process at the CSFD and information about the Colorado Springs community.

The CSFD and the City have annual mandatory employee training that emphasizes the importance of creating a work environment that is welcoming and accommodating to diverse applicants and has made efforts through training and outreach to retain these individuals.

Appraisal

The CSFD budget constraints eliminated a dedicated recruiter position until 2018. During that interim, the CSFD HR Section continued to use the most creative resources available to improve diversity in the workforce. Using recruitment outreach and changing testing procedures has increased the number of protected classes that are applying for hire. In 2021, the City invested in an equity, diversity, and inclusivity (EDI) program which includes objectives to create a more diverse workforce in all City departments. The City hired a dedicated manager for the City's external efforts to promote EDI as well as a dedicated manager for internal EDI efforts. Accordingly, there have been recruitment outreach teams inserted in the process to help the CSFD HR Section. Despite great effort, growing the applicant pool of minority groups, including females, continues to be a challenge.

Plan

The CSFD and the City will continue pursuit of their strategic goals to promote job creation. The City works with local community agencies, through the recruitment team, to ensure female, minority, and other protected class individuals are encouraged to apply for employment with the City. The CSFD will continue to coordinate with local schools and attend community events to highlight awareness of fire service as a career. In addition, the CSFD will review online recruitment strategies to enhance the CSFD's reach, including social media networks; partner with the police department; attend university/college job fairs, and military events; coordinate with community colleges and universities to educate diverse populations regarding the fire service as a career option; create a paid summer internship for interested applicants during the recruit academy to serve as assistants to the Training Division's entry level instruction cadre; host a one-day community career event,

and include the phrase “Equal Opportunity Employer” or “EEO” (Equal Employment Opportunity) in all employment advertisements placed by the City or its contract recruiters.

References

City Equity, Diversity, and Inclusion Recruitment Webpage (Screenshot)

2021 Recruitment Schedule of Events

CSFD EEO Report - Firefighter 2018-2021

CSFD EEO Report - Entry Level Firefighter Paramedic 2018-2021

7B.9 The agency conducts exit interviews, periodic employee surveys or other mechanisms to acquire feedback for improving policies and procedures.

Description

The CSFD HR Section conducts regular exit interviews with all employees who separate employment. It is the practice of the CSFD HR Section to conduct face-to-face interviews, whenever possible, to discuss the member's reason for leaving, employment experience, concerns, and suggestions for improvement. Interviews are informal and are not mandatory. Employees have the option to complete the exit interview during offboarding in NeoGov, or they can print and mail the form to CSFD or City Human Resources.

Questions are open-ended and generally target the reason/s for leaving, job satisfaction, and suggestions for improvements. Results of exit interviews are given to the supervisor and/or other management that have an interest in the information. In the event corrective action is recommended, the CSFD HR Section will work closely with management to improve the identified issue and track progress.

Appraisal

The current exit interview process has sufficiently provided feedback to the department. Exit interviews have indicated working conditions within the CSFD contribute to a high retention rate of sworn employees.

Plan

The CSFD will continue to offer exit interviews to all employees that leave the organization. The CSFD will continue to set goals to be an inclusive organization, review feedback, and be conscious of a dynamic workplace with both changing work requirements and employee needs. Future endeavors will be made to maintain a positive culture and improve supervisor skills and relationships.

References

City Civilian Policy #4 Separation

City of Colorado Springs Exit Interview Questionnaire

7B.10 The agency conducts workforce assessments and has a plan to address projected personnel resource needs, including retention and attrition of tenured and experienced employees/members.

Description

The CSFD HR Section partners with other divisions within the organization to conduct workforce assessments for future headcount requirements including the Finance, Planning, and Analysis team. Together, the two sections project personnel resource needs, including retention and attrition of tenured and experienced employees. Requests for additional personnel, promotions and/or reclassifications are submitted through the annual budget process for review. Uniformed staffing levels are monitored by the Staffing Program at Station 19, and information concerning shortages in specific ranks are reported to the Deputy Chief of Operations on a regular basis, including through overtime audits. At a minimum, headcount numbers are monitored on a bi-weekly basis. The appropriate headcount is assessed with the Deputy Chief of Support Services, Deputy Chief of Operations, and the Fire Chief. Concerns with any potential retention issues are addressed on a case-by-case basis.

Appraisal

The department has reviewed staffing needs and levels throughout the year for both sworn and civilian positions based on the annual budget. Historically, turnover has not been a key concern for CSFD unless hiring freezes are enacted.

Plan

The CSFD will continue to monitor fluctuations in sworn and civilian positions. In the event a spike in retirements, or other unforeseen terminations occur, the CSFD HR Section will partner with other divisions in the organization to identify the root cause and implement a plan to address the problem.

References

CSFD HR Positions Management

Criterion 7C: Personnel Policies and Procedures

Documented personnel policies and procedures are in place to guide both administrative and personnel behavior.

Summary:

The City of Colorado Springs (City) and the Colorado Springs Fire Department (CSFD) have documented policies and procedures to provide a set of guidelines to be followed by all CSFD employees. These policies provide guidance for administrative actions, personnel behavior, define the discipline process, and describe how to file a complaint. All of the policies and procedures are available on the City and/or CSFD intranet for employees to access. The CSFD also has an Operations Procedure Manual which details procedures for emergency response. These are also available on the CSFD intranet site.

Performance Indicators:

CC 7C.1 Personnel policies, procedures, and rules are current, documented and communicated to all personnel.

Description

The CSFD is governed by several published personnel policies, legal guidelines, and procedural manuals. The various manuals include the City's Sworn Policies and Procedures Manual (PPM), the City's Civilian PPM, Rules of the Colorado Springs Civil Service Commission, the City's Drug and Alcohol Manual, as well as the CSFD Administrative Procedure Manual (APM), and the CSFD Operations Procedure Manual (OPM). The City Information Technology (IT) department also has several citywide policies they are responsible for reviewing and updating accordingly. All employees can access all current manuals on the CSFD and City intranet sites.

The City's Human Resources (HR) Department makes changes to the Sworn and Civilian PPMs, as well as the City's Drug and Alcohol procedure manual. The Rules of the Colorado Springs Civil Service Commission direct how hiring, promotional, and disciplinary processes will be handled for civil service (sworn) employees; this manual is updated by the City as needed. The CSFD HR Section works in collaboration with City HR regarding changes in City policy, as well as federal and state laws and regulations. Informational changes are obtained via newsletters, periodicals, websites, seminars, and trainings from organizations such as the International Public Management Association for Human Resources (IPMA-HR), the Colorado Public Human Resources Association (CPHRA), the Employers Council, and the Society for Human Resource Management (SHRM). Applicable changes are made to CSFD procedures, as necessary.

The CSFD APM and OPM procedures address issues specific to CSFD and give further details on how City policies will be enforced for CSFD employees. The CSFD Accreditation Program Coordinator is designated to oversee revisions, and the annual review process of all CSFD APM and OPM procedures. Employees are notified of new procedures, and all policy and procedure revisions via e-mail and updated posts to the CSFD intranet site.

Appraisal

The department's process of creating, reviewing, updating, and communicating policy and procedures has been adequate to meet its goals and objectives. The current method of informing personnel of new and updated procedures has proven to be an effective system to ensure staff are aware of current practices and expectations.

Plan

The CSFD will continue the current process, ensuring all practices, policies, procedures, and rules are current, consistent, and updated as necessary. The annual revision process for the CSFD's APM and OPM will continue to be utilized.

References

City of Colorado Springs Sworn Policies and Procedures Manual

City of Colorado Springs Civilian Policies and Procedures Manual

Rules of the Colorado Springs Civil Service Commission

City of Colorado Springs Drug/Alcohol Procedures Manual

Administrative Procedures Manual Table of Contents

Operations Procedures Manual Table of Contents

CC 7C.2 The agency has a policy that defines and prohibits harassment, bias and unlawful discrimination of employees/members based on sex, race, disability or other legally protected characteristics, and describes the related reporting procedures. The policy and organizational expectations specific to employee behavior are communicated formally to all members/employees and are enforced.

Description

The CSFD and the City expressly prohibit harassment, bias, and unlawful discrimination of employees and members based on sex, race, disability, or other legally protected characteristics by enforcing all local, state, and federal guidelines and policies. These guidelines are documented in the City’s Civilian and Sworn Policy and Procedures Manuals, as well as the CSFD APM. Policies include, but are not limited to, an equal employment opportunity/affirmative action statement, and policies regarding sexual harassment and workplace violence. These policies also describe how to report behavior and how cases will be investigated. During the hiring process, all employees are instructed on the content of these policies and where they are located. Additional computer-based training regarding harassment and discrimination is provided throughout the year to all CSFD employees.

Appraisal

The department has adequately informed all employees on the policies and procedures that prohibit discrimination and harassment of any kind. During the hiring process, all employees were instructed on the content of these policies and where they are located. Mandatory anti-discrimination and harassment training has also been conducted annually for all employees.

Plan

The City and the CSFD will continue to revise policies and procedures to maintain compliance with federal, state, and local laws regarding unlawful discrimination and harassment. The CSFD HR Section will continue to coordinate with City HR and City legal representatives to ensure that CSFD employees are trained in anti-discrimination and anti-harassment laws, practices, procedures, and policies.

References

City Civilian Policy #33 Unlawful Discrimination / Harassment / Retaliation

City Civilian Policy #35 Standards of Conduct

City Civilian Policy #36 Workplace Harassment and Violence

City Sworn Policy #24 Unlawful Discrimination / Harassment / Retaliation

City Sworn Policy #27 Standards of Conduct

City Sworn Policy #31 Workplace Harassment and Violence

Administrative Procedure Manual 300, Code of Conduct

City of Colorado Springs 2022 New Employee Orientation Agenda

Email Mandatory Training Preventing Harassment and Discrimination (Sample)

Completion Mandatory Harassment and Discrimination Training (Screenshot)

7C.3 A corrective actions system, which ensures accountability, is in place.

Description

It is the policy of the City to provide a corrective action system of discipline which affords an opportunity for resolution of unsatisfactory employee performance or conduct. The system includes an appeal procedure. For sworn employees, discipline imposed must be in accordance with the Rules of the Colorado Springs Civil Service Commission Rule #8, Termination, Suspensions Without Pay, Reductions in Compensation Or In Grade/Rank, and City Sworn Policy #22, Performance Management. For civilian employees, discipline imposed must be in accordance with City Civilian Policy #30, Performance Management, and Policy #44, Discipline. The CSFD APM #307, Discipline and Appeals, details additional procedures to follow in disciplinary appeal hearings.

The immediate purpose of discipline is to change behavior and to hold employees accountable for their behavior. The CSFD applies the philosophy that discipline should be appropriate for the action, and adequate only at the level necessary to result in a change in behavior. Levels of discipline may be as minor as a verbal warning and as severe as termination of employment. Discipline is documented through a record of performance correction. The CSFD HR Section manages consistency in the application of the discipline process with input from all levels of the chain of command.

As with any process, employee discipline is best accomplished by providing continued education on proper disciplinary processes and documentation. New officers and new supervisors receive coaching and mentoring throughout the year as issues arise, and CSFD HR involvement is at the forefront. The CSFD is pro-active in ensuring that in cases where there is the possibility of deprivation to the employee, all efforts to improve behavior or performance issues have been addressed prior to this level of discipline. The CSFD HR Section strives to ensure all disciplinary processes are conducted in a fair and impartial manner, including monitoring the rights of the employee.

Appraisal

The number of employees issued corrective action varies from one year to the next. However, the department's corrective action system has effectively addressed disciplinary

issues and adequately met the needs of the department. The CSFD has been able to minimize disciplinary action as efforts to emphasize expectations under the Code of Conduct begin on the first day of hire for all employees. The CSFD has had only one EEOC complaint in the past nine years, which was ruled in favor of the department. Since 2013, there have been less than a half-dozen appeal hearings, and all discipline recommended was upheld, evidence that policies and practices are well thought out and result in orderly disciplinary processes for both civilian and sworn employees.

Plan

The CSFD will continue to monitor the current disciplinary system and required revisions to the system will be implemented as needed with all employees notified of any changes.

References

Rules of the Colorado Springs Civil Service Commission, Rule #8 Terminations

Suspensions

City Sworn Policy #22 Performance Management

City Civilian Policy #30 Performance Management

City Civilian Policy #44 Discipline

Administrative Procedures Manual 307, Discipline and Appeals

CC 7C.4 An internal ethics and conflict of interest policy is published and communicated to employees/members.

Description

The City and the CSFD are committed to honesty, integrity, fair dealing, and ethical behavior as the basis of business operations and services to the community. The City Sworn and Civilian Business Code of Ethics policies provide direction to employees on conflict of interest, vendor relations and contracting, customer interaction, political activity, truth and accuracy in reporting, confidential information, use of City resources, reporting requirements, and disciplinary rights. The policies also direct employees on how to report behavior that is in violation of the policy and how it will be reviewed. These policies are available for all employees to access through the City internal and external websites.

The City requires all new employees, current employees, and volunteers to annually complete training on the City’s ethics policy through online-based training developed by contracted vendors. Civilian employees access this training through NeoGov while sworn employees utilize Target Solutions.

Appraisal

The current process of publishing and communicating the ethics policy has been satisfactory.

Plan

The department will continue to provide training on ethical issues and possible conflicts of interest as directed by the City.

References

City Civilian Policy #39 Business Code of Ethics

City Sworn Policy #29 Business Code of Ethics

Certificate of Completion – Ethics Training Course (Sample)

7C.5 An employee/member grievance/complaint process is published and communicated to employees/members.

Description

It is the goal of the City and the CSFD to provide prompt resolution of employee complaints in accordance with City sworn and civilian policies regarding formal internal complaint and resolution processes. Directives are accessible to all employees through the CSFD intranet. Personnel are encouraged to review these policies regularly and whenever changes are made. Supervisors are encouraged to review these policies regularly with assigned personnel.

A formal complaint may be filed relating to an act, omission, or situation involving the interpretation and misapplication of written or verbal policy, procedure, or established practice. The City and the CSFD will not tolerate retaliation against any employee for filing a complaint. Complaints alleging illegal discrimination may not be filed under this policy.

Appraisal

The current process of publishing and communicating the formal internal complaint policies has been satisfactory in presenting the required steps.

Plan

The CSFD will continue to foster open communication allowing employees to discuss their differences and resolve their issues on an informal basis when possible. The current process for formal complaints will remain in place to ensure employees have a means to convey their concerns.

References

City Civilian Policy #32 Formal Internal Complaint Resolution Process

City Sworn Policy #26 Formal Internal Complaint Resolution Process

Administrative Procedures Manual 306, Personnel Complaints and Investigations

Criterion 7D: Use of Human Resources

Human resources development and utilization is consistent with the agency's established mission, goals and objectives.

Summary:

The mission of the Colorado Springs Fire Department (CSFD) is, "To provide fire, emergency and prevention services with professionalism, compassion, and excellence." Human resources (HR) processes to hire, train, and retain individuals in the sworn and civilian classifications directly contribute to the mission by ensuring employees and members are well qualified, adaptable, flexible, dedicated, and hard-working professionals. The CSFD HR Section strives to stay abreast of changes in employment law, hiring practices, training opportunities for HR staff and supervisors, and new technology that supports the needs of busy prospective employees and incumbents.

The formal system, established by the CSFD HR Section, provides the department with the means necessary to access requirements for all positions, evaluate performance in each position, and identify certifications and special knowledge skills and abilities. The CSFD recognizes career development as essential to providing exceptional service delivery and supports members' attendance at programs and courses, including tuition reimbursement programs to support professional growth.

Performance Indicators:

CC 7D.1 A position classification system and a process by which jobs are audited and modified are in place.

Description

The City of Colorado Springs (City) Human Resources (HR) Department maintains a position classification system which groups like or similar positions in broad classifications. It is the goal of the City to provide an internally equitable and externally competitive compensation plan to attract and retain qualified employees. City civilian and sworn policies outline the process by which jobs are audited or modified within the organization. The City’s Salary Schedule, and Job Classifications & Descriptions are directly accessible on the City Intranet. The Rules of the Colorado Springs Civil Service Commission further define the position classification plan. Any modifications to sworn classifications are coordinated between City HR and the Civil Service Commission.

Appraisal

The position classification and modification process have been effective for the CSFD.

Plan

As changes are required to manage the organization effectively and efficiently, the CSFD HR Manager will collaborate with City HR to ensure positions are audited and classifications fit the needs of the organizations.

References

City Civilian Policy #6 Position Classification

City Sworn Policy #1 Compensation

Rules of the Colorado Springs Civil Service Commission, Rule #2 Police and Fire Classification Plan

City of Colorado Springs Salary Schedule

7D.2 Current documented job descriptions exist for all positions, and incumbent personnel have input into revisions.

Description

The CSFD maintains current job descriptions for CSFD sworn positions. The City HR Department develops and maintains job classification specifications and job descriptions for all civilian positions. These descriptions have been developed to ensure compliance with the Americans with Disabilities Act (ADA) and the Equal Employment Opportunity Commission (EEOC).

All sworn positions have written job descriptions containing the following: summary of the basic purpose, job duties, minimum qualifications, problem solving, accountability, relationships with others, and working conditions. All sworn job descriptions are available to all employees via the CSFD intranet on the HR Section home page.

Civilian job classification specifications contain a definition, distinguishing characteristics, supervision received and exercised, essential and marginal function statements, qualifications, and experience and training guidelines. Classification specifications also have information regarding pay as well as the Fair Labor Standards Act (FLSA) status of the position. The specifications are available to all employees via the City HR intranet site under Compensation and Classification.

Appraisal

Job descriptions and classification specifications have been developed and/or modified as needed. The CSFD job descriptions have been reviewed during promotional process development to ensure the essential functions of the position have not changed and have been updated accordingly. The position classification system has been adequate in maintaining the most relevant versions of the job descriptions.

Plan

The CSFD will continue to coordinate with the City HR Department to review and revise job descriptions and classification specifications as necessary to support department goals and objectives.

References

City of Colorado Springs Job Classifications and Descriptions (Screenshot)

CSFD Sworn Job Descriptions (Screenshot)

7D.3 A personnel appraisal system is in place.

Description

The CSFD has a personnel appraisal system in place to ensure personnel have demonstrated proficiency in identified skills and knowledge, and they receive regularly scheduled feedback regarding their performance. The CSFD currently uses the NeoGov Perform system for all performance appraisals.

Entry level probationary firefighters and newly promoted officers are evaluated monthly for 12 months to quickly identify issues that may contribute to unsatisfactory performance. The CSFD HR Section tracks the probationary periods of all probationary employees in NeoGov PERFORM.

Non-probationary sworn employees are evaluated on a bi-annual basis. There are set performance objectives and competencies specific to each sworn rank, based on job duties and responsibilities.

Civilian probationary employees meet with their supervisor at one week, one month and six months to review and discuss the established benchmarks for those review periods, as well as goals and expectations during the initial onboarding process. Performance planning is discussed and entered in NeoGov in preparation of a mid-year and annual review.

All evaluations are stored and archived in the NeoGov system. Probationary evaluations are electronically archived after the employee successfully passes probation.

Appraisal

The process of completing both civilian and sworn performance evaluations has been very useful and effective for relaying expectations to personnel and evaluating their performance. All performance expectations have been written in a clear and concise manner and are consistent across job classifications. The process for probationary civilian and sworn employees to review their performance includes multiple opportunities to address any applicable performance needs that may arise and has promoted success for the involved employee.

Plan

The department will continue meeting with employees on a scheduled and as needed basis, utilizing the applicable appraisal to assess performance and achievements of goals and objectives. In June 2021, the entry level probationary firefighter evaluation criteria were revised, and the non-probationary evaluation criteria are currently in the revision process. The CSFD will continue to review personnel appraisal process for effectiveness.

References

Administrative Procedure Manual 309, Evaluations

NeoGov Manager Perform User Guide

Civilian Evaluation

Firefighter Evaluation

Paramedic Evaluation

Driver Evaluation

Lieutenant Evaluation

Captain Evaluation

Battalion Chief Evaluation

7D.4 The agency has a policy or program for receiving employee/member input or suggestions.

Description

The CSFD uses an online method for receiving employee and member input and suggestions. Employees can submit their questions and ideas directly to the Fire Chief by completing an “Ask the Chief” form on the CSFD intranet. The employee has the option to request a private response or have the submission and response posted on the intranet. Submissions are answered as quickly as possible, and the employee receives a personal reply. Not all questions, ideas or comments are posted to the web site. Some submittals are handled directly, either at the request of the submitter, or as determined by the Fire Chief or designee. Some submittals may be modified slightly to address multiple questions received on a similar topic. This is explained on the submission form. In addition, the Fire Chief and the CSFD leadership team conduct bi-monthly broadcasts on the department’s intranet site and the internal television channel to share current department information and solicit employee feedback. The Fire Chief’s contact information is posted to the bottom of the screen for employees to directly communicate their questions and concerns. Broadcasts occur live on a regular schedule and are recorded for employees to view when duties permit.

Appraisal

The “Ask the Chief” process has not been successful and has not been used by employees for many years. Most employees are not aware of this feature and a quick review of the current page results in material from over a decade ago.

Plan

The CSFD is working on revising the program, including a redesign of the page, and plan to manage the content. Once completed, the CSFD administration will publicize this feature via email, during station visits, and on the bi-weekly broadcast.

References

Ask the Chief Form

CSFD News and Notes Broadcast (Screenshot)

7D.5 Career and professional development programs are in place for all members and encourage the pursuit of professional credentialing.

Description

The department provides career and professional development programs for all members to encourage professional growth and the pursuit of professional credentialing including tuition reimbursement. Sworn members pursue advancement through specific tasks, whereas civilian professional development is a collaborative effort between the employee and supervisor for budgetary purposes. The career development programs are supported through the CSFD's budget and the strategic plans of both the City and the CSFD.

The CSFD is an active member of the Colorado Metropolitan Certification Board (CMCB), which manages the firefighter professional certification process for member departments. The CMCB has governing authority for the creation, management, and auditing of all certification programs under its sanction and is accredited under the National Board on Fire Service Professional Qualifications (ProBoard). Many of these certifications are listed as prerequisite requirements for career advancement. The CSFD Training Division hosts several certification courses annually for its employees and regional fire agencies. Promotional processes and job requirements are defined in CSFD Administrative Procedure Manual 305, Promotional Process/Job Requirements.

The City Civilian Policies and Procedures Manual provides the reference source for career opportunities for civilian personnel. The manual includes the performance review process and position classification, as well as information on salary range progression.

The CSFD has limited education reimbursement funds that offer financial resources for members attending outside conferences, courses, and seminars. Educational assistance is offered to employees seeking higher education as funds are available. Courses must be relevant to the individual's current job duties. The department supports its members' attendance at various seminars, conferences, and other training opportunities that provide career development.

The CSFD Medical Division and the Division of the Fire Marshal allocate funds for staff participating in outsourced national certifications. Examples include paramedic National Registry certification and Fire Inspector I courses.

The CSFD encourages professional credentialing. Application forms, instructions, and guidance are all accessible in the accreditation section of the department's intranet. The information is included in the "Credentialing Information" folder.

Appraisal

The current career and professional development programs have been beneficial for sworn employees but only moderately successful for civilian staff. Civilian and support personnel have had limited career advancement opportunities within the CSFD. Historically, they have often looked outside of the department to other City entities for career advancement opportunities.

Plan

The CSFD will continue to support and expand existing career development programs, including professional credentialing. Additional development should be considered for civilian personnel.

References

City of Colorado Springs Strategic Plan 2020-2024 (Update 2022)

CSFD 2020-2024 Strategic Plan

2022 CSFD Budget

Administrative Procedure Manual 305, Promotional Process/Job Requirements

City Civilian Policy #3 Employment Changes

CFAI Professional Credentialing Fire Chief Royal (Screenshot)

7D.6 The agency has a succession plan that incorporates mentoring.

Description

The City and the CSFD each have leadership development and succession planning programs in place including mentoring. The CSFD 2020-2024 Strategic Plan identifies succession planning as an objective to achieve the department's goal to, "Develop and support a diverse, inclusive, and well-trained workforce."

The City also offers MentorConnect, a development program for all City employees. Program participation is voluntary for mentors and mentees and is intended to support, encourage, and validate the participants' career paths. Encounters are informal and mainly entail experience sharing, goal setting, and are expected to take about an hour each month.

The CSFD has an officer development program which is facilitated by the Training Division, offering Fire Officer 1 and Fire Officer II. Successful officers are utilized as instructors as well as outside speakers. Additionally, each division within CSFD has its own tools in place to ensure that organizational knowledge is captured in a method that provides for smooth transition from one employee to the next, particularly when a longtime incumbent departs. Some sections maintain in-house succession planning notebooks which contain documentation of practices, policies, work-flow matrices, and how-to instructions. Other sections have detailed plans, including resources and opportunities, for mentoring by co-workers in higher-level positions. Prior to the pandemic, the CSFD HR Section hosted a quarterly "lunch-and-learn" events for all civilian employees which featured different work groups or sections as presenters. This event offered exposure to all civilians to the jobs of other employees in the department on an experiential level.

Appraisal

The strategic planning process has identified succession planning, particularly for civilian employees, as a weakness. Regular meetings have been held to review progress towards achieving succession planning objectives; however, additional work is necessary.

MentorConnect has been a successful program and is in its fifth year. Participation has grown and participants have provided positive feedback since its implementation.

Reviews of the Training Division's programs curriculum for sworn employees has occurred periodically to ensure the topics meet the needs of the organization and have complemented employee knowledge gaps.

Plan

The CSFD will continue to work to establish a more definitive plan for succession planning with specific attention focused on civilian employee positions. The CSFD HR Section and the Training Division will seek out career development opportunities to prepare employees to successfully fill future job roles with more responsibility and higher compensation.

References

CSFD 2020-2024 Strategic Plan

City of Colorado Springs Learning and Development Course Schedule

City of Colorado Springs MentorConnect Flyer

Criterion 7E: Personnel Compensation

A system and practices for providing employee/member compensation are in place.

Summary:

The City of Colorado Springs (City) Human Resource Department publishes salary information on an annual basis. This information is available to all employees on the City's website and the City intranet site. The City will establish a salary plan that links its position classifications to their appropriate labor markets and provides a competitive level of compensation required to attract and retain qualified employees.

As a part of the annual budget process, the Mayor may recommend changes to the salary plan. Recommended changes consider labor market salary and economic data collected and evaluated by City HR, the City's financial condition, and employee recruitment and retention data. Changes to personnel compensation are subject to City Council approval.

All benefit-related material is published on the City's internal and external websites, include multiple informational documents and links to authorized provider websites.

Newly hired employees attend a new hire orientation with City HR representatives to review the benefit package and discuss questions and concerns. Open enrollment for benefits usually occurs in November of each year.

Performance Indicators:

CC 7E.1 Rates of pay and compensation are published and available to all employees/members.

Description

The City HR Department has enacted practices for the establishment of fair and competitive compensation of employees. City HR publishes salary information on an annual basis. This information is available to all employees, including CSFD employees, on the City’s website and the City intranet site.

Appraisal

The current system for publishing and distributing salary information to employees has been successful and has demonstrated transparency regarding City of Colorado Springs rates of pay and compensation.

Plan

The City continues to make salary and benefits information available to all employees via the City intranet.

References

City of Colorado Springs Salary Schedule

7E.2 Member benefits are defined, published, and communicated to all employees/members.

Description

The City HR Department publishes all benefit-related material on the City’s website and intranet site, including multiple informational documents and links to authorized provider websites.

Newly hired employees attend a new hire orientation with City HR representatives to review the benefits package and discuss questions and concerns. Open enrollment for benefits usually occurs in November of each year. City Benefits and Wellness hosts various employee meetings to discuss upcoming changes in the plans, as well as direct employees to informational materials on the intranet regarding important plan changes. When possible, the CSFD HR Section hosts City Benefits and Wellness staff on live broadcasts in the CSFD recording studio; broadcasts are recorded and available on the CSFD intranet for shift workers to view when their duties permit.

All necessary open enrollment documents are available to personnel on the City intranet. Open enrollment is conducted through PeopleSoft® Employee Self Service. City HR representatives follow up with employees, as necessary, to answer questions and to ensure employees are enrolled appropriately and timely.

Appraisal

The current methods of information distribution have been efficient, effective, and supported by the CSFD’s HR Section.

Plan

The CSFD will continue to use the accepted methods of information distribution as determined by the City HR Department.

References

City of Colorado Springs Benefits and Wellness Page with Provider Links (Screenshot)

Category 8: Training and Competency

Training and educational resource programs express the philosophy of the organization they serve and are central to its mission. Learning resources should include a library; other collections of materials that support teaching and learning; instructional methodologies and technologies; support services; distribution and maintenance systems for equipment and materials; and instructional information systems, such as computers and software, telecommunications, other audiovisual media, and facilities to utilize such equipment and services. If the agency does not have these resources available internally, external resources are identified, and the agency has a plan in place to ensure compliance with training and education requirements.

A learning resources organizational structure and a technically proficient support staff are central to success of training and educational programs. The training staff should provide services that encourage and stimulate competency, innovation and a continual learning cycle. The agency or system should provide those learning resources necessary to support quality training. The agency should depict its approach to recognized state/provincial and national fire service professional standards programs in its written responses to the performance indicators in this category.

Criterion 8A: Training and Education Program Requirements

A training program is established to support the agency's needs. The agency provides access to and guidance on educational programs that increase advancement potential and support the agency's needs.

Summary:

The Colorado Springs Fire Department (CSFD) maintains training and education programs that meet the needs of the organization and are consistent with both CSFD's mission statement and the mission statement of the CSFD Training Division. The CSFD ensures all personnel meet initial and annual training requirements. The CSFD's training requirements are identified by the all-hazards approach to providing safety to the community. Employees are periodically tested for proficiency to ensure their ability to respond to all types of emergency incidents. The training program provides for initial and continuing education for the following disciplines: firefighting operations, personal protective equipment, incident management system, hazardous materials response, rescue operations, wildfire suppression, driver operator training, officer development training, fire prevention, and occupational safety and health education. Trainers and instructors enter training data into the web-based certification tracking and learning management system (Target Solutions) where completed training and certification information is maintained for each employee.

The CSFD requires a variety of certifications and classes for specific positions and ranks. Each of these requirements is consistent with nationally recognized standards, such as those produced by the NFPA. Certifications are accredited through the National Board of Fire Service Professional Qualifications (ProBoard) and the International Fire Service Training Association (IFSTA). Medical certifications are based on the U.S. Department of Transportation (DOT) curriculum for Emergency Medical Technicians (EMTs) at the basic and paramedic level (EMT-B or EMT-P), the State of Colorado Department of Public Health & Environment (CDPHE), and the National Registry of Emergency Medical Technicians (NREMT). The CSFD regularly assesses and identifies necessary training requirements and implements and maintains a progressive training and certification program to respond to industry advances and best practices.

Performance Indicators:

CC 8A.1 The organization has a process in place to identify training needs, including tasks, activities, knowledge, skills and abilities.

Description

The CSFD identifies training needs and develops curriculum based on minimum training requirements stated in National Fire Protection Association (NFPA) standards. National certifications which meet these standards are tested and awarded through the Colorado Metropolitan Certification Board (CMCB), an independent board of which the CSFD is a member organization.

The CSFD Training Division queries chief and company officers relative to training needs. Training is then developed to address those topics receiving the greatest interest. Training needs are also identified by staff officers in response to updated or new policies, operations procedures, and/or new equipment.

Chief and company officers are responsible for ensuring their assigned crews receive training required for each position and rank. A minimum of 16 hours of “Company Training” per month must be recorded by each company into the CSFD’s learning management system (Target Solutions). Company officers identify training needs for personnel under their supervision and then schedule the required training.

Also, there are specific annual training requirements based on certification and rank. For example, certified drivers and company officers must participate in and record 12 hours per year of specialized training based on their rank.

Required training hours are determined utilizing minimum standards required by the Insurance Services Office (ISO), NFPA, and the Occupational Safety and Health Administration (OSHA).

Medical training and quality assurance are managed by the CSFD Medical Division. Certification requirements are based on the National Highway Traffic Safety Administration (NHTSA) curriculum for EMTs and paramedics, the Colorado Department of Public Health and Environment (CDPHE) requirements, the National Registry of

Emergency Medical Technicians (NREMT) guidelines, and the CSFD's Medical Directors expectations.

Appraisal

The methods utilized by the CSFD to identify and deliver training requirements have been effective. The CSFD's training needs have been accurately identified, and programs have been developed to address all the required components necessary to prepare personnel to effectively and safely respond to emergency incidents.

Plan

The CSFD will continue to manage the training programs that have been developed, keep track of industry advancements and national standards, and adjust departmental training to address relevant changes. Additionally, the CSFD will elicit input and feedback from personnel in order to improve current programs and ensure programs are satisfactorily addressing needs pertinent to modern emergency response.

References

Administrative Procedure 305 - Promotional Process/Job Requirements

Administrative Procedure 603 - Training Requirement

CMCB Policies and Procedures Manual (Exhibits)

CMCB Firefighter I & II Certification

Engine Evolution #5 (Sample)

Truck Evolution #17 (Sample)

Colorado Department of Public Health and Environment, EMS Continuing Education Requirements

Training - ISO All Reports

NFPA 472: *Standard for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction Incidents* (Exhibits)

NFPA 1001: *Standard for Fire Fighter Professional Qualifications* (Exhibits)

NFPA 1002: *Standard for Fire Apparatus Driver/Operator Professional Qualifications*
(Exhibits)

NFPA 1021: *Standard for Fire Officer Professional Qualifications* (Exhibits)

NFPA 1041: *Standard for Fire Service Instructor Professional Qualifications* (Exhibits)

8A.2 The agency's training program is consistent with the mission statement, goals and objectives, and helps the agency meet those goals and objectives.

Description

In support of the CSFD goals and objectives and the CSFD Mission Statement, "To provide fire, emergency and prevention services with professionalism, compassion and excellence," the CSFD Training Division coordinates, delivers, and supports initial and continuing education, training, and proficiency testing in the following categories: general fire suppression, engine company operations, truck company operations, incident management, fire instructor, public information officer, company officer, driver operator, hazardous materials response, wildfire suppression, and leadership. Specifics regarding training requirements are detailed in Operations Procedure Manual 603, Training Requirements. The CSFD Medical Division oversees medical training for EMTs and paramedics.

Appraisal

The CSFD's training programs have supported the mission of the CSFD by ensuring personnel are competent and trained to provide professional, compassionate, problem-solving, and emergency service to the community. The subjects covered by the program have ensured that CSFD personnel are competent and capable of responding to all-hazard emergency incidents.

Plan

The CSFD will continue to focus efforts on conducting effective, comprehensive, and up-to-date training for all personnel in order to solve problems and respond to emergencies in the community.

References

CSFD 2020-2024 Strategic Plan

Operations Procedure Manual 603 - Training Requirements

CSFD Training Calendar (Sample)

CSFD Training Plan Workload (2022)

Target Solutions Individual Training Record (Sample)

2022-1 Academy Schedule

8A.3 The training program is consistent with legal requirements for mandatory training.

Description

The CSFD training program meets the requirements for certification and the recommendations of the Colorado Metropolitan Certification Board (CMCB), the National Board of Fire Service Professional Qualifications (ProBoard), the State of Colorado's Division of Fire Prevention and Control (DFPC), the Colorado Division of Public Health and Environment (CDPHE), NFPA, the Occupational Safety and Health Administration (OSHA), the Department of Homeland Security (DHS), the National Wildfire Coordinating Group (NWCG), and the National Registry of Emergency Medical Technicians (NREMT). The CSFD also follows the Insurance Service Office (ISO) guidelines for required training.

Appraisal

The CSFD's training curriculum has been sufficiently developed to meet the legal requirements for mandatory training and continuing education for required certifications.

Plan

The CSFD will continue to maintain and deliver the most current curriculums and comply with legal requirements for mandatory training.

References

ISO Training Requirements

CMCB Firefighter I and II Certification

NFPA 472: *Standard for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction Incidents* (Exhibits)

NFPA 1001: *Standard for Fire Fighter Professional Qualifications* (Exhibits)

NFPA 1002: *Standard for Fire Apparatus Driver/Operator Professional Qualifications* (Exhibits)

NFPA 1021: *Standard for Fire Officer Professional Qualifications* (Exhibits)

NFPA 1041: *Standard for Fire Service Instructor Professional Qualifications* (Exhibits)

8A.4 The agency identifies minimum levels of training and education required for all positions in the organization.

Description

The CSFD's Administrative Procedure Manual (APM) 305, Promotional Process/Job Requirements identifies minimum levels of education, training, and certifications for each sworn position in the CSFD through the rank of battalion chief, including relief driver and acting company officer. All testing and promotional requirements have been approved by the Colorado Springs Civil Service Commission. Minimum levels of training and certification requirements are detailed in formal job descriptions. Promotional testing occurs regularly. Promotional requirements and promotional lists are posted to the internal website. In March 2022, upon the recommendation of the CSFD administration, the Civil Service Commission approved an education equivalency process where a determined period of work experience may substitute for formal higher education.

Appraisal

The identified minimum levels of training and education required for all positions of CSFD have met the needs of the department. Training academies have had graduation rates at or near 100%. Additionally, promotions, across all ranks, have occurred regularly each year and have advanced the individual's potential as well as the goals and objectives of the department.

Plan

The CSFD will continue to maintain the current level of training, certification, and testing for the various positions in the CSFD. Adding the education equivalency, for those without the required education, will allow more personnel to have the opportunity to promote and serve in areas when they otherwise would not.

References

Administrative Procedure Manual 305 - Promotional Process/Job Requirements

Rules of the Colorado Springs Civil Service Commission

Firefighter Job Description

Driver Engineer Job Description

Paramedic Job Description

Lieutenant Job Description

Captain Job Description

Battalion Chief Job Description

Promotional Lists

CSFD Education Equivalency for Promotion Presentation

Criterion 8B: Training and Education Program Performance

Training and education programs are provided to support the agency's needs.

Summary:

The Colorado Springs Fire Department (CSFD) Training Division supports the department's mission through training program delivery, as well as the CSFD's need for a well-trained and prepared workforce. Requirements for the different certifications the CSFD mandates are based on different state and national organizations such as the National Fire Protection Association (NFPA) standards, and the National Board on Fire Service Professional Qualifications (ProBoard). EMS certifications are based on the U.S. Department of Transportation (DOT) approved curriculum for training emergency medical technicians and paramedics, the State of Colorado Department of Public Health & Environment (CDPHE), and the National Registry of Emergency Medical Technicians (NREMT).

In addition to the CSFD's internal programs provided by the Training and Medical Divisions, each battalion chief and company officer is responsible for ensuring their assigned crews receive the training required for each position and rank. Specialty programs require unique and advanced training for all assigned personnel. Specific requirements for these employees are managed by the station captain/program manager.

Performance Indicators:

8B.1 A process is in place to ensure that personnel are appropriately trained.

Description

The CSFD Training Division is under the direct supervision of the Training Division Battalion Chief and is staffed by two captains, two lieutenants, a senior office specialist, and an audio video specialist. The goal of the Training Division is to provide high quality, timely, and pertinent training to ensure firefighters are appropriately trained to perform their jobs safely and provide the community with the best possible service. Training and promotional requirements are detailed in the CSFD Administrative Procedure Manual (APM).

Newly hired fire personnel are trained through an intensive 20-week fire training academy. Upon graduation, employees will have obtained the following ProBoard certifications: Firefighter I and II, Driver Operator – Pumper, and Hazardous Materials-Operations. Fire Trainees also complete NWCG Firefighter Type 2 and Fire and Life Safety Educator. Upon successful completion of their training, fire trainees are promoted to the rank of Firefighter Fourth Class and begin a one-year probationary period.

The CSFD has programs in place to provide continuing education for all firefighters in basic firefighting, emergency medical services, officer development, driver engineers, and a variety of specialty services. In addition, Colorado Metropolitan Certification Board (CMCB) classes for Fire Instructor I, Fire Officer I & II, HazMat Operations, and Driver Operator Aerial/Pumper are scheduled and posted to the CSFD's internal website annually. Continuing education for promoted company officers is coordinated and delivered by the Training Division's Officer Development Captain. Topics for officer development vary and are submitted by the battalion chief's group or the CSFD administration.

Appraisal

The CSFD Training Division has prepared its firefighters to perform the duties required of their jobs and meet the emergency response needs of the community. Additionally, the Training Division has prepared employees for promotional opportunities. Promotions,

across all ranks, have occurred regularly each year and have aided in advancing the individual's potential as well as the goals and objectives of the department.

Plan

The CSFD will continue to assess the effectiveness of the current training academy and promotional programs, as well as explore new means of employee development, training, and education.

References

Administrative Procedure Manual 603 - Training Requirement

Administrative Procedure Manual 305 - Promotional Process/Job Requirements

2022-1 Academy Schedule

CSFD Training Plan Workload (2022)

Target Solutions Individual Training Record (Sample)

CMCB Test Dates

8B.2 The agency provides a training schedule that meets the organization's needs.

Description

The CSFD Training Division provides and maintains daily, monthly, and yearly calendars which are available to all personnel through the internal website. The daily calendar depicts hour-by-hour training occurring each calendar day showing all activity that could impact staffing or the number of companies in service. The monthly calendar displays all scheduled training in addition to any other special classes or meetings. The yearly calendar shows all the regularly scheduled program-specific training. The yearly calendar is initiated by the Training Division through input from all specialty programs, prioritizing training requirements and long-range planning. This calendar is posted electronically and is updated as needed by staff. The Training Division has authority to alter, adjust, or change training calendar entries to ensure departmental training goals are achieved. Monthly and daily calendars are derived from the yearly calendar, each one showing more specific information.

Appraisal

In conjunction with the requirements listed in CSFD Administration Procedure Manual (APM) 603, Training Requirements, the current system for the development and posting of training activities has met the training needs of the department. Training calendars are available to all personnel, and authorized staff have been able to schedule training with ample notice to employees for short and long-range training plans.

Plan

The CSFD will continue to develop and post short and long-range training calendars and re-evaluate the program as necessary to ensure departmental and program specific training needs are being satisfactorily met.

References

CSFD Administrative Procedure Manual 603 - Training Requirements

Monthly Training Calendar

Daily Training Calendar

CC 8B.3 The agency evaluates individual and crew performance through validated and documented performance-based measurements.

Description

The CSFD evaluates individual and crew performance through validated and performance-based evolutions to ensure operations personnel can perform necessary skills on the fire ground. The required evolutions and crew evaluation sheets are available on the Training Division intranet site. The Training Division schedules and posts the evolution schedule annually. Exercises/evolutions, used to evaluate fire fighter skills, are chosen based on weaknesses discovered the prior year as well as standard skill sets frequently used during emergency operations. Companies that do not meet minimum standards are re-tested on the same date if scheduling allows. Each evolution is followed by a critique and reinforcement of departmental procedures by the training captain.

Medical evolutions are performed and evaluated annually by the CSFD Medical Division and the CSFD medical direction team, utilizing NREMT standards and forms.

Appraisal

The firefighter evaluation process developed by the CSFD follows NFPA 1410: *“Standard on Training for Initial Emergency Scene Operations,”* and has been satisfactory to evaluate crew operational performance. The process has provided a method of evaluating and improving operational skill proficiency of CSFD personnel.

Plan

The CSFD will continue to use the current process of annual skill evaluation for both fire and medical skills.

References

Engine Evolution #5 (Sample)

Truck Evolution #17 (Sample)

Firefighter Proficiency Evaluation (Sample, Pumper)

Company Proficiency Evaluation (Sample, WUI)

NFPA 1410: *Standard on Training for Initial Emergency Scene Operations* (Exhibits)

8B.4 The agency analyzes student evaluations to determine reliability of training conducted.

Description

The CSFD Training Division and Medical Division both provide student evaluations for all attendees to rate training courses and/or practical skills evolutions. Feedback may be provided either on written forms immediately provided at the end of the training or electronically. All feedback is anonymous unless the student voluntarily provides his or her name. Training Division and Medical Division staff review all feedback to analyze information such as course content, the length of the training, instructor effectiveness, and open-ended comments. Feedback is also aggregated for summarizing the overall experiences provided by the divisions. Future courses are developed utilizing the feedback from evaluations.

Appraisal

Feedback provided to the Training Division and Medical Division has been effective to determine the reliability and success of training classes and evolutions. Students have been provided the opportunity to submit written or electronic feedback and this has met the needs of all students.

Plan

The CSFD will continue to offer students the opportunity to provide feedback on the training that they have received, including receiving suggestions for future training classes or evolutions.

References

CSFD Class Evaluation Form (Sample)

8B.5 The agency maintains a training records management system that meets its needs.

Description

The CSFD maintains an electronic record of all training attended by CSFD personnel. Certifications are electronically submitted and stored in the department's learning management system (Target Solutions). Company officers directly enter training information into this system for their companies. All personnel can access their individual training records in Target Solutions, but only officers, their designees, and members of the training staff can generate new entries and view records of all personnel.

The Training Division's Senior Office Specialist (administrative support) is the custodian of Target Solutions. Target Solutions tracks individual information on classes attended and their certifications. In addition, this system allows officers and training staff to generate reports showing the training of specific individuals and companies, detailing hours and course content. These reports enable officers and training staff to identify training needs for individuals as well as companies.

Training schedules are accessible to all personnel on the CSFD intranet page, and include calendars for yearly, monthly, and daily events, in addition to the scheduled use of any Training Division classrooms and/or the training tower.

Appraisal

Target Solutions records management and online calendars have adequately served the record keeping needs of the CSFD Training Division and meets the recordkeeping elements, reports, schedules, and legal recommendations in NFPA 1401: *“Recommended Practice for Fire Service Training Reports and Records.”*

Plan

The CSFD will continue to utilize Target Solutions for individual and company training documentation.

References

Target Solutions Individual Training Record (Sample)

Daily Training Calendar

Monthly Training Calendar

NFPA 1401: *Recommended Practice for Fire Service Training Reports and Records*
(Exhibits)

CC 8B.6 The agency conducts a formal and documented program appraisal, at least annually, to determine the program's effectiveness and compliance with meeting the needs of the organization.

Description

The Training Division produces an annual report each year. This annual report provides the department and its administration with statistics related to performance during the past year through statistical analysis, but also provides a schedule of upcoming training, an updated evaluation of the Division's strengths, weaknesses, opportunities, and threats (SWOT), and expresses current division needs. In addition, the CSFD requires that major programs submit an annual program appraisal to the program executive and the deputy chief that lists significant incidents, equipment purchases, training (including with other agencies), future program needs, and other pertinent information. The annual program appraisal reflects the calendar year and how well the program has met the department's objectives. This information is also used during the annual budget process to determine the program's needs to continue meeting objectives.

Appraisal

The internal appraisal process has been successful for the Training Division and assists the staff to determine the impacts, outcomes, and effectiveness of the training program. Reviewing positive and negative aspects of training has aided in guiding future response, training, and education.

Plan

The Training Division will continue to provide an annual report and an annual program appraisal to department members on an annual basis. The Training Division will also continue to assess the organization's needs to ensure that the organization receives the most beneficial training.

References

2020 Annual Report – Training Division

2021 Annual Program Appraisal - Training Division

Criterion 8C: Training and Education Resources

Printed and non-printed training and education resources, library materials, media equipment, facilities and staff are available in adequate quantity, relevancy, and diversity, and are current.

Summary:

The Colorado Springs Fire Department (CSFD) Training Division is responsible for ensuring current training and education resources are available to all personnel. The CSFD, as a member of the Colorado Metropolitan Certification Board (CMCB), regularly reviews and modifies curriculum in order to ensure it is current and meets department needs. The Training Division ensures the materials and equipment required to conduct training are current, available in sufficient quantities, and relevant to the needs of the CSFD. The Training Division also ensures assigned staff members are qualified instructors who are trained to conduct required training activities. In addition, the CSFD Training Division operates and maintains training facilities and equipment. Finally, The Training Division purchases and manages the department library, purchasing new reference materials as needed.

Performance Indicators:

CC 8C.1 Facilities and apparatus are provided to support the agency's all-hazards training needs. The agency has plans addressing any facilities and apparatus not available internally to complete training activities.

Description

The CSFD Training Division is located on the CSFD Fire Department Complex (FDC), a 13.5-acre property, with available facilities and apparatus to support the department's all-hazard training needs. The Training Division has access to a 234-seat auditorium/bay, a 30-student capacity classroom, a 12-station computer lab with 800 MHz radio stations, a video production studio, and three conference rooms with seating that ranges between 12 and 20. Classrooms and conference rooms are equipped with multi-media LCD projectors or monitors, computer stations, and white boards. The Training Division also has access to six community rooms that can be utilized as classrooms. Co-located with fire stations, each of these community rooms is equipped with tables and sufficient seating, a white board, an LCD projector, and viewing screen.

At the FDC, the Training Division currently has a four-story training tower with a standpipe/sprinkler system, automatic alarm system, and three individual natural gas-fueled burn rooms. Each burn room has a natural gas-fueled prop, and on the first floor there is a bed fire prop, a sofa prop, and a kitchen/stove prop. Each burn prop has an integrated smoke generator and is controlled by a pendant system in an adjoining alcove. The department has plans to remodel four rooms on the west side of the tower to make them capable of providing Class A training fires for department members. This project is funded and is currently in the planning stage with an estimated completion of March of 2023. On the top floor of the tower there is a platform with imbedded anchor systems for rope training. The tower has both an interior stairway and an exterior fire escape stairway.

Adjacent to the training tower are Conex storage containers for storing hoses, ropes, adapters, ladders, appliances, and additional training props. There are two independent roof props for vertical ventilation training. The drill field has roadways, curbing, parking meters, and simulated overhead wires to add to the realism of the tower. The drill field

also has open space suitable for automobile extrication and other training evolutions that require open space. A concrete pad with natural gas props is located near the training tower and next to an operational hydrant for hazardous materials training. The props consist of a simulated liquid fire, a storage tank, and a Christmas tree. Props are controlled at an observation platform nearby with an unobstructed view and a master shut-off valve. There are additional natural gas props located nearby consisting of a domestic meter, a ground fire, and a simulated cut underground pipe. These props also have a hydrant located nearby. Props are controlled at an observation area nearby with an unobstructed view and a master shut-off valve. Three apparatus (two engines and one truck) from the reserve fleet are assigned to the Training Division to be used consistently by the fire academy. Company training is normally performed with front-line equipment, but the training equipment is available for use by all personnel unless it is being used for training academy operations.

The Training Division has a dedicated broadcast and video production studio at the FDC. This studio has the capability of broadcasting via a local cable programming provider to all CSFD locations as well as general City facilities and select area fire departments. Additionally, all broadcast programming is stored electronically and is available to CSFD users via live and on-demand video.

The CSFD has informal agreements and interagency cooperation with area departments regarding the use of facilities and props that are not available internally. These departments include Cheyenne Mountain Space Force Fire Department, Ft. Carson Fire Department, and the Air Force Academy Fire Department. Facilities and props that are routinely used through these departments includes flashover simulators, Class A burn facilities, and vehicle fire props. The CSFD provides support to these agencies with classes, facilities, and instructors.

Appraisal

The training facilities, apparatus, and equipment assigned to the Training Division have met the needs of the CSFD.

Plan

In anticipation of growing training needs, Training Division improvements for 2022 include relocating the Vent Prop and building a permanent storage building to replace Conex boxes. The CSFD will continue planning for training facility needs including a paved driving course and a Class A burn facility. These projects are budget-dependent, and no long-range plans have been established to schedule and build these additions. The CSFD will continue to explore new technologies and techniques and consider their relevancy to CSFD training needs and budgetary limits.

References

CSFD Fleet Inventory

Training Facilities Map

CSFD Training Tower Modifications (Elevation View)

CC 8C.2 The agency has access to instructional personnel, within the organization or from identified external resources, with teaching qualifications and expertise to meet its needs.

Description

The CSFD Training Division battalion chief, staff officers (two captains and two lieutenants), senior office specialist, and audio video specialist comprise the training staff which functions under the direction of the Support Services Deputy Chief. The CSFD has access to internal instructional personnel as training officers are certified to Colorado Metropolitan Certification Board (CMCB) Fire Instructor I and CMCB Evaluator II. Training officers are selected for assignment to the Training Division based on their experience, technical expertise, and teaching ability. All officers are certified to NFPA standards and all CSFD sworn personnel have received training to perform as a fire and life safety educator and as a fire instructor.

Specialty programs require unique and advanced training for all assigned personnel. Specific requirements for these employees are managed by the station captains/program managers.

EMS training is under the direction of the CSFD Medical Division battalion chief and staff (one captain, four lieutenants, two civilian medical training specialists, and one civilian quality assurance (QA) coordinator). Medical instructors and the QA coordinator are trained both as providers and instructors in each of the following disciplines: basic life support/CPR, advanced cardiac life support (ACLS), and pediatric advanced life support (PALS). Additionally, they are State of Colorado primary EMS instructors and vocationally credentialed by the State of Colorado to teach EMS curriculum.

Appraisal

Utilizing internal instructors with the necessary qualifications has met the needs of the Training Division and department. Instructors teaching fire and EMS classes for the CSFD possess sufficient training, credentialing, and experience to teach and develop the curriculum for which they have been responsible.

Plan

The CSFD will continue to adhere to current certification requirements for instructors.

References

Administrative Procedure Manual 305 - Promotional Process/Job Requirements

CMCB Policies and Procedures Manual, Chapter 5 - Evaluator Certification

CMCB Policies and Procedures Manual, Chapter 9 - Fire Service Instructor

NFPA 1041: *Standard for Fire Service Instructor Professional Qualifications* (Exhibits)

8C.3 Instructional materials are current, easily accessible, and support the training program's stated objectives.

Description

The CSFD Training Division purchases all current applicable International Fire Service Training Association (IFSTA) manuals for all stations. The CSFD periodically reviews, and inventories training materials required for certification and proficiency training. During these reviews, obsolete reference and training materials are identified and replaced. The Medical Division is responsible for all material concerning the training, certification, and protocols of both EMTs and paramedics. Updated versions of the material are distributed to all CSFD facilities. The Training Division and the Medical Division maintain a back-up training reference library of all current materials. All training materials are available for access by all CSFD personnel. The Training Division maintains an electronic copy of all video productions and broadcasts that are available either on video-on-demand or upon request to a member of the training staff.

Appraisal

The CSFD Training Division has ensured training materials are current and supplied in sufficient quantity to meet the training needs of the department. Training materials provided to the Training Division, the Medical Division, and each fire station and have been accessible to all personnel.

Plan

The CSFD will continue to budget for and make available the most current editions of supported training materials.

References

CSFD Course Library

IFSTA Essential Curriculum (Exhibits)

HSI Basic Life Safety Curriculum

8C.4 The agency has a process for purchasing, developing or modifying existing curriculum to meet its needs.

Description

The CSFD, as a member of the Colorado Metropolitan Certification Board (CMCB), regularly reviews and modifies curriculum to ensure it is current and meets all CSFD needs. Specific CMCB committees in each certification area (firefighter, driver/engineer, fire officer, hazmat) schedule meetings and discuss any additions or amendments. As National Fire Protection Association (NFPA) and National Board of Fire Service Professional Qualifications (ProBoard) standards are updated, the CMCB reviews and adopts suitable training materials such as textbooks. Training curriculum not overseen by the CMCB is reviewed and vetted by the Training Division and/or Medical Division personnel. All modifications or updates to curriculum are measured against current certification standards, applicable CSFD Administrative and Operations Procedure Manuals, medical protocols, and accepted industry practices. In addition, curriculum may be sent through the battalion chiefs' group or the medical directors for approval or further modification.

In addition to the Training and Medical Divisions, specialty groups such as hazmat, technical rescue, wildland, and truck company operations also identify and submit modifications or additions regarding program specific curriculum. These are also based upon national standards such as the NFPA and/or the National Wildfire Coordinating Group (NWCG).

All software or training equipment that may provide or enhance training is examined and submitted for approval to the Training and/or Medical battalion chief. Approval is measured upon the above standards as well as the CSFD's priorities and budgetary considerations.

Appraisal

The CSFD's process for purchasing, developing, or modifying existing curriculum has been satisfactory to meet the needs of the department and ensures curriculum meets all applicable industry standards.

Plan

The CSFD will continue to use the current practices to review, update, and provide up-to-date and relevant training curriculum to the CSFD.

References

CMCB Meeting Minutes (Sample, April 2022)

ProBoard Operational Procedures

NWCG S130/S190 Curriculum (Exhibits)

NFPA 1041: *Standard for Fire Service Instructor Professional Qualifications* (Exhibits)

8C.5 Equipment utilized for training is adequately maintained in accordance with the agency's operational procedures. The agency makes training equipment readily accessible to instructional personnel.

Description

The CSFD's training equipment is adequately maintained and readily accessible to training personnel. The CSFD apparatus and equipment used for training is primarily the front-line equipment used on emergency incidents. Apparatus and equipment are maintained in accordance with both the manufacturer's recommendations and established CSFD procedures.

The CSFD training tower is maintained by the City's facilities maintenance employees. The fire training academy has the use of reserve apparatus, generally two engines and one 75' ladder truck. These are maintained regularly by the Logistics and Transportation Center (the department fleet maintenance facility). The inventory of tools and equipment assigned to the CSFD Training Division are maintained and inspected by the training staff officers. Chainsaws used by the Training Division are maintained by the Wildfire Mitigation Program.

Appraisal

The procedure for maintaining apparatus and equipment used for training has been satisfactory for the needs of the CSFD and meets all applicable industry standards.

Plan

The CSFD will continue to maintain all training assets to ensure operational readiness and availability at all times.

References

Administrative Procedure Manual 509 - Apparatus and Equipment

Training Division Inventory 2022

8C.6 The agency maintains a current inventory of all training equipment and resources.

Description

The CSFD Training Division lieutenants maintain a current inventory of all facilities, tools and equipment, and apparatus assigned to the division. All items on the inventory list are checked and updated annually by the Training Lieutenants.

The CSFD Medical Division maintains an inventory of all emergency medical services (EMS) training equipment. This equipment is also checked and updated annually.

Inventory control for the EMS equipment is the direct responsibility of Medical Division staff including the Fire Medical Training Specialist and EMS Field Specialists. Medical training equipment inventories are in the process of being added to the Target Solutions inventory function.

Appraisal

The inventory control systems for the training and EMS facilities, tools and equipment, and apparatus has been effective to ensure accountability of items and identify shortages as well as the need for additional items.

Plan

The CSFD will continue to use the inventory control systems to track the location, condition, and availability of tools and equipment. Inventories will continue to be verified annually and updated, as needed, to account for the implementation of additional items.

References

Training Division Inventory 2022

8C.7 A selection process is in place for training and educational resource materials.

Description

The CSFD selects training and educational resource materials that support the mission of the organization, meet certification requirements, and adhere to recognized industry standards. The National Fire Protection Association (NFPA) establishes nationally recognized industry standards to which the National Board of Fire Service Professional Qualifications (ProBoard) certifies fire department personnel. The materials identified as references to these certifications are written to meet these NFPA standards. Similarly, the National Registry of Emergency Medical Technicians (NREMT) identifies the materials necessary for EMS-related certification. Occupational Safety and Health Administration (OSHA) 1910 and NFPA 472 are used as guidelines for hazardous materials response.

The Training Division battalion chief is responsible for reviewing, approving, and purchasing all fire-related training material for the CSFD. The Medical Division battalion chief is responsible for reviewing, approving, and purchasing all EMS-related training material. Training and Medical Division staff submit support material, equipment, and other related training materials through their chain of command to the battalion chief in their respective division for review, approval, and purchase.

Appraisal

The current process of reviewing, selecting, and purchasing training and educational resource materials for the CSFD has been satisfactory and ensured that training materials have met certification requirements and adhered to industry standards.

Plan

The CSFD will continue to use the current process of selecting training and education resource materials.

References

CMCB Policies and Procedures Manual, Chapter 1 - Certification Board

ProBoard Operational Procedures

Colorado Springs Prehospital Practice Guidelines

OSHA 1910.120, Hazardous Waste Operations and Emergency Response

NFPA 472: *Standards for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction Incidents* (Exhibits)

CC 8C.8 Training materials are evaluated, at least annually, to reflect current practices and meet the needs of the agency.

Description

The CSFD utilizes several resources to provide its members with the most current and accurate training material possible to meet the needs of the department. Training materials are evaluated annually and as needed, as many of these are recognized industry standards and publications that provide for both current practices and safety.

The CSFD Training Division uses and distributes current International Fire Service Training Association (IFSTA) manuals for firefighter, driver/engineer, and fire officer training in accordance with the Colorado Metropolitan Certification Board's (CMCB) policies and procedures. These manuals have been reviewed and accepted by the CMCB member departments as the source material for certification knowledge and testing. Each level of training from the training academy to officer development is overseen and coordinated by specific officers in the Training Division and recommendations are made when new materials or standards of practice are identified. These recommendations are submitted to both the CMCB and the CSFD Training Division for review and implementation, if accepted.

The Medical Division reviews and updates all EMS training materials and adapts protocols, as necessary, to reflect current standards. Annually, all CSFD personnel are required to attend hands-on testing and training through the Medical Division in order to ensure that training activities are meeting the requirements of the community and the CSFD.

Appraisal

The annual review of CSFD training materials has worked well to ensure materials are current and have met the department's needs. The CSFD has used national certification testing for various levels through the CMCB under ProBoard for several years. All certification testing processes, both written and practical, have been reviewed annually by the CMCB to ensure they have met current practices and safety standards.

Plan

The CSFD will continue to review and provide training materials as adopted by the CMCB in accordance with NFPA and industry standards. Certification testing and annual performance training will be used to measure proficiency and knowledge. Both the Training Division and Medical Division will continue to assess and review current materials.

The CSFD is also exploring the use of e-books and web-based publications to improve training resources and material availability.

References

CMCB Policies and Procedures Manual, Chapter 1 – Certification Board

ProBoard Operational Procedures

Colorado Springs Prehospital Practice Guidelines

Category 9: Essential Resources

Essential resources are defined as those mandatory services or systems required for the agency's operational programs to function. They should be given the same value of importance as a primary program. Appropriate adjustments may be necessary in the self-analysis to adapt the typical components listed below to the local situation. For example, when reviewing a water supply system, the evaluation may not be limited to conventional resources, such as water lines and fire hydrants, but may include alternative resources, such as tankers (tenders), ponds, streams, lakes, cisterns, etc.

Criterion 9A: Water Supply

The water supply resources are reliable and capable of distributing adequate volumes of water and pressures to all areas of agency responsibility. All areas meet fire flow requirements in accordance with applicable fire flow criteria. An agency seeking prima facie for this criterion should refer to the Commission on Fire Accreditation International Interpretation Guide for the qualifying language.

Summary:

The City of Colorado Springs (City) has adopted the 2015 International Fire Code (IFC), which includes requirements for fire flow and fire hydrant distribution. Fire flow requirements from the adopted fire code are used for any new structures. In addition, the Colorado Springs Fire Department (CSFD) collaborates with the local utility to study existing infrastructure and prioritize system enhancements to improve fire flow in identified areas of the CSFD response area.

The CSFD protects 195 square miles of primarily metropolitan and suburban demographics. All of the developed areas of the CSFD's response area have fixed water supplies for firefighting efforts by means of fire hydrants and a water distribution system owned, operated, maintained, and managed by Colorado Springs Utilities (CSU). The CSFD partners with CSU to evaluate the existing infrastructure and identify system improvements.

The effective date of the most recent ISO Public Protection Classification (PPC) Program Summary Report was July 1, 2020. Ratings were more than 90% for 616, Credit for Supply System, and 621, Credit for Hydrants. For 630, Credit for Inspection and Flow Testing, the rating was 6.20 (88.57%) only slightly below 90%.

Performance Indicators:

CC 9A.1 The agency establishes minimum fire flow requirements for new development in accordance with nationally and/or internationally recognized standards and includes this information in the fire risk evaluation and pre-incident planning process.

Description

The City has adopted the 2015 IFC, as amended (City of Colorado Springs Ordinance 18-50), which includes requirements for fire flow and fire hydrant distribution. Fire flow requirements from the adopted fire code are used for any new structures.

Evaluations of fire flow requirements for projects are completed during the plan review process. Specifically, the CSFD performs a fire hydrant/water supply plan review in which the proposed water supply configuration is evaluated against the proposed building information. The evaluation ensures the fire flow and number of fire hydrants meet the criteria in the Division of the Fire Marshal's (DFM) Water Supplies for Fire Protection pamphlet in accordance with Appendix B of the 2015 IFC, as amended.

All new structures being built must submit a modeled fire flow report from Colorado Springs Utilities (CSU), which indicates the existing water supply/fire hydrant infrastructure and the modeled available fire flow in the area. At the time of the plan review, the fire flow report is reviewed against Appendix B of the 2015 IFC for compliance. If there are deficiencies, the CSFD works with the design team to identify acceptable solutions for ensuring satisfactory water supply and fire hydrant distribution, to include infrastructure upgrades/improvements, changes in structure size or construction types, and installing additional fire protection features such as automatic fire sprinkler systems.

Appraisal

The process of evaluating fire flow through plan review has worked well. The CSFD is able to ensure every new building constructed has had the necessary fire flow and fire hydrant distribution needed to comply with requirements of the 2015 IFC, as amended.

One weakness of the process has been that the CSFD's database was not designed to track and reference fire flow reports easily or in a retrievable method.

Plan

The CSFD will continue to use the adopted fire code to evaluate the required fire flows for the City. As new codes are adopted, evaluations may be modified as necessary to ensure optimum protection and fire flow availability. In 2019, the CSFD completed the implementation of a new records and document management system (ESO), eliminating duplication of efforts and easing document search and retrieval capabilities.

References

2015 International Fire Code, Appendix B

City of Colorado Springs Ordinance 18-50

CSFD Division of the Fire Marshal Water Supplies for Fire Protection Pamphlet

CC 9A.2 An adequate and reliable water supply is available for firefighting purposes for identified risks. The identified water supply sources are adequate in volume and pressure, based on nationally and/or internationally recognized standards, to control and extinguish fires.

Description

The CSFD protects 195 square miles of primarily metropolitan and suburban demographics. Developed areas of the city have adequate and reliable fixed water supplies for firefighting efforts by means of fire hydrants and water distribution systems owned and managed by CSU. The CSFD's 2020 ISO Public Protection Classification (PPC) Program Summary Report for Water Supply, 616, Credit for Supply System, indicates a rating of 27.76 of 30 (92.5%).

There are few remaining areas of CSFD's jurisdiction that have insufficient fire flow and/or poor fire hydrant distribution. CSU monitors water supply usage from its central control center. CSU is able to boost pressure and increase volume as needed for firefighting activities. In addition, CSU has a hose tender which carries one mile of 5" hose and the necessary appliances/fittings to bring in additional firefighting capacity from neighboring pressure zones to augment firefighting capacities if needed. This hose tender is also used to provide temporary water supply to areas where water main breaks or system maintenance may cause the supply to be reduced or turned off for extended periods of time. In addition, mutual aid agreements are maintained with neighboring fire districts for access to water tenders as needed.

On a limited basis, the CSFD allows the installation of privately-owned (private) fire hydrants. Private fire hydrants are subject to maintenance at a minimum of every five years and may be used for emergency response the same as the public fire hydrants.

The CSFD evaluates the needed fire flow for all new structures in its jurisdiction. In addition, the CSFD worked with CSU in 2020 to reevaluate and ensure the established fire hydrant model and maintenance parameters were current and to identify areas for potential risk.

Appraisal

This program has worked well with a maintenance program in place for all public and private hydrants. A plan review and inspection feature has been utilized to ensure adequate fire flow for all new structures and additions to existing buildings.

Plan

The CSFD will continue to work with CSU in evaluating infrastructure to identify areas of improvement in areas of the City that may have substandard or deteriorating infrastructure. Coordination with future land development and construction projects will take place for consideration of improvement priorities.

References

2020 ISO Public Protection Classification (PPC) Program Summary Report

Colorado Springs Utilities Water Line Extension and Service Standards 2021 (Chapters 2 and 3)

9A.3 The agency has a contact list on file and maintains regular contact with the managers of public and private water systems to stay informed about available water supplies.

Description

The CSFD has a current contact list and maintains contact with the CSU Water Division to keep abreast of current and future improvements to the system designed to improve the fire flow within an identified area in the City. CSU sends copies of fire flow requests to the CSFD on a daily basis. Requests generally originate from the development community as a result of new construction being proposed. The CSFD can also request a fire flow report for specific hydrants and areas.

Appraisal

Regular communication has been effective for the CSFD and the Water Division of CSU to maintain an effective working relationship.

Plan

The CSFD will continue to work with CSU to ensure the water supply system is sufficient to meet the needs of service delivery.

References

Colorado Spring Utilities Contact List – Water and Wastewater

Fire Flow Calculations (Sample)

9A.4 The agency maintains copies of current water supply sources and annually reviews fire hydrant maps for its service area to ensure they are accurate.

Description

The CSFD uses an online application through CSU to view water mains, hydrants, and valves; other utilities are also available for viewing. When water mains, valves, or hydrants are either added or replaced with larger or different materials, the maps are updated. New water main lines are also added. The GIS viewer of fire hydrant and water main locations is available for staff to access electronically.

Additionally, hydrant information is provided as a GIS layer in the Automatic Vehicle Locator (AVL) program which allows fire company officers to locate hydrants while responding to emergencies.

Appraisal

The online application through CSU to view water mains, hydrants, and valves has been effective to ensure timely access to current and accurate supply locations.

Plan

The CSFD will continue to use the CSU online application.

References

CSU GIS View (Screenshot)

9A.5 Fire hydrant adequacy and placement are based on nationally and/or internationally recognized standards and reflect the hazards of the response area.

Description

The CSFD refers to the 2015 IFC as amended and adopted by the City for fire hydrant adequacy and placement. Appendices B and C of the 2015 IFC provide the minimum required fire flow and minimum number of hydrants and spacing based on building size and construction type. Fire hydrant ratings are from 0-500 gallons per minute (gpm), 500-1000 gpm, 1000-1500 gpm, and greater than 1500 gpm. Fire hydrant spacing is limited to a maximum of 300' in residential areas and 150' in industrial/commercial area. The CSFD's 2020 ISO Public Protection Classification (PPC) Program Summary Report for Water Supply, Credit for Hydrants, indicates a rating of 2.91 of 3 (97%).

Water construction plans are reviewed by the CSFD and approval is required prior to any hydrants or water mains being installed. Additionally, fire hydrants installed in relation to new buildings are flow tested to verify satisfactory fire flow. Existing public hydrants are on a 1-5 year flow test cycle while private hydrants are required to be flow tested every five years.

Appraisal

The current process has been satisfactory given the CSFD's plan review and inspection programs relating to new water mains and hydrant installations.

Plan

The CSFD will continue to comply with nationally recognized standards for fire hydrant adequacy and placement and will continue to collaborate with CSU in coordinating approvals of water main and hydrant construction work.

References

2020 ISO Public Protection Classification (PPC) Program Summary Report

2015 International Fire Code, Appendix B

2015 International Fire Code, Appendix C

City of Colorado Springs Ordinance 18-50

9A.6 Public fire hydrants are inspected, tested, maintained, visible and accessible in accordance with nationally and/or internationally recognized standards. The agency's fire protection-related processes are evaluated, at least annually, to ensure adequate and readily available public or private water.

Description

New installations of fire hydrants are approved by the CSFD prior to installation to ensure that the location is visible, accessible, and tactically advantageous. Inspections, tests and maintenance of public hydrants are conducted in accordance with nationally accepted standards. The CSFD's 2020 ISO Public Protection Classification (PPC) Program Summary Report for Water Supply, Inspection and Flow Testing of Hydrants, indicates a rating of 6.20 of 7 (88.57%).

As of July of 2021, there are six licensed contractors that are certified through the Regional Building Department (RBD) to service private fire hydrants within the City of Colorado Springs at the intervals required by the adopted fire codes and standards.

Fire hydrant locations are identified on utility maps, which are provided and updated by CSU and are available online through the CSU GIS Viewer. This data is also provided on regularly updated GIS files which are shared with the CSFD on a regular basis and uploaded to the Automatic Vehicle Locator (AVL) system which enables crews to see where hydrants are relative to a scene address. This information is updated to show out-of-service hydrants as well as what flow characteristics the specific hydrants have relative to modeled fire flow from CSU and actual flow data from tests that are conducted. The identification scheme follows NFPA 291: Recommended Practice for Water Flow Testing and Marking of Hydrants, for color coding of hydrants based on flows, with one local modification due to the exceptionally high flow characteristics of the City's water system. Fire hydrants with a rated flow of over 1500 gallons per minute have blue bonnets and blue "steamer" caps. Staff verifies that private systems are designed and installed to meet the requirements of the IFC, verifies public main operation and functionality, and then works with CSU to maintain proper working systems throughout the City.

While CSU works hard to identify broken or malfunctioning fire hydrants, the sheer number (approximately 20,000 fire hydrants) drives tremendous resource needs.

Appraisal

The system has worked well as information technology support is provided in addition to highly functioning CSFD engineering, plan review, and inspection staff.

Plan

A more tailored audit system that integrates overall water system performance, as well as verification that hydrants are in good working order is needed. Collaboration between CSU and the CSFD needs to be managed and supported to keep up with the increasing number of hydrants and the amount of construction taking place in outlying areas.

References

2020 ISO Public Protection Classification (PPC) Program Summary Report

Colorado Springs Utilities Hydrant – Maintenance – PM Procedure

CSU GIS View (Screenshot)

2015 International Fire Code, Appendix B

2015 International Fire Code, Appendix C

NFPA 291: *Recommended Practice for Fire Flow Testing and Marking of Hydrants*
(Exhibits)

9A.7 The agency identifies, plans and trains for the possibility of a water supply system failure, including fire hydrants with insufficient capacity and areas where fire hydrants are unavailable or inaccessible.

Description

The CSFD identifies, plans, and trains for the possibility of a water supply system failure in accordance with Operations Procedures Manual (OPM) 100.34, Water Main Breaks and Outages. CSU inspects, tests, and maintains public fire hydrants throughout the City on a regular basis. All of CSU data for flows, pressures, locations etc. are electronic and stored in GIS which is accessible by CSFD. The servicing of public hydrants is prioritized utilizing the following weighted parameters, target hazards, wildfire risk areas, land use, hydrant densities, and hydrant flows. Once the parameters are compiled, the hydrants are assigned a critical, medium, or low criticality. These criticalities correlate to a specific maintenance schedule of every year for hydrants deemed critical and every five years for medium and low. Inspection, testing, and maintenance of private fire hydrants is completed by the owners of those hydrants.

The CSFD maintains mutual aid agreements which includes fire departments who operate water tenders. If needed for a water supply system failure, the CSFD can request mutual aid. In addition, CSU maintains a hose tender with one mile of 5” fire hose that can be used by the CSFD in the event of a water supply system failure.

Appraisal

The CSFD’s procedures to identify, plan and train for the possibility of a water supply system failure have met the needs of the department. The process utilized by CSU to inspect and maintain the public hydrants has been effective. The CSFD has enforced private hydrant maintenance as part of the adopted fire code. Hydrant failures during emergency incidents have been minimal. The department’s robust plan review and inspection program has worked well in conjunction with the modeling and flow testing aspects, which continually tests and proves the distribution system city-wide.

Plan

The current process of prioritizing hydrant maintenance will continue as it is serving the needs of the CSFD well. The CSFD will continue to plan and train for a water supply system failure including with neighboring fire departments.

References

Operations Procedure Manual 100.34, Water Main Breaks and Outages

Colorado Springs Utilities Hydrant – Maintenance – PM Procedure

CSU GIS View (Screenshot)

Mutual Aid Agreement, Ellicott Fire Protection District (Sample)

9A.8 The agency has operational procedures in place outlining the available water supply and reviews those procedures as part of their documented review policy.

Description

The CSFD has established procedures detailing available water supply; procedures are reviewed annually and updated, as needed, in accordance with Administrative Procedure Manual (APM) 422, Procedure Development, Maintenance, Review and Revision.

Operations Procedures Manual (OPM) 100.34, Water Main Breaks and Outages provides administrative and operational guidelines for planning and responding to areas and occupancies experiencing reduced water supplies due to water main breaks and outages. When this is compromised due to water main breaks and outages, the need to promptly identify the problem, locate impacted areas and occupancies, and implement temporary solutions is critical to preventing untoward outcomes when fires occur. This requires coordination and planning among the various stakeholders including, but not limited to, CSFD Operations, Division of the Fire Marshal (DFM), Colorado Springs Utilities (CSU), and affected occupancy representatives.

There are few remaining areas of CSFD’s jurisdiction that have insufficient fire flow and/or poor fire hydrant distribution. CSU monitors water supply usage from its central control center. CSU is able to boost pressure and increase volume as needed for firefighting activities. In addition, CSU has a hose tender, which carries one mile of 5” hose and the necessary appliances/fittings to bring in additional firefighting capacity from neighboring pressure zones to augment firefighting capacities. Mutual aid agreements are maintained with neighboring fire districts for access to water tenders as needed.

The fire hydrant distribution system has identified the available fire flow of all hydrants by actual flow testing and hydraulic modeling. The hydrant classification and color-coding system described in NFPA 291: Recommended Practice for Water Flow Testing and Marking of Hydrants, is used to identify the available fire flow in a given area. This information is also available on the in-vehicle mobile data display terminals as part of the Automatic Vehicle Location (AVL) system.

CSU maintains a 24/7 central control and monitoring facility where it can monitor water system pressure demands and make necessary adjustments to its system to augment volume or pressures as needed based upon firefighting demand. In addition, CSU maintains a team of technicians who respond, upon request, to assist in establishing satisfactory water supplies.

One strategy to supplement water supply is to use the hose tender to supply water from distant water sources to supplement firefighting operations. This hose tender can connect to a reliable water source as identified by CSU and establish alternative or improved water supply to an emergency or non-emergent incident. Likewise, the CSFD has used the hose tender during planned or non-planned water system impairments to establish temporary water supplies as precautionary measures.

Appraisal

The CSFD's procedures and the deployment and use of the hose tender have proven to be effective and have been utilized several times to either bring in additional water from neighboring pressure zones, or to provide for temporary water supply during water main repairs and/or replacement. Operational procedures have been reviewed annually in accordance with APM 422.

Plan

The CSFD will continue to review procedures on an annual basis to ensure they are accurate and effective to meet department needs. The CSFD will continue collaborating with CSU in evaluating infrastructure to identify areas of improvement of the City that may have substandard or deteriorating infrastructure. Coordination with future land development and construction projects will take place for consideration of improvement priorities.

References

Operations Procedure Manual 100.34, Water Main Breaks and Outages

Administrative Procedure Manual 422, Procedures Development, Maintenance, Review and Revision

Mutual Aid Agreement, Ellicott Fire Protection District (Sample)

NFPA 291: *Recommended Practice for Water Flow Testing and Marking of Hydrants*
(Exhibits)

Criterion 9B: Communications Systems

The public and the agency have an adequate, effective, and efficient emergency communications system. The system is reliable and able to meet the demands of major operations, including command and control within fire/rescue services during emergency operations, and meets the needs of other public safety agencies having the need for distribution of information.

Summary:

The Colorado Springs Fire Department (CSFD) partners with the Colorado Springs Public Safety Communications Center (Communications Center) to receive communications services. Other agencies the CSFD works with include the Pikes Peak Regional Communications Network (PPRCN), the City of Colorado Springs Information Technology (City IT) department, and the El Paso Teller County Enhanced 911 Authority (Authority).

The radio system is an 800 megahertz (MHz), digital trunked radio system with 13 repeater sites and interoperable communications. The radio system is highly reliable and provides for portable, mobile, and fixed units in the field. Additional communications systems include cellular telephones, alpha-numeric paging, and fire station alerting.

The Communications Center is a secure, modern, state-of-the-art facility that is designed and equipped to provide 24-hour emergency communication services, including receiving early warning signals. The facility's 24-hour capability is supported with two uninterruptable power supply units (UPS) and three emergency generators to provide electrical power during electric service outages.

Two Public Safety Dispatchers (PSD) are on duty 24 hours a day to meet the emergency communication and dispatching requirements of the CSFD. These individuals are supported by a team of Emergency Response Technicians (ERTs) and two shift supervisors for each of three shifts. An emergency recall system is in place to ensure there is satisfactory staffing for incidents of significance. Performance standards have been established for the Communications Center via a memorandum of understanding (MOU)

between the CSFD and the Colorado Springs Police Department (CSPD), which operates and manages the Communications Center.

Performance Indicators:

CC 9B.1 A system is in place to ensure communications with portable, mobile, and fixed communications systems in the field. When an area is identified as not being capable of adequate emergency scene communications, such as inside buildings or below grade level, an operational plan is written.

Description

The CSFD, through the PPRCN, has a system in place for field communications systems utilizing portable, mobile, and fixed equipment. The PPRCN is a quasi-governmental organization established via an intergovernmental agreement (IGA) between El Paso County, the City of Colorado Springs, and Colorado Springs Utilities. The PPRCN operates an 800 megahertz (MHz), digital trunked land mobile radio system through 13 repeater sites located throughout El Paso County and Teller County. The system is built in accordance with NFPA 1221, Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems.

The CSFD and the PPRCN also work closely with the Communications Center and the Pulsiam computer aided dispatch (CAD) program for fully integrated station alerting and field communication. The system is inter-operable for all users, both emergency and non-emergency, as the “C-Zone” is programmed identically in all PPRCN regulated radios that use the system. When directed by the incident commander, users from disparate agencies move to a C-Zone talk group and can communicate with each other directly. This is used during multiple agency events and is frequently utilized for planned events such as the Fourth of July celebration in the City’s Memorial Park. The CSFD’s communications practices are guided by Operations Procedures Manual 100.01, Communications Procedures.

The system is highly reliable as a result of regular maintenance and a history of system improvements to meet demand. Through the PPRCN’s Progressive Upgrade Project (PUP), since 2015 the system has undergone hardware upgrades which added simulcast capabilities, increasing the ability of the system to carry increased radio traffic as well as

upgrading in-building penetration or radio transmissions. In addition to adding simulcast capabilities, the PUP has added two new repeater sites, decommissioned one repeater site, upgraded microwave backhaul equipment, and replaced seven aging generators.

In addition to the 800 MHz digital trunked radio system, the CSFD also utilizes cellular telephones, alpha-numeric pagers, and a commercial station alerting system. Cellular telephones are assigned to every emergency response vehicle for field use in the mitigation of emergencies and routine communications between CSFD personnel. The cellular telephones also have SMS (short messaging service or “text”) capabilities. The CSFD’s cellular telephones utilize the FirstNet network and are registered in both the Wireless Priority Service (WPS) and Government Emergency Telecommunications Service (GETS) programs.

The City also owns an alpha-numeric paging system. This system is wholly integrated into the communications center’s CAD system. Each member assigned to an emergency response vehicle carries a pager for redundant notification of dispatch information and for the receipt of critical incident information.

Fire station alerting is accomplished through Westnet’s “First-In” system. Like the alpha-numeric paging system, the station alerting system is fully integrated with the CAD system.

There are some locations within Colorado Springs that have limited 800 MHz radio communication capabilities. This is due to terrain, large buildings, and areas that are below-grade. The practice, per OPM 100.01, is for the CSFD’s crews is to utilize a “simplex” (non-repeated) radio talk group for more reliable communications. During these situations, a crew maintains at least one of its radios on the simplex talk group for communication while the incident commander monitors both the assigned tactical talk group and the simplex talk group. The PPRCN established a policy in 2016 for the use of bi-directional amplification (BDA) in buildings that have limited communication. The 2015 International Fire Code, as amended and adopted by the City, also codifies the use of BDAs.

Appraisal

The communications system utilized by the CSFD, including portable, mobile, and fixed radios, cellular telephones, a paging system, and station alerting, has been efficient, effective, and reliable for day-to-day routine and emergency communications. Equipment has been well planned and maintained to meet the needs of the organization for both day-to-day and future expansion of the system. The CSFD has worked with multiple partners, including the PPRCN, the Communications Center, the Authority, and commercial vendors to design, build, maintain, and upgrade both radio and cellular communication systems for emergency response operations.

During periods of high use, such as multiple alarm, multiple agency, or disaster situations, the system has occasionally experienced “busy” notifications to users. This occurs infrequently and has been well managed by system administrators and radio users.

Plan

The CSFD and PPRCN will continue to work together to maintain and upgrade the communication systems currently in use. The PPRCN board voted in 2022 to add a second “prime site” to provide redundancy for the system. Although the second prime site can be funded with existing funds, there is no defined capital improvement budget for future PPRCN infrastructure improvements. The CSFD will work with each of its partner agencies to attempt to develop a defined capital funding stream.

The CSFD will also continue to plan and budget for the maintenance and enhancements to the communications equipment for which it is directly responsible. This includes portable and in-vehicle radios, cellular telephones, pagers, and the station alerting system.

References

PPRCN Intergovernmental Agreement

PPRCN C-Zone Operational Procedures Manual

Operations Procedure Manual 100.01, Communications Procedures

NFPA 1221: *“Standard for Installation, Maintenance, and Use of Emergency Services Communications Systems”* (Exhibits)

9B.2 The emergency communications system is capable of receiving automatic and/or manual early warning and other emergency reporting signals.

Description

The Communications Center is capable of receiving automatic early warning and emergency reporting signals. Examples of current automated notifications include communication from the National Weather Service, and warnings from the National Alert and Warning System.

The Communications Center has the capability of receiving both automatic and manual alerts for fire detection and fire suppression systems from various alarm monitoring agencies. This is accomplished through a dedicated direct telephone number and/or directly through programmed information into the CAD system. Fire alarm system monitoring companies are required to be licensed by the City and must report alarm information in accordance with Communications Center policies.

In addition, the radio system utilizes an emergency alert system via a “big orange button” (BOB) on portable radios for sending distress signals to the Communications Center. When activated by an emergency responder, the emergency alert system sends an emergency tone, along with the radio identification number and the radio’s named alias, to the Communication Center, automatically alerting all fire dispatcher consoles.

Manual systems, such as internet-based alerts, require Communications Center personnel to interact with specific web sites to receive and disseminate incident information.

After receipt of incident information, Communications Center personnel have the ability to send the information to the CSFD directly over the radio system, via the station alerting system, to cellular telephones through SMS (short messaging service or “text”), through the CSFD’s paging system, and/or to emergency vehicles’ computer terminals through the CAD system’s Mobile Client program.

Appraisal

The early warning and emergency reporting signals have been effective in providing reliable, accurate, and relevant information to the Communications Center for dissemination to emergency responders. The automatic and manual systems utilized by the Communications Center have evolved over the years with multiple means of providing information to emergency responders. Examples include pagers, cellular telephones, and mobile data terminals. One limitation regarding automated warning and emergency reporting systems has been that recordkeeping was not automated for some of the systems. Automated logs of pager and mobile messages were able to be retrieved directly from the CAD system; however, other messages received required assistance from the City's IT department for retrieval of the information.

Plan

The CSFD will continue to work with the Communications Center to monitor, maintain, upgrade, and revise the automatic and manual early warning systems as needed. The Communications Center, the CSFD, and the City's IT department will work together to identify future solutions for the storage and retrieval of information for all systems in use by the Communications Center. In addition, the CSFD will seek new methods of receiving and disseminating critical information to emergency responders.

References

Emergency Alert Activation Screen (Sample)

CAD SMS Log (Sample)

CSFD ALL Pager Notification (Sample)

9B.3 The agency's communications center(s) is/are adequately equipped and designed (e.g., security, telephones, radios, equipment status, alarm devices, computers, address files, dispatching circuits, playback devices, recording systems, printers, consoles, desks, chairs, lighting, and map displays).

Description

The Communications Center is a modern, state-of-the-art facility that is designed and equipped to provide 24-hour emergency communication services. The communications center is equipped, operated, and managed by the CSPD and underwent a complete remodel in 2021. The CSPD partners with the Authority, which supports the Communications Center by providing the CAD system/software along with the telephones and headsets utilized by communications center employees.

The telephone system provided by the Authority is a voice-over-internet protocol (VOIP) computerized system which includes an internet-based recording system, electronic mapping software that identifies the calling party's location through latitude and longitude calculations, and wireless headsets. In addition, the Authority also provides workstation/furniture including chairs and ergonomically adjustable dispatching consoles which provide individual adjustments for height, air circulation, heating, cooling, and lighting. The CSPD provides the internal telephone system and the computer network. There are a total of 44 workstations/dispatching consoles and over 100 talk groups available for emergency responders. There are four supervisor workstation/dispatching consoles and a separate training computer lab which includes eight workstation/dispatching consoles.

The Communications Center is located in a secure facility that requires an electronic card reader to enter both the building and the Communications Center. Further, the Communications Center's windows are all protected by blast curtains that are designed to prevent glass and other debris from entering the room when an explosive device detonates outside the building. The Communications Center is also located above ground level, further enhancing its security.

The Communications Center, the Authority, the CSFD, and the CSPD all work closely together to ensure that the facility and its equipment are designed and installed to ensure efficient communications within this facility, which handled 723,646 telephone calls in 2021. To meet the historically growing demand for emergency communication, the Communications Center has been remodeled and expanded multiple times since it was first constructed in 1992. In addition, a new CAD software vendor has been selected and is in the process of implementation.

Appraisal

The Communications Center has been equipped and designed to support and meet both the non-emergency and emergency communication needs of the CSFD. The Communications Center has previously received and maintains accreditation through the Commission for the Accreditation of Law Enforcement Agencies (CALEA) and the International Academies of Emergency Dispatch (IAED) for medical dispatching protocols. The Communications Center has been certified for the use of police and fire dispatching protocols through the IAED. Finally, the Communications Center has maintained accredited status through the National Center for Missing and Exploited Children (NCMEC).

The Communications Center has historically met the needs of the CSFD for its communication responsibilities that support of the fire department. Included has been the standard of dispatching emergency calls for service within sixty (60) seconds from the time the call is answered until the first CSFD unit is dispatched.

Plan

The CSFD will continue to work with the Communications Center to support the maintenance and upgrades to its equipment and facility. Although the CSFD does not have direct responsibility for the Communications Center, it is a full partner and will sustain its partnership with the CSPD and the Authority to ensure that the equipment needs and design meet CSFD's needs. As the CSFD continues to see annual increases in emergency responses, increasing the staffing for the fire department consoles in the Communications Center from two (2) to three (3) Public Safety Dispatchers (PSD) on-duty 24/7 will be both desirable and necessary. The CSFD will work closely with the CSPD via the

budgeting process to increase the staffing of PSDs to meet the growing number of emergency responses and the corresponding growth in communication requirements.

References

Communication Center Floorplan

CALEA Accreditation CSPD

CSPD Communications International Academies of Emergency Dispatch Accreditation
(Screenshot)

9B.4 The uninterrupted electrical power supply for the primary communications equipment in the communications center is reliable and tested and has automatic backup capability.

Description

The Communications Center maintains both battery-based uninterruptable power supplies (UPS) and emergency generators for operating its equipment. There are two battery-based UPS systems and three emergency generators (two are powered by natural gas and one is powered by diesel fuel) maintained for emergency situations. The UPS systems receive semi-annual and annual preventative maintenance services from a private contractor. The generators receive scheduled annual and bi-annual preventative maintenance performed by the City’s facilities maintenance team. For normal operations, the Communications Center has two independent, redundant electrical sources to its building. The Communications Center is housed in the CSPD’s headquarters facility, known as the Police Operations Center.

Appraisal

The multiple independent electrical sources to the Communications Center, combined with two battery-based UPS systems and three emergency generators, have been satisfactory and reliable, and were engineered to support all required equipment in the event of a loss of electrical service. There has never been an extended outage in the Communications Center due to an interruption of the electrical service to the building.

Plan

The Communications Center will continue to adhere to its preventative maintenance schedule for the UPS and the generators. In addition, the Communications Center will monitor the need for replacement of existing emergency back-up equipment as it ages and/or the electrical power requirements of the Communications Center exceed current capabilities.

References

2021 Monthly Generator Log CSPD POC Communications Center

9B.5 Adequate numbers of fire or emergency telecommunicators, supervisors and management personnel are on duty to handle the anticipated call volume.

Description

The Communications Center maintains adequate staff on duty to handle the anticipated call volume. The Communications Center’s authorized staffing level for 2022 is a total of 110 employees who are assigned to one of three shifts (day shift, swing shift, and midnight shift). Based on the variable call volumes for each shift as per historical data review, the day shift maintains a minimum staff of 16 employees, the swing shift maintains minimum staff of 17 employees, and the midnight shift maintains a minimum staff of 14 employees.

Two Public Safety Dispatchers (PSD) are on duty 24 hours a day to meet the emergency communication and dispatching requirements of the CSFD. The Communications Center also employs Emergency Response Technicians (ERT), also known as “call-takers,” whose primary role is to answer 911 telephone calls, determine an appropriate call determinant, and transfer the call to the appropriate agency (fire or police). Some ERTs are cross trained to work as fire PSDs who can provide additional fire dispatching support during high volume periods. In addition, the Communications Center is managed by two on-duty shift supervisors. Current staffing levels in the Communications Center meet the recommendations of NFPA 1221, Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems.

In accordance with Operations Procedures Manual (OPM) 200.04, PPROEM ECC and CSFD FDOC, during complex or multiple emergency incident situations and/or disaster situations, the City may activate the Emergency Coordination Center (ECC) through the Pikes Peak Regional Office of Emergency Management (PPROEM). During ECC activations, the Communications Center staffs a PSD within the ECC to help relieve the telephone call volume within the Communications Center. Similarly, the CSFD may activate its Fire Department Operations Center (FDOC). The Communications Center transfers many fire-related, non-emergency calls to the FDOC when it is activated.

In 2020, CSPD contracted with Fitch and Associates, LLC to conduct an evaluation of various aspects of the Communications Center. The final report provided several recommendations specific to fire department dispatch procedures and practices. These recommendations focused on limiting verbal acknowledgements of status changes, the use of technology to alleviate workload on the fire dispatchers and providing verbal station alerting dispatch information one time (from the previous standard of two times). The CSFD has implemented procedural changes to adopt the recommendations.

The Communications Center standard for call processing is 60 seconds as per NFPA 1221, Standard for Installation, Maintenance, and Use of Emergency Services Communications Systems. Further, the Communications Center maintains its own standard of dispatching 90% of emergency calls within 64 seconds. However, due to the CSFD's request that the communications center hold calls involving assaults and incidents involving weapons until the CSPD is dispatched, CSFD call processing standards has increased. This information is being assessed to identify the impact.

Appraisal

Staffing levels have been satisfactory to handle the current and near-term anticipated call volumes for the CSFD.

Plan

The Communications Center will continue to provide 24/7/365 staffing to meet the needs of the CSFD. The CSFD will also work with the CSPD to assess and plan for anticipated call volume and the need for additional fire trained PSDs and ERTs.

References

Communications Center Monthly Schedule

Operations Procedure Manual 200.04, PPROEM ECC and CSFD FDOC

Fitch and Associates Report, CSFD Recommendations (Pages 87-89)

NFPA 1221: *Standard for Installation, Maintenance, and Use of Emergency Services Communications Systems* (Exhibits)

9B.6 A maintenance program is in place with regularly scheduled and documented system tests.

Description

The Communications Center has a maintenance and equipment testing program in place to ensure the reliability of all communications systems. Service and support agreements are in place with the vendors that provide CAD service, telephone service, and radio equipment. Vendor support is provided through Pulsiam, Motorola, and the City's IT department (including its Radio Shop). Maintenance records are maintained by the individual vendors that perform regular maintenance. In addition, the Communications Center employs a CAD Administrator who oversees day-to-day functionality and programming needs for the CAD software/system.

The PPRCN, the Authority, and the City's Radio Shop monitor all communications infrastructure on a 24-hour basis to ensure consistent and reliable emergency communications. The fire station alerting system and the paging system are both tested on a daily basis.

Appraisal

The Communications Center equipment has proven to be highly reliable throughout the years due to regularly scheduled monitoring, maintenance, and upgrades. Frequent evaluations of needs and planning have ensured that the Communications Center's equipment has been kept up-to-date and was dependable.

Plan

The CSFD will continue to work with and rely upon the Communications Center, its vendors, and partners to maintain, support, and test all required communications infrastructure, software, radios, telephones, and network systems on a regular basis. Issues and concerns that are identified by the CSFD's personnel will be shared with the Communications Center for resolution.

References

Communications Center Test Logs

9B.7 The agency has established time-based performance objectives for alarm handling. These objectives are formally communicated to communications center managers through direct report, contracts, service level agreements and/or memorandums of agreement and are reviewed at least annually to ensure time-based performance objectives are met.

Description

The Communications Center has a defined time-based performance standard for fire and emergency medical services (EMS) alarm handling, which is 60 seconds from the time the initial call is received until a CSFD crew is dispatched. The alarm handling (call processing) standard is based on NFPA 1221, Standard for Installation, Maintenance, and Use of Emergency Services Communications Systems. This standard is defined through an MOU between the CSPD, which operates the Communications Center, and the CSFD. These standards are also reflective of the Communications Center's accreditation via the International Academies of Emergency Dispatch (IAED) and the Commission on Accreditation for Law Enforcement Agencies (CALEA). The CSFD and communications center leadership meet monthly to address any issues or requests.

Appraisal

The Communications Center was established in its present configuration for both police and fire dispatching in 1994. Since that time, the emergency communication services provided by the Communications Center to the CSFD has been cooperative, reliable, and has met the CSFD's time-handling standards. An MOU to codify this relationship and the expectations of the CSFD was established in 2013. The MOU has proven to be successful and has strengthened the relationship between the two organizations.

Plan

The CSFD will continue to work with the CSPD leadership generally and the Communications Center specifically to maintain the MOU. In addition, the CSFD will continue to monitor the Communications Center performance and suggest improvements to the service delivery provided, especially related to alarm handling and other time-based standards.

References

CSFD-CSPD Communications Center Memorandum of Understanding

CALEA Accreditation CSPD

CSPD Communications International Academies of Emergency Dispatch Accreditation
(Screenshot)

Communications Center Alarm Handling Log (Sample)

NFPA 1221: *Standard for Installation, Maintenance, and Use of Emergency Services
Communications Systems* (Exhibits)

9B.8 Communications training programs for emergency telecommunicators and emergency response personnel ensure adequate, timely, and reliable agency emergency response.

Description

The Communications Center conducts satisfactory, timely, and reliable training programs for its personnel. To be hired, prospective employees must complete pre-employment testing (typing and reading comprehension), a background investigation, psychological testing, and drug screening. Upon receiving a position in the Communications Center, new employees begin as Emergency Response Technicians (ERT), or “call takers.”

The initial training program for an ERT is seven weeks. Upon successful completion of the seven-week training program, new ERTs are assigned to an experienced ERT/trainer for nine additional weeks of on-the-job training. The next higher-level position in the communications center is known as a Public Safety Dispatcher (PSD). After working independently for a minimum of one (1) year as an ERT, those personnel can promote to the position of Public Safety Dispatcher (PSD). PSD positions are filled by experienced ERTs who compete in a promotional testing process for the opportunity to serve as a PSD. When selected, ERTs attend a law enforcement-oriented PSD training program for five days. After the successful completion of the law enforcement training program, they work with a trainer for nine weeks of on-the-job training. Upon completing all components of the law enforcement PSD training, the individual then participates in three days of fire service-oriented PSD training which is then followed by three weeks of on-the-job training, allowing the individual to also become a fire service PSD.

All PSDs and ERTs are also required to maintain certification in CPR. In addition, all personnel must be certified in and participate in continuing education for emergency medical dispatching (EMD), emergency fire dispatching (EFD), and emergency police dispatching (EPD). Informally, continuing education is provided by CSFD personnel at shift change “line-ups” within the Communications Center. This continuing education serves to increase the Communications Center employees’ understanding of the CSFD’s operations and build relationships between the two organizations’ employees. Further, Communications Center personnel must complete the National Incident Management

System (NIMS) Incident Command System (ICS) courses 100 and 700, and be certified as a Public Safety Telecommunicator through the Association of Public Safety Communications Officials (APCO).

Dispatcher performance is monitored through call auditing and minimum compliance scores (90%) for EMD, EFD, and EPD. Based on feedback from call auditing, individual and/or system improvements may be recommended. The Communications Center maintains a PSD Trainer position to monitor all aspects of training and system performance.

Appraisal

The Communications Center's training programs have been effective in establishing the foundation of critical decision-making skills during emergency responses. The Communications Center's training programs have met the minimum training standards as established by the International Academies of Emergency Dispatch (IAED) for the ProQA suite of products, including the Medical Priority Dispatch System (MPDS), the Fire Priority Dispatch System (FPDS), and the Police Priority Dispatch System (PPDS).

The service provided to the CSFD by Communications Center employees has been effective. The PSD Trainer has maintained and improved the training programs for both entry level and experienced ERTs and PSDs.

Plan

The CSFD will continue to work with the Communications Center to monitor performance and suggest future improvements. The CSFD is satisfied with the current training programs but will identify opportunities for increased service delivery to firefighters and the community. Finally, the CSFD will continue to provide personnel to the Communications Center line-ups to enhance understanding of policies and practices and build personal relationships.

References

Emergency Response Technician Job Classification

Public Safety Dispatcher I Job Classification

Public Safety Dispatcher II Job Classification

Colorado Springs Public Safety Communications Center Training Curriculum

Colorado Springs Public Safety Communications Center Training Records

9B.9 The interoperability of the communications system is documented, tested and evaluated. The agency has processes in place to provide for interoperability with other public safety agencies in the field including portable, mobile and fixed communications systems, tools and equipment.

Description

Interoperability of the communication network is documented, tested and evaluated. The CSFD primarily operates on the PPRCN, an 800 megahertz (MHz), digital trunked radio system. The PPRCN provides land mobile radio services to all emergency and public services agencies in El Paso and Teller counties. The PPRCN is also a partner with the State of Colorado in the statewide digital trunked radio system. To support interoperability, every radio on the PPRCN is programmed identically on the “C-Zone.” The C-Zone contains the designated system-wide talk groups for interagency communications. These are shared resources managed by the Public Safety Answering Points (PSAP) within the network. The CSFD utilizes interoperable talk groups with its neighboring emergency responders on nearly a daily basis in accordance with Operations Procedures Manual (OPM) 100.01, Communications Procedures. Additionally, local and regional disaster drills and other training opportunities include the use of interoperable talk groups to ensure personnel are trained and understand the use of the system.

Appraisal

Satisfactory interoperable communications resources, including the required planning, documentation, evaluations, and training among the partner agencies, have previously been established and have met regional needs. Historically, initial response to multi-agency incidents have lacked coordinated efforts until all the agencies and PSAPs have recognized the need to utilize interagency talk groups.

Plan

The CSFD will continue to participate with its partner agencies to utilize, enhance, and refine interoperable communications capabilities. Also, the CSFD will continue to participate in local, regional, and state committees regarding interoperable communication systems. Finally, the CSFD will work with the PPRCN and the El Paso County Sheriff’s Office Communications Center to better coordinate multi-agency emergency responses to

ensure that interagency talk groups are assigned as early in the incident as possible. Possible futuristic solutions are to co-locate the Communications Centers in one location or to establish a single regional communications center.

References

Operations Procedure Manual 100.01, Communications Procedures

PPRCN C-Zone Operations Procedures Manual

9B.10 The dispatch process utilizes a formal and recognized emergency medical dispatch (EMD) system that allows for pre-arrival instructions and adequate triaging of medical calls for service.

Description

The Communications Center utilizes a formal and recognized emergency medical dispatch protocol system that provides pre-arrival instructions for callers to the dispatch center and triaging of medical calls for service. The Communications Center utilizes the Priority Dispatch Corporation's ProQA suite of products including the Medical Priority Dispatching System (MPDS), the Fire Priority Dispatching System (FPDS), and the Police Priority Dispatching System (PPDS). Employees of the Communications Center are certified in all three disciplines as an emergency medical dispatcher (EMD), an emergency fire dispatcher (EFD), and an emergency police dispatcher (EPD). After the dispatcher asks the calling party an algorithm-based series of questions, provides an alpha-numeric designation which identifies the seriousness of the medical situation. The alpha-numeric designation codes 37 medical emergencies to one of six levels including omega, alpha, bravo, charlie, delta, and echo. These codes are arranged from the least serious (omega) to the most serious (echo). Additional numeric designations further refine the situation. This information is then provided to responding CSFD resources so that they have an informed understanding of the nature of their response.

The CSFD and the contracted ambulance transport agency, American Medical Response (AMR), currently use the ProQA system to triage the dispatching of response resources. Calls are processed and when a determinate is assigned the appropriate resource/s will be assigned to the call.

Appraisal

The ProQA suite of products has worked well for the CSFD. The Communications Center has used the MPDS product since 1998. Over the years, Priority Dispatch Corporation has made upgrades to the ProQA products, and the Communications Center has kept up with those changes.

Plan

The Communications Center will continue to utilize ProQA products for emergency medical dispatching. The CSFD will also continue to work with the Communications Center to monitor the effectiveness of the ProQA MPDS for its needs.

During 2021, the CSFD moved to a “hold to determinant” model for both fire and medical calls. With hold to determinant, the PSD does not dispatch until the alpha-numeric code has been received. Previously, the Public Safety Dispatcher would dispatch an apparatus immediately upon receiving the address from the Emergency Response Technician without knowing the complete nature of the response. This change has allowed the CSFD to refine the response model for more efficient operations, including the use of Alternate Response Teams (ART), Community Medicine (CMED) teams, and Community Response Teams (CRT) to low acuity medical incidents as described in Category V, Criterion F.

References

Colorado Springs Public Safety Communications Center Policies and Procedures (CSFD)

ProQA Medical Priority Dispatching System (MPDS) Protocol Card

ProQA Fire Priority Dispatching System (FPDS) Protocol Card

ProQA Police Priority Dispatching System (PPDS) Protocol Card

9B.11 The agency has a documented and tested system in place for the notification and recall of off-duty agency personnel and telecommunicators for unplanned, large-scale incidents.

Description

The Communications Center has a practice in place for recalling off-duty personnel for incidents of significance. The policy provides for both the recall of personnel for significant situations/incidents as well as holding over personnel (i.e. not releasing them at the end of their scheduled shift). For the recall of personnel, the Communications Center used a pre-programmed commercial product called “Everbridge.” The program utilizes pre-recorded and custom messages to notify personnel of a recall to duty. In addition, the Communications Center utilizes Everbridge to inform employees of overtime opportunities/needs.

The practice has been established for weather-related incidents, disasters, and other large-scale incidents. This practice is based on the City’s Personnel Policies and Procedures Manual-Civilian which outlines the recall of essential personnel. In addition, the Communications Center shift supervisors have the authority and responsibility to satisfactorily staff their facility to meet the emergency communications needs of both the CSFD and the CSPD.

Appraisal

The system that has been in place for the recall of Communications Center personnel has worked well as practiced. During recent incidents, Everbridge was utilized as a tool to solicit availability for Communications Center personnel depending on the incident need. The Communications Center has been satisfied with the ability of Everbridge to meet daily and emergency staffing needs.

Plan

The Communications Center will continue to utilize its practice for the recall of personnel due to significant incidents as needed. The Communications Center will also modify/update its practice in the future as needed to provide appropriate emergency communication services to the CSFD and the CSPD.

References

City Civilian Policy #15

Colorado Springs Public Safety Communications Center Policies and Procedures

9B.12 The agency has a documented plan, which is reviewed and tested annually, to ensure continuity in communicating during any partial or total disruption or failure of a communications system or facility.

Description

The CSFD receives emergency communications services from the Communications Center via an MOU through the CSPD. The CSPD operates and manages the Communications Center to include standard operating procedures ensuring continuity in communication in the event of system failure. In accordance with the MOU, the Communications Center is adequately staffed and funded to maintain appropriate and proper readiness, assuring compliance with standards as they relate to equipment and training issues.

A CSFD shift commander serves as an informal liaison to the Communications Center, and the Communications Center manager regularly attends CSFD command staff meetings. The Communications Center updates CSFD dispatching policies and procedures upon request. The Communications Center maintains both battery-based uninterruptable power supplies (UPS) and emergency generators for operating its equipment. There are two battery-based UPS systems and three emergency generators (two are powered by natural gas and one is powered by diesel fuel) maintained for emergency situations. There has never been an extended outage in the Communications Center due to an interruption of the electrical service to the building.

Appraisal

The Communications Center's procedures and training programs have been effective in establishing the foundation of critical decision-making skills during emergency responses. The UPS systems and generators have proven to be effective at maintaining communication system power. The MOU between the CSFD and the CSPD for the provision of emergency communication services has been effective, has met the needs of both organizations, and has provided open communications through the years regarding the Communications Center's services.

Plan

The CSFD will continue to maintain its relationship and coordinate with CSPD to ensure Communications Center procedures are current and staff are trained in procedures to follow in the event of a system failure.

References

CSFD-CSPD Communications Center Memorandum of Understanding

Colorado Springs Public Safety Communications Center Policies and Procedures

CC 9B.13 **A formal and documented appraisal is conducted, at least annually, to determine the effectiveness of the emergency communications systems and their impact of meeting the agency's goals and objectives.**

Description

The CSFD receives emergency communications services from the Communications Center via an MOU through the CSPD. Per the MOU, the CSPD operates and manages the Communications Center. A CSFD shift commander serves as an informal liaison to the Communications Center, and the Communications Center manager regularly attends CSFD command staff meetings. The CSFD requires that all sections and/or programs submit an annual program appraisal to determine operational effectiveness and impact on the department's goals and objectives. Formal documentation is completed by the CSFD shift commander liaison to the Communications Center.

Additionally, the CSFD has immediate access to CAD data. The CSFD's Operations Research and Statistics Specialist produces monthly and annual reports that include Standards of Cover data based on response time (including call-handling) information. The CSFD can address issues of concern with the Communications Center as they are identified.

Appraisal

The CSFD's annual program appraisal process of evaluating the Communications Center performance and regular monitoring of call handling, response time, and Standards of Cover data, has worked well for the CSFD

Plan

The CSFD will continue to maintain its relationship with the Communications Center and will continue to assess Communication Center operations through the annual program appraisal process to determine system effectiveness and impact toward meeting the department's goals and objectives.

References

2021 Annual Program Appraisal - Communications Center

CSFD-CSPD Communications Center Memorandum of Understanding

Criterion 9C: Administrative Support Services and Office Systems

Administrative support services and general office systems are in place with adequate staff to efficiently and effectively conduct and manage the agency's administrative functions such as organizational planning and assessment, resource coordination, record keeping, reporting, business communications, public interaction, and purchasing.

Summary:

The administrative structure within the Colorado Springs Fire Department (CSFD) is designed to provide all divisions with the administrative support necessary to carry out the department's goals and objectives. All fire stations and division administrative offices are provided with sufficient general office equipment, supplies and resources to support their needs. The CSFD Fire Department Complex (FDC) has a receptionist desk that is staffed and open to the public during regular business hours. Six (6) of the 23 fire stations have public entryways and all fire stations have doorbells available for citizens to contact station crews at any time.

The CSFD has a full-time Public Information Officer (PIO), a Captain, that responds to all public inquiries, issues press releases, and is present, whenever possible, at major incidents to provide continuous information to the media. The PIO maintains various methods of providing information using social media. Organizational documents and forms are reviewed and revised on an as-needed basis. Administrative and operations procedures are reviewed annually.

Administrative support staff are trained according to the specific functions they perform in their respective divisions. The CSFD follows the guidelines for retention and destruction of public records, as outlined in the Colorado Municipal Record Retention Manual, Schedule No. 100 - Public Safety Records and in City of Colorado Springs (City) policies.

Performance indicators:

CC 9C.1 The administrative support services are appropriate for the agency's size, function, complexity, and mission, and are adequately managed.

Description

The CSFD's administrative services are adequately managed to provide all divisions the appropriate support to meet the needs of the department including its mission, goals and objectives. There are 19 full-time support staff that perform administrative functions throughout the CSFD. The Assistant to the Fire Chief is the primary administrative support to the fire chief. Administrative support for the two (2) deputy chiefs is provided by the Accreditation Manager. The Medical Division administrative functions are the primary responsibility of a senior administrative assistant and additional support functions are shared by the sworn and civilian personnel in that division.

The Division of the Fire Marshal has a total of nine (9) full-time administrative staff and one part-time administrative assistant. The Community and Public Health Division has two (2) assigned administrative support staff, and the Human Resources (HR) Division is supported by two (2) HR generalists. Other areas, including the Training Division, the Logistics and Transportation Center (LTC, the CSFD's vehicle maintenance facility), and the Administrative Services Division each have one support staff member assigned.

Appraisal

Administrative support services have been satisfactory in meeting the needs of the CSFD. Vacancies have been filled on a timely basis and a full-time administrative position was funded for the Medical Division in 2022 after the position had been eliminated during the 2008 recession.

Plan

Budgetary constraints will continue to dictate the level of administrative support positions approved within the budget. The CSFD will continue to assess position management to determine adequate support staffing necessary to support department needs.

References

Organizational Chart

9C.2 Public reception, public information, and electronic communications components support the customer service needs of the agency.

Description

The CSFD provides information and electronic communications to the public and supports the needs of the public through several means. The CSFD maintains a public facing website that provides current information regarding the community and department such as alerts, current fire danger, wildfire prevention, CSFD services, and contact information. Non-emergent, electronic public communication can be facilitated through the website using the GoCOS link provided in the CSFD contact information. GoCOS allows the public to submit questions and concerns to the department. Specific CSFD administrative staff members (the Assistant to the Fire Chief, two Division of the Fire Marshal team members, and the Training Division support staff member) are assigned monitor the system on a regular basis and can re-direct the issue to the correct point of contact or respond directly to the customer.

The CSFD has a captain who is assigned as a full-time PIO. The PIO responds to all public inquiries and issues press releases. The PIO is also present, whenever possible, at major incidents to provide continuous information to the media and to serve as the face of the CSFD on live news interviews. The PIO provides department and incident information using social media outlets, including Facebook, Instagram, and Twitter. Medical Division lieutenants on each shift are assigned back-up PIO duties when the assigned PIO is unavailable.

The CSFD Fire Department Complex (FDC) has a lobby receptionist desk that is staffed and open to the public Monday through Friday during regular business hours. Additionally, the Division of the Fire Marshal main office is in the FDC and has a receptionist desk near the main entrance where the public can submit plans and obtain permits. A wide variety of informational literature is also available to customers in the lobby area.

Six (6) of the 23 fire stations have public entryways with adjacent community rooms available for public use, by reservation, and all fire stations have doorbells available for citizens to contact station crews.

Appraisal

The CSFD has effectively met customer service needs. Requests or comments through social media outlets have been addressed promptly by the PIO. Verbal feedback from the community and local news media has consistently been positive regarding interactions with the CSFD.

Plan

The CSFD will continue the current methods of supporting public information and needs while evaluating opportunities for improving these services.

References

CSFD Website (Screenshot)

Organizational Chart (Page 3)

CSFD Facebook Feed (Screenshot)

CSFD Twitter Feed (Screenshot)

CSFD Instagram Feed (Screenshot)

GoCOS (Screenshot)

CC 9C.3 Organizational documents, forms, standard operating procedures or general guidelines, and manuals are reviewed at least every three years and updated as needed for all agency programs.

Description

The CSFD’s organizational documents and forms are reviewed and revised on an as-needed basis. Standard operating procedures (SOPs) and standard operations guidelines (SOGs) are compiled in the CSFD Administrative Procedure and Operations Procedure Manuals. SOPs and SOGs are reviewed annually by the designated subject matter expert and updated as needed. Additionally, the Procedure Review Committee meets regularly to discuss procedure revisions prior to sending them to the fire chief for final approval. All SOP and SOG documents include the date originated, the last revision date, and the last reviewed date. Procedure reviews, revisions and the implementation of new procedures are managed by the Accreditation Manager who also facilitates the Procedure Review Committee. The CSFD organizational chart is updated throughout the year by the Accreditation Manager as changes to staffing or positions occur.

The CSFD maintains most documents, forms, procedures, and links to City policy manuals on the CSFD intranet site in the “Forms Library.” The Forms Library is a central electronic location to store and manage forms. Forms can be Word, PDF, InfoPath, et cetera, and can either be printed and submitted manually or collected and submitted electronically reducing processing time and paper costs. The Assistant to the Fire Chief, the Accreditation Manager, and division or section administrative staff update the Forms Library forms as changes occur. Documents not maintained on the intranet are managed at the division level. For example, documents relating to employee relations issues are maintained by the Human Resources (HR) Division.

Appraisal

The CSFD document review process has been sufficient to ensure organizational and procedural documents are current. Regular notifications from the HR staff regarding staffing changes has allowed the Accreditation Manager to maintain a current organizational chart. There has not been a formal process for reviewing every department

form; however, as update requests were received, the designated point of contact has updated and posted the revised document(s) to the CSFD internal website.

Plan

The CSFD will continue to review SOPs annually and update them on an as needed basis. The organizational chart will continue to be updated as changes occur. Forms will be updated as needed; however, there is an opportunity to formalize the form management process.

References

Administrative Procedure Manual 422, Procedure Development Maintenance Review and
Revision

Operations Procedure Tracking Log

Organizational Chart

Intranet Forms Library (Screenshot)

9C.4 Public records are maintained, available and disposed of in accordance with local, state/provincial and federal legal mandates. Record retention and destruction are documented in accordance with an adopted procedure.

Description

The CSFD maintains records in accordance with the guidelines for retention and destruction of public records, as outlined in the Colorado Municipal Records Retention Manual, Schedule No. 100 – Public Safety Records and City policies. These guidelines include retention schedules for records including, but not limited to dispatch records (100.030), emergency planning and response (100.040), fire and rescue records (100.050), and hazardous materials enforcement records (100.060). Some records are maintained electronically, while others are maintained in hard copy. All public records are available upon request in accordance with the Colorado Open Records Act (CORA) defined by Colorado Revised Statute (C.R.S.) 24-72-201.

Appraisal

The established retention guidelines have allowed the CSFD to maintain compliance with record retention regulations and maintain, provide, and dispose of public records appropriately.

Plan

The CSFD will continue to adhere to the records retention regulations and policies set forth by the State of Colorado and the City.

References

Colorado Revised Statute (C.R.S.) 24-72-201

Colorado Municipal Records Retention Schedule, Schedule No. 100 – Public Safety
Records

City Records (Screenshot)

Criterion 9D: Information Technology

Information technology resources are in place with adequate staff to efficiently and effectively conduct and manage the agency's information technology functions, such as hardware and software implementation and maintenance and data analysis.

Summary:

The City of Colorado Springs (City) has a centralized Information Technology (IT) department that provides support staff, technical guidance, and key IT functions such as cybersecurity, application support, network engineering, along with project management, helpdesk, and other key roles. CSFD has a liaison within the department to collect CSFD-centric requirements and interfaces into the City-wide IT organization for support, direction, and policy guidance.

The partnership between the City and CSFD provides the organization adequate staffing to ensure the overall needs are being met. Processes for new technologies needs are robust and mature and the City has a "Business Relationship Manager" (BRM) role that is dedicated to CSFD. The BRM works to understand CSFD technology needs and ensure processes are followed to ensure needs are being met in a timely and efficient manner. Routine meetings are held with the BRM. Additionally, in 2022, a quarterly forum was established with the CIO and senior IT leadership along with senior CSFD staff to discuss needs, program status, and future projects.

Roles and responsibilities have been adequately defined between City IT and CSFD to ensure resources are in place with adequate staff to efficiently and effectively conduct and manage the agency's information technology functions.

Performance indicators:

CC 9D.1 Hardware, software and IT personnel are appropriate for the agency's size, function, complexity and mission.

Description

The City has a centralized IT department that provides the CSFD with access to personnel, technical guidance, and key IT functions including but not limited to hardware, software, cybersecurity, application support, network engineering, project management, helpdesk, and other key roles. The City's IT technology strategy states, "We will be on the leading edge of municipal IT Departments as the proven go-to technology services and solutions provider that enables the City of Colorado Springs to deliver services to the community at a level that matches our incredible scenery." As such, the City's IT goal is to ensure the services provided are appropriate for the CSFD organization.

Processes for new technologies needs are robust and mature. The City has a "Business Relationship Manager" (BRM) role that is dedicated to CSFD. The BRM works to understand CSFD technology needs and ensure processes are followed to ensure needs are being met in a timely and efficient manner. The BRM participates in the CSFD's quarterly IT meetings.

Additionally, the CSFD Finance, Planning, and Analysis (FPA) division provides a liaison who works directly with City IT to provide support for all of the CSFD's IT needs for the size, function, complexity, and mission of the department. The CSFD IT leadership group has a standing meeting with City IT leadership to ensure the department's needs are being clearly communicated and plans to meet those needs are made.

Appraisal

Although technology is ever changing, the IT hardware, software and personnel provided by the CSFD, in coordination with City IT, have been sufficient to support the department's mission and needs based on its size, function and complexity.

Plan

The CSFD will continue to coordinate with City IT to ensure IT functions including staffing, hardware and software are adequate to support the needs of the department. The CSFD will continue to work closely with City IT to determine the IT priorities and needed projects every year. As the department implements more Software as a Service (SaaS) solutions, the CSFD will coordinate with City IT for guidance regarding contracts, support models, and cybersecurity requirements.

References

Organizational Chart (Page 15)

CSFD BRM Dashboards (Screenshot)

CSFD Check-In Meeting Minutes (Sample)

City IT Organizational Chart

Citywide IT Policies and Procedures List

City IT Mission, Vision, and Values Presentation

9D.2 Software systems are integrated, and policies are in place addressing data governance, data accuracy and data analysis.

Description

City IT ensures software systems are integrated and has established policies addressing data governance, accuracy, and analysis. Such policies are available to all City personnel to access on the City’s IT intranet. Data governance policies ensure data is consistent, trustworthy, and not misused. Further, policies require data be entered accurately and consistently, and data analysis policies detail steps to ensure data is sorted and inspected to support useful decisions. Prior to implementation, all CSFD software systems are reviewed and approved by City IT.

Appraisal

City IT has ensured software systems have been integrated throughout the CSFD and other City departments. In addition, IT policies have been made available to all personnel and have adequately addressed data governance, accuracy, and analysis.

Plan

The CSFD will continue to work with City IT to review any new software systems, as outlined in the Technology and Information System Acquisition Policy. The CSFD will continue to coordinate with City IT to ensure all software systems are integrated, and current policies are in place and implemented.

References

Citywide IT Policy Matrix

City Technology and Information System Acquisition Policy – Administrative Regulation
2022-03

City IT Acceptable Use Policy

City IT Data Classification and Breach Policy

9D.3 A comprehensive technology plan is in place to update, evaluate and procure hardware and software.

Description

City IT has established the 2021-2024 Information Technology Strategy to evaluate, update, and procure hardware and software. Important updates for new projects, plans, and technologies impacting the different departments are also communicated through a Quarterly IT Forum. If these plans impact the CSFD, the IT liaison completes a plan to ensure the department is completing all actions necessary. In addition to the IT quarterly forum, the department meets with both internal and City IT leadership to discuss the department's short term and long term needs and establish the CSFD's technology plan. In addition, the Fire Chief is a member of the City's Information Technology Prioritization Board (ITPB). The ITPB hears presentations, including from the fire department, regarding city-wide IT needs and prioritizes limited City budget funds for new IT projects.

Appraisal

City IT's comprehensive technology plan and regular meetings between City IT personnel and the CSFD have been sufficient to evaluate, update, and procure necessary hardware and software to meet the department's needs.

Plan

The CSFD will continue to participate in the Quarterly IT Forum and ensure that internal and external meetings continue to take place regarding IT hardware and software needs.

References

2021-2024 Information Technology Strategy

2022-04 CSFD Check-In Meeting Minutes

IT Prioritization Board Meeting (Screenshot)

9D.4 A cybersecurity policy is in place to protect the integrity of the infrastructure, including networks, programs and devices, from unauthorized access that could disrupt essential services.

Description

The City Information Technology (IT) department has policies in place to protect the integrity of the infrastructure, including networks, programs and devices, from unauthorized access that could disrupt essential services. All City employees, including the CSFD’s employees, are responsible for understanding and abiding by such policies. All City IT policies are available on the City’s intranet page for all employees to locate. City IT has a Data Classification and Breach Policy, as well as an Encryption Policy, that specifically relate to cybersecurity applicable topics. Monthly cybersecurity training is provided to all City employees in brief online training tutorials provided through the “KnowBe4” system which provides email notifications, reminders, and training completion notices.

Appraisal

The current cybersecurity policy has been effective to protect system integrity. The City IT department has been proactive in providing timely cybersecurity training to all City employees.

Plan

The CSFD will continue to ensure employees abide by all City policies, including those from the IT department. The CSFD’s employees will continue to complete all required City IT monthly cybersecurity training courses.

References

City Intranet Cybersecurity Page (Screenshot)

City IT Data Classification and Breach Policy

City IT Encryption Policy

Monthly Cybersecurity Training Completion Notice (Sample)

Category 10: External Systems Relationships

An agency's external relationships are defined as those relationships which serve to integrate the performance of one system with another. The increased use of multiunit systems and the increase of interagency agreements between various types of government entities necessitate regular attention to these relationships and the agreements between autonomous operating units. Agreements must be legally adopted, current, monitored and updated within the accrediting period. Programs that rely on support from external system relationships to meet agency expectations must be referenced in the agreement.

Criterion 10A: External Agency Relationships

The agency's operations and planning efforts include relationships with external agencies and operational systems that affect or may influence its mission, operations and/or cost effectiveness.

Summary:

The Colorado Springs Fire Department (CSFD) is an active participant in numerous local, state, and national organizations that permit the department to benefit from the knowledge and experience of others, while at the same time sharing its experiences. Such relationships are instrumental in coordinating the provision of emergency and non-emergency services to the region and having a voice in the creation and modification of industry standards and state laws. Intergovernmental agreements (IGA) and memorandums of understanding (MOU) are in place with regional partners to clarify operational and legal expectations for joint operations.

Interagency policies and agreements specify agency expectations, legal considerations, and remedies for non-compliance. As such, numerous levels of review may be required to develop or revise such documents. When dealing with multiple governmental agencies, local, state, and federal guidelines and restrictions may also play a role.

Performance Indicators:

CC 10A.1 The agency develops and maintains external relationships that support its mission, operations, and/or cost-effectiveness.

Description

The CSFD has developed and maintains active relationships with local, state, and national organizations. Intergovernmental agreements (IGA) are approved by the City of Colorado Springs. Memorandums of Understanding (MOU), including mutual or automatic aid agreements, may be enacted by the Fire Chief. Such relationships support the department's mission and operations in coordinating the provision of emergency and non-emergency services to the region, support cost effectiveness, and support the creation and modification of industry standards and state laws. The CSFD maintains IGAs and MOUs with numerous regional partners to clarify operational and legal expectations for joint operations. The CSFD Administrative Procedure Manual (APM) 407, Mutual Aid Agreements, details the management process for maintaining mutual aid agreements. The Fire Chief's designee, in concert with the Fire Chief's Staff Assistant, are responsible for tracking these agreements. IGAs and MOUs are reviewed at least annually, and as needed, to ensure they remain current and/or to determine if modification is needed.

Appraisal

The CSFD's external relationships have been effective in supporting regional response, coordination, and cooperation with our partner agencies. Working with organizations that share the mission of providing emergency services to the community has improved service delivery with minimal increased cost to the public. Regional table-top and full-scale exercises have allowed the department to identify shortcomings that require additional effort, as well as cooperative strengths to maintain. Mutual aid partners in the region continue to demonstrate a willingness to assist and to call for assistance when appropriate and interaction among the various responders has been positive and effective.

Plan

The CSFD will continue to seek out opportunities to build relationships with regional partners and participate in organizations that focus on emergency preparedness, fire

prevention, community education, hazardous materials mitigation, emergency medical services, fire service training, leadership, and emergency response. Existing relationships will continue to be enhanced by attending scheduled meetings and training with area responders. IGAs and MOUs with regional response partners will continue to be reviewed and modified as needed to reflect best practices and adequate cost share agreements.

References

Mutual Aid Agreement Schriever AFB (Sample)

CSFD Mutual Aid Agreement List

Administrative Procedure Manual 407 Mutual Aid Agreements

10A.2 The agency's strategic plan identifies relationships with external agencies/systems and outlines a process to identify any impact or benefit to the agency's mission, operations, or cost-effectiveness.

Description

The CSFD recognizes the value of external partnerships in serving the community, and actively maintains relationships with local, state, and national organizations to support the department's mission and operations in coordinating the provision of emergency and non-emergency services to the region and to support cost effectiveness. Goals and objectives of the most recent strategic plan do not specifically identify relationships with external agencies/ systems. However, collaboration and increased partnerships are identified as opportunities in the S.W.O.T. analysis of the CSFD 2020-2024 Strategic Plan.

Appraisal

There are more than 30 fire departments in El Paso County, an area that encompasses 2,158 square miles. While maintaining contact with each of these agencies is difficult, many agency representatives attend the Pikes Peak Fire Chief's Council's monthly meeting. The previous strategic plan addressed this concern specifically, and great improvement was noted in these relationships. The CSFD maintains ongoing and robust relationships with area cooperators.

Plan

The department will continue to interact formally and informally with external agencies to enhance networking and to maintain relationships with the decision-makers of those agencies. The Fire Chief or designee will continue to attend the Pikes Peak Fire Chief's Council monthly meetings and the CSFD will continue to host one monthly meeting each year.

References

CSFD 2020-2024 Strategic Plan

Pikes Peak Fire Chief's Council 2022 Meeting Schedule

10A.3 The agency researches, evaluates and considers all types of functional relationships that may aid in the achievement of its goals and objectives.

Description

The CSFD considers all types of functional relationships and does not limit its agreements to only fire agencies. Agreements are also in place for search and rescue services and the provision of rehabilitation and other services by outside agencies. Many non-fire agency, local planning relationships, have been initiated and are facilitated through the Pikes Peak Regional Office of Emergency Management (PPROEM). The PPROEM is a combined office of emergency management for the City of Colorado Springs and El Paso County which provides mitigation, preparedness, response, recovery, and coordination for large-scale emergencies and disasters. The CSFD assigns a captain to PPROEM as a liaison. In addition, during the department’s most recent community risk assessment process, external stakeholders were surveyed to evaluate relationships; their feedback is included in the CSFD CRA/SOC.

Appraisal

The process to identify necessary agreements to meet the objectives of the organization has been implemented on an as-needed basis, or when approached by another agency for mutual benefit. Several areas within the department have created and maintain functional relationships with outside agencies, including the Medical Division, the Training Division, and the Office of the Fire Chief.

Plan

The department will continue to identify and consider outside agencies with whom functional relationships might prove to be beneficial in serving the community.

References

PPROEM Local Emergency Planning Committee

CSFD Community Risk Assessment and Standards of Cover 2022

10A.4 A conflict resolution process exists between all external organizations with whom the agency has a defined relationship.

Description

The CSFD makes every effort to work cooperatively and in good faith to provide appropriate mutual aid pursuant to existing agreements. To ensure the interests of the department are maintained and supported, the conflict resolution (dispute) process is addressed in approved intergovernmental agreements. All outside agency agreements are forwarded to the City Attorney's office for review prior to being signed by the Fire Chief. CSFD APM 407, Mutual Aid Agreements, outlines the conflict resolution process relating to defined relationships with external agencies. Should disputes arise concerning the performance of any obligations or services pursuant to existing agreements, including but not limited to incident response, command directives and reimbursement, the CSFD will attempt informal resolution of the dispute.

Additionally, there are three methods by which CSFD personnel actively address conflicts with external agencies. The first involves personnel operating jointly at emergency scenes and training evolutions. Crews are encouraged to address any conflict as quickly and professionally as possible at this level. The second involves sharing concerns pertaining to patient care and transport procedures with the department's medical lieutenants, who work a 24-hour shift. These supervisors interact with local EMS agency counterparts to provide the best patient care in all circumstances. Conflict (and compliments) may be documented by both the CSFD and the local EMS agency on the "CSFD/AMR Feedback" form accessible through the CSFD Medical Division intranet page and CSFD app. The third involves communicating unresolved issues through the department's chain of command. Ongoing patterns of inappropriate behavior by members of another agency, or mutual issues of complexity are often best addressed at this level.

Appraisal

Conflicts between the CSFD and outside agencies have not been common. When they do occur, CSFD supervisors have quickly addressed the issue(s) in a tactful and appropriate manner.

Plan

The CSFD will continue to use the established conflict resolution processes for any issues between the department and outside agencies.

References

Administrative Procedure Manual 407 Mutual Aid Agreements

Cascade – FPD – MOU and Amendment – 2019 (Paragraph 18, Disputes)

CSFD AMR Feedback Form

Criterion 10B: External Agency Agreements

The agency maintains current agreements with those external agencies which support the identified programs. All external agency agreements required to be maintained in support of any program must be current, reviewed, and/or updated within the accreditation period and adopted by the appropriate governing bodies. All agreements should support the agency's effort to take advantage of any operational and cost-effective benefits. Data reports, at least annually, should reflect the impact of each agreement on the agency.

Summary:

The Colorado Springs Fire Department (CSFD) recognizes the value of maintaining positive working relationships with area agencies and organizations, both public and private, to ensure they are capable and effective in supporting the department's goals and objectives. Maintaining formal agreements with external agencies helps to ensure the department successfully carries out its mission. The ability of an outside agency to perform adequately in support of the organization's goal and objectives is crucial to maintain that relationship.

The Fire Chief or designee, in concert with the Fire Chief's Staff Assistant, are responsible for tracking external agency agreements to ensure they are current, accurate, and relevant. City growth and annexation can cause changes in the City's boundaries. When that occurs, the identification of additional resource needs may also cause out of cycle reviews and revisions to existing agreements.

Performance Indicators:

CC 10B.1 External agency agreements are reviewed every three years and revised as necessary to meet objectives.

Description

The Fire Chief's designee, currently an operations battalion chief, in concert with the Fire Chief's Staff Assistant, are responsible for tracking external agency agreements. IGAs and MOUs are reviewed at least annually, and as needed, to ensure they remain current and/or to determine if modification is needed to meet agency objectives. CSFD APM 407, Mutual Aid Agreements, outlines the review process.

Appraisal

The current review process was implemented following the previous accreditation cycle. It has been an effective cooperative effort between the Fire Chief's Staff Assistant and the assigned battalion chief.

Plan

The Fire Chief's Staff Assistant and assigned battalion chief will continue to review all external agreements as outlined in CSFD APM 407, Mutual Aid Agreements, to ensure they remain current, accurate, and relevant.

References

CSFD Administrative Procedure Manual 407 Mutual Aid Agreements

CSFD Mutual Aid Agreement List

10B.2 The agency has a process to manage, review and, if needed, revise agreements.

Description

The Fire Chief’s designee, currently an operations battalion chief, in concert with the Fire Chief’s Staff Assistant, are responsible for managing, reviewing and, if necessary, initiating the revision of external agency agreements. The Fire Chief’s Staff Assistant reviews the Mutual Aid Agreement List monthly and notifies the designated battalion chief of agreements set to expire or renew in the next in the next six (6) months. Changes in the City’s boundaries and the identification of additional resource needs may also cause out of cycle reviews and revision to occur. These situations are typically initiated by the other agency.

The designated battalion chief coordinates with the Fire Chief’s Staff Assistant and the external agency to update and/or review the agreement within the following six (6) months, and no later than the expiration date of the current agreement. MOUs with outside agencies are forwarded to the City Attorney’s Office for review, prior to being signed by the Fire Chief. IGAs are reviewed by the City Attorney’s Office and then forwarded to the City Council for adoption.

Appraisal

The process to manage, review, and revise external agency agreements has been outlined in administrative policy and has been effective.

Plan

The Fire Chief’s Staff Assistant and the assigned battalion chief will continue to maintain and review all external agreements as outlined in CSFD APM 407, Mutual Aid Agreements, to ensure they remain current, accurate, and relevant.

References

CSFD Administrative Procedure Manual 407 Mutual Aid Agreements

CSFD Mutual Aid Agreement List

10B.3 The agency evaluates external agency performance annually to ensure that external agencies are capable and effective in supporting the agency's goals and objectives.

Description

The CSFD recognizes the value of maintaining positive working relationships with area agencies and organizations, both public and private, to ensure they are capable and effective in supporting the department's goals and objective. The ability of an outside agency to perform adequately in support of the organization's goal and objectives is crucial to maintain that relationship. The inability of an agency partner to provide appropriate and effective assistance is required for firefighter safety and for efficient and effective emergency response to the community. "Mutual Aid Given" and "Mutual Aid Received" are both tracked and reported by agency and documented annually in the CSFD Statistical Abstract.

Appraisal

There is currently no formal process to evaluate external agency performance annually. While formal agreements with outside agencies exist and are tracked for expiration, the performance of these outside agencies has not been evaluated. Interactions between organizations are monitored on a day-to-day basis and open dialogues exist between the CSFD and all agency partners. When concerns from either the CSFD, or an outside agency have occurred, conversations were initiated between each agency's leadership. Contacts for these concerns have involved department Fire Chiefs, other chief level officers, the Medical Division's Ambulance Contract Administrator, and/or medical supervisors. The current process as outlined in the conflict resolution process has worked effectively.

Plan

The CSFD will identify a process to annually address the evaluation of outside agency performance as it relates to the support of the CSFD's goal and objectives. The CSFD will leverage the working relationships currently in place to facilitate the process.

References

CSFD 2020 Statistical Abstract (Page 38, Mutual Aid Given and Mutual Aid Received)

Category 11: Health and Safety

Keeping employees/members healthy and safe is a major priority for any organization.

Having adequate programs and processes in place will help meet the goals of eliminating employee injuries and deaths, reducing liability to the organization and ultimately making the organization more effective and efficient.

Criterion 11A: Occupational Health, Safety and Risk Management

The agency's occupational health, safety and risk management programs protect the organization and personnel from unnecessary injuries, loss, and liability.

Summary:

The City of Colorado Springs (City) has an established risk management program. The components of the program are designed to address specific needs within the organization and accounts for the various risk exposures that are inherent in an organization comprised of employees whose job functions range from firefighting to clerical duties.

The Colorado Springs Fire Department (CSFD) works collaboratively with the City's Risk Management Office to apply their program to the fire department. There are active committees that specifically address health and safety issues within the City and the CSFD.

The occupational, health, safety, and risk management programs have been designed to conform to many nationally recognized safety guidelines, recommendations, and standards.

Performance Indicators:

11A.1 A specific person or persons are assigned responsibility for implementing the occupational health, safety and risk management programs.

Description

The City has an established risk management program. The components of the program are designed to address specific needs within the organization and accounts for the various risk exposures that are inherent in an organization comprised of employees whose job functions range from firefighting to clerical duties.

The CSFD works collaboratively with the City’s Risk Management Office to apply their program to the fire department. There are active committees that specifically address health and safety issues within the City and CSFD.

In addition, the CSFD maintains a Safety Committee in accordance with Administrative Procedure Manual (APM) 304, Safety. Currently, a Training Division Captain is the chairperson of the committee. The committee meets on a bi-monthly basis and as needed to address safety-related issues.

The occupational, health, safety, and risk management programs have been designed to conform to nationally recognized safety guidelines, recommendations, and standards.

Appraisal

The City’s Risk Management Office in collaboration with CSFD and the CSFD Safety Committee have provided occupational health, safety, and risk management programs to meet the needs of CSFD personnel. Current procedures have been efficient and effective for the department.

Plan

The CSFD will continue to evaluate existing programs to determine effectiveness and implement changes as needed, including more effective processes to reduce the occurrence of injuries which have remained steady over time.

References

City Civilian Policy #26, Safety

City Sworn Policy #21, Safety

Administrative Procedure Manual 304, Safety

Operations Procedure Manual 100.06, Incident Safety

Safety Committee Meeting and Members (Screenshot)

Safety Committee Meeting Minutes (Sample)

11A.2 The agency has policies and procedures for reporting, evaluating, addressing and communicating workplace hazards as well as unsafe/unhealthy conditions and work practices.

Description

The CSFD maintains written safety procedures for reporting, evaluating, addressing, and communicating workplace hazards, unsafe/unhealthy conditions, and work practices to ensure a safe, healthy work environment by reducing injuries, illnesses, disabilities, and fatalities. Safety is the responsibility of all employees. If an employee identifies an unsafe practice or hazard, they are obligated to notify a supervisor immediately who will either eliminate the hazard or forward the concern through the proper channels. When a job-wide hazard has been identified, it is communicated via e-mail, via department-wide broadcast, and/or during training. Additionally, an individual may bring concerns to the CSFD Safety Committee or use the Safety Suggestion Submittal Form. The Safety Committee evaluates hazards and addresses safety issues including performing a general review of vehicle accidents, workplace injuries, and near-miss occurrences. The City’s Risk Manager assists in identifying unsafe work practices and correcting them for all city employees and the CSFD specifically when requested.

Appraisal

The department procedures have been sufficient to direct staff awareness and responses to ensure workplace hazards are addressed and mitigated.

Plan

The department will continue to ensure procedures are current, known to all employees, and adequately address reporting, evaluating, addressing, and communicating workplace hazards. Solutions to workplace hazards may be utilized to drive policy revisions. The Safety Committee chairperson will communicate safety-related training during officer development courses on safety policies and the needs of the organization.

References

Administrative Procedure Manual 304, Safety

Safety Suggestion Submittal Form

11A.3 The agency documents steps taken to implement risk reduction and address identified workplace hazards.

Description

The CSFD maintains written procedures directing the steps necessary to implement risk reduction and address identified workplace hazards. Workplace hazards and safety issues are reported to immediate supervisors in accordance with Administrative Procedure Manual (APM) 304, Safety, which states an accident or safety investigation form will be submitted. A work order is submitted as soon as possible to correct any unsafe condition. All information is captured in the City Origami safety and injury reporting software. The City’s Risk Management Office, as well as the CSFD Safety Officer and Human Resources Captain, reviews all Origami reports to identify injury trends. The information from the report is then entered into an occupational safety database in which detailed analysis can be done. Injury statistics are compiled by the City’s Risk Management Office and communicated to the CSFD on a quarterly basis.

Appraisal

The current process of reporting injuries and completing injury and safety-related information has been effective to ensure that injuries are reported, and applicable staff are reviewing injury trends to limit the potential for injuries in the future. Information from trend reports have been shared with the CSFD through the City’s Risk Management Office and the CSFD Safety Committee.

Plan

The CSFD will continue to create and enforce an environment that provides a healthy and safe working environment. When injuries occur, the timely completion of documentation and care, if needed, will be enforced.

References

Administrative Procedure Manual 304, Safety

City Origami New Incident Report

City of Colorado Springs Minor Injury Report

11A.4 The agency has established and communicated procedures and guidelines for preventing the transmission of blood-borne pathogens and other infectious diseases and reducing exposure to harmful chemicals. Guidelines should include an improvement of practices process.

Description

The CSFD's procedures related to preventing the transmission of infectious disease and exposure to hazardous communications are available to all personnel through the CSFD internal website. The CSFD follows the standards as described in National Fire Protection Association (NFPA) 1581, Standard on Fire Department Infection Control Program. CSFD personnel are well trained and equipped and adhere to established departmental procedures and industry best practices for preventing the transmission of blood-borne pathogens and other infectious diseases. Universal precautions are taken with all patients.

The use of personal protective equipment (PPE) is critical to the safe and effective performance of firefighters at all types of emergency incidents, training exercises, and routine operations. CSFD Operations Procedure Manual (OPM) 100.07, Personal Protective Equipment, details PPE guidelines, levels, maintenance, operations, and specific PPE levels based on types of incidents including for emergency medical responses and the potential exposure to blood-borne pathogens. PPE provided for the reduction in exposure to blood-borne pathogens includes gowns, gloves, masks, and eye protection.

From 2019 to present, CSFD personnel have reported 24 non-COVID related exposures. Of those, only one rose to the level of a potentially "significant" exposure that required follow up through the City's Occupational Health Clinic. In addition to these, 168 reports were submitted by employees for COVID exposures; seven of which were deemed significant enough to be assigned a claim number from the City Occupational Health Clinic. Considering the department has responded to more than 150,000 alarms during this timeframe, the exposure rate is very low. While even one exposure is one too many, the established procedures and training are sufficient.

Appraisal

The CSFD's procedures to reduce the possibility of blood-borne pathogen exposures has been effective. PPE has been provided and utilized by personnel, reducing but not eliminating exposure to blood-borne pathogens.

Plan

The CSFD will continue to monitor annual exposure rates to ensure the department is satisfactorily protecting its employees while seeking opportunities to reduce exposures.

References

Administrative Procedures Manual 404, Reporting Injury/Illness

Operations Procedures Manual 100.07, Personal Protective Equipment (PPE)

City of Colorado Springs Minor Injury Report

NFPA 1581: *Standard on Fire Department Infection Control Program* (Exhibits)

CC 11A.5 The agency's occupational health and safety training program instruct the workforce in general safe work practices, from point of initial employment through each job assignment and/or whenever new substances, processes, procedures or equipment are introduced. It provides instructions on operations and hazards specific to the agency.

Description

The CSFD is a public safety provider and understands the necessity of safety for all its personnel. The program currently utilized by the CSFD is a three-part approach.

Part 1: CSFD Safety Committee. This committee is chaired by a Training Captain (the CSFD's designated Safety Officer) and is responsible for reviewing injuries, recommendations from the City Risk Management Office, and accident reports, then developing training, education, and policy development to address safety concerns. Additionally, this committee reviews new equipment and products for potential risks, develops recommendations for implementation which include education and training, and ensures proper operation of systems.

Part 2: The City of Colorado Springs Risk Management Office. This City department communicates safety practices to all employees. New employees are required to complete safety training during their new employee orientation. Safety training is also provided to employees through the internal website. Communications address issues pertinent to City employees such as accident prevention, personal protective equipment (PPE) and injury trends to educate employees and reduce the incidence of on-the-job injuries. Communication formats vary including the City Safety Manual, videos, training, documents and employee safety suggestions.

Part 3: The City Facilities Manager, with the Support Services Deputy Chief, annually assesses all CSFD facilities for safety violations and general living conditions. All violations are addressed as soon as possible and steps are taken to prevent reoccurrence. The Facilities Manager also recommends training and education for personnel when new products, systems, or procedures are introduced to CSFD facilities.

All training and education recommendations are made to the CSFD Training Division. This division is tasked with developing and delivering training to all CSFD personnel.

Appraisal

The current system utilized by the CSFD for identifying and delivering occupational health and safety information has been satisfactory. Injuries have remained steady for the last three years, averaging 104.75 claims per year, with almost all of them being investigated by the City's safety office. From 2017 to 2020, the cost of claims paid was reduced by \$174,945. Although the number of claims remains constant, the severity and cost of claims has been significantly reduced.

Plan

The CSFD has an ongoing responsibility to provide for the safety of its personnel. While the current system is satisfactory, the CSFD must continually monitor the effectiveness of the program. Further, close coordination of each of the three parts identified above must continue to reduce redundancy and ensure follow-through on training and education recommendations.

References

Safety Committee Meeting and Members (Screenshot)

Safety Committee Meeting Minutes (Sample)

2021 New Hire Safety Orientation (Sample)

City Internal Website – Risk Management (Screenshot)

City Safety Manual (2021)

Facility Assessment (Sample)

11A.6 The agency uses near miss-reporting to elevate the level of situational awareness in an effort to teach and share lessons learned from events that, could have resulted in a fatality, injury, or property damage.

Description

Near miss reporting is crucial to elevate situational awareness, educate and provide statistical information from events that could have resulted in fatality, injury, or property damage, and to develop an accident prevention program. In accordance with Administrative Procedures Manual (APM) 304, Safety, a near miss is not considered an accident; however, they need to be recognized to prevent loss or injury. Near miss incidents will be reported on the Safety Suggestion Submittal Form, or by sending an e-mail to the Safety Committee Chairperson.

Appraisal

The CSFD has developed near miss reporting procedures, although the department has not received many near miss reports.

Plan

The Safety Committee will continue to address near miss reporting and its importance in officer development courses. The Safety Committee Chairperson will regularly evaluate and review the use of near miss reporting and safety programs.

References

Administrative Procedure Manual 304, Safety

Safety Suggestion Submittal Form

11A.7 The agency has a process in place to investigate and document accidents, injuries, legal actions, etc., to determine root cause. The agency's information management system supports this process.

Description

The CSFD has established procedures that direct how to document and report accidents and injuries and investigate incidents to determine root cause. Employees report vehicle accidents using the Vehicle Accident Investigation Report. Completed reports go to the Deputy Chiefs, Chair of the Safety Committee, Training Division Driver Coordinator, as well as the supervisor at the Logistics and Transportation Center (LTC) and the involved employee's chain of command. These individuals look for trends, determining whether additional or new training is needed, or an apparatus has safety issues. The CSFD Safety Committee evaluates the incident and brings forward concerns and/or recommendations to that group.

Injuries are reported by employees using the online injury reporting system (Origami) provided and managed by the City's Risk Management Office. Injuries reported through this system are reviewed by the CSFD's Human Resources Office, and the data is entered into the Origami injury reporting software, where it may be accessed if a worker's compensation claim is filed. The City's Risk Management Office can produce reports and analytics that will assess trends and assist with data interpretation for areas of improvement.

Appraisal

The current process has been effective for reporting and tracking vehicle accidents and both firefighter and civilian staff injuries. The injury tracking database Origami was launched in 2019. Analysis of injury and accident trends has been more efficient with the built-in functionality of the software.

Plan

The CSFD will continue to use the Origami system to report injuries and will continue to use the process for reporting and investigating vehicle accidents. The data from the system allows the CSFD to better report and track injury and accident data.

References

Vehicle Accident Investigation Report

City Origami New Incident Report

11A.8 The agency incorporates risk management practices to increase the level of decision making and the ability to identify unsafe conditions and practices during emergency operations.

Description

The CSFD has established a Safety Committee to support CSFD personnel, emphasize cultural safety within the organization, identify unsafe conditions, increase the level of decision making, and identify risk management practices. The CSFD's special programs identifies the hazards associated with their respective programs and develops mitigating actions that can reduce the severity and/or probability of that hazard causing an injury.

During emergency responses, safety practices are the responsibility of the incident commander and the Incident Safety Officer (ISO) when assigned. An ISO is established at all working incidents and during specialty incidents in accordance with Administrative Procedures Manual (APM) 304, Safety and Operations Procedures Manual (OPM) 100.06, Incident Safety.

Appraisal

The CSFD has effectively incorporated risk management practices into all areas of the department through the Safety Committee and within established procedures. The committee has reviewed all accident and near-miss reports as well as recommended training as needed.

Plan

The CSFD will continue to incorporate, maintain, and promote risk management into practices and written procedures. The Safety Committee will continue to analyze data related to accidents and near-misses in the department. The committee will utilize this data to recommend training for fire department members that is relevant, timely, and will have a positive impact on a culture of safety with in the CSFD.

References

Administrative Procedure Manual 304, Safety

Operations Procedure Manual 100.06, Incident Safety

Safety Committee Meeting Minutes (Sample)

11A.9 The agency has adopted a comprehensive program to address direct- and cross-contamination of clothing, personal protective equipment, other equipment, apparatus and fixed facilities.

Description

The CSFD utilizes industry standard in the creation of comprehensive procedures to address direct and cross contamination of clothing, personal protective equipment, other equipment, apparatus, and fixed facilities. To prevent either the direct or cross-contamination of clothing and equipment the CSFD has implemented both administrative and operational procedures requiring the proper decontamination of these items prior to bringing them into the fire stations or apparatus to include decontaminating/cleaning clothing or equipment using industry standard cleaning products prior to placing them back into service for use. Members of the CSFD that have personal protective equipment (PPE) that has been exposed to dangerous and potentially harmful particles follow a sequence of steps to ensure they reduce exposure to themselves and others in accordance with Operations Procedures Manual (OPM) 100.31, Personnel and PPE Decontamination Post Incident. These steps include:

- Packaging the contaminated gear on scene into a heavy plastic bag using medical gloves. The bag is then tied shut to prevent air (vapor) leakage.
- The bag is then placed in a compartment outside of the cab of the apparatus for transit to Fire Station 18.
- Before driving to Fire Station 18 to exchange gear, the crewmember(s) involved return to their home station to shower and change into clean clothes to reduce the time products of combustion are on their skin and clothes.
- Once arrived at Station 18, the bags are placed in a 55-gallon drum located in a shed on the fire station's property.
- The barrels are lined with a dense plastic bag to reduce contamination to the interior of the barrel, as well, it serves as a measure to protect employees of the Independent Service Provider (ISP) from exposure.

- Once filled, the barrels are sealed and shipped to the contracted ISP for cleaning, inspecting, and repairs (if needed).
- After the gear has been through the ISP, it is returned to Station 18 for redistribution.

Members exchanging gear log into the department's PPE management program to input their exchanging gear, ensuring the process is completed. Members are then tracked to ensure NFPA compliance with exchanging equipment biannually.

To assist in the reduction of employee exposure to potential carcinogens due to cross-contamination from fire apparatus, the CSFD has begun to purchase vehicles using industry specifications for the “Clean Cab Concept.” These actions keep potential contaminants outside of the cab area which should be considered as a “Cold Zone,” free from contaminants, when replacing equipment, storing PPE, or removing clothing after an incident.

The CSFD has designed newer fire stations using industry standards utilizing hot, warm, and cold zones to reduce potential contamination of living quarters via contaminated clothing, PPE, and equipment from incidents. This concept also protects the living spaces from the exhaust created by both gas and diesel vehicles operating in the apparatus bay.

Appraisal

The department procedures and processes to limit direct and cross-contamination of clothing, personal protective equipment, other equipment, apparatus and fixed facilities have been effective to ensure staff safety.

Plan

The CSFD will continue to follow industry standards and department procedures to ensure staff safety by limiting direct and cross contamination to contaminants and hazardous materials.

References

Operations Procedure Manual 100.31, Personnel and PPE Decontamination Post Incident

11A.10 The agency collects and maintains exposure records in accordance with local laws, regulations and/or current research.

Description

The City collects and maintains all injury and exposure records in accordance with all applicable laws and regulations in accordance with the City Sworn Policies and Procedures Manual, Policy 21 (Safety) and the City Civilian Policies and Procedures Manual, Policy 26 (Safety) The City utilizes risk management procedures through the Occupational Health Clinic and workers compensation laws to ensure these records are completed properly and recorded.

The City utilizes a formal records management system called Origami to manage the collection and management of these records. The CSFD and the City require that all employees complete the proper electronic report for all injuries/illnesses/exposures within 48 hours of the incident as per Administrative Procedure Manual (APM) 404, Reporting Injury/Illness.

Appraisal

The City has previously established a system that has adequately recorded and managed all injuries and exposures. The City has met all minimum laws and standards required regarding record intake and maintenance.

Plan

The CSFD will continue to use the injury and illness recording procedures as prescribed by the City. All members will continue to submit all injury/illness/exposures via the Origami reporting system provided by the City’s Risk Management Office.

References

Administrative Procedure Manual 404, Reporting Injury/Illness

City Sworn Policy #21 Safety

City Civilian Policy #26 Safety

City Origami New Incident Report

11A.11 The agency has established procedures to ensure effective and qualified deployment of an Incident Safety Officer to all risk events.

Description

The CSFD has established procedures ensuring that a qualified Incident Safety Officer (ISO) responds to defined incidents as per Operations Procedures Manual 100.06, Incident Safety. Also, the CSFD has created a culture that allows responders, regardless of rank, the ability to recognize and inform their chain of command of safety related issues, as well as either self-mitigate them or refuse an assignment if those issues cannot be mitigated and could increase the probability of injury or death.

On low complexity incidents, such as routine medical incidents, company officers operate as ISO's ensuring personnel safety through direct management of the incident. These incidents are of a small enough scale where all personnel working on the incident are either within direct view of the company officer and/or within a distance that facilitates easy person-to-person communication.

On more complex incidents, qualified resources are either dispatched for the specific use as ISOs, or available personnel on scene are assigned by the incident commander to assume the role of ISO. Incident resources assigned to the ISO position do so as a single role, to focus on the safety of personnel working on the scene. The number of ISO's assigned on any incident are based on the size and complexity of the incident; the larger and more complex the incident, the more ISOs are assigned to adequately monitor operations and ensure personnel safety.

Personnel with documented and approved ISO training/certification available for use during emergency incident as ISOs include all battalion chiefs, personnel assigned to HazMat 14, and personnel assigned to Fire Station 6, where the Safety and Accountability Program is located. ISO certification is completed through the Fire Department Safety Officers Association (FDSOA). ISO training and deployment is in accordance with National Fire Protection Association (NFPA) 1582, Standard for Fire Department Safety Officer Professional Qualifications.

Appraisal

The system utilized by the CSFD has been effective for the deployment of an ISO to defined situations based on the size and complexity of the incident. All members of the department have been trained and educated to operate with firefighter safety as their highest priority while specific personnel have received training/certification as ISOs through the FDSOA.

Plan

The CSFD will continue to ensure the safety of personnel on emergency incidents by following current policies and procedures related to the assignment and use of Incident Safety Officers. In addition, the CSFD will continue to provide select personnel training and certification through the FDSOA.

References

Operations Procedure Manual 100.06, Incident Safety

FDSOA ISO Certification Requirements

NFPA 1521: *Standard for Fire Department Safety Officer Professional Qualifications*
(Exhibits)

11A.12 The agency establishes and consistently follows procedures for maintaining accountability of all personnel operating at all risk events.

Description

The CSFD has established procedures for maintaining accountability for personnel operating at high-risk events. The procedures are outlined in Operations Procedures Manual (OPM) 100.06, Incident Safety and OPM 200.02, Accountability. These procedures are utilized on any working structure fire and other specialty incidents, such as wildland fires and technical rescues. The incident commander (IC) is responsible for the safety and accountability of personnel on any working incident involving an IDLH (immediately dangerous to life and health) environment. A formal safety and accountability process, in accordance with National Fire Protection Association (NFPA) 1582, Standard for Fire Department Safety Officers Professional Qualifications, has been established to facilitate detailed procedures involving personnel name tags, company passports, monitoring of company assignments, direct observations of crews, and periodic personnel accountability reports (PAR).

Appraisal

For many years, the CSFD hazardous materials team had responded to all working structure fires to provide safety and accountability. In 2020, the CSFD identified the need to make safety and accountability a stand-alone program independent of the Hazardous Materials Program. Since January 2021, the Safety and Accountability Program has been established at Fire Station 6 in accordance with Operations Memorandum 2022-2. This focused program approach and detailed process has been effective in tracking all personnel operating at high-risk events.

Plan

The CSFD will continue to provide qualified crews dedicated to conduct safety and accountability functions at every working structure fire and other critical incidents. Evaluation of data obtained by the Safety and Accountability Program will lead to recommendations to identify successes as well as opportunities for improvement.

References

Operations Procedures Manual 100.06, Incident Safety

Operations Procedure Manual 200.02, Accountability

Operations Memorandum 2022-02

NFPA 1521: *Standard for Fire Department Safety Officer Professional Qualifications*
(Exhibits)

Criterion 11B: Wellness/Fitness Programs

The agency has a wellness/fitness program for personnel. The agency specifies and communicates the provisions if employees/members do not comply with the wellness/fitness program.

Summary:

The City of Colorado Springs (City) and the Colorado Springs Fire Department (CSFD) have established, and made available, a variety of comprehensive programs for employees regarding wellness and fitness, including resources for medical, physical, and mental health wellness. These programs include the Colorado Springs Medical Clinic, the City's Occupational Health Clinic, the Reach Your Peak Program, gym/workout facilities available in all CSFD fire stations and headquarters, the CSFD Peer Support Program, an Employee Assistance Program (EAP), and the employee's personal healthcare providers. All programs are voluntary and there are no requirements for employees to participate in wellness/fitness programs.

Performance Indicators:

CC 11B.1 The agency provides for initial, regular, and rehabilitative medical, and fitness evaluations.

Description

The CSFD uses the Candidate Physical Ability Test (CPAT) for the initial physical fitness standard upon initial employment for firefighters. In January 2012, the CSFD implemented a mandatory physical fitness assessment (based on the IAFC/IAFF Wellness Fitness Initiative), whereby each firefighter was provided a base fitness assessment in the areas of flexibility, sit and reach limits, and basic strength measurements. This program was suspended in 2018 as directed by the City Administration due to a civil lawsuit against the Colorado Springs Police Department by police officers regarding mandatory physical fitness standards (USCOURTS City Civil Action No. 15-cv 00922).

The CSFD requires an initial medical examination prior to employment as specified in National Fire Protection Association (NFPA) 1582, Standard on Comprehensive Occupational Program for Fire Departments. For incumbent firefighters, the City Occupational Health Clinic performs annual testing on each firefighter to include a hearing test, spirometry test, and tuberculosis skin test. For firefighters assigned to the Hazardous Materials and Heavy Rescue Programs, an annual physical is performed including blood tests.

Firefighters who experience on-the-job injuries are provided with medical evaluation and testing, regular follow-up with their assigned provider, and rehabilitation services through the City's Occupational Health Clinic.

Appraisal

The CPAT standard that is in place to evaluate new employee fitness levels, as well as annual hearing, spirometry, and tuberculosis skin tests have been effective in ensuring personnel are ready to respond and perform on the fire ground.

Plan

The CSFD will continue to utilize the CPAT for entry level firefighter physical ability assessments, the initial medical exam for employment, and annual testing for incumbent firefighters. The CSFD will work with the City administration to re-instate annual, mandatory physical performance standards for all firefighters.

References

CPAT Prep Guide

CPAT Guidelines and 2022 Test Dates (Screenshot)

USCOURTS City Civil Action No. 15-cv 00922

NFPA 1582: *Standard on Occupational Medical Program for Fire Departments*
(Exhibits)

11B.2 The agency provides personnel with access to fitness facilities and equipment.

Description

The CSFD provides personnel access to designated fitness areas and equipment at every fire station; these are available to all employees both on and off duty. Equipment is selected based on design to meet both strength and cardiovascular fitness. Fitness areas that are larger in size and have a greater number and variety of weight and cardio equipment, are located at Fire Stations 5 and 7 and at the Fire Department Complex (FDC). There are no official trainers in fitness areas; however, instructions are posted adjacent to equipment to assist in the correct type and performance of specific exercises. Peer Fitness Trainers are available to assist employees in exercise instruction upon request.

Appraisal

The fitness areas and equipment provided by CSFD have effectively afforded employees opportunities to use physical fitness equipment either during duty shifts or during off-duty time. The CSFD has ensured equipment is in good condition, operates well, and is repaired/replaced as needed.

Plan

The CSFD will continue to provide strength and cardiovascular fitness equipment for employees to use both on and off duty. During 2022, the department began a comprehensive assessment of all department fitness facilities and equipment. Equipment will be purchased and maintained to keep equipment in good working order and update/replace equipment as needed.

References

Fitness Equipment Inventory (Station 7, Sample)

FDC Fitness Area and Equipment Photos

11B.3 The agency makes available wellness/fitness training to all employees/members.

Description

CSFD employees have access to the City's Reach Your Peak health and fitness incentive program and access to fitness programs at the University of Colorado at Colorado Springs (UCCS) through the City's benefit programs. These programs are available to employees on a voluntary basis and encourage healthy lifestyle choices and good physical fitness.

The Reach Your Peak program offers a monetary reward as an incentive based on the level of participation. The program components include nutrition, exercise, reducing stress, and lifestyle factors such as smoking and alcohol use, as well as general health tips. To participate, an employee must first do a health screening which identifies any basic health risks. Points are entered into the employee's database account as they accrue for different activities in various categories, with a monetary reward given at the end of the year if the employee earns enough points. This program is on a voluntary basis and is not mandatory for employees.

Additionally, the CSFD re-instated the Physical Fitness Committee (PFC) in 2021 after being inactive due to budget cuts. The PFC has recently had their budget reinstated and is working towards updating fitness equipment throughout the department. The committee is also working to re-establish and increase Peer Fitness Trainers (PFT) to assist members who wish to develop their physical fitness abilities. PFTs are available to meet with crews several times per year for education and training sessions and are available on a one-on-one basis as requested by an employee for personal fitness or nutrition instruction or guidance.

Appraisal

The Reach Your Peak program has been successful for many years and has been a useful education tool for general wellness and fitness.

Plan

The CSFD will continue to encourage employees to participate in the Reach Your Peak program and to take advantage of the healthy lifestyle information that is offered. The

CSFD will continue to support the PFC and encourage employees to use the instruction and training that is available through PFTs.

References

City of Colorado Springs Wellness Programs (Screenshot)

Reach Your Peak Facts and Questions

11B.4 The agency provides an employee/member assistance program with timely access to critical incident stress debriefing, peer support and counseling, and other behavioral health resources.

Description

The CSFD has a Peer Support Program with timely access to critical incident stress debriefing, peer support and counseling, and other behavioral health resources. Additionally, department employees are afforded an Employee Assistance Program through the City’s benefits program. The Peer Support Program is designed to assist employees with traumatic stress associated with emergency response. It consists of approximately 40 firefighters of different gender, age, rank, shifts, and personality types that have gone through a 40-hour training course in peer support. Their primary goal is to listen and support a firefighter, or crew, after an alarm that has the potential to affect their mental health. This program is voluntary and cannot be mandated or forced upon an employee and is available to any employee 24 hours a day, if needed. The Peer Support Program is managed by the CSFD’s staff psychologist in conjunction with the University of Colorado, Colorado Springs (UCCS) Counseling Center.

Employees have several avenues to access the peer support system. They can directly access anyone on the list they would like to meet/talk with, they can convey to their company officer or battalion chief they would like peer support, or they can call their shift medical lieutenant for assistance in accessing a peer supporter. The company officer on a crew can also call the shift medical lieutenant and ask for a peer support member to be available for crewmembers that may want to talk after a particularly stressful alarm or situation.

Peer support members receive two hours of ongoing training quarterly to maintain and expand their knowledge. The program is established, mentored, and coordinated by the UCCS Counseling Center. There are three psychologists specializing in emotional health that assist in the program, and one specific counselor is available for firefighters to see, with up to eight visits per traumatic event, at no charge. Firefighters may also call and make an appointment directly with a counselor without having to go through the CSFD Peer Support Program. A website is available for firefighters to access this resource.

Appraisal

The Peer Support Program and the employee assistance program have been effective to meet the needs of firefighters regarding critical incident stress debriefing, peer support and counseling, and other behavioral health resources. Annually, there have been approximately 400 peer support sessions. The success of this program has been due to firefighters having a choice to participate, control over their degree of participation, and what they want to get from peer support.

Plan

The CSFD will continue to offer the Employee Assistance Program and the Peer Support Program. The department will reevaluate the program quarterly and adjust program operations as necessary to maximize the effectiveness in meeting the goals of the program. The Department will continue to encourage an acceptance amongst the firefighters and educate them that this option is available.

References

Peer Support Academy Class 2022-1

CSFD Peer Supporter List

City EAP Brochure

11B.5 The agency provides for cancer and behavioral health screenings and a cardiac assessment.

Description

The CSFD provides for cancer screening, behavioral health screenings, and cardiac assessments by encouraging its members to access them through their primary care physician available through City medical benefits. Department personnel who are members of the Hazardous Materials Program and Heavy Rescue Program receive more comprehensive annual physicals in accordance with NFPA 1582, Standard on Comprehensive Medical Program For Fire Departments through the City's Occupational Health Clinic. Additionally, City provides annual hearing and spirometry tests to all firefighters. An annual self-contained breathing apparatus (SCBA) face piece fit-test is conducted for all members. The CSFD has a robust Peer Support Program overseen by a staff psychologist that can be utilized by members on a voluntary basis.

Appraisal

The CSFD has established processes which have been affective for annual hearing and spirometry assessments, annual SCBA facepiece fit tests, and mandated yearly physicals for members of both the Hazardous Materials and Heavy Rescue programs. The City's medical and wellness benefit programs have been effective in providing cancer screenings, behavioral health screenings, and cardiac assessment.

Plan

The CSFD will continue to promote the importance of behavioral health in its members and will support them in utilizing the Peer Support Program. The CSFD will also continue to educate and encourage firefighters to receive cancer screenings and cardiac assessments through a primary care physician available through City medical benefits.

References

Peer Support Academy Class 2022-1

CSFD Peer Supporter List

Reach Your Peak Facts and Questions

NFPA 1582: *Standard on Comprehensive Medical Program for Fire Departments*
(Exhibits)

CC 11B.6 **A formal and documented appraisal is conducted, at least annually, to determine the effectiveness of the wellness/fitness programs and its impact on meeting the agency's goals and objectives.**

Description

The CSFD requires that major programs complete an annual program appraisal. Because the department’s Physical Fitness Committee (PFC) was re-established during 2021, the program has not completed an annual program appraisal.

Appraisal

The CSFD has not conducted an annual program appraisal for wellness/fitness.

Plan

The CSFD will continue to take steps to develop a more formalized fitness and wellness program with the reestablishment of the Physical Fitness Committee in 2021. Multiple objectives are in process that will enhance the department’s support of wellness/fitness for its firefighters. At the end of 2022, the CSFD will conduct an annual program appraisal for wellness/fitness.

References

Annual Program Appraisal Template