SELF ASSESSMENT MANUAL
2017
TABLE OF CONTENTS

CATEGORY I – GOVERNANCE AND ADMINISTRATION
  Criterion 1A – Governing Body
  Criterion 1B - Agency Administration

CATEGORY II - ASSESSMENT AND PLANNING
  Criterion 2A - Documentation of Area Characteristics
  Criterion 2B – All-Hazard Risk Assessment and Response Strategies
  Criterion 2C - Current Deployment and Performance
  Criterion 2D – Plan for Maintaining and Improving Response Capabilities

CATEGORY III - GOALS AND OBJECTIVES
  Criterion 3A – Strategic Planning
  Criterion 3B – Goals and Objectives
  Criterion 3C - Implementation of Goals and Objectives
  Criterion 3D – Measurement of Organizational Process

CATEGORY IV - FINANCIAL RESOURCES
  Criterion 4A - Financial Planning
  Criterion 4B - Financial Practices
  Criterion 4C - Resource Allocation

CATEGORY V - PROGRAMS
  Criterion 5A – Community Risk Reduction Program
  Criterion 5B – Public Education Program
  Criterion 5C – Fire Investigation, Origin, and Cause Program
  Criterion 5D – Domestic Preparedness, Planning, and Response
  Criterion 5E – Fire Suppression
  Criterion 5F – Emergency Medical Services (EMS)
  Criterion 5G – Technical Rescue
  Criterion 5H – Hazardous Materials (Hazmat)
  Criterion 5I - Aviation Rescue and Fire Fighting Services
  Criterion 5J - Marine and Shipboard Fire Fighting and Rescue Services
  Criterion 5K – Wildland Fire Service
Criterion 5L – Other Programs

CATEGORY VI - PHYSICAL RESOURCES

Criterion 6A – Physical Resources Plan
Criterion 6B – Fixed Facilities
Criterion 6C – Apparatus and Vehicles
Criterion 6D – Apparatus Maintenance
Criterion 6E – Tools and Small Equipment
Criterion 6F – Safety Equipment

CATEGORY VII - HUMAN RESOURCES

Criterion 7A - Human Resources Administration
Criterion 7B - Recruitment, Selection, Retention and Promotion
Criterion 7C - Personnel Policies and Procedures
Criterion 7D - Use of Human Resources
Criterion 7E - Personnel Compensation
Criterion 7F – Occupational Health and Safety and Risk Management
Criterion 7G – Wellness/Fitness Programs

CATEGORY VIII - TRAINING AND COMPETENCY

Criterion 8A - Training and Education Program Requirements
Criterion 8B - Training and Education Program Performance
Criterion 8C - Training and Education Resources

CATEGORY IX - ESSENTIAL RESOURCES

Criterion 9A - Water Supply
Criterion 9B - Communication Systems
Criterion 9C - Administrative Support Services and Office Systems

CATEGORY X - EXTERNAL SYSTEMS RELATIONSHIPS

Criterion 10A - External Agency Relationships
Criterion 10B - External Agency Agreements
Category I: 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 of 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 actually 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 governing body of the Castle Rock Fire and Rescue Department is the Town of Castle Rock and the public represented by the Town Council. The Town of Castle Rock became a home rule municipality as identified in the Town Charter (Charter) dated July 1st, 1987. The powers of the Town are outlined in the Town Charter in Section 1-2 which states, “The Town shall have all the power of local self-government and home rule and all power possible for the Town under the Constitution of the State of Colorado. The Town shall also have all powers granted to municipalities by the laws of the state of Colorado. The enumeration of specific powers in this Charter shall not be considered as limiting or excluding any other power. All powers shall be exercised in the manner set for the in this Charter or, if not provided for this in this Charter, in such manner as shall be provided ordinance or resolution.” The Castle Rock Town Charter Section 3-4 identifies the Fire Chief as responsible for planning and directing the work of the fire department. The Colorado Revised Statutes section 29-5-107 allow the fire chief to direct firefighting operations for the Town.

The Castle Rock Fire and Rescue Department has been in existence since 1896 where it began as a volunteer department. It continued in this fashion until Castle Rock was incorporated.
Performance Indicators:

CC 1A.1 The agency is legally established.

Description
The Town of Castle Rock became a home rule municipality as identified in the Town Charter (Charter) dated July 1st, 1987. The Charter identifies the Fire Chief as responsible for planning and directing the work of the fire department. The Colorado Revised Statutes section 29-5-107 allow the fire chief to direct firefighting operations for the Town. The Castle Rock Fire and Rescue Department (CRFD) also provides emergency response to the Castle Rock Fire Protection District (CRFPD) per the Restated 1986 IGA between the Town and the Fire District.

Appraisal
CRFD continues to function under authority from the Town Council and Town Charter. As the Designated Emergency Response Agency of the Town of Castle Rock, the CRFD provides all hazard response to the Town and Fire District. Both the Town and the Fire District are satisfied with the services provided as manifested through financial support of the CRFD.

Plan
CRFD will continue to comply with stated and future local, state, and federal laws and statues. Furthermore, CRFD will continue to provide emergency response to the Town of Castel Rock and the CRFPD at the level stated in the most recently adopted Standards of Cover.

References
Castle Rock Town Charter Section 1-2: Powers of the Town of Castle Rock
Castle Rock Town Charter Section 3-4 paragraph 3: Other Offices- The Fire Chief
Castle Rock Municipal Code Chapter 2.04.010 Charter Offices- The Fire Chief

Colorado Revised Statutes 29-5-107. Request for temporary assignment of Firefighters

Colorado Revised Statutes 32-1-1002 Fire Protection Districts-additional powers and duties.

1986 Agreement with the Town of Castle Rock, and the Castle Rock Fire Protection District.

Fourth Amendment of the 1986 Agreement with the Town of Castle Rock, and the Castle Rock Fire Protection District.
CC 1A.2 The agency complies with legal requirements of local, state/provincial, and federal governments (i.e. inspection reports, regulatory references, meeting minutes, and legal opinions).

Description
The Town of Castle Rock follows the legal counsel of the Town Attorney and is committed to following the legal requirements placed on the Town by the Town Charter, Town Municipal Code, State, and Federal Law.

Appraisal
The Town of Castle Rock has not been found in violation of any Municipal, County, State, or Federal laws or regulations. Through thorough vetting by the Town Legal Department, of all actions taken via the Town Council process, and a strong commitment to transparency, the Town and Department remain in compliance with legal requirements at all levels.

Plan
The Department and Town will continue to follow all applicable laws and requirements as its history indicates. No further changes or plans are necessary.

References
Town of Castle Rock Charter

Town of Castle Rock Municipal Code

Town Council Meeting Minutes: Sample

http://crgov.com/2272/Watch-Council-Meetings
1A.3 The agency has a methodology to monitor and track applicable local, state/provincial, and federal requirement changes.

**Description**
The Town of Castle Rock, via its Town Attorney, Deputy Town Attorney, and legal support staff monitor and track local, state, and federal requirements that may affect or impact Town operations. Additionally, the Fire Department, through participation and support of the Colorado State Fire Chiefs Association, Denver Metro Fire Chiefs Association, Douglas County Fire Chiefs Association, and the International Association of Fire Chiefs, monitors the fire service industry for applicable legal and regulatory requirement changes, and ensures department compliance with said changes.

**Appraisal**
The Town of Castle Rock and Castle Rock Fire and Rescue Department display a long history of compliance with local, state and federal requirements. This is due to the Town Attorney’s (TA) office and the Deputy Town Manager’s (DTM) office continuous monitoring of local, state, and federal requirements that may impact Town operations, and making the impacted departments aware of those changes. The current system, with redundant efforts from the TA and DTM occurring on behalf of the fire department, has proven to be effective in maintaining compliance with legal and regulatory requirement changes.

**Plan**
Subsequent to the appraisal, the recommended plan is to continue using the present system with its multiple overlaps and redundancies. No changes are recommended.

**References**
Legislative e-mail from the Deputy Town Manager’s Office

Minutes from Colorado Fire Chiefs Association meeting

Minutes from the Denver Metro Chiefs Association meeting
Minutes from the Douglas County Fire Chiefs Association meeting.
1A.4 The governing body of the agency periodically reviews and approves services and programs.

Description
The Town of Castle Rock annually reviews and approves the services and programs provided by the Fire Department through the budget process. All services and programs are identified in the Fire Department budget narrative that is presented to Town Council for a first and second reading prior to approval. The budget is posted to the Town web site for general public viewing. Additionally, the services and programs of the Fire Department are reviewed and approved by the department body via the annual department planning retreat. The results of the retreat are incorporated into the update of the Department’s Strategic Plan as a public document. The results of the retreat are also presented to the Town Public Safety Commission for review and approval.

Appraisal
The current system is effective in placing the fire department services and programs before the governing body of the Town for approval and ratification. The annual department retreat is an effective platform for department consideration, review, approval and ratification, with subsequent inclusion in the Strategic Plan. Review and approval of services and programs by the Public Safety commission has proven effective in garnering support of the community. Overall, the approach utilized by the department is effective.

Plan
Continue using the budget narrative, annual retreat, and Public Safety Commission presentations as a means to review and approve department services and programs.

References
2017 Town of Castle Rock Budget Document

2016 Annual Retreat Presentation Power Point

2016 Annual Retreat Minutes

2016 – 2019 Strategic Plan
1A.5 The method used to select the agency’s chief fire officer/chief executive officer includes evaluation of candidate qualifications and credentials.

**Description**
The Town of Castle Rock uses the established job description as a basis for the selection of the chief fire officer/executive officer. The job description identifies the qualifications and credentials required as a minimum for this position. The job description was developed with the participation of the Department Senior staff, the Town Manager, and the HR Director. The description was more outcome based as opposed to being based solely on industry standards. When the chief fire officer hiring process is conducted, the evaluation of candidate qualifications and credentials is used to identify candidates that would continue in the hiring process.

**Appraisal**
The current chief fire officer has been in place for 13 years. During his hiring process, the established and identified qualifications and credentials were used to identify the candidates that would continue in the process. The method used has served the department well, and continues to be used for all chief level officer and fire officer positions.

**Plan**
The Town of Castle Rock and the Castle Rock Fire and Rescue Department will continue to use the established system while identifying qualifications that may enhance the department’s commitment to continuous improvement.

**References**
Job Description: Fire Chief
1A.6 The role and composition of various policy making, planning, and special purpose bodies are defined by the governing body in an organization chart.

**Description**
The various policy making, planning, and special purpose bodies are defined by the Castle Rock Fire and Rescue Department via the organizational chart found in the annual budget, and the Strategic Plan. The governing body of the Town government is found in the annual budget.

**Appraisal**
The organizational charts that display the governance of the Town of Castle Rock and the Castle Rock Fire and Rescue Department are effective and are updated on an annual basis or as needed. The system is effective at defining in a broad sense the various divisions and functions of the department. Additionally, the Strategic Plan identifies the various bodies and their role in the overall operation of the department.

**Plan**
The department has grown accustomed, through the accreditation process, to identifying and defining the roles of the various policy making, planning, and special purpose bodies via an organization chart, and will continue to do so.

**References**
Resolution 2016-104: Approving the 2017-2019 Annual Town of Castle Rock Budget

Resolution 2016-060: Approving the 2016-2019 Strategic Plan
1A.7 The governing body or designated authority approves the organizational structure that carries out the agency’s mission.

**Description**
The Town Council, via the Town Charter and the Annual Town Budget approves the organizational structure that carries out the Department’s mission. Additionally, the Master Plan, Strategic Plan, and Standards of Cover are approved by Council and the Public Safety Commission.

**Appraisal**
The role of the fire department is defined in the Town Charter, and the Town ratifies the department’s mission through approval of the annual budget where the functions of the department are clearly defined. The various iterations of the Master Plan, Strategic Plan, and Standards of Cover are also presented to the Town Council and the Public Safety Commission for review and approval. The system is effective at gaining support for the mission of the department.

**Plan**
The plan is to continue the described systems to allow the Town Council to approve the organizational structure that carries out the agency’s mission.

**References**
Castle Rock Town Charter

Resolution 2016-104: Approving the 2017-2019 Annual Town of Castle Rock Budget

Resolution 2015-080: Approving the 2014-2019 Master Plan

Resolution 2016-060: Approving the 2016-2019 Strategic Plan

Resolutions approving the Standards of Cover

Resolution 2012-38: Adopting the 2011 Standards of Cover
1A.8 The governing body has policies to preclude individual participation of governing board members and staff in actions involving possible conflict of interest.

Description
The Town of Castle Rock has policies that preclude Town employees from participating in actions that could lead to a possible conflict of interest. These policies are given to the Town employees in writing, and receipt of the document is verified by signature. Town Council members are governed in this aspect through the Town Municipal Code Chapter 2.05 Code of Conduct.

Appraisal
The Town’s commitment to Town employees and Town Council members avoidance of activities or actions involving possible conflict of interest is readily apparent through the documentation provided and required signatures. This commitment is routinely displayed at Town Council meetings where Council members recuse themselves from issues that could be perceived as a possible conflict of interest.

Plan
The system used by the Town is effective and will continue to be used to ensure Town employees and Town Council members avoid actions involving possible conflict of interest.

References
Municipal Code Chapter 2.05: Code of Conduct

Town Council meeting minutes displaying Mayor recusing himself from Recall Legal Expense reimbursement conversation September 2016, page 4
1A.9 A communication process is in place between the governing body and the administrative structure of the agency.

**Description**

A communication process is in place between the Town Manager and the Fire Chief that involves bi-weekly one on one meetings, and weekly department head meetings. The Fire Chief is also required to attend Town Council meetings in order to be available for questions from the Town Council, and to report to the Council as requested. The Fire Chief also reports to the Town Council via a monthly report that all departments are required to provide to the Council. Receipt of the monthly report is documented in the Town Council meeting minutes, where it is presented to Council by the Town Manager during the Town Manager’s Report.

**Appraisal**

The communication process used by the Town Manager to communicate with the Fire Chief is effective and can always be augmented by a direct telephone call. Town Council is satisfied with the monthly reports and direct communication with the Fire Chief through Council Meeting presentations. The Town prides itself on adherence to its value of open communication and the Fire Chief and Town Manager maintain a positive and open communication culture.

**Plan**

The current system is effective and will continue to be used.

**References**

Town Council meeting minutes displaying receipt of the Monthly Report by Council

September 2016 Monthly Report

Agenda from the Town Manager/Fire Chief one on one meeting.
1A.10 The governing body publishes a mission statement.

**Description**
The Town’s mission statement is, “Achieving the community vision through excellence, dedication, and service.” The Town of Castle Rock publishes its mission as part of the 2020 Comprehensive Master Plan, and is linked to the 2020 Vision statement. All efforts of the Town are conducted in accordance with this plan. Additionally, the Town encourages the respective departments of the Town to have their own mission statements. The Department has developed a Mission statement which is “High customer satisfaction through quality preparation and excellent service.” These statements are actively promoted throughout the Town and are consistently used as guideposts in the Town decision making process. The Town 2020 Comprehensive Master Plan is broadly owned by all the departments of the Town, and is considered in every decision the Town departments make.

**Appraisal**
The current system fails to identify a specific mission statement for the Town and needs to be improved. Though the 2020 Comprehensive Master Plan is used extensively, its broad range fails to capture a specific mission statement for the Town. Department specific Mission Statements are effective and used by the respective Town departments.

**Plan**
The current 2020 Comprehensive Master Plan is being assessed and re-written, and is scheduled to be presented to Town Council in late 2017. Until it is replaced, it will continue to be used into the foreseeable future.

**References**
Town of Castle Rock 2020 Comprehensive Master Plan.
Criterion 1B: Agency Administration

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

Summary:

The structure of the Castle Rock Fire and Rescue Department supports the department vision “To be the best at providing emergency and prevention services” and mission of “High customer satisfaction through quality preparation and excellent service.” The purpose, goals, strategies, and objectives of the CRFD align to meet the Vision and mission of the department.
**Performance Indicators:**

**CC 1B.1** The administrative structure reflects the agency’s mission, goals, objectives, size, and complexity.

**Description**

The administrative structure of the CRFD, though lean, effectively supports the department’s vision, mission, goals, objectives, size and complexity. The Chief, through the Deputy Chief, manages the operations of the department. Three Battalion Chiefs report to the Deputy Chief, as they manage the three shifts of the operations division. The Fire Marshal manages the Fire Prevention Division and reports to the Chief. Training for the Department is managed via the Division Chief of Training who also reports to the Chief. The accreditation efforts of the department have resulted in the addition of a Training Captain to the training division, as well as an Assistant Chief of Accreditation and Emergency Management.

Additionally, many department members provide input and assistance as to the direction of the department via the multiple teams the department has established such as apparatus, tools and equipment, safety, compliance, health and wellness, and the annual department planning retreat.

**Appraisal**

With a department size of 83 employees, the administrative structure meets the demands of the organization. The current structure is efficient and uses a broad range of department members to meet the administrative needs of the department, with all focused on the completion of the vision, mission, and goals of the organization. Staffing has expanded where needed, with data compiled through the accreditation process being used to justify additional staffing needs during the budgeting process.

**Plan**

The current system will continue to be used, with expansion occurring as data and planning indicate.
References
CRFD Organizational Chart

CRFD Team Assignments
1B.2  Financial, equipment, and personnel resource allocation reflects the agency’s mission, goals, and objectives.

Description
The budget, equipment allocation, apparatus, staffing levels, and stations reflect the CRFD vision to “Be the best at providing emergency and prevention services.” And mission of “High customer satisfaction through quality preparation and excellent service.” The goals and objectives of the department, and subsequent financial support of their accomplishment are reflected in the annual budget, and department Strategic Plan.

Appraisal
Resource allocation via the established and approved budget provides effectively for the completion of the department’s mission, goal, and objectives. When resource needs have been identified through the accreditation process, the Town has been supportive of augmenting department resources. In 2011 the Town added a 3rd medic unit with 6 personnel, in 2015 the Town approved the addition of an assistant Training Officer, an Accreditation/Emergency Management Chief, and an Emergency Vehicle Technician. An additional Fire Prevention Officer will be added in 2017, and an additional station with 12 personnel will be added in 2018. The aforementioned evidence substantiates the Town and Department commitment to its mission, goals, and objectives.

Plan
The current system is effective and will continue to be used for the foreseeable future. No changes to the current system are recommended.

References
Resolution 2016-104: Adopting the 2017-2019 Town of Castle Rock Budget

2016 – 2019 Strategic Plan

Minutes from the 2016 Department Retreat.
1B.3 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
The personnel functions, roles, and responsibilities of CRFD employees are defined in writing via their job descriptions. A current organization chart exists in the approved 2017-2019 Budget, and in the Strategic Plan. The Town budget also identifies the Department’s relationship to the Town and the other agencies of the Town.

Appraisal
The system used by the Town and department is effective for maintaining the current organizational chart and is published and approved annually as a budget by Town Council. The job descriptions are maintained by HR and the Chief, and are updated as needed. All employees have access to their job descriptions. The system is effective and functional.

Plan
The current system is effective and will continue to be used for the foreseeable future.

References
CRFD Organizational Chart

CRFD employee job descriptions: Samples

Firefighter/EMT

Fire Lieutenant

Fire Engineer
Category II: 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 is 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 department collects and analyzes data at four distinct levels; jurisdictional, existing stations, station planning zone (PZ) and fire management zone (FMZ). The data includes, but is not limited to, response statistics, census data, occupancy type, occupancy use, and socio-economic data. This data serves as the basis for the Department’s 2016 Risk Assessment and Standards of Cover.
Performance Indicators:

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

Description
The Department identifies and documents the service area boundaries for both the Town of Castle Rock (TCR) and the Castle Rock Fire Protection District (CRFPD). CRFD is a department within the TCR and as such provides an all-hazards response within Town limits. CRFD provides an all-hazards response to the CRFPD by court order (80-CV-209). As stated within the intergovernmental agreement (IGA) adopted September 15th, 2009 (Resolution 2009-75), Article IX 1, the boundaries are set “by those presently on file”, and refers to the jurisdictional service boundaries of the District. This IGA does not specify another boundaries or planning zones.

Appraisal
The current boundaries have been well documented and followed. The current data and system are effective.

Plan
The Department will update and revise its service area boundaries on an as needed basis (annexations / de-annexations) and obtain the relevant AHJ approval/ adoption.

References
Castle Rock Fire and Rescue Fire Management Zone Map

Resolution 2009-75: IGA between Town of Castle Rock and the Castle Rock Fire Protection District

Dissolution Order and Agreement 80-CV-209
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 Department maintains automatic and mutual aid agreements with all surrounding jurisdictions as well as along the entire Front Range. These agreements are reviewed annually per CRFD administrative Directive 2012-1 *Department External Agreements Review*. The boundaries for the mutual and automatic aid departments are documented and maintained by the Douglas County Clerk and Recorder.

**Appraisal**

Having identified service areas and formal automatic / mutual aid agreements has proven to be beneficial for all agencies involved. The automatic mutual aid agreements are exercised through daily operations, and the boundaries effectively maintained by the Douglas County Clerk and Recorder.

**Plan**

The department will continue to rely on the Douglas County Clerk and Recorder and Town GIS to maintain accurate boundaries for our service responsibility area.

**References**

Douglas County Jurisdictional Map

CRFD Administrative Directive 2012-1 *Department External Agreements Review*

Douglas County Emergency Response Mutual Aid Agreement 2011

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

Description
In 1997, the department looked at the long range build out plan for the Town and established ten station management zones; planning zones 1-9 and the Interstate. These zones were then further subdivided into fire management zones to allow for more in-depth analysis. These zones are based solely on geographic boundaries. The Department still uses these planning zones and fire management zones today.

Appraisal
These zones have been evaluated over the last twenty years, and generally have served the department well. Some minor modifications have been made to these zones based on annexations, de-annexations, and additional build-out. During the standard of cover process, these zones proved to be sufficient when working on risk assessments and response time analysis.

Plan
The department will continue to monitor the effectiveness of these zones on an annual basis. As part of the compliance process, the compliance team can review data from these zones and determine if modifications need to be made based on changes such as, but not limited to, risk, build-out, new access roads, etc.

References
Castle Rock Fire and Rescue Fire Management Zone Map
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 Department assesses the community by the jurisdiction as a whole, the four existing fire stations, nine theoretical station planning zones (PZ), and 56 fire management zones (FMZ). Population and population densities have been established at the FMZ, PZ, station and community levels. The Department maintains rural (less than 1,000 residents per mile²) and urban (more than 1,000 residents per mile²) population densities throughout the community and establishes, reviews and reports total response time goals monthly (1st due and moderate risk EMS) and annually (all services and risk levels). Additionally, the Department tracks performance on the Interstate Highway as a separate planning zone due to its limited access and specific risks.

**Appraisal**

The community assessment based on population density has been beneficial for the department. Partnering with the Douglas County Demographer, more accurate information was available on the population CRFD serves in unincorporated Douglas County. Additionally, the Department evaluates current and projected populations when determining the need for additional resources as defined in the 2014-2019 Master Plan.

**Plan**

The Department will continue to monitor the population growth and development within the jurisdiction. Additionally, the Department will explore furthering relationships with the Town of Castle Rock Development Services, G.I.S. and Douglas County Demographer to ensure the most recent and accurate data is available.

**References**

CRFD Population Density Map 2016

2014 – 2019 Fire Master Plan
Monthly Performance Report

2015 Annual Performance and Compliance Report
2A.5 Data that includes 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**

The Department maintains a records management system (RMS), that may include, but not limited to, property value and loss, life, injury, and environmental losses as well as assets saved. Data is routinely used to evaluate the department’s performance against established baselines. The current RMS system is capable of exporting data in various formats that allows for data analysis and provides a central repository for information.

**Appraisal**

This data has been the foundation for numerous decisions, most notable, the addition of Medic 153 in 2013, and justification of Station 152 scheduled to open in the fall of 2018.

**Plan**

The Department will continue to maintain an RMS that meets or exceeds current capabilities. Additionally, the Department will look for further opportunities to leverage data-based decision making to support its vision, mission and values.

**References**

Emergency Integrated Services (EIS) Records Management System

Fire Loss Data 2012 – 2016 (excel)
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 and risks, and service provision capability demands.

**Description**
The Department has uses four distinct planning levels: jurisdictional, existing station, theoretical station, and fire management zone. The data and characteristics available at each level include, but are not limited to, population, population density, road miles, median home values, median homes size, median household income, and percent commercial vs residential. These planning zones and associated data are the basis for the Department 2016 Risk Assessment that identifies the risks, by service type, in each of the stations nine planning zones.

**Appraisal**
Having the ability to examine data at various levels has proven to be beneficial, as evident by the analysis and level of detail found within the 2016 Risk Assessment.

**Plan**
The Department will continue to use adopted planning zones for risk and response analysis. Additionally, the Department will look to expand its relationships within the town and region in an attempt to increase the quantity and quality of data available for analysis.

**References**
2016 Risk Assessment
2A.7 Significant socio-economic 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 evaluated specific socio-economic factors such as median household income, education and median home value for the jurisdiction, existing stations and nine theoretical station planning zones. These are detailed to a certain extent in the 2016 Risk Assessment in the Jurisdiction section (pp. 1-4).

**Appraisal**
The recent demographic and socio-economic evaluation was the first for the Department. While it offered useful information, the Department recognizes there are additional sources of information that could increase the scope and sensitivity of any socio-economic study of the jurisdiction and subsequent planning zones.

**Plan**
The Department will continue to work with the Town of Castle Rock G.I.S. and Douglas County G.I.S. to better understand what data is available and how it may be better utilized in the revision as and updates to the 2016 Risk Assessment.

**References**
2016 Risk Assessment
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**

The Department’s Life Safety Division manages and reports on all safety and remediation programs. These programs include code enforcement, building plan reviews, child safety seat inspections/installations, community CPR, wildland fire mitigation assessment and fire extinguisher training. Activities on these programs are detailed in the division’s monthly reports.

**Appraisal**

The Life Safety Division’s monthly report has been an effective tool in identifying and communicating public safety and remediation activities and programs.

Recent activities and analysis of the Public Education Team have led to the development of a Senior Safety Program with an effort to reduce the number of traumatic injuries suffered within the senior community as well as increasing fire safety.

**Plan**

The Department will continue to manage its safety and remediation programs through Life Safety Division, and look to expand on existing programs and work to identify critical needs within the community through continued open houses and customer surveys.

**References**

Life Safety Division monthly reports:

- November 2016
- October 2016
- September 2016
2A.9 The agency identifies critical infrastructure within the planning zones.

**Description**
The Department identifies all critical infrastructure by station planning zone and completed an Occupancy Vulnerability Assessment Profile (OVAP) and Homeland Security Assessment Profile (HSAP) for each occupancy. The OVAP scores are the basis for the fire risk assessment found in the 2016 Risk Assessment, Section 3 Fire Risks. The HSAPs are reviewed, however, are not published out of an overabundance of caution.

**Appraisal**
The OVAP and HSAP tools have provided a good baseline for determining the fire and security risk within a given planning area. However, this is a manual process that spans multiple divisions (Administration, Operations, and Life Safety) within the Department. Given that the 2016 Risk Assessment is the agency’s first attempt at an enhanced risk assessment model and just recently completed, it is too soon to determine its effectiveness.

**Plan**
The Department will continue to use the OVAP & HSAP tools to determine fire and security risks for critical infrastructure. Additionally, the Life Safety Division and Assistant Chief of Accreditation will explore options to ensure an OVAP is completed for all new occupancies within a reasonable time of the certificate of occupancy.

**References**
2016 Risk Assessment

HSAP Map: CRFD
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 considers such factors as cultural, economic, historical, and environmental values, and operational characteristics.

Summary:

In direct response to internal (2011 Standards of Cover) and external (2012 Peer Team) recommendations, the CRFD completed the 2016 Risk Assessment that defines, identifies and, when possible, quantifies the risks to the community, the Department and the Town. The risk assessment details the methodology used to identify the risk by type (EMS, fire, HAZMAT, technical rescue and wildland) and magnitude (low, moderate, high, and special). The Department evaluated each risk type and magnitude for the jurisdiction and each of the nine station planning zones (PZ). Data that was included in the risk assessment includes, but is not limited to, occupancy type, occupancy vulnerability assessment profile (OVAP), homeland security assessment profile (HSAP), Tier II hazardous material facilities, SARA Title III facilities, call volume by PZ, and various geospatial databases. The 2016 Risk Assessment is a foundational document for the 2017 Standards of Cover.
Performance Indicators:

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

Description
The Department has a documented methodology for identifying, assessing, categorizing and classifying risks for each service type provide (Fire, EMS, HAZMAT, Tech Rescue and Wildland), as defined within the 2016 Risk Assessment, Section 2 Risk Assessment Methodology.

The Department assesses fire risk using the Occupancy Vulnerability Assessment Profile (OVAP) that evaluates 20 characteristics to develop a risk value. The higher the value, the higher the risk.

The Department assesses EMS risk based on probability, using historical response data population density and occupancy type.

The Department assesses HAZMAT risk based on the 2016 Hazardous Materials Commodity Study, Tier II facilities, previous history, material stored, process hazards, structural concerns, quantity of products, and/or potential impact to the community or environment.

The Department assesses Technical Rescue risk based on historical call volume, topographical features, and local knowledge. Given the extremely low call volume, the Technical Rescue team leads evaluate to determine the maximum risk in each planning zone.

The Department recognizes the wildland fire risk is prevalent throughout the jurisdiction. To help quantity the risk, the department identifies three fuel models (classic, mixed, occluded) and establishes the number of structures within each risk type.
The Department evaluates the risks within each of the nine station planning zones to determine the maximum risk for each service type.

Appraisal
Given that the 2016 Risk Assessment is the agency’s first attempt at an enhanced risk assessment model, it is too soon to determine its effectiveness.

Plan
The Department will review the risk assessment model at least annually as part of the annual retreat to evaluate the model’s effectiveness and make adjustments as needed.

References
2016 Risk Assessment: Section 2 Risk Assessment Methodology (pp. 12 – 15)

Castle Rock Fire and Rescue Protection District Map

OVAP Samples
2B.2 The historical emergency and non-emergency 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**
Castle Rock Fire and Rescue Department has access to the last 13 years of incident data for review and analyses (emergent and non-emergent). Annually, the accreditation manager presents a performance and compliance report to the attendees of the Department’s annual retreat. The performance report includes a summary of the previous year’s activities by service type (fire, EMS, HAZMAT, technical rescue, and wildland) and by each of the nine station planning zones. Additionally, the Department reviews its performance data to better anticipate the need for additional resources. The 2014 – 2019 Master Plan defines warrants and thresholds for stations, equipment and personnel.

**Appraisal**
The ongoing data analysis and review has been beneficial in educating members with respect to the Department’s overall performance and compliance with established baselines. Furthermore, the annual review has been critical to the approval of funds and planning for Station 152, scheduled to open in fall of 2018 (Strategic Goals #3)

**Plan**
The Department will continue to maintain response (emergent and non-emergent) data for evaluation and planning purposes. Additionally, beginning in 2017, the Department will provide an annual report to the Public Safety Commission, Town Manager and Town of Castle Rock Town Council that details the previous year’s performance, trends, baselines and benchmarks as well as any service gaps and recommendations.

**References**
2015 Performance and Compliance Report

2014 – 2019 Fire Master Plan
2B.3 Event consequence loss and save data that includes property, life, injury, environmental, and other losses and saves are assessed for three (initial accreditation agencies) to five (currently accredited agencies) immediately previous years.

Description
The Department has the ability to record estimated dollar loss, injury and fatality (civilian and CRFD) data for each incident within in the records management system (RMS). The data in the RMS goes back to 2003, and has been upgraded twice with newer versions of the software since the initial implementation. Reports can be generated and exported for the majority of the data entry fields within the RMS. This data can be sorted and evaluated based on, but not limited to, station, planning zone, or incident type. The Department also maintains additional records, such as fire investigations reports, workers comp statistics, etc., in the various software programs where this information can be found.

Appraisal
The Department recognizes that there are multiple independent databases and the opportunity exists that data may be incomplete or inconsistent between the two systems. That stated, the Department’s position is that the data within RMS is the assumed correct and complete data set.

Plan
The Department will continue to enter loss, injury and fatality data in the RMS and other systems as required. Additionally, the Department (Deputy Chief of Operations, Assistant Chief, and Town Information Technology staff) will explore and evaluate software updates, as they become available, and potential new software systems to consolidate existing data sources into a single system, or evaluate software systems that can query and report from multiple sources as systems are brought to their attention.

References
2012 – 2016 Loss Data (excel)
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
Castle Rock Fire and Rescue Department uses the Risk Assessment Methodology detailed in Section 2 of the 2016 Risk Assessment to establish level of risk and determine the maximum risk for each of the nine station planning zones by service provided (EMS, fire suppression, HAZMAT, technical rescue and wildland fire suppression).

The Department assesses fire risk using the Occupancy Vulnerability Assessment Profile (OVAP) that evaluates 20 characteristics to develop a risk value. The higher the value, the higher the risk.

The Department assesses EMS risk based on probability, using historical response data population density and occupancy type.

The Department assesses HAZMAT risk based on the 2016 Hazardous Materials Commodity Study, Tier II facilities, previous history, material stored, process hazards, structural concerns, quantity of products, and/or potential impact to the community or environment.

The Department assesses Technical Rescue risk based on historical call volume, topographical features, and local knowledge. Given the extremely low call volume, the Technical Rescue team leads evaluate to determine the maximum risk in each planning zone.

The Department recognizes the wildland fire risk is prevalent throughout the jurisdiction. To help quantity the risk, the department identifies three fuel models (classic, mixed, occluded) and establishes the number of structures within each risk type.

Appraisal
Given that the 2016 Risk Assessment is the agency’s first attempt at an enhanced risk assessment model and just recently completed, it is too soon to determine its effectiveness.

**Plan**
The Department will review the risk assessment model at least annually as part of the annual retreat to evaluate the model’s effectiveness and make adjustments as needed.

**References**
2016 Risk Assessment
2B.5 Fire protection and detection systems are incorporated into the risk analysis.

**Description**
Castle Rock Fire and Rescue Department utilizes the Occupancy Vulnerability Assessment Profile (OVAP), available through the National Fire Academy, to assign the fire risk for each occupancy within the jurisdiction. The OVAP includes fire protection and detection systems within its overall risk calculation and score.

**Appraisal**
The OVAP has provided a good baseline for determining the fire risk within a given planning area. However, this is a manual process that spans divisions within the Department. Given that the 2016 Risk Assessment is the agency’s first attempt at an enhanced risk assessment model and just recently completed, it is too soon to determine its effectiveness.

**Plan**
The Department will continue to use the OVAP tool to determine fire risk. Additionally, the Life Safety Division and Assistant Chief of Accreditation will explore options to ensure an OVAP is completed for all new occupancies within a reasonable time of the certificate of occupancy.

**References**
OVAP Samples

2016 Risk Assessment: Section 3. Fire Risks
2B.6 The agency assesses critical infrastructure within the planning zones for capabilities and capacities to meet the demands posed by the risks.

Description
Castle Rock Fire and Rescue Department assesses all critical infrastructure using the Occupancy Vulnerability Assessment Profile (OVAP) and the Homeland Security Assessment Profile (HSAP) tools available through the National Fire Academy. In conjunction with the 2016 Risk Assessment, the 2016 Standards of Cover reviewed each planning zone to ensure the Department’s responses are sufficient to the risks identified.

Appraisal
The OVAP and HSAP tools have provided a good baseline for determining the fire and security risk within a given planning area. However, this is a manual process that spans divisions within the Department. Given that the 2016 Risk Assessment is the agency’s first attempt at an enhanced risk assessment model and just recently completed, it is too soon to determine its effectiveness.

Plan
The Department will continue to use the OVAP & HSAP tools to determine fire and security risks for critical infrastructure. Additionally, the Life Safety Division and Assistant Chief of Accreditation will explore options to ensure an OVAP is completed for all new occupancies within a reasonable time of the certificate of occupancy.

References
OVAP & HSAP sample
2016 Risk Assessment
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 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:
CRFD identifies and documents the nature and magnitude of the service and deployment demands throughout the jurisdiction by planning zone and by service type within the 2016 Risk Assessment. CRFD evaluates its deployment demands within the jurisdiction, existing station areas, and planning zones within the 2017 Standards of Cover and annually within its annual performance and compliance report (presented at the annual department retreat). Furthermore, CRFD reports its performance on a monthly and annual basis to its membership, executive staff, Public Safety Commission and Town of Castle Rock Town Council. Monthly, the Department reports on its performance against adopted baselines for call processing (by service type), turnout (by company and shift), and total response time (by population density) for the 1st arriving apparatus and moderate risk EMS effective response force (ERF). Annually, the Department reports on its performance for each service category and risk level as part of the annual department retreat and annual compliance report (ACR) submitted to the Commission on Fire Accreditation International (CFAI). Additionally, the Department reports on each planning zone’s activity and compliance to 1st apparatus and moderate risk EMS ERF annually. There are too few incidents in the service sectors of fire suppression, hazardous materials, wildland fire, or technical rescue to trend or effectively evaluate on an annual basis. Therefore, CRFD is evaluating these programs on a continuous five-year period, and still finds the call volume too low to provide a statistically sound sample size of roughly 400 (Center for Public Safety Excellence, Community Risk Assessment: Standards of Cover 6th Edition, 2016, p.87).
CRFD evaluated its effectiveness and resiliency by reviewing its critical task analysis (CTA) to ensure all responses provided for the safety of the victim and rescuers, determining its current levels of service, stating its capabilities and limitations, evaluating the frequency and average time all CRFD Medic units were committed, and how many times an automatic/mutual aid medic units were needed and arrived on scene.

With the update to the Standards of Cover, the Department has committed to an annual review, update and presentation to the Town of Castle Town Council that will include statement of baselines and benchmarks as well as identification of any service gap(s) and plans to address or accept the stated service gap(s).
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 Castle Rock Fire and Rescue Department (CRFD) uses local demographics, socio-economic factors, occupancy type, risk type and level to determine the level of risk at jurisdictional, station area, and planning zone levels for each service provided (EMS, fire HAZMAT, wildland and technical rescue). The methodology for determining risk by each service type is defined in Section 2 of the 2016 Risk Assessment. The Department reviews its performance monthly within the Operations Division monthly report and the annual performance and compliance report presented at the department’s annual retreat as defined within Administrative Directive 2011-05. Additionally, CRFD defines performance thresholds and indicators within Sections 10 and 11 of the 2014 – 2019 Fire Master Plan to be reviewed at least annually to determine the need for additional resources (stations, apparatus, personnel), ideally, before the need arises. Furthermore, CRFD maintains an Automatic Aid Agreement with all surrounding fire agencies to ensure adequate response coverage in the event CRFD units are otherwise committed. Lastly, CRFD and Franktown Fire Protection District (FFPD), through the Automatic Aid Agreement, jointly respond to CRFD Fire Management Zone 15603 due the area’s distance from CRFD Station 153 and it close proximity to FFPD Station 184.

Appraisal
The 2016 Risk assessment is relatively new, but has already proven to be an effective tool in ensuring appropriate risk coverage strategies. Shortly after its completion, CRFD implemented the recommendation to modify the commercial structure fire response plans for five hazardous materials special risk occupancies, adding a HAZMAT unit in addition to the existing response.
The monthly and annual report cycle provides internal and external parties access to response and compliance information. The performance thresholds and indicators are assisted in justifying the planning and building of CRFD’s fifth fire station, Station 152, scheduled to open in the fall of 2018. The compliance team, as defined in the 2011 Standards of Cover Section G: Compliance Methodology, needs to be re-evaluated as the responsibilities have shifted from a team approach to an individual approach.

Plan
The Department will continue to report its performance to internal and external stakeholder groups on a monthly and annually basis. However, the Department needs to re-evaluate the role and scope of the compliance team as part of the 2017 Standards of Cover update. The Operations Division will continue to review the performance and compliance data to ensure its deployment strategy meets the anticipated and forecasted risks by planning zone based on the probability and likely consequence if/when an incident occurs.

References
2016 Risk Assessment

2017 Standards of Cover: Section G: Compliance Methodology

Operations Division Monthly Report: Sample

2015 Annual Performance and Compliance Report

Administrative Directive 2011-05

2014 – 2019 Fire Master Plan

2012 Automatic Aid Agreement

Email from Norris Croom 9/26/2016: Response Plan Changes
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 total response area.

Description
CRFD documents its performance and compliance monthly within the Operations Division monthly report and annually at the department’s annual retreat as defined in Administrative Directive 2011-05 Department Goals and Objectives Review. The 2014 – 2019 Fire Master Plan (adopted 9/15/2015 RESO 2015-80) details various performance thresholds and indicators, and this document acts a guide for the data types and extend for annual review. Additionally, the 2017 Standards of Cover describes these criterion in a detailed and succinct manner.

Appraisal
The current process has provided useful in formation to internal and external stakeholder groups by justifying the need for Station 152. However, Administrative Directive 2011-05 does not specify the type or extent of data analysis and the 2014 -2019 Fire Master Plan does not specify the frequency data analysis should be completed. Additionally, 2011-05 requires quarterly and semi-annual report. These were discontinued due to the small sample size for all services other than EMS.

Plan
CRFD will continue to provide monthly and annual performance and compliance reports. Additionally, CRFD will review the required frequency of reporting per Administrative Directive 2011-05 and the 2014 -2019 Fire Master Plan and update as needed by 9/30/2017.

References
Administrative Directive 2011-05: Department Goals and Objectives Review

Operations Division Monthly Report: Sample

2015 Performance and Compliance Report
2014 – 2019 Fire Master Plan

2017 Standards of Cover
2C.3 Fire protection systems and detection systems are **identified and considered** in the development of appropriate response strategies.

**Description**
CRFD identifies fire protection and detection systems in two systems, Emergency Integrated Software (EIS) Records Management System and Emergency Reporting. Each commercial building and occupancy are assigned an occupancy ID number. This occupancy ID is key identifier for all pre-plan, inspections and emergency responses. Additionally, fire protection and detection systems are a variable in the Occupancy Vulnerability Assessment Profile (OVAP), which generates a risk/hazard score. While developing the 2016 Risk Assessment, an OVAP was generated for all commercial occupancies. Currently, the Pre-Plan process is ensuring that all special and high risk occupancies have a pre-plan completed by the end of 2017.

**Appraisal**
The multiple systems that identify fire protection and detection systems provide a certain degree of redundancy. However, that redundancy comes at the cost of maintaining multiple independent systems and an increase individual workload.

**Plan**
CRFD will continue identifying fire protection and detection systems as part of the OVAP and pre-plan processes. The Department will evaluate the need for multiple systems after the expected update to the EIS Life Safety module. Unfortunately, there is no published date for the software update.

**References**
EIS Occupancy Profile: Sample

OVAP: Sample

Emergency Reporting Occupancy Profile: Sample
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
CRFD completed its initial Critical Task Analysis (CTA) in 2011. CTAs are established for each incident type the Department may be dispatched to, and are synonymous with the 1st alarm. Since that initial review, the Department has reviewed and updated its CTAs twice. First, in 2014 to update wildland fire CTAs adding a medic unit to provide a medical resource or act as a lookout at the direction of the incident commander, and second, in late 2016 as part of the Standard of Cover update. Several CTAs were modified, adding resources to some and reducing resources to others.

Annually, the Department reports its performance and compliance for 1st arriving and arrival of an effective response force (ERF). As part of the annual review process the Accreditation Manager, assisted by the Compliance Team as needed, reviews all non-EMS moderate and high risk ERF responses to determine compliance to adopted performance standards and identify trends related to CTAs. Additionally, the Operations Chief reviews all incidents throughout the year to determine if responses meet the current CTAs, as well as identifying trends. Compliance results are documented in the annual performance and compliance report. Any identified trends are discussed between the Accreditation Manager and Operations Chief.

Appraisal
The CTA reviews and update ensure that CRFD reviews its current response plans and evaluate the effectiveness and need for resources on any given incident. However, there is no documented process or frequency for when the CTA should be reviewed.

Plan
As part of the 2017 Standards of Cover update, the compliance team will annually review all moderate and high risk (non-EMS) incidents. Part of this review will be to evaluate the effectiveness of the critical task analysis for that incident.
References

2017 Standards of Cover:

Section G: Evaluation and Compliance Methodology

Appendix B: Critical Task Analysis
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
CRFD collects, compiles and reports call processing, turnout, and total response time by population density monthly and annually. Monthly, the Operations Division distributes a performance and compliance email to all members of the Department that includes:

- Incidents by population density: total & emergent
- Call processing time: overall and by service type
- Turnout time by apparatus and shift
- 1st Due Total Response Time performance and compliance by population density
- Moderate risk EMS ERF Total Response by population density

Annually, the Department presents its performance and compliance report as part of the annual department retreat. This annual report evaluates the Department’s performance and compliance by service type, risk level, and planning zone.

Appraisal
The monthly and annual reporting cycles have served the Department well, and supports the timely completion and submission of the Annual Compliance Report (ACR).

Plan
The Department will continue to report call processing, turnout and total response time for the 1st arriving units and moderate risk ERF monthly, as well as publish a comprehensive annual report for all services provided. Additionally, starting in 2018, the Department will update the Standards of Cover annually for review and adoption by the Town of Castle Town Council as defined in the 2017 Standards of Cover Section G: Evaluation and Compliance Methodology.

References
Monthly Performance Report: Sample

2015 Performance and Compliance Presentation

2017 Standards of Cover:

   Section G Evaluation and Compliance Methodology
2C.6 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**

Annually, the Department presents its performance and compliance report as part of the annual department retreat. This annual report evaluates the Department’s performance and compliance by service type, risk level. As part of the data analysis in support of the 2017 Standards of Cover, the call processing, turnout, travel (1st due & ERF), and total response time (1st due & ERF) was compiled and analyzed each of the nine station planning zones for each service type, risk level.

**Appraisal**

Previously, the Department reviewed the total response time (1st due & ERF) for each service type on an annual basis at a jurisdictional level only. In reviewing the data for 1st due & ERF by service & risk by all planning zones, the Department has concluded that with the exception of EMS, there is insufficient data for any statistical analysis on an annual or 5-year evaluation time frame.

**Plan**

The Department will continue to report its total response time, including call processing & turnout, for 1st due and moderate risk EMS ERF monthly. Additionally, the Department will also continue to report its total response time (including all components) for each service type and risk level by planning zone to maintain an updated Standards of Cover.

**References**

2017 Standards of Cover

2015 Performance and Compliance Report

Monthly Performance Report
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
CRFD uses the department annual retreat, annual performance and compliance report, and 2014 - 2019 Fire Master Plan to justify, maintain and increase its level of service. Additionally, with the development of the 2016 Risk Assessment and updated 2017 Standards of Cover, the Department has identified areas based on risk and to ensure the safest possible operations require increased resources.

The Department, for several years, has monitored call volume, growth and performance in the southern portion of the district specifically planning zone 7. Starting in 2015, the Department sought and was granted approval to begin saving for the design, build, staffing and equipment for Station 152. The Department has finalized the location and design of the station, which is planned for a Fall 2018 opening. The station will be staffed by a minimum of two firefighters and one officer responding in an engine and cross staffing a brush truck.

Appraisal
The Department’s current method of evaluating performance, compliance and call distribution has proven to be an effective method to justify its deployment and when needed plan for additional resources.

Plan
The Department will continue to monitor its performance, compliance and call volume as defined in the 2014 Fire Master Plan in an effect to forecast resource needs.

References
Resolution 2015-43: Approving the 2015 – 2017 Balanced Financial Plan planning of Station 152

2016 – 2019 Strategic Plan: 2017 Update
2014 – 2019 Fire Master Plan

2016 Risk Assessment

2017 Standards of Cover

Station 152 Design
2C.8 The agency’s resiliency has been assessed through its deployment policies, procedures, and practices.

**Description**

CRFD addresses resiliency via two primary tools. First, using the critical task analysis (CTA), the Department is able to define the capabilities and limitations of its deployment model. Based on the 2016 Proposed CTAs, CRFD can respond to three EMS incidents, one residential structure fire, one small brush fire (threatening or non-threatening), or one moderate risk HAZMAT or technical rescue incident before requiring auto/mutual aid. The second method of ensuring resiliency is the use of automatic/mutual aid agreements complete and ERF or provide aid while CRFD units are committed.

**Appraisal**

The current model for evaluating and ensuring resiliency has shown to be effective. With EMS being 64% of the Department’s call volume, all three Medic units are committed an average of 162 times annually, for a period of 15 minutes and 31 seconds requiring 59 auto/mutual aid responses annually.

**Plan**

The Department will continue to evaluate its CTAs, auto/mutual aid agreements, and performance to ensure that community is receiving the high possible level of service.

**References**

2016 External Stakeholder Presentation

Douglas County Automatic Aid Agreement

2017 Standards of Cover EMS Concentration Summary (pp. 77 – 78)
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 outside influences beyond its control. The agency has identified the impacts of these outside influences to the authority having jurisdiction.

Summary:

Castle Rock Fire and Rescue Department (CRFD) is committed to a continuous improvement model centered on data based decision making. CRFD reviews and reports its performance against baselines and benchmarks established through the standards of cover process. Monthly, the Department reports its performance for total response time (call processing, turnout, and travel time) for the 1st arriving apparatus and effective response force (ERF) for moderate risk emergency medical services (EMS) by population density. Annually, CRFD reports on all ERF (low, moderate and high risk for EMS, Fire, HAZMAT, Tech Rescue and Wildland) responses at the three defined levels (jurisdiction, station, and planning zone). The existing process has proven to be effective with the forecasted need, planned funding, acquisition of land, scheduled construction, and planning for additional personnel for a new fire station in the southern portion of the jurisdiction, Station 152.

This reporting process has become more defined with the update of the 2017 Standards of Cover, Section G: Performance and Compliance Methodology and the revision of Administrative Directive 2011-05: Department Goals and Objectives. Consistent with these updates, CRFD will include service gaps that meet or are anticipated to meet adopted performance thresholds and/or service indicators/warrants defined in the 2014 – 2019 Fire Master Plan as part of its annual report to the Town Manager and Town of Castle Rock Town Council.
Performance Indicators:

CC 2D.1 The agency has documented and adopted methodology for assessing performance adequacies, consistencies, reliabilities, resiliencies, and opportunities for improvement for the total response area.

Description
The Department has established a compliance team, consisting of three line members, the Accreditation Manager and the Deputy Chief, which reviews the Department’s annual performance and compliance report prior to its presentation at the annual department retreat. Additionally, the Department established various performance thresholds in the 2014 – 2019 Fire Master Plan (pp. 13 – 14). These thresholds are intended to assist in forecasting additional resources need prior to the actual need being realized.

With the update to the Standards of Cover, specifically Section G Compliance Methodology, the compliance team has revisited its mission, goal and focus. The focus of the compliance team is to verify, track and report on Department performance and compliance with adopted baselines and benchmarks. Additionally, the team will review all non-EMS moderate and high risk effective response force (ERF) responses to verify and validate compliance to established baselines, adherence to SOGs and evaluate the effectiveness of the critical task analysis.

Appraisal
The concept of the compliance team was well received. However, the lack of data, other than call processing, turnout, 1st due arrival and EMS effective response force, became a challenge for the team, leading to diminishing attendance and interest.

With the recent update to the compliance team’s format and goal, it is too soon to determine its effectiveness.

Plan
The Accreditation Manager will monitor the compliance team’s progress based on the monthly and annual reporting requirement.
References

2017 Standards of Cover

2014 – 2019 Fire Master Plan (pp. 13 – 14)
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 the remedial actions most in need of attention.

Description
CRFD monitors and reports its performance on a monthly and annual basis. Monthly, the Department reports its performance for call processing (by service type), turnout (by company & shift), 1st due total response time (by population density), and ERF total response time for moderate risk EMS (by population density). This report is generated by the Accreditation Manager and provided to the Deputy Chief, who then reviews and sends out to all members. The intent of the monthly performance report is to be a non-disciplinary review of the previous month’s performance. When significant deviation is noted, the Accreditation Manager provides additional review and analysis to determine probable root cause and potential corrective action. Additionally, selected sections of the monthly performance report are included in the Operations Division Monthly Report. The Operation Division Monthly report is included as part of the Departmental Monthly Report that is presented to the Public Safety Commission, Town Manager and Town Council. Annually, the Department reports its performance in the form of an annual performance and compliance report, presented at the department annual retreat and is the basis for the Department’s annual compliance report (ACR).

Appraisal
The monthly and annual reports have worked well to keep department members, Public Safety Commission, Town Manager, and Town Council informed on the Department’s performance. In 2016 as part of a new process within Douglas County Regional Communications Center (DRCC), CRFD reported an increase in call processing times. Based on DRCC’s internal review, supported by CRFD’s monthly reports, DRCC modified their medical priority dispatch system to dispatch units as soon as the type and location of the call are verified.
Plan
The Department will continue to report its performance on a monthly and annual basis. Additionally, with the update to the Standards of Cover, the compliance team will have an increase focus on department responses and reporting.

References
Monthly Performance Report: Sample

Operations Monthly Report: Sample

Departmental Monthly Report: Sample

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

Description
The process for monitoring external influences, altering conditions, growth and development trends are a continuous and on-going process for CRFD. The Department is a referral, review, and sign-off agency for all land use, annexation, zoning, platted, and planned unit development processes in the Town and in the County for the fire protection district. CRFD is also an integral part of the plan review, inspection, and final approval for all commercial building permits in the Town. The formal processes for tracking and coordinating projects through the development process are the Technical Review Committee (TRC) and the Development Review Team (DRT), both of which the Department is actively involved. These groups review and track all land use actions. CRFD is also a referral agency for Douglas County for projects within the fire district. CRFD is also sanctioned by the State Division of Fire Prevention and Control for all development and construction projects in the Town related to schools and health care facilities.

As defined in the 2017 Standards of Cover, the Department’s performance monitoring methodology includes monthly and annual reporting of department performance on call process, turnout, travel and total response time for the 1st arriving unit and effective response force for each service type and risk level by planning zone. Additionally, the 2014 - 2019 Fire Master Plan defines performance threshold for when the Department should consider planning for additional resources and/or stations.

All of these factors are presented at the annual department retreat for consideration, future planning, and goal setting.

Appraisal
The Life Safety Division’s participation with the TRC and DRT have been effective in ensuring the Department is aware of and included in the planning process for residential and commercial growth. The information garnered through the TRC and DRT in conjunction with the 2014 – 2019 Fire Master Plan has proven to be an effective tool in forecasting and justifying additional resources needs. This is evident by the planning and funding of Station 152 with a projected opening in the Fall of 2018. However, with the addition of the Assistant Chief of Accreditation and Emergency Management and the long term vacancy of the Fire Marshal position, there has been little active information sharing.

Plan
The Department will continue to participate in the TRC and DRT programs and review department performance monthly and annually. To improve information exchange, the Fire Marshal will consider an update to the Life Safety Division’s monthly report to include TRC and DRT highlights. Additionally, the Fire Marshal and Assistant Chief will begin (3/16/17) quarterly meetings to ensure significant growth and development projects are captured and considered with respect to service capabilities and increased demand.

References
DRT minutes: January 11, 2017

TRC minutes: February 14, 2017

2017 Standards of Cover: Section G: Performance and Compliance Methodology

2014 – 2019 Fire Master Plan

Fire Marshal & Assistant Chief Meeting Schedule

Minutes of the 2016 Annual Department Retreat
2D.4 The performance monitoring methodology supports the annual assessment of the efficiency and effectiveness of each service program at least annually in relation to industry research.

Description
The Department’s performance monitoring methodology supports a monthly review of the Operation’s Division performance (call processing, turnout, 1st due total response time and moderate risk ERF times) and a comprehensive annual program review as required by CRFD Administrative Directive 2011-05. Monthly, the Operations Division is provided a summary of the previous month’s performance compared to adopted baselines. This report is distributed to all department members and portions of the report are included in the division’s monthly report to the Fire Chief and executive staff. Annually, at the department retreat, each program reports on the previous year’s activities, progress on strategic goals (as applicable), and goals and challenges for the coming year. The retreat members then have the ability to modify the Department’s strategic plan.

Appraisal
The monthly reporting has served as a valuable tool, providing operational staff feedback on the previous month’s performance. However, it has been and continues to be reactionary. The annual reporting cycle, as part of the annual retreat, has been effective in keeping members educated on all of the Department’s activities. Additionally, the annual retreat has ensured that members of every rank and tenure are represented and have an equal voice in the direction of the Department. Never the less, the annual program report lacks consistency in structure and the Department has not been compliant with the quarterly reporting schedule defined within 2011-05

Plan
The Department will update Administrative Directive 2011-05 by March 31, 2017, to better define program and performance reporting frequency and structure. Additionally, the Department will, by the end of 2017, evaluate a web-based performance (call processing, turnout, etc.) reporting tool that provides a more real-time review of response data.
References

Administrative Directive 2011-05

Monthly Performance Report: Sample

Monthly Operations Report: Sample

2016 Department Retreat Minutes

2015 Program Reports: Sample

    Category 5 Criterion A: Fire Suppression

    Category 5 Criterion G: EMS
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 Department has a number of community risk reduction and public education programs (child safety seat inspections, CPR, etc.). Additionally, in 2016, the Department developed a Public Education Team, charged with completing Strategic Goal #5: Develop and enhanced public outreach and education program. This team has developed a “Pub-Ed” binder that has age specific content and messages to ensure, regardless of who is developing the presentation, a consistent and appropriate message is provided. Additionally, the team is developing a seniors safety program, focusing on household safety, preparedness, and fall prevention, as well as a distracted driver awareness program targeting ages 14-19.

Appraisal
Historically, these programs have only measured the number of individuals contacted or classes provided. However, the public education team is exploring methods to measure the effectiveness of these program (pre/post knowledge reviews, trending of response data after program delivery, etc.).

Plan
The public education team will implement and evaluate tools to measure program effectiveness. Additionally, the public education team will review and report on program activity and effectiveness as in conjunction with the annual department retreat.

References
Monthly Public Education Reports
Public Education Team Meeting Minutes
**CC 2D.6 Performance gaps for the total response area, such as inadequacies, inconsistencies, and negative trends, are determined at least annually.**

**Description**
The Department reviews its performance for each service type and risk level annually. This review is in support of the annual performance and compliance report, presented at the department annual retreat, and is the foundation for the annual compliance report submitted to the Center for Public Safety Excellence (CPSE). Aside from the arrival of the 1st due apparatus, the only service category that yields an adequate sample size for statistical analysis is moderate risk EMS. That said, all programs and risk levels are reviewed and reported. If an incident shows significant deviation from the baseline, that specific incident is reviewed to determine the cause of the deviation. Examples are incorrect CAD times or reclassification of incidents (2017 SOC: Fire Concentration Summary, pp. 86-87). With the completion of the 2017 Standards of Cover, the Department identifies performance gaps in planning zones 6, 7 and 8.

**Appraisal**
The monthly and annual reporting of 1st arrival and effective response for data has been an effective method to update department baselines and benchmarks as well as establish a trend analysis (when an adequate samples size is present). Use of performance in specific planning zones compared to the total response area has assisted the Department in the justification of additional resources in the southern portion of the jurisdiction (Station 152, PZ 7).

**Plan**
The Department will continue to evaluate and report its performance for the total response area as well as within smaller planning zones. Additionally, the Department will continuously explore the potential of other data analysis tools, data sources and/or methodologies.

**References**
2015 Performance and Compliance Report

2015 Annual Compliance Report
2017 Standards of Cover: Fire Concentration Summary (pp.91-92)
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 Department maintains Administrative Directive 2011-05, Department Goals and Objectives Review, that provides direction on the establishment, completion, and review of department goals, objectives, performance standards, self-assessments, categories and program. Directive 2011-05 requires an annual review of key performance indicators as defined in the Standards of Cover that include, but are not limited to, total response time (and all its components) for the first arriving units and effective response force by risk type, magnitude, planning zone, population density, compliance to adopted baselines and benchmarks. The results of the annual review are presented to the Department executive staff and annual strategic planning retreat attendees where any performance gaps are identified, discussed and corrective actions or plans are developed as needed.

With the update of the Standards of Cover in 2017 and the creation/hiring of the Assistant Chief of Accreditation/Emergency Management, the Department has a renewed focus on its compliance methodology and continuous improvement strategy. The accreditation manager will provide monthly data analysis and root cause analysis if needed. As defined in the 2017 Standards of Cover, the compliance team will convene at least annually to review:

- Annual Performance and Compliance Report
- Department Annual Report
- Performance Thresholds as identified in the current Fire Master Plan
- Non-EMS Moderate and High Risk ERF responses
  - Compliance to Baseline Performance Standards
  - Adherence to SOGs
  - Effectiveness of Critical Task Analysis
- Data trends: identify areas of concern or needing further investigation
- Annual Compliance Report to CFAI
Appraisal
The previous performance/compliance and continuous improvement model was effective in providing the required information to the Fire Chief and executive staff for resource planning and response analysis. However, the previous model was not effective in keeping the compliance team engaged and active in the continuous improvement strategy of the Department.

The updated compliance team model was effective in gaining consensus among team members prior to dissemination of the report.

Plan
The compliance team will continue to meet quarterly to review and report on department performance, compliance and look to identify trends.

References
2017 Standards of Cover: Section G Performance and Compliance Methodology

Administrative Directive 2011-05 Department Goals and Objectives Review
2D.8 On at least an annual basis, the agency formally notifies the authority having jurisdiction (AHJ) of any gaps in the operational capabilities and capacity of its current delivery system to mitigate the identified risks within its service area, as identified in its standards of cover.

**Description**

Annually, the Department reports its performance for the entire jurisdiction, station areas, and planning zones for the 1st arriving apparatus and moderate risk EMS effective response force. This report is presented at the Department’s annual retreat and serves as the basis for the Department’s annual compliance report to the Commission on Fire Accreditation International (CFAI). The 2017 Standards of Cover details the department’s performance and capabilities, while the 2014 – 2019 Fire Master Plan defines the department’s capacities.

The Department keeps the Town Manager and the Town Council appraised of any gaps in operational capabilities and capacity that meet, exceed, or are nearing the performance thresholds and/or station warrants as established in the 2014 – 2019 Fire Master Plan. Once performance thresholds/warrants are met or forecasted to meet the adopted limits, the Department will present the identified performance gap(s) and subsequent recommendations for remediation. The 2017 Standards of Cover and Administrative Directive 2011-05 define the reporting frequency and structure. An example of this process is the approach taken for the construction of Station 152, which began in 2015 when the need for the station was identified via the 2014 – 2015 Fire Master Plan in preparation for the 2016 Capital Improvement Program Budget.

**Appraisal**

Though the system is effective, a better, more consistent job could be done by putting potentially problematic gaps into the department annual report. The risk for this approach is that some service gaps are not resolvable, and others will be reported for years until they meet the criterion adopted in the Fire Master Plan. The current system keeps Town resources focused on the gaps that need attention, versus gaps that are chronic and statistically insignificant.
Plan
The Department will continue to report its performance annually, and update the annual reporting process to identify any significant gaps that are statistically relevant and that may require budgetary remediation in order to resolve as part of the 2016 Annual Performance and Compliance Report.

References
2016 – 2020 Capital Improvement Budget: Fire Capitol Fund
2014 – 2019 Fire Master Plan
2017 Standards of Cover
Administrative Directive 2011-05
2D.9 On at least an annual basis, the agency formally notifies the AHJ of any gaps between current capabilities, capacity, and the level of service approved by the AHJ.

Description
The Town of Castle Rock is committed to maintaining the current level of service, and the Town budget is designed to fund departments as they provide their respective levels of service. Any budgetary items requested are to maintain levels of service. Increases to the level of service are to be justified and are usually driven by growth and development within the community or changes in state or federal standards. Eroding levels of service in public safety receive the highest attention from Council and are addressed in the annual budget. Changes in capabilities, capacity, or level of service must be approved by Town Council. These capacities are stated in the 2014 – 2019 Fire Master Plan and in the 2017 Standards of Cover. Additionally, an annual Level of Service presentation is made to the Public Safety Commission and to new Council Members as part of their orientation.

Appraisal
The established method of maintaining the level of service via the annual budget is effective and keeps Council apprised of any changes that may occur. Presenting the established Level of Service to Council Members and the Public Safety Commission is effective at establishing the service baseline and puts budgetary requests in perspective.

Plan
The Department will continue to use the established annual budget process to keep Council apprised of any changes in the level of service.

References
2017 Town Budget
2014 – 2019 Fire Master Plan
2017 Standards of Cover
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**

The Department actively sought external stakeholder input during the research and development of its 2016 – 2019 Strategic Plan. The information collected from the multiple open-houses formed the foundation of the plan as it set the community’s expectations and priorities of the department.

**Appraisal**

The input and insight gained through the open houses was invaluable for the 2016 Annual Department Retreat and Strategic Plan Team, ensuring that the community’s priorities, expectations and concerns were central to the 2016 – 2019 Strategic Plan. However, the open houses focused on the residential community, leaving the commercial and retail communities under represented.

**Plan**

By the end of 2018, the Department will develop an all-inclusive external stakeholder process to include but not limited to: local businesses, community partners, special districts, automatic/mutual aid partners, and other Town of Castle Rock departments.

**References**

2016 – 2019 Strategic Plan: 2017 Update

Strategic Goal #5: Develop and enhanced public outreach and education program

2016 External Stakeholder Presentation
Category III: Goals and Objectives

Agencies should establish general organizational goals designed to implement their assigned mission 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 and apply to 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**

A strategic plan (3 [initial accreditation candidates] to 5 [currently accredited agencies] years in the future) is in place, and along with the budget is guiding the activities of the agency. The plan is submitted to the appropriate authority having jurisdiction (AHJ).

**Summary:**

The Castle Rock Fire and Rescue Department (CRFD) has a current strategic plan in place and has had a strategic plan in place since 2012. The 2016-2019 budget of the CRFD supports the strategic plan, and both are ratified by Castle Rock Town Council.
Performance Indictors:

CC  3A.1 The fire service agency has a published strategic plan.

Description
The Department’s 2016 – 2019 Strategic plan is approved through Town Council and published on the Town of Castle Rock’s website. Additionally, the department keeps copies of the Strategic Plan at each fire station, and the headquarters lobby for staff and the public to use.

Appraisal
The use of printed copies and publishing on the Department’s website allows the Department to reach both a local and broad audience.

Plan
The CRFD will continue to publish the strategic plan in both printed and electronic formats.

References
2016 -2019 CRFD Strategic Plan

CRGOV.com Fire Department’s Strategic Documents webpage

Resolution 2017-044 Adopting the Amended 2016-2019 Strategic Plan
3A.2 The strategic plan is approved within the agency and submitted to the governing body or administrative officer with responsibility over the fire agency and to whom the chief fire officer/chief executive officer reports.

**Description**

The 2016 – 2019 Strategic Plan of the Castle Rock Fire and Rescue Department (CRFD) is presented to the Town of Castle Rock Public Safety Commission for input and approval. Once the commission approves the plan, it is presented to the Town Council for approval. The Council provides feedback on the plan and approves it via Council resolution.

**Appraisal**

The system used by the CRFD to procure approval of the department Strategic Plan is effective and serves to keep the Town Council appraised of the activities of the department. The input received from the Public Safety Commission is valuable and expected by Council. This portion of the approval process is helpful and will continue into the foreseeable future.

**Plan**

The Department will continue to present the Strategic Plan to the Public Safety Commission and Town Council following any changes or updates to the plan as it has in the past. No changes to the process are projected.

**References**

Public Safety Commission Minutes 5/5/17 recommending Council approval of the 2016 – 2019 Strategic Plan

Town Council Minutes 5/17/17 approving the 2016 – 2019 Strategic Plan

Resolution 2017-044 Adopting the Amended 2016-2019 Strategic Plan
Criterion 3B: Goals and Objectives

The agency's general goals and specific objectives direct its priorities in a manner consistent with its mission and are appropriate for the community it serves.

Summary:
The Castle Rock Fire and Rescue Department holds an annual planning retreat where members of the department from all ranks and divisions come together to review the performance of the department and its organizational programs. The status of department goals is also reviewed, and new goals and priorities are established. This information is incorporated into the strategic plan, and reflected in the fire department portion of the annual Town budget. The department vision, mission, and values are also reviewed and ratified in this meeting, and are used as guideposts in the establishment of the annual goals.
Performance Indicators:

CC 3B.1 The agency publishes general organizational goals directed toward achieving its long-range plans. The agency publishes corresponding specific objectives to implement these goals and incorporate the measurable elements of time, quantity, and quality.

Description
The Castle Rock Fire and Rescue Department publishes its organizational goals that are directed toward achieving its long range plans in the Department Strategic Plan. These objectives and goals are established in the Department annual retreat, are published in the minutes of the retreat, as amendments to the Strategic Plan, and in the Annual Compliance Report. These goals and objectives incorporate the measurable elements of time, quantity, and quality.

Appraisal
The system of publishing the department goals in the minutes of the annual retreat, and as an addendum to the Strategic Plan is effective and keeps these goals on the forefront of the organization and Town Council. These documents are also published and maintained on the Department web site. The Accreditation Officer monitors progress on the goals, and provides progress in the annual ACR.

Plan
As the current method is meeting the department’s needs, the plan for the future is to continue using the same system. The process of completing the ACR is extremely effective in identifying department goals in writing, and monitoring the progress of those goals.

References
Minutes of the 2016 Annual Retreat

2016 -2019 Strategic Plan: 2017 Update

2015 Annual Compliance Report
3B.2 The agency assesses its current status when establishing goals and objectives.

**Description**

The CRFD assesses its current status as part of the annual retreat when all department programs are reviewed for their effectiveness, and status. This information is then used to identify and establish department goals and objectives. The department’s current status strongly effects the prioritization of the established goals and objectives.

**Appraisal**

The current system of utilizing the annual retreat and subsequent review of department programs has been effective in determining the department’s status when establishing future goals and objectives.

**Plan**

The department will continue to use the annual planning retreat to review its programs and their subsequent status. The department will explore the feasibility of having the teams responsible for the respective department programs not only review the status of the program, but also conduct a S.W.O.T analysis to further analyze the status. This information will continue to be used in the establishment of department goals and objectives.

**References**

Minutes from the 2016 Annual Department Retreat.
3B.3 The agency invites internal and external stakeholder participation in the development, implementation, and evaluation of the agency’s goals and objectives.

**Description**

The CRFD invites internal stakeholders to the department planning retreat, and utilizes their input in the development, implementation, and evaluation of the department’s goals and objectives. These internal stakeholders represent every rank, shift, and division of the department, with all participants given equal participation in the retreat process.

External stakeholder’s participation is garnered via community surveys that are conducted as part of the strategic planning process. The surveys are conducted in person via a series of open houses conducted throughout the Town and in department fire stations. The information garnered in the surveys is used in the prioritization process of department goals and objectives. Members of the Public safety commission are also invited to participate in the planning retreat, though participation has been minimal.

**Appraisal**

The current system the department uses to invite internal and external stakeholder participation in the development, implementation, and evaluation of the department’s goals and objectives is very effective, and has served the department well.

**Plan**

The CRFD will continue to use the current system to invite internal and external stakeholder participation in the development, implementation, and evaluation of the department’s goals and objectives.

**References**

Minutes from the 2016 Annual Department Retreat

Results of the 2015 Community Survey: Samples

Community Survey Questionnaire
3B.4 Published materials accurately portray the agency’s goals and objectives as well as mission, vision, and values in context.

**Description**

The Castle Rock Fire and Rescue Department (CRFD) publishes its goals, objectives, mission, vision, and values accurately in their Strategic Plan.

**Appraisal**

The method of publishing the goals, objectives, mission, vision, and values of the CRFD in the Strategic Plan is effective and serves the department in gaining an accurate understanding of what the Department is about. And where it is going.

**Plan**

The CRFD will continue to publish its goals, objectives, mission, vision, and values accurately in the Department Strategic Plan.

**References**

2016 – 2019 Strategic Plan: 2017 Update
3B.5 The governing body responsible for establishing policy reviews the agency's goals and objectives.

**Description**

The Castle Rock Town Council reviews and approves the department’s goals and objectives via its approval of the Strategic Plan, and the annual Town budget. The goals for the department are stated in these documents, and are provided annually to the Council.

**Appraisal**

The system of refreshing the department goals annually via the department retreat, and representing those changes to the goals and objectives in the Strategic Plan has been well established. The annual presentation to Town Council of the Strategic Plan and Annual Budget gives Council ample opportunity to review the department’s goals and objectives, and hear directly from department representatives as to the current changes in the goals and objectives. The system is effective and works well for the department.

**Plan**

The department will continue to use the aforementioned system to keep Town Council aware of the department’s goals and objectives in their most current format.

**References**

Town Council Minutes 5/17/17 approving the 2016 – 2019 Strategic Plan

Resolution 2017-044 Adopting the Amended 2016-2019 Strategic Plan
3B.6 When developing organizational values, the agency consults its members.

**Description**
The Castle Rock Fire and Rescue Department holds an annual planning retreat where every rank, shift, and division of the department is represented by members of the department. Department members serve a two year attendance commitment to the planning retreat before they are replaced by other interested department members. Attendance is voluntary, though compensated. These representatives are to bring any concerns or issues their peers may have about the department to the planning retreat where they are openly discussed. The department Vision, Mission, Values are open for consideration and discussion, and subsequently ratified at this meeting. All participants of the retreat are equally empowered, and are strongly encouraged to express their thoughts throughout the planning and assessment process. This process has been in place for over a decade.

**Appraisal**
The process currently being used by the Department is effective, and well received by the department membership. The involvement of the membership in all levels of the department program development process is a positive contribution to department morale.

**Plan**
The department will continue to use the established system to promote member involvement when developing department values.

**References**
2016 Department Retreat Attendance Roster
Criterion 3C: Implementation of Goals and Objectives

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

Summary:
Once the Department goals and objectives are established in the Annual Planning Retreat, they are assigned a timeframe for completion, a goal manager, and any resources that may be needed are identified. The goals and objectives are then added to the strategic plan, where they are published and presented to Town Council for approval. Once approved, the Accreditation Manager monitors the progress of the goals and objectives, and includes the progress in the monthly report and in the Annual Compliance Report.
Performance Indictors:

CC 3C.1 Some form of organizational management process is identified and used to track progress and results of agency goals and objectives relating to general organizational and operational programs.

Description
The Castle Rock Fire and Rescue Department governs the process of tracking the progress and results of Department goals and objectives relating to general organizational and operational programs via Administrative Directive 2011-05. This directive clearly specifies the process and steps to be taken to establish and manage department goals and objectives.

Appraisal
The system currently being used by the CRFD is effective and serves the department’s needs on multiple levels.

Plan
The Department will continue to use this management process for department goals, objectives, and programs.

References
Minutes of the 2016 Annual Department Retreat

2016 – 2019 Strategic Plan: 2017 Update

Administrative Directive 2011-05
CC 3C.2 The agency designate personnel to lead the implementation of respective goals and objectives.

Description
Once the Department goals and objectives are established in the Annual Planning Retreat, they are assigned a timeframe for completion, a goal manager, and any resources that may be needed are identified. The goal manager is responsible for the completion of the goal, and any subsequent reporting of goal progress to the Accreditation manager.

Appraisal
The system currently used by CRFD is effective and helps share responsibility for goal completion throughout the department.

Plan
The Department will continue to use the established system to designate personnel to lead the implementation of its goals and objectives.

References
Minutes from the 2016 Annual Department Retreat.
3C.3 All members receive information explaining the agency’s goals and objectives.

Description
All members of the CRFD have access to the Department’s goals and objectives via the published Strategic Plan and the minutes of the annual department retreat. Additionally, these documents are available to everyone electronically through the department shared drive, department website and paper copies are provided to all fire stations. Shift members who attend the annual retreat are also responsible for sharing the outcomes of the retreat with their respective shift members.

Appraisal
The current system being used by the CRFD is effective in providing members with the information regarding the department’s goals and objectives. Questions regarding the goals and objectives are answered by shift members who participated in the annual retreat and subsequent goal establishment. A written explanation of the department’s goals and objectives has not traditionally been provided, and could be added to the strategic plan.

Plan
In order to ensure that the goals and objectives of the department are fully explained, the department will begin publishing an explanation of the goals and objectives as part of the Strategic Plan annual addendum.

References
Minutes of the 2016 Annual Department Retreat
2016 - 2019 Strategic Plan: 2017 Update
3C.4 The agency, when necessary, identifies outside resources that can be consulted in regards to accomplishing an agency's goals and objectives.

**Description**
The Castle Rock Fire and Rescue Department, when necessary, identifies outside resources that can be consulted in regards to accomplishing the department’s goals and objectives. This has been displayed in the pursuit of the completion of the objective to establish a permanent Public Safety Training Facility. In order to ensure that facility needs were fully considered and vetted, an outside agency HB&A was contracted to do an analysis of training space needs as well as an analysis of local spaces available for the project. This effort was also coordinated with the Police Department, the Town Managers Office, and the Finance Department.

Additionally, CRFD contracted the services of Dunakilly and Associates to serve as owners representatives for the Fire Station 152 project. Dunakilly serves as advisors to the Chief in regards to the project and oversees all components of the construction project.

**Appraisal**
The Department, when necessary, has demonstrated an ability to identify and use outside resources for the completion of their goals and objectives. The approach is effective and appears to serve the department when needed.

**Plan**
The Department will continue to use outside resources as needed in the pursuit of its goals and objectives. The method is effective and will continue to be used in the future.

**References**
HB&A Public Training Facility Space Study
Dunakilly Owners Representative Contract.
Criterion 3D: Measurement of Organizational Progress

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

Summary:
The Accreditation Manager measures and evaluates Department progress towards the completion of established goals and objectives. Additionally, program leads report on the status and progress of their respective programs at the annual department retreat. All department goals and objectives are re-examined and modified at the annual planning retreat. The status of the Department goals and objectives is also included in the Annual Compliance Report.
Performance Indictors:

CC 3D.1 The agency’s goals and objectives are examined and modified at least annually for quality and to ensure they remain current and consistent with the agency’s mission, vision, and long range plan(s).

Description
All department goals and objectives are re-examined and modified throughout the year and at the annual department retreat. Every effort is made to ensure that all goals and objectives are in alignment with the Departments Vision, Mission, and long range plans (2014 – 2019 Fire Master Plan). The examination and compliance process continues throughout the year, with goals modified as needed. Evidence of this practice is demonstrated with Strategic Goal #6: Enhanced Fire / Public Safety Training Center, where the plan was modified as financing and availability have changed. The goal still moves forward, with changing options incorporated into the plan. The long range plan is to have a training center that meets our long term needs. Goals and objectives progress is also reported in the Annual Compliance Report that takes place mid-year after the planning retreat, and is completed by the Accreditation Manager.

Appraisal
The system that the CRFD uses to examine and modify the department’s goals and objectives is effective and demonstrated through the annual retreat, annual Compliance Report, and changes to goals like the Training Center goal. The goal has long and short term implications and modifications that have changed as the funding and space availability have changed.

Plan
The CRFD will continue to use the overlapping methods to review and modify goals and objectives as needed throughout the year.

References
2015 Annual Compliance Report

2016 – 2019 Strategic Plan: 2017 Update
Strategic Goal #6: Enhanced Fire / Public Safety Training Center

2014 – 2019 Fire Master Plan
CC  3D.2  The agency evaluates administrative and operational processes to determine improvements in efficiency and execution in pursuing organizational objectives.

Description
The CRFD evaluates and discusses administrative and operational processes in regards to improvements in efficiency and execution of department objectives at the annual planning retreat and as needed throughout the year in executive staff meetings. The discussion is usually superficial unless challenges in pursuing the objectives has occurred, or responsible parties have changed. The process is usually reactive, unless proactive measures are identified in the planning retreat, or as a recommendation developed in an executive staff meeting. This process is identified in Administrative Directive 2011-05.

Appraisal
The system of evaluating administrative and operational processes for improvements in efficiency and execution of the pursuit of department objectives is too informal, and should be formalized. An administrative directive that identifies a formal review of department efficiency and execution in the pursuit of department goals and objectives should be developed and implemented as part of the annual retreat, and during the development of the Annual Compliance Report. The Accreditation Officer would be responsible for the completion of the evaluation.

Plan
Develop an administrative directive that identifies a formal review of department efficiency and execution in the pursuit of department goals and objectives. It should be implemented as part of the annual retreat, and during the development of the Annual Compliance Report. The Accreditation Officer would be responsible for the completion of the evaluation. The directive should be developed during the first quarter of 2017, with the Chief responsible for the directive unless delegated to another member of the executive team.
References

Minutes of the 2016 Annual Department Retreat.

Administrative Directive 2011-05
3D.3 The agency provides progress updates to the governing body, its members, and the public regarding goals and objectives.

Description
The CRFD occasionally provides progress updates to the Town Council, Department membership, and the public regarding its goals and objectives via the monthly report. The final status of the goals and objectives is reported in the Annual Compliance report and in the Strategic Plan.

Appraisal
The method of providing progress updates to the Town Council, Department membership, and the public could be more consistent and robust, as the status is often removed from the monthly report due to report length or lack of changes from month to month. A commitment to reporting on the status of the goals and objectives in the monthly report needs to be re-established and consistent.

Plan
The CRFD will, consistent with Administrative Directive 2011-05, provide updates on each strategic goal to the Public Safety Commission and Town of Castle Rock Town Council. Additionally, the Department will post the monthly report on the Department’s website.

References
March 2016 Monthly Report
2016 – 2019 Strategic Plan
2015 Annual Compliance Report
Administrative Directive 2011-05 Department Goals and Objectives
Category IV: 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 given what can be a dynamic and adverse fiscal environment. 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. The chief fire officer and administrative staff have the ultimate responsibility of budget preparation. 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 polices shall 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 (Certificate) from the Government Finance Officers Association (GFOA) of the United States and Canada for their Budget and Comprehensive Annual Financial Report (CAFR) may submit those certificates and their Budget and Comprehensive Annual Financial Reports as prima facie compliance with criterion 4B and therefore does not need to address performance indicators 4B.1 through 4B.10.
**Criterion 4A: Financial Planning**

Agency planning involving broad staff participation activates financial planning and resource allocation. The agency’s plan for financing shall reflect sound strategic planning and a commitment to its stated goals and objectives. The agency must deem financial support for programs and services adequate to maintain the number and quality of personnel and other operational costs.

**Summary:**

Each year the department holds a retreat to identify priorities, review existing goals and evaluate performance measurements. It is this exercise that helps identify whether the yearly budget is adequate to allow the department to continue its planned objectives. In addition, the retreat, attended by members of all ranks, helps to identify funding needs for future years. It is the yearly retreat and even the past accreditation process that has driven budget request increases to meet added level of service and priority needs.

Following the retreat, the Fire Department along with the Finance Department meet to review funding for the upcoming year and to project planned expenditures for the next five years. Using the data obtained from the retreat, the Fire Department is ready with clear, concise justifications for all its additional funding requests. These justifications, gathered through the retreat process, are used to build the business cases submitted to the Finance Department and the Town Manager for review.

On occasion, the business cases are sent back to the Fire Department for further justification. Staff members are then tasked to present additional data and more details. Business cases are reviewed to determine alignment with priorities that are established by the Town Council. Providing outstanding public safety services for the Town has been a continual priority. Business cases that are accepted and approved are then presented to the Town Council for approval. All staff members are briefed on the status of these requests by the Fire Chief.
Performance Indicators:

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

Description

The governing body for the Castle Rock Fire and Rescue Department (CRFD) is the Castle Rock Town Council. Each year the Castle Rock Town Council adopts an annual budget in accordance with the Colorado Revised Statutes and Castle Rock Town Charter. This budget functions as an operational and financial plan to provide the CRFD with overall direction and planning to achieve the goals and objectives approved by the Castle Rock Town Council.

Using the annual budget preparation calendar, a budget analyst acting under the direction of the Castle Rock Town Manager meets with the Fire Chief and staff to review financial trends and CRFD’s current budget. Once CRFD has completed a first draft of its budget, it is reviewed by the Castle Rock Finance Department. The Castle Rock Finance Department may meet with the CRFD Fire Chief to discuss any changes to the proposed budget. CRFD may submit a second draft back to the Castle Rock Finance Department, as needed. After review, the Castle Rock Finance Department presents this second draft to the Castle Rock Town Manager for input. Once approved by the Castle Rock Town Manager, this budget document is presented to the Castle Rock Town Council. After the Castle Rock Town Council has reviewed and approved the preliminary budget, a public hearing is held to adopt the budget.

Appraisal

The assistance and feedback given by Castle Rock budgeting staff, The Town Manager and Castle Rock Town Council has been effective in giving CRFD direction in preparing and administering its budget. CRFD’s combined operational budget has finished with minimal surplus funds for the past five years.

Plan
The Castle Rock Fire Department will continue to follow the Budget Preparation Calendar and consult with the Castle Rock Finance Department and Castle Rock Town Manager on future budget planning.

**References**

Colorado Revised Statute 29-1-103

Town Charter (Article IX)

2017 Budget & Three-Year Balanced Financial Plan Preparation Calendar
**CC 4A.2 Policies, guidelines and processes for developing the annual budget are defined and followed.**

**Description**
The Castle Rock Fire and Rescue Department (CRFD) uses the budget preparation calendar provided by the Town of Castle Rock Finance Department and the Financial Policies and Procedures outlined in the Annual Budget document (pp. 348 – 370) to prepare proposed annual budgets for the CRFD. The Town of Castle Rock Finance Department ensure that all Financial Policy sand Procedures meet all state and local regulatory requirements.

**Appraisal**
The budget preparation calendar and policies outlined in the Annual Budget document has consistently provided CRFD the needed framework in which to build CRFD’s budget. Budget draft reviews by both the Castle Rock Department and Castle Rock Town Manager has ensured that the budget submitted each year by CRFD has complied with State and local regulations and Castle Rock Town Council directives.

**Plan**
The Castle Rock Fire Department will continue to follow the budget preparation calendar and the financial policies and procedures outlined in the Annual Budget document and provided by the Town of Castle Rock Finance Department.

**References**
Colorado Revised Statute 29-1-106

Colorado Revised Statute 29-1-603

Town Charter (Article IX)

2017 Budget & Three-Year Balanced Financial Plan Preparation Calendar

2017 Town of Castle Rock Budget (pp.348 – 370)
4A.3 The financial planning/budget adoption process provides transparency for all expenditures and revenues for the agency.

**Description**

Colorado state law (C.R.S. 29-1-106) and the Town of Castle Rock Charter (Section 9-6) require a public hearing related to the proposed annual budget. The public hearing is posted in the local newspaper at least five days prior to the hearing.

Additionally, Colorado state law (C.R.S. 29-1-603) and the Town of Castle Rock Charter (Section 9-18) requires an annual audit of the Town’s financial statements. The goal of this audit is to provide reasonable assurance that the financial statements of the Town are presented in conformity with generally accepted accounting principles. Once the audit, the comprehensive annual financial report (CAFR), is completed, it is posted to the Town’s public website.

**Appraisal**

Public hearing for the proposed budget occur three times prior to adoption of the budget. These included the preliminary introduction of the budget to the council and each of the two council meetings where the budget ordinance is presented. Additionally, for the 2017 budget development process, two open house meetings were offered to citizens for the purpose of reviewing budgeting processes.

In order for the Town of Castle Rock to be awarded the CAFR, it must publish an easily readable and efficiently organized report that satisfies both generally accepted accounting principles and applicable legal requirements. The Town of Castle Rock has received a CAFR certificate for the past twenty five years, most recently for the 2015 CAFR.

**Plan**

The Castle Rock Fire Department will continue to assist the Finance Department with its reporting requirements for the CAFR and quarterly reports.

**References**

Castle Rock Town Charter – page 18, 21

Monthly financial report for September
Colorado Revised Statute 29-1-106

Colorado Revised Statute 29-1-603
4A.4 The budget process involves input from appropriate persons or groups, including staff officers and other agency members.

Description
The Castle Rock Fire Department holds an annual retreat prior to submitting its budget requests for the following year. The retreat provides department members the opportunity to address operational needs and to align departmental goals and objectives with the budget.

Appraisal
The annual retreat process has been effective tool allowing retreat participants to collaborate and discuss Department priorities that may create budget requests and build the narratives used to justify funding. The retreats have been comprised of members from all ranks within the department. This process has allowed the department to prioritize needs, plan for the future, and identify equipment deficits.

Plan
The Castle Rock Fire Department will continue to host a yearly staff retreat with mixed ranks in order to assist with projecting budget needs for the future.

References
2016 Annual Retreat minutes
4A.5 The annual budget, short and long-range financial planning, and capital expenditures are consistent with agency priorities and support achievement of the agency’s strategic plan and goals and objectives.

**Description**

The Castle Rock Fire Department holds an annual retreat prior to submitting its budget requests for the following year. The retreat provides department members the opportunity to discuss and project upcoming needs and to align the budget with the departmental goals and objectives.

**Appraisal**

Information gained from the retreat is used to assess whether the department is meeting its strategic plan and goals. The retreat provides an opportunity for staff to address those critical needs which need funding in order to meet the defined goals and objectives.

**Plan**

The Castle Rock Fire Department will continue to host a yearly staff retreat in order to assist with projecting budget needs for the future.

**References**

2016 Annual Retreat minutes

2016 - 2019 Strategic Plan
4A.6 Budgeted expenditures are consistent with projected financial resources.

Description
The Town of Castle Rock’s annual budget serves as the foundation for planning and control of the town’s funds. The Town also prepares and adopts a three-year balanced financial plan as well as a five-year capital improvement program which it reviews yearly to assist with future expenditure projections. The Town is also subject to the Taxpayer’s Bill of Rights, also known as TABOR. (Article X. Section 20 of the Colorado State Constitution) which limits revenue growth.

Appraisal
For 2016, the Town of Castle Rock’s total revenue collected and beginning fund balances for all Town funds combined, exceeded budgeted operating expenditures and no individual fund exceeded budgeted appropriation for the year. In accordance with Colorado Revised Statutes (29-1-103(2)), no budget shall provide for expenditures in excess of available revenues and beginning fund balances. In addition, the Town has implemented policies and procedures to ensure compliance with the provisions of TABOR. The Town ended 2015 with a $714,580 TABOR surplus. As a result of a ballot question in the November 8, 2016 General Election, the Town was permitted by voters to retain the surplus funds for use with Police, Fire & Emergency Medical Services and Transportation purposes.

Plan
The Castle Rock Fire Department will continue to monitor its budget and keep expenditures within the limits of the approved budget.

References
2016 Annual Budget, page 34

Colorado Revised Statute 29-1-103(2)

TABOR
**Criterion 4B: Financial Practices**

Financial management of the agency exhibits sound budgeting and control, proper recording, reporting, and auditing.

*NOTE: An agency that has already received the Certificate of Achievement for Excellence in Financial Reporting (Certificate) from the Government Finance Officers Association (GFOA) for their Comprehensive Annual Financial Report (CAFR) may submit that certificate and their Comprehensive Annual Financial Report as prima facie compliance with this criterion. (The agency need not address performance indicators 4B.1 – 4B.10). Reciprocity for this is acknowledged by review of the GFOA’s process for reviewing CAFRs submitted to its Certificate Program.*

**Summary:**

The Finance Department as an agent for the Town of Castle Rock has been awarded the Certificate of the Achievement for Excellence in Financial Reporting for twenty five (25) consecutive years.

The Certificate of Achievement for Excellence in Financial Reporting is valid for one (1) year. The 2014 certificate is the most recent certificate on file for the Town and is found within the 2015 Comprehensive Annual Financial Report. The Town has applied for an award for the 2015 CAFR and is awaiting results from that application.

The Castle Rock Fire and Rescue Department, which is governed by the Town of Castle Rock is submitting the Town of Castle Rock CAFR certificates and comprehensive financials reports from the past four (4) years as prima facie compliance with Category 4 Criterion 4B. As such, the Castle Rock Fire and Rescue Department need not address performance indicators 4B.1- 4B.10

Reciprocity for this acknowledgement by GFOA’s process for reviewing CAFRs submitted to its Certificate Program
Performance Indicators:

4B.1 Financial resources management adheres to generally accepted accounting practices (GAAP) as used by Government Finance Officers Association (GFOA) of the United States and Canada, National Advisory Council on State and Local Budgeting Practices (NACSLBP), 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, and sufficient flexibility exists to meet contingencies.

Description
GFOA certification is prima facie evidence of completion of these performance indicators.

Appraisal
N/A

Plan
N/A

References
2016 GFOA

2015 CAFR - page 9
4B.2 Financial administration responsibilities are organized into specific assignments, which are supported by specific clearly-defined policies.

**Description**
GFOA certification is prima facie evidence of completion of these performance indicators.

**Appraisal**
N/A

**Plan**
N/A

**References**
2016 GFOA

2015 CAFR - page 9
4B.3 The agency explains projected operating deficit (expenditures exceeding revenues in a budget year) and develops a plan to rectify the deficit.

Description
GFOA certification is prima facie evidence of completion of these performance indicators.

Appraisal
N/A

Plan
N/A

References
2016 GFOA

2015 CAFR - page 9
4B.4 The agency establishes and meets a schedule for review of financial reports.

**Description**

GFOA certification is prima facie evidence of completion of these performance indicators.

**Appraisal**

N/A

**Plan**

N/A

**References**

2016 GFOA

2015 CAFR - page 9
CC 4B.5 Qualified auditors conduct annual independent financial audits for the prior fiscal year. If deficiencies exist, the agency makes plans to resolve audit exceptions.

Description
GFOA certification is prima facie evidence of completion of these performance indicators.

Appraisal
N/A

Plan
N/A

References
2016 GFOA

2015 CAFR - page 9
4B.6 The agency and any subsidiary entities or auxiliaries have financial risk management policies and programs that protect the agency and its assets.

Description
GFOA certification is prima facie evidence of completion of these performance indicators.

Appraisal
N/A

Plan
N/A

References
2016 GFOA

2015 CAFR - page 9
4B.7 Programs designed to develop financial support from outside sources are **planned and coordinated** to reflect the objectives of the agency. Agency policies govern all fund raising activities; comply with GAAP and/or other recognized financial principles; and are subject to public disclosure and periodic independent financial audits.

**Description**

GFOA certification is prima facie evidence of completion of these performance indicators.

**Appraisal**

N/A

**Plan**

N/A

**References**

2016 GFOA

2015 CAFR - page 9
4B.8 Any revenue producing organizations permitted to use the agency’s name and/or reputation conform to agency principles of financial operation.

Description
GFOA certification is prima facie evidence of completion of these performance indicators.

Appraisal
N/A

Plan
N/A

References
2016 GFOA

2015 CAFR - page 9
4B.9 The agency provides financial management policies on any grant program where funding is received from an outside source. Provisions to ensure compliance with all granting agency requirements must be outlined and monitored.

**Description**

GFOA certification is prima facie evidence of completion of these performance indicators.

**Appraisal**

N/A

**Plan**

N/A

**References**

2016 GFOA

2015 CAFR - page 9
4B.10 The agency has adopted policies of the financial management program which sets, and utilizes fees and charges.

**Description**
GFOA certification is prima facie evidence of completion of these performance indicators.

**Appraisal**
N/A

**Plan**
N/A

**References**
2016 GFOA

2015 CAFR - page 9
Criterion 4C: Resource Allocation

 Appropriately allocated financial resources support the established organizational mission, the stated long-term plan, goals and objectives, maintain the quality of programs, and services.

Financial stability is a fundamental aspect of an agency’s integrity. The agency must ensure that programs and services provided can be supported by the necessary fiscal resources using sound budgetary practices.

Summary:

The Town of Castle Rock uses its current revenue to pay for all its current operating expenses and avoids balancing current operating expenditures at the expense of meeting future expenditures. Budget preparation and administration is based on service levels and policies.

Reserves are part of each Town fund and are carefully considered utilizing current economic conditions, anticipation of future needs and opportunities.

Capital improvements are funded through a variety of sources including the use of reserves, impact fees, debt financing, grants, building use taxes and operating revenues. All available current and future resources are considered when identifying funding sources for identified capital improvements.
Performance Indicators:

CC 4C.1 Given current and anticipated revenues, the agency can maintain adopted levels of service.

Description
In accordance with the Town of Castle Rock Budget policy, the Castle Rock Fire Department bases both its budget revenues and expenditures conservatively.

The focus on operational funding is in sustaining adequate service levels. The Town remains principally reliant on sales tax revenues to pay for fire services. The town pays for new capital improvements from development related revenues. It is the Town’s mission to give priority allocation of existing and available revenues, to the extent legally and practically allowed, to support the Fire Departments operations. Salary and benefit line items are not considered when reductions are made.

Appraisal
The Castle Rock Fire Department maintains its operating expenses within the budget guidelines set forth by Town Council. Total revenue collected for all Town funds combined, exceeded budget and no individual fund exceeded budgeted appropriation in 2015. Sales tax revenue increased approximately 8% from 2014.

Plan
The Castle Rock Fire Department will continue to base its programs and activities on the budget it is given. The department will seek Town Council assistance in the event additional revenue is needed to maintain level of service requirements.

References
2015 CAFR – page 11
4C.2 The governing body has an investment policy.

**Description**

It is the policy of the Town of Castle Rock that all excess cash, except for cash in certain restricted and special accounts, shall be pooled for investment purposes. The investment income derived from the pooled investment account shall be allocated to the contributing funds based upon the proportion of the respective average balances relative to the total pooled balance. Investment earnings shall be distributed to the individual funds on a monthly basis.

It is the responsibility of the Finance Director to approve one or more financial institutions to provide safekeeping and custodial services for the Town of Castle Rock. A Town approved Safekeeping Agreement is executed with each custodian bank prior to utilizing that institution’s safekeeping services. To be eligible for designation as the Town’s safekeeping and custodial bank, a financial institution must qualify as a depository of public funds in Colorado as defined in C.R.S. 24-75-603.

**Appraisal**

The current investment policy has resulted in the Town’s investment return being at or above an equivalent portfolio as noted by comparison to the 2 Year Treasury Note. By holding all investments to maturity, utilizing a professional advisor, and adhering to the stated Town policy, the Town has been able to maintain a solid portfolio with reasonable returns. The current policy is being reviewed for applicable updates to continue the financial strength of the Town.

**Plan**

The Town’s investment policy is currently being reviewed for applicable updates. Revisions are planned to be presented to Town Council for consideration by the end of 2017. Updates to the policy are expected to include identification of personnel and their respective authorized activities. Additional updates will ensure that the policy, at a minimum, coincides with Colorado Revised Statutes, but may also be more restrictive than state statute related to maturity limitations, types of investments, etc.

**References**
2016 Annual Budget – pages 54 – 58

C.R.S. 24-75-603

Moody’s Investors Service Rating

Resolution 2005-02: Approving revision to the Town of Castle Rock Investment Policy

2016 comparison of Town of Castle Rock investment return vs. 2 year Treasury Note.
4C.3 Policies, guidelines, and processes exist for procurement practices within the agency.

Description
The Town of Castle Rock has a purchasing and contracting policy in place which directs all methods of purchasing from check requests to procedures for requesting bids. The policy has listed by dollar amount, the documentation and approval level needed for any purchase.

Appraisal
All financial transactions initiated by the Fire Department are reviewed by the Town’s Finance Department for compliance with the Purchasing Policy. The Financial Department does not issue funding without compliance. The Fire Department works closely with the Finance Department to ensure that purchasing policy requirements are met.

Plan
The Town’s purchasing policy is currently under revision in order to increase the effectiveness and efficiency of the Town’s Financial Policies by providing direction, guidance and consistency within the Town, while also providing compliance under current laws, rules, regulations and governmental standards. Policy revisions are planned to be presented to the Town Manager and Town Council for review and approval in March 2017.

The Fire Department will continue to adhere to the procedures outlined in the Purchasing Policy & Contracting Policy.

References
Town of Castle Rock Purchasing & Contracting Policy
Plans exist for the payment of long-term liabilities and debts.

Description
The Castle Rock Fire Department has one long-term debt which is its Motorola radio Lease. The amount of the loan was $625,602. Repayment of the loan is to be accomplished with payments of $102,661 in 2016 from the Police Department and $210,139 from the Fire Department; and payment in 2017 of $102,661 from the Police Department and $210,141 from the Fire Department. The lease commenced in 2016 and is scheduled to be retired at the end of 2017. The loan payments are a part of the Castle Rock Fire Department’s annual operating budget.

Future planning includes a new interfund loan to the Fire Department for the construction of a new fire station in 2017/2018. The loan will be paid for by revenue from development related activity collected in the Fire Capital Fund and is included as part of the budget planning process.

Appraisal
The Castle Rock Fire Department has effectively followed all of its required lease payments to date and is on schedule to meet its final payment of $210,141 in 2017.

Annual payments from 2018 to 2027 are scheduled in the Fire Capital Fund to pay for the interfund loan. These payments are planned for in long term budget planning.

Plan
The Fire Department will continue to review its operation needs and plan for future debt financing in accordance with town polices.

References
4C.5 The agency projects future asset maintenance costs are projected with related funding plans.

**Description**
As part of the Five-Year Capital Improvement Program, the Town has identified full maintenance costs, replacement costs and ongoing operating costs for capital expenditures. The Town has also developed an Asset Management Plan which maintains information on the condition, life span and replacement cost of capital assets to help assist with long term planning. This plan also projects future major repairs and associated costs.

**Appraisal**
This plan has worked well in the past to keep up with replacement needs. Executive staff along with the Apparatus Team closely monitor funding for the vehicle replacement program and make recommendations to keep replacement costs in line with market increases. In 2016, the Fire Department budgeted an Emergency Vehicle Technician position in order to reduce costs associated with equipment repair. Cost savings as a result of this position are not yet known. The position was posted for hire two times in 2016. Currently, the position has not yet been filled and will again be posted in 2017.

Additionally, operating costs associated with the new fire station that is being constructed in 2017/2018 are fully funded and incorporated into budget planning. Escalating reserves have been incorporated over multiple years to ensure adequate operational funding upon opening the new fire station.

**Plan**
The department will continue to meet with the Fleet Department and to monitor replacement and repair costs for all its vehicles.

**References**
2016 Annual Budget page 216
2016 Annual Budget page 319
4C.6 Financial plans avoid the use of one-time funding sources to cover ongoing costs unless plans are provided to ensure a means of continuity for personnel resources and capital assets.

**Description**

The Town pays for all current operating expenditures with current revenues. The Town avoids budgetary procedures that balance current operating expenditures at the expense of meeting future years’ expenses, such as postponing maintenance and other expenditures, accruing future years’ revenues, or rolling over short-term debt: exceptions to this policy would be planned equipment purchases, operating maintenance and capital projects based on accumulated funding over the years (on a pay-as-you-go basis).

**Appraisal**

The Castle Rock Fire Department has never had to request additional funds to cover ongoing costs. Through careful planning and monitoring of expenditures, the department has been able to avoid the use of one time funding sources to cover its expenses.

**Plan**

The Castle Rock Fire Department will continue to budget conservatively and base its expenditures on existing funds.

**References**

2016 Budget Document – pages 354-375
4C.7 The governing body has adopted a general fund reserve policy and established a time frame to meet established reserve fund levels. Operating revenues or expenditures should be established as the basis of the fund policy.

Description
The financial policies for the Town of Castle Rock, in coordination with all other policies within the Town Charter, provide a structure for quality government in the Town of Castle Rock for now and in the future. The financial policies and procedures include a section for reserves for operations, debt service coverage, asset replacement and capital projects under the Reserves Policy section.

Appraisal
The Town has ensured adequate funding for future major asset/infrastructure repair and replacement and new asset/infrastructure acquisition is available. The Town also maintains a cash reserve in order to avoid borrowing for general operating purposes and has reserve funding for insurance claims and general health insurance increases for the Town’s self-funded employee health plan.

The Town’s Reserve Policy was reviewed and updated in 2016 with approval by Town Council. Revisions included standardized reserve types and calculation methods in order to maintain adequate fund reserves for future and emergency needs.

Plan
As the budget reflects, the General Fund is projected to end 2016 with an unobligated reserve of $6.4 million after meeting reserve requirements. The Town will continue to follow the financial polices outlined in the annual budget document.

References
2016 Annual Budget page 56
2016 Annual Budget page 58
2016 Annual Budget page 354
4C.8 The agency maintains contingency funds in accordance with generally accepted accounting practices (GAAP) recommendations and anticipate budgetary restrictions and or shortfalls.

**Description**

The Town’s Fund Balance Reserve Policy was revised in 2016. The revised policy provides general guidance on reserve levels for all funds within the Town. The Town Council may, by ordinance, make emergency appropriations to offset budget shortfalls that had the potential to affect safety and property.

**Appraisal**

The Castle Rock Fire Department has consistently kept its expenditures within its appropriation and has never requested reserve funds to cover its expenses. The Fire Department follows all requirements as necessary in the Town’s Fund Balance Reserve Policy.

**Plan**

Castle Rock Fire & Rescue will continue to monitor its expenses and if needed, reduce line item expenditures to meet any unanticipated expenses.

**References**


2016 Department Expenditure Report
Category V: Programs

This category is defined as the agency services, activities, and responses provided for the community or facility that are designed, organized, and operated in compliance with the agency’s mission, goals, and objectives. Category VIII – Training and Competency, however, appraises the level of proficiency with which personnel actually perform within these programs.

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 their self-assessment manual. For criteria in Category V “Programs” that are not applicable to the agency, the agency should briefly explain why it does not provide this program.
Category V

Criterion 5A: Community Risk Reduction Program

The agency operates an adequate, effective, and efficient program to manage community risks 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 fires. The agency should conduct a thorough risk-analysis as part of activities in Category II to determine the need for specific community risk reduction program.

Summary:

The Castle Rock Fire and Rescue Department (CRFD) operates a community risk reduction program that is identified in the standards of cover. This program consists of both prevention and mitigation strategies including life safety, hazard risk reduction, code compliance through the public education programs, maintenance fire inspections, plan reviews, and investigation of fires that have been detected, reported and controlled.

As part of the risk-analysis process, the Life Safety Division has had to determine the risk-benefit of maintenance inspections at specific intervals. CRFD has a defined time limit for plan reviews and have specified the plan reviews that the Life Safety Division will look at based on potential risk to life safety. The agency works with the Arapahoe-Douglas County Hazardous Material Team in tracking the storage, use, and handling of hazardous materials to ensure the compliance with state and federal guidelines. All fires within this jurisdiction are investigated by either the incident commander or a trained fire investigator when it is deemed that the fire is more complex than what the fire crew can manage.

Public Education programs include, CPR, Juvenile Firesetter, and child car seat installation.
Performance Indicators:

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

Description
CRFD, through the Town of Castle Rock, has amended and adopted fire prevention and building codes that are the premise for all new buildings and tenant finish projects throughout the district.

While the building department provides the guidance through the building codes, CRFD is the authority having jurisdiction regarding the fire code within the Town limits. Within the district but outside of the Town area, the building department of Douglas County provides the authority having jurisdiction for both building and fire codes. The enforcement is done in consultation with the fire departments. Multiple meetings were held to come to a general consensus regarding the implementation of the fire code within the county areas of the district.

Appraisal
The adoption of the 2012 International Building and Fire Codes in January of 2013 gave CRFD the chance to amend the codes to better serve the community, yet still kept the basis of the code. Some of the amendments were changed from the prior adoption to provide clearer verbiage and definition of the expectations of the jurisdiction.

Plan
Town of Castle Rock Development Services and Life Safety Division will maintain the close working relationship and shall evaluate the pending 2018 update of the IFC and IBC for potential amendment and adoption.

References
Meeting results between Douglas County & Life Safety Division

Final Fire Code Amendments and Appendices

Building Code Amendments RED LINED

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 and standards of cover.

Description
The Life Safety Division is the designated code enforcement body for fire protection laws for the Town of Castle Rock, utilizing the 2012 International Fire Code (IFC) and 2012 International Building Code (IBC) as amended. Furthermore, the Division partners with the Town of Castle Rock Development Services Department providing a comprehensive fire, building and zoning code enforcement entity. The Life Safety Division and Development Services hold three weekly meetings to review and discuss code enforcement issues. The Technical Review Committee (TRC) identifies larger scale issues and projects that may require additional resources or knowledge. The Development Review Team (DRT) provides guidance to the TRC. If the TRC is unable to reconcile a technical issues, the DRT chairperson make a recommendation to the Department Directors at their weekly meeting for discussion, reconciliation and final resolution.

The Division also performs fire safety inspections on commercial occupancies, and has a goal to complete all state and local mandated inspections on an annual or bi-annual basis. Mandated inspection include the: K-12 School (receiving State funding), Health care facilities (receiving state funding), and Town of Castle Rock Facilities (insurance requirement). The Department also maintains a goal of completing inspections on all Tier II HAZMAT facilities within the jurisdiction annually. Department is re-writing SOG 2.2.2 Life Safety Division: Building Inspections and revising its process using NFPA 1730 as a guide for risk based inspections.

Appraisal
The code enforcement program has been effective in ensuring compliance with adopted building and fire codes (IBC and IFC 2012 as amended) with respect to plan reviews. However, the Division has struggled with personnel/staffing issues in 2012, 2015 and 2016 leading to a decrease in inspections completed. In 2012, the Division was down one FTE. In 2015 and 2016, the Division was down between one and two FTEs, and one FTE
was out on medical leave for an extended period. These personnel/staffing issues affected the remaining staff’s ability to maintain the goal of completing 100% of all mandatory inspections annually. In addition to the staffing issues, recent data inquiries have uncovered a lapse in HAZMAT inspection histories. This lapse occurred because the inspections were logged in a county system that overwrote the previous year’s information. Therefore the Department has no record of HAZMAT inspections prior to 2014.

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With the recent hiring of the Division Chief/Fire Marshal, the Deputy Fire Marshal has been able to return to their primary duties and responsibilities, of which are the completion of the mandatory inspection.

**Plan**

The Life Safety Division will continue to use the IBC and IFC as the foundation for the plan review process. Additionally, the Life Safety Division and Town of Castle Rock Development Services will evaluate the pending 2018 updated of the IBC and IFC for potential amendment and adoption when released.

The Life Safety Division has developed a schedule and will closely monitor the progress of the mandatory inspections to ensure that all inspection are completed within the prescribed (annual vs. bi-annual) timeframe.

The re-write of SOC 2.2.2 will be completed by the Fire Marshal and submitted for review by the end of April, 2017.

**References**

SOG 2.2.2 Life Safety Division Building Inspections

SOG 2.2.1 Life Safety Division Plan Review Process


2017 Mandatory Inspection Schedule

TRC Meeting Minutes: Sample

DRT Meeting Minutes: Sample
CC 5A.3 The program has sufficient staff with specific expertise to meet the community risk reduction program goals, objectives and identified community risks.

Description
With the adoption of the 2017 Budget, the Life Safety Division is funded for seven full-time employees, consisting of the Fire Marshal, Deputy Fire Marshal, three Fire Prevention Officers (FPO), and two Fire and Life Safety Educators/Inspectors (FLSE/I). Of those seven positions, there is one new FPO position. A candidate has been selected and is currently in the hiring process.

The community currently has 1,800 commercial and multi-family occupancies targeted for fire safety inspections, and due the growth within the commercial community between 75-100 occupancies are added each year. Given the recent and expected growth, current staffing levels and workload the Department is pursuing two additional FPOs in the 2018 budget cycle.

Appraisal
The Division has experienced staffing challenges since 2015 with the loss of two FTEs and the long term medical leave of another, resulting in their retirement. These staffing challenges led to the Deputy Fire Marshal filing the role of Fire Marshal for roughly 15 months, and a FPO vacancy for several months. The Department has been able to maintain its goal for plan reviews. However, there has been a reduction in business inspections completed. Considering the growth within the community, the Division attempted to add staffing in 2015, 2016, and 2017. Unfortunately, those requests were denied at the Town Manager level until 2017. Based on recent workload assessment even with the additional FPO being hired in 2017, the Division will be understaffed and unable complete all inspections, and has submitted a staffing request as part of the 2018 budget.

Plan
The Department plans to have the recently identified FPO candidate hired and in-place by the end of April 2017. Additionally, the Department will pursue the two additional FPO positions as part of the 2018 Budget.

References
Life Safety Division Annual Report
Department Org Chart
TOCR 2017 Approved Budget p.122 Fire and Rescue Department 2017 Budget Initiatives

Job Descriptions:

- Fire Marshal / Division Chief
- Deputy Fire Marshal
- Fire Prevention Officer
- Fire & Life Safety Educator / Inspector

2018 FPO Requests
5A.4 A plan review process ensures that adopted codes and ordinances determine the construction of buildings and infrastructure (such as hydrants, access, street width).

**Description**
The Life Safety Division partners with the Town of Castle Rock Development Services and uses the 2012 International Fire Code (IFC) and International Building Code (IBC) as amended for the basis of all plan reviews. Local amendments include the Town of Castle Rock (TOCR) Public Works Design Manual that specifies street design and width. Additionally, the Division works closely with the Castle Rock Water Department to determine hydrant locations and ensure they are included on the construction documents.

**Appraisal**
CRFD has an effective plan review process based on the 2012 IFC and IBC along with local amendments adopted by ordinance. The Town of Castle Rock Development Services has an established a goal of completing an initial building plan review within ten business days from the time of receipt. For 2016, the Division was 95% compliant to that goal, reviewing 90 percent of all plans within 7 days of receipt.

**Plan**
The Life Safety Division and TOCR Development Services will continue to evaluate the plan review process to looking for opportunities to increase efficiency. Additionally, TOCR Development Services and Life Safety Division will evaluate the pending 2018 update of the IFC and IBC for potential amendment and adoption.

**References**

CC 5A.5 The agency conducts a **formal and documented appraisal, at least annually**, to determine the impacts of the community risk reduction program and its efforts in risk reduction based on the community risk assessment, standards of cover, and measures performance against adopted loss reduction goals.

**Description**
Castle Rock Fire and Rescue Department reviews all programs on a monthly and annual basis. Monthly, each functional division (operations, life safety, and administration) submits a report to the Fire Chief that includes action on strategic goals, compliance to baselines and benchmarks, as well as highlights of the month’s activities. The reports are the basis for the Department Monthly Report. Annually, the department conducts appraisals of all operational programs and functional divisions though an annual department retreat per Administrative Directive 2011-05. The retreat is attended by department executive staff and representatives from each of shift and rank. The retreat reviews the most recent year’s performance and compliance with established baselines and benchmarks and ensures each program is consistent with the department’s goals and objective.

**Appraisal**
The department annual retreat has been an effective method to review and disseminate program/division performance and compliance. The result of the annual retreat is an update to the department’s strategic plan. Monthly reports have been an effective tool in communicating performance and compliance measurements. However, they have been less effective in maintaining an ongoing focus of strategic goals.

**Plan**
The Department will continue its annual review process within the department retreat format. The Department will evaluate the feasibility of quarterly strategic plan reviews in an effort to maintain focus and progress. Lastly, the Division in cooperation with the Accreditation Manager will develop baselines and benchmarks for the Community Risk Reduction Program by the end of the 2Q17.
References
Administrative Directive 2011-05

Sample monthly reports

2016 Retreat Presentation

2017 Retreat Presentation

2016 Retreat Minutes
5A.6 The **community risk reduction program identifies the frequency** that occupancies are inspected.

**Description**

The Life Safety Division is currently in the process of redefining the fire inspection program. That said, the process the in use to identify occupancies needing fire safety inspections is based on two factors, their life safety risk and their financial risk impact.

The life safety portion of the assessment evaluates: occupancy type, maximum occupancy load, mobility of occupants, and if the business provides 24-hour operations. These occupancies are typical schools, Hospitals and 24-hour nursing care facilities, totaling 67 occupancies in 2017.

The financial risk impact assessment looks at the amount of revenue an occupancy generated in 2013, the likelihood the business would reoccupy the space after a fire, and does the business provide an essential service (groceries, fuel, clothing, or home supplies). Based on the last assessment (2013), 1633 occupancies were evaluated based on their economic contribution and risk: 230 occupancies are identified as having a high economic risk, the remaining 1403 occupancies are identified as lower financial risk, but still need to be inspected.

At the time the process was implemented, the goal is that all identified occupancies were to be inspected annually.

**Appraisal**

The current process is several years out of date, does not include the occupancies built since 2013, and has not been effective in categorizing occupancies into appropriate risk categories. The “likelihood of rebuilding” was a subjective assessment with no input from the business owner. Given the staffing and expectations, the FPOs were not able to meet the goals of inspecting all identified occupancies annually.

**Plan**

The Life Safety Division under the direction of the Fire Marshal, will develop a sustainable risk based inspection program using NFPA 1730 as a model by the end of
2017. Furthermore, the Department will pursue two additional FPOs in the 2018 budget to assist with meeting the current workload.

References
2013 Financial Risk Occupancies

2017 High Life Safety Hazard Occupancy List
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 Department recently established baselines (current performance) for annual fire loss, extent of flame spread and injury and fatality due to fire. Additionally, the Department has established benchmarks (goals for improvement) for extent of fire spread and injury and fatality due to fire. The Department elected to not include fire loss as a benchmark due to the high degree of variability within that value, but will report fire loss annually.

Appraisal

Given the recent establishment of the baselines and benchmarks for extent of fire spread and injuries/fatalities due to fire, the department cannot measure the effectiveness of the community risk reduction programs. The Department recognizes that the new baselines and benchmarks have challenges with either sample size, numerous contributing factors or significant external influences.

Plan

The Department will report the recently established baselines and benchmarks annually, monitoring them and more frequent basis as data allows. Additionally, the Division in cooperation with the Accreditation Manager will develop baselines and benchmarks for the Community Risk Reduction Program by the end of the 2Q17.

References

5A.8 Fire inspection personnel should receive annual continuing education to maintain proficiency.

**Description**

All Life Safety Division members have certain certifications that are required by their job description. These are maintained either by attendance to continuing education, specific benchmarks met throughout the duration of the certification, or on a one-time educational basis.

All Fire Prevention Officer (FPO) certifications are issued by the State of Colorado or the International Code Council (ICC). FPOs may obtain continuing educational units (CEU) by attendance to the Annual Colorado Code Council Educational Institute, National Fire Academy (NFA) or online through various approved sources (National Fire Protection Association, National Fire Sprinkler Association, ICC, or NFA on-line, etc.).

Fire Life Safety Educators/Inspector (FLSE/I) maintain certifications through the ICC and the State of Colorado. All ICC certifications follow the same process as FPO ICC certifications and requirements. All State certifications are maintained though the completion of Job Performance Requirements (JPR).

**Appraisal**

The current process for receiving continuing education has been effective. At no time in the past 5 years has a member failed to have insufficient CEUs to maintain required certifications. However, the tracking process for CEUs and training hours has been inconsistent and incumbent on the individual.

**Plan**

The Life Safety Division and Department will continue to support all members that would like to increase their knowledge and experience by attending classes that directly relate to the job requirements of their position when the staffing levels and workloads allow for this. Members will continually be encouraged to broaden their knowledge base of their current positions as well as branching into other positions within the fire/ems service.
The Life Safety Division will evaluate internal (Target Solutions, Emergency Reporting, and High Plains/EIS) and external (ICCsafe.org) software applications to better member CEUs needed for re-certification by the end of 2017.

**References**

Job Descriptions:

- Fire Marshal / Division Chief
- Deputy Fire Marshal
- Fire Prevention Officer
- Fire & Life Safety Educator / Inspector

Recertification Packet

- Deputy Fire Marshal Dimock
- FPO Berens
- FPO Young

RMS Training Record

- FLSE/I Jenkins
- FLSE/I Duncan
Category V

Criterion 5B: Public Education Program

A public education program is in place and directed toward reducing specific 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 II to determine the need for a specific public education program.

Summary:

The Department has a dedicated Life Safety Division comprised of a Division Chief / Fire Marshal (FM), Deputy Fire Marshal (DFM), three Fire Prevention Officers (FPO), and two Fire and Life Safety Educator/Inspectors (FLSE/I). The Fire Marshal and the two FLSE/I’s manage the public education programs. The current programs meet the needs of educating the community regarding fire and life safety concerns. Education is carried out by the two FLSE/I’s and line firefighters. The programs target all ages, from newborns to seniors. The Department has over 35 National Child Passenger Safety-Certified car seat technicians to assist in the car seat inspection program. Families with children of all ages can stop by any of the four stations, not only to have new car seats installed, but to also correct installation errors and obtain education materials regarding how to keep their children safe. The Department offers quarterly CPR classes for the community and additional classes upon request. At the start of each school year, the Department rolls-out the annual fire safety coloring contest to all third thru sixth graders. The winning posters are handpicked, by the Fire Chief, and the winners are surprised during a school assembly, in the month of October. For an entire year, the winners get to have their posters placed on the side of a fire truck. The Department also delivers public education through fire station and fire truck tours, fire extinguisher training, attendance at community events, hosting open houses multiple times per year, the youth firesetter program, and safety presentations for various schools, in addition to groups of girl, boy and cub scouts.
Performance Indicators:

CC 5B.1 The public education program (such as development and delivery) targets specific risks, behaviors, and audiences identified through incident, demographic, program data analysis, community risk assessment, and standards of cover.

Description
In an effort to target specific risks, behaviors and audiences, the Department utilizes statistical research, from national and local levels, to begin tailoring its public education program. At the national level, the Department utilizes data and information from the National Fire Protection Association (NFPA), such as: smoke alarms, kitchen safety and senior safety as well as SafeKids.org. Locally, the Department’s public education team has recently begun evaluating response data, based upon incident type, chief compliant and mechanism of injury, in an attempt to determine patterns or at-risk demographic groups.

Based upon the research, the Department has developed a number of programs targeting specific audiences.

- Child Safety Seat Inspection & Installation Program
- Youth Firesetter Intervention Program (YFIP)
- Community CPR Program
- Fire Extinguisher Training Program
- Distracted Driver Awareness Program (in development)
- Senior Safety Program (in development)

In support of Strategic Goal #5 Develop an enhanced Public Outreach and Education Program, the public education team has developed the “Public Education Binder”. This binder outlines standard guidelines, content and messages for specific age groups, to ensure that the Department delivers consistent age-appropriate content.

Appraisal
The child safety seat installation and inspection program has been an effective program. While national statistics state that 73% of child safety seats are installed incorrectly,
CRFD’s program finds 32% of seats are installed incorrectly. Comments reviewed from customer surveys are positive and express support and gratitude for the program. The Department’s fire extinguisher training program regularly receives positive feedback and is now being requested during public education events. The YFIP program is in its infancy stage, therefore, analysis of its effectiveness is not yet available.

Plan
The Department will continue to monitor national and local trends and explore additional community risk reduction programs. The Department is working to launch the Senior Safety Program by the end of 2017. Additionally, the Department is considering developing the following programs;

- Kids Fire Academy
- Boy Scouts of America Merit Badge Program

References
2016 July Ops Report
CRFD Annual Car Seat Trends
Safekids.org

http://www.safekids.org/car-seat
http://www.safekids.org/safetytips/field_age/babies-0%E2%80%9312-months/field_risks/car-seat?glcid=CjwKEAiA2abEBRCdx7PqqunM1CYSJABf3qvat7w5cgpxdXE40xt-eml1_gemzKy5qYzHGml4UTBgShoCkOHz_wcB

NFPA references:

http://www.nfpa.org/public-education/by-topic/people-at-risk/older-adults
http://www.nfpa.org/public-education/by-topic/top-causes-of-fire
http://www.nfpa.org/public-education/by-topic/smoke-alarms

SOG 2.1.2 BullEx Fire Extinguisher Training

SOG 2.3.3 Child Safety Restraint Check and Installation Program

SOG 2.3.10 Youth Firesetter Intervention Program
CC 5B.2 The program has sufficient staff with specific expertise to meet the public education program goals, objectives, and identified community risks.

Description

The Public Education program was established in 2014, is staffed by two Fire and Life Safety Educator/Inspectors (FLSE/I) and is supported by on-duty firefighters and administrative staff.

The FLSE/I qualifications are based on NFPA 1035: Standard on Fire Life Safety Educator, Public Information Officer, Youth Firesetter Intervention Specialist and Youth Firesetter Program Manager Professional Qualifications. The minimum requirements are defined in the FLSE/I job description, which include but are not limited to:

- Associate Degree in Fire Science, Public Education or Fire Prevention
- International Code Council: Fire Inspector I
- ICS-100, ICS-200, IS-700, IS-800

Additionally, within three years of hire, the FLSE/I must be able to obtain Colorado Division of Fire Prevention and Control (or equivalent) for:

- Fire Suppression Inspector
- School Inspector I
- Public and Life Safety Educator I
- Public and Life Safety Educator II
- Juvenile Firesetter Specialist I
- ICC Fire Inspector II

The two FLSE/I’s manage numerous events and attend educational events with the line firefighters. In 2016 the firefighters and educators did a combined total of 209 events, reaching over 13,500 contacts. If the firefighters must leave during an event, due to an emergency response, the FLSE/I can pick up where the firefighters left off, providing a
consistent message to the audience. The line firefighters are well-educated in each topic of fire education, including those outside of their traditional duties. The FLSE/I’s possess training, which includes general information regarding firefighting, apparatus and the firehouse. The FLSE/I’s are also certified Fire and Life Safety Educator II's, and possess the ability to develop, manage and deliver public education programs.

A public education team was formed, consisting of firefighters from all three shifts. Members of this team act as liaisons from the line to the FLSE/I. They gain knowledge and ideas from responding to calls and from speaking with community members. The firefighter’s knowledge gained also supports the FLSE/I when assisting with the development of new programs. These members also instruct the firefighters, on their shifts, how to deliver new programs. In addition, the Department has three youth firesetter intervention specialists who are involved with the youth firesetter intervention program (formerly referred to as the juvenile firesetter intervention program).

**Appraisal**

The job description for the FLSE/I is an effective tool to establish minimum educational and experience requirements. The inclusion of the line staff supplements the Life Safety Division staff and ensures that the message delivered to the community is consistent with the Department’s mission vision and values. In 2016, the Department taught 97 community members CPR, scheduled 172 public education events and completed 263 child safety seat inspections.

**Plan**

In addition to the FSLE/I’s completing the required training, The Department will support the FLSE/I’s advancement of knowledge, on an annual basis, through conferences, classes and through the work completed while obtaining various certifications.

**References**

Department organizational chart

Fire and Life Safety Educator/Inspector job description
2016 education events overview

Certifications available upon request
CC 5B.3 The agency conducts a formal and documented appraisal, at least annually, to determine the impacts of the public education program and its efforts in risk reduction based on community assessment, standards of cover, and measures performance.

Description
Castle Rock Fire and Rescue Department reviews programs on an annual, monthly and individual basis. Annually, the department conducts appraisals of all operational programs and functional divisions though an annual department retreat per Administrative Directive 2011-05. The retreat is attended by department executive staff and representatives from each of shift and rank. The retreat reviews the most recent year’s performance and compliance with established baselines and benchmarks and ensures each program is consistent with the department’s goals and objective. Monthly, each functional division (operations, life safety, and administration) submits a report to the Fire Chief that includes action on strategic goals, compliance to baselines and benchmarks, as well as highlights of the month’s activities. The reports are the basis for the Department Monthly Report. To ensure community satisfaction with public education events, a survey will be provided to individuals attending the event. This will be rolled out at the conclusion of the first quarter of 2017. The comments and feedback from these surveys will assist the Department to know whether or not it is performing at the highest level of satisfaction for the community, in addition to gaining ideas, from the community’s perspective, regarding new or established programs.

Appraisal
The department annual retreat has been an effective method to review and disseminate program/division performance and compliance. The result of the annual retreat is an update to the department’s strategic plan. Monthly reports have been an effective tool in communicating performance and compliance measurements. Specific to the Public Education Programs, the Department has generally reported the number out contacts or events held.

Plan
The department will continue its monthly department reports and annual review process within the department retreat format. Additionally, the department will evaluate the feasibility of quarterly strategic plan reviews in an effort to maintain focus and progress. With the pending implementation of the Safer Senior and Distracted Driver programs, the Accreditation Manager and Life Safety Division will review response data on a quarterly basis in an attempt to determine the effectiveness of the new programs.

References
2016 Monthly Report for May 2016
Public Education Binder
2016 Department Retreat Minutes
5B.4 There are programs in place that identify large loss potential or high risk audiences (such as low socio-economic status, age, 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, falls prevention programs, etc.).

**Description**

In an effort to reduce the overall risk within the community and specific audiences, the Department has established, or is working to implement, a number of educational and risk reduction programs:

- Child Safety Seat Installation & Inspection Program
- Fire Safety Coloring Contest
- Youth Fire Setter Intervention Program (YFIP)
- Senior Safety Program (in development)
- Motor Vehicle Accident Awareness Program (in development)

The child safety seat program installs and/or inspects over 150 car seats annually. The Department receives donations through Safe Kids Worldwide or purchases car seats that may be given to families in need or those whose car seats are deemed unsafe (damaged, recalled or due to age) at the time of inspection.

The Department sponsors an annual coloring contest, open to all 3rd through 6th graders. Contestants design and color a fire safety message. The winning posters are handpicked by the Fire Chief and the winners are surprised during a school assembly, during the month of October. For an entire year, the winners get to have their posters placed on the side of a fire truck.

A youth firesetter intervention program (YFIP) has recently been developed to assist youth who have an inappropriate curiosity with fire and may have engaged in fire play.
Program participants may be referred by parents/guardians or as the result of a fire related incident in which the department responded. This program places the youth, who have engaged in fire play, on an 18-month probationary period. This probationary period may defer them from entering into the justice system. It is also an opportunity for the youth fire intervention specialists (YFIS) to educate the fire setter regarding the severe consequences he/she may face from fire play.

In 2015, the Department responded to nearly 3,000 medical calls, and approximately 2,000 of these calls were considered non-traumatic. Of the remaining incidents, approximately 41% were from falls 20 feet or less and well over half of that number were from individuals ages 65 and older. The Department is working to develop a senior safety program that will actively seek to educate the senior community about home and fire safety, and partner with senior care facilities.

The department is working to develop a motor vehicle accident awareness training program, focused on children 14 – 19. Nationally, drivers under the age of 21 are three times more likely to get into a motor vehicle crash than drivers older than 21 years of age. This program will outline the risks of distracted and impaired driving, statistics of deaths and injuries, and how everyone in the car, including passengers, can change the outcome and make for a safer driving experience.

**Appraisal**

The child safety seat installation and inspection program is an effective program, nationally, 73% of child safety seats are installed incorrectly, CRFD’s program finds 32% of seats are installed incorrectly. Additionally, comments reviewed from the customer surveys are positive and express support and gratitude for the program.

The coloring contest receives roughly 60 entries each year. The coloring contest increases fire safety awareness of the participants, as well as their immediate families.

The teen driver, YFIP and senior safety programs are in the development or infancy stages, therefore, analysis of their effectiveness is not yet available.

**Plan**
The Department will continue to monitor its available socio-economic factors, incident data and complete trend analysis in an effort to provide tailored education and risk reduction programs for the entire community. As outlined in strategic plan 5, the Department will host bi-monthly open houses for the community, beginning first quarter of 2017. Lastly, by the end of 2017, a senior safety program will be developed and implemented, with a goal of including fall prevention, home safety, fire drills (in assisted living facilities) and fire prevention.

References

http://www.safekids.org/car-seat

http://www.nfpa.org/public-education/campaigns/fire-prevention-week

SOG 2.3.3 Child Safety Restraint Check and Installation Program

Coloring contest results 2016

Senior Safety Program - overview

Research and contributing factors for EMS response to Bonaventure Senior Living

Motor Vehicle Accident Awareness Program – Draft Presentation
5B.5 The agency should evaluate the juvenile firesetter intervention program. This program should refer all juveniles identified as involved in fire-play or fire setting behavior for educational intervention or other intervention services.

**Description**

The Department has a youth firesetter intervention program (YFIP) in place, which is the equivalent to the juvenile firesetter intervention program. The Department has a memorandum of agreement with the Oregon State Fire Marshal’s office, to utilize the program and guidelines which are based upon their screening tool. Youth can be referred to the program in two ways: (1) a parent or legal guardian may refer their child if they are concerned about their engagement or heightened curiosity in fire play and (2) a child may be referred by a Castle Rock Fire Prevention Officer if they set a fire within the Department’s district, or an immediately surrounding district, if the surrounding Department does not have a YFIP.

**Appraisal**

The YFIP is in its infancy stage, therefore, analysis of its effectiveness is not yet available.

**Plan**

In an effort to enhance the current YFIP, the goal is to have the training standard approved and rolled-out by end of first quarter 2017. The Department will measure the successes of this program by enforcing an 18- month probationary period for the youth in the program. If the youth set a fire within their 18 month probationary period, they will no longer be allowed to participate in the program and will then be referred to the justice system.

**References**

- SOG 2.3.9 Youth Firesetter Contacts
- SOG 2.3.10 Youth Firesetter Intervention Program
- OSFM MOA
- JFISII Manual
Category V

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. The agency should conduct a thorough risk-analysis as part of activities in Category II to determine the need for fire investigation program.

Summary:
The Fire Marshal has appointed an Investigation Program Coordinator to oversee all aspects of the program and to ensure that all investigations are completed in accordance with recognized best practices. The Program Coordinator is also responsible to maintain the internal Investigation Guideline documents.
Performance Indictors:

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

Description

The Life Safety Division is authorized to conduct fire, explosion and cause determination investigations through the 2012 International Fire Code (IFC) as amended and adopted by Town Ordinance 2012-23 and Colorado Revised Statue (CRS) 32-1-1002.

Appraisal

The current authority granted through the IFC, Town Ordinance, and CRS are effective for allowing CRFD to investigate fire and explosion incidents.

Plan

The Life Safety Division will continue to monitor applicable codes, statutes and ordinances to ensure CRFD’s investigation and cause determination program is current with local, state and national standards and authorized through the Town of Castle Rock.

References

International Fire Code 2012: Section 104.10

Town of Castle Rock Ordinance Number 2012-023

Colorado Revised Statue 32-1-1002
CC 5C.2 The agency uses a consistent approach to the scientific method which is utilized to investigate and determine the origin and cause of all significant fires and explosions.

Description

The Life Safety Division utilizes the NFPA 921 Guide for Fire and Explosion Investigations and CRFD SOG 2.3.4 Fire and Explosive Investigations to investigate and determine the origin and cause of all fire and explosion incidents. Additionally, CRFD maintains an internal guideline containing the sequential process for completing investigation scene processing and documentation utilizing the scientific method described in NFPA 921. Furthermore, all members of the Division receive ongoing training regarding the scientific method utilizing within NFPA 921 to conduct fire and explosion investigations.

Appraisal

The Department’s education and use of the scientific method proven to be effective in determining the cause and origin in fire and explosion investigations with 13% of the incident classified as cause/origin unknown.

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Plan

The Life Safety Division will continue to use the scientific method as outlined in NFPA 921. Additionally, The Life Safety Division will require new or promoted members responsible for fire and explosion investigations to attend the National Fire Academy’s Fire Investigating Essentials (R206), or equivalent course in Emmitsburg, MD.

References
NFPA 921: Guide for Fire and Explosive Investigations

CRFD SOG 2.3.4 Fire and Explosive Investigations

NFA Fire Arson Investigation Course: R206

2012 – 2016 Investigations Summary Report
CC 5C.3 The program has **sufficient staff with specific expertise** to meet the fire investigation, origin and cause program goals, objectives, and identified community risks.

**Description**

The Life Safety Division consists of three members (Deputy Fire Marshal and two FPOs) certified to perform fire and explosion investigations, and rotate weekly providing a 24/7 on-call investigator. All members responsible for conducting investigations are required to attend the National Fire Academy’s Fire and Investigation Essentials (R0206), or equivalent course.

The Life Safety Division requires its members to maintain all certification as defined within the respective job description.

**Appraisal**

The current system of on-call staff is efficient and allows the Life Safety Division to ensure that fire cause and origin investigations are being completed as required. However, recent staffing challenges has reduced the on-call staff from four investigators to three.

**Plan**

The Life Safety Division will continue with the current process and look for additional methods, techniques, and educational opportunities to enhance its knowledge and expertise. The department is currently in the hiring process for a fourth FPO. Ideally, this new position will be added to the on-call rotation, providing a fourth investigator.

**References**

Job Description: Division Chief-Fire Marshal

Job Description: Deputy Fire Marshal

Job Description: Fire Prevention Officer (FPO)

R0206 Fire Investigations Essentials: Certifications

Life Safety Division Training Reports
5C.4 The agency has established written agreements and procedures, that are reviewed and revised at least annually, with relevant local, regional, state/provincial, and federal fire investigation agencies to ensure appropriate and consistent scene processing, evidence collection, and information sharing.

Description
CRFD maintains automatic and mutual with all surrounding fire agencies as well as regional and state agencies. Should additional or specialized resources (arson canine, etc.) be required, the Department maintains relationships with the Colorado Bureau of Investigation (CBI), the South Area Fire and Explosion Task Force, Elbert County Investigation Team, Douglas County Sherriff’s Office (DCSO) and the Bureau of Alcohol, Tobacco and Firearms, and Explosives (BATFE). Per Administrative Directive 2012-01 Department External Agreements Review, all external agreements are reviewed not later than October 31 annually.

Appraisal
The current method for establishing, reviewing and updating agreements and procedures has been sufficient to meet the agency’s needs.

Plan
CRFD will continue participating in automatic and/or mutual aid agreements, with no plans to change the method of accessing additional or specialized resources with regional, state or federal agencies.

References
Administrative Directive 2012-01 Department External Agreement Review
South Area Fire and Explosion Resource Listing
Elbert County Fire Investigation Team
Automatic and Mutual Aid Agreements
The Internal Life Safety Division Investigation Guideline: Hard copy available for review
The agency conducts a formal and documented appraisal, at least annually, to determine the impacts of the investigation, origin, and cause program and its efforts to reduce fires based on community assessment, standard of cover, and measures performance.

**Description**

Castle Rock Fire and Rescue Department reviews programs on an annual, monthly and individual basis. Annually, the department conducts appraisals of all operational programs and functional divisions though an annual department retreat per Administrative Directive 2011-05. The retreat is attended by department executive staff and representatives from each of shift and rank. The retreat reviews the most recent year’s performance and compliance with established baselines and benchmarks and ensures each program is consistent with the department’s goals and objective. Monthly, each functional division (operations, life safety, and administration) submits a report to the Fire Chief that includes action on strategic goals, compliance to baselines and benchmarks, as well as highlights of the month’s activities. The reports are the basis for the Department Monthly Report.

**Appraisal**

The department annual retreat has been an effective method to review and disseminate program/division performance and compliance. The result of the annual retreat is an update to the department’s strategic plan. Monthly reports have been an effective tool in communicating performance and compliance measurements. However, they have been less effective in maintaining an ongoing focus of strategic goals.

**Plan**

The department will continue its annual review process within the department retreat format. The department will evaluate the feasibility of quarterly strategic plan reviews in an effort to maintain focus and progress.

**References**

Administrative Directive 2011-5 *Department Goals and Objectives Review*

Life Safety Monthly Reports: Samples

2016 Life Safety Division Retreat Annual Retreat Presentation
Category V

Criterion 5D: Domestic Preparedness, Planning, and Response
The agency operates an all-hazards preparedness program that includes a coordinated multi-agency response plan designed to protect the community from terrorist threats or attacks, major disasters, and other large-scale emergencies occurring at or in the immediate area.

Summary:
The Castle Rock Fire and Rescue Department is tasked with serving as the emergency management agency for the Town with the Fire Chief holding the title of Emergency Manager. Until December 2015, the emergency management program was managed by the Fire Chief and Deputy Chief as time allowed. As of December 2015, the Fire Chief’s primary designee for emergency management is the Assistant Chief.

The Department has worked closely with Douglas County in this area, and has adopted a NIMS compliant emergency operations plan (called the Incident Management Guidelines and Standards [IMGS]) that closely mirrors the County EOP. This was done so that in the event of a significant incident that exceeds local resources and capabilities, a near seamless transition can occur from the Town to the Douglas County. The Department also actively participates in local, state, and federal exercises and events, and is a signatory to a variety of mutual and auto aid agreements.

While a complete, formal all-hazards assessment has not been completed of the Department and Town, the Department has taken steps to address the all-hazards issues such as training, the everyday use of ICS, backup power and fuel supplies, emergency supplies storage and acquisition, emergency operations, and overall responder safety.

The Department continues to strive to improve in this area, and will also continue to seek additional funding and resources to address any deficiencies.
Performance Indicators:

CC 5D.1 The agency publishes an all-hazards plan that defines roles and responsibilities of all participating departments and/or external agencies. The agency identifies and authorizes an appropriate multi-agency organizational structure to carry out the all-hazards plan predetermined functions and duties.

Description

The Castle Rock Fire and Rescue Department serves as the emergency management agency for the Town of Castle Rock. In 2005 Department published and Town Council approved (resolution 2005-079) the Incident Management Guidelines and Standards (IMGS), and this document serves as the emergency operations plan for the Town. As an all-hazards plan, roles, and responsibilities for all departments within the Town are clearly identified as are those of supporting agencies from outside of the Town.

The IMGS is published by the Town under the authority of the Town of Castle Rock Municipal Code and Town Ordinance. As stated in the municipal code, “The Town shall adopt an emergency operations plan in order to be prepared for any local or interjurisdictional disaster emergency. In the event the emergency operations plan adopted by the Town is inconsistent with this Chapter, this Chapter shall prevail. (Ord. 99-59 §1(part), 1999)”.

Additionally, the Department work closely with the Douglas County Office of Emergency Management (DCOEM) to ensure that emergency operations are consistent between the two agencies. As such, CRFD and the Castle Rock Police Department are signatory agencies to the 2016 Emergency Operations Plan (EOP). Additionally, the Town adopted the 2015 Douglas County Local Hazard Mitigation Plan in March of 2016 (Resolution 2016-012) to address certain hazards within the Town.

Appraisal

The IMGS has been implemented in a precautionary manner during severe winter weather. When this has occurred, the overall plan functioned as designed with minimal issues.
However, the IMGS is over ten-years old, and needs to be updated to in order to stay consistent with local emergency management partners.

**Plan**

The Department will update the IMGS into an Emergency Operations Plan (EOP) format to mirror the DCOEM format and plan by December 2017.

**References**

Douglas County 2015 Local Hazard Mitigation Plan (LHMP). Douglas County, CO

Douglas County 2016 Emergency Operations Plan (EOP). Douglas County, CO

Town of Castle Rock Resolution 2016-012; A Resolution Adopting the 2015 Douglas County Local Hazard Mitigation Plan

Town of Castle Rock Resolution 2005-079; A Resolution Adopting The Town of Castle Rock Incident Management Guidelines and Standards (IMGS)

Town of Castle Rock: Incident Management Guidelines and Standards (IMGS)

Town of Castle Rock Ordinance 99-59, An Ordinance Adding Chapter 2.30 to the Castle Rock Municipal Code Regarding Local Disaster Emergencies
5D.2 The agency complies with the National Incident Management System (NIMS), or appropriate incident management system, and its operational methods are compatible with all external response agencies.

**Description**

The Castle Rock Fire and Rescue Department adopted NIMS by resolution in 2004 (resolution 2004-183), and has integrated it into all aspects of daily department operations. All Department personnel are required to complete ICS-100, Introduction to Incident Command, ICS-200, ICS for Single Resources and Initial Actions, IS-700, National Incident Management Systems (NIMS), and IS-800, National Response Framework. Executive staff personnel are required to complete ICS-300, Intermediate ICS for Expanding Incidents, and ICS-400, Advanced ICS.

ICS is employed on every emergency incident within the Town of Castle Rock. Additionally, ICS forms may be utilized for large special events, those incidents requiring multiple additional resources or has the potential for disaster declaration.

**Appraisal**

The minimum qualification requiring ICS-100, ICS-200, IS-700 and IS-800 provide a foundation that allows the Department to utilize NIMS on a daily basis as evident by observing all operational activities.

**Plan**

The Department will continue to employ NIMS and will make changes to its SOGs, Training Standards, and Job Descriptions on an as needed basis.

**References**

CRFD SOG 1.3.3: Incident Command System (ICS)

CRFD Training Standards 1.3.3: Incident Command System

Town of Castle Rock Resolution 2004-183: A Resolution adopting the National Incident Management System
5D.3 The agency identifies and documents outside agency support.

**Description**

As outlined in the IMGS, the *Basic Plan* and *Incident Management* sections identify the outside agency support, and also lists the specific responsibilities of each of these agencies in the event they are utilized for an incident within the Town.

The Town is also a signatory to the Douglas County Emergency Operations Plan (EOP), and this plan also clearly identifies roles and responsibilities of outside agencies that may be needed to support incident within the Town and County.

Finally, the Department is also a signatory to the Douglas County Mutual Aid Agreement as well as the Front Range Mutual Aid Agreement, both of which identify that needed resources can be deployed to the Town if needed and available.

**Appraisal**

There have been no actual events that required outside agency support. The IMGS has been implemented in a precautionary manner during severe winter weather. When this has occurred, the overall plan functioned as designed with minimal issues. However, the IMGS is over ten-years old, and needs to be updated to in order to stay consistent with local emergency management partners.

**Plan**

The Department will update the IMGS into an Emergency Operations Plan (EOP) format to mirror the DCOEM format and plan by December 2017.

**References**

Colorado State Fire Chiefs Association 2002 Intergovernmental Agreement for Mutual Aid Between Fire Departments

Douglas County Fire Chiefs Association 2002 Douglas County Emergency Response Mutual Aid Agreement

Town of Castle Rock Incident Management Guidelines and Standards (IMGS)
5D.4 The agency has processes to record information and provide data on needed resources, scope, nature of the event, and field resources deployed to local, state/provincial, and federal agencies.

**Description**

The department has not had any emergency incidents between 2012 and 2017 where a formal Incident Action Plan (IAP) have been needed or developed. However, to ensure the process is institutionalized, the Department utilizes the standard ICS forms for certain special events. This allows for the recording of information, a system to determine what additional resources are needed, operational periods, what resources are assigned, and who is assigned to that resource, an overall picture of the event, and an organizational chart.

These forms are then retained in hard copy format and electronically, if needed, for documentation purposes and historical review. These forms are also part of the IMGS, and can be found in the reference section. Blank hard copies of the ICS forms are maintained in the battalion chief vehicle, and line apparatus have shortened ICS style worksheets to utilize on incidents until relieved of command.

**Appraisal**

The use of the ICS forms and IAPs have allowed for successful operations to be conducted while allowing for the efficient management of the incident.

**Plan**

The Department will continue to utilize the ICS forms and IAPs as appropriate. On an annual basis, the Department will continue to monitor the appropriate resources and websites to ensure that the latest approved forms are being used. In addition, the Department will continue to evaluate the effectiveness of the ICS forms and IAPs, and if results are found to be lacking, then a determination will be made on how to improve the system.

**References**

Town of Castle Rock Incident Management Guidelines and Standards (IMGS)

Castle Rock Fire and Rescue Department, 2016 Fourth of July Incident Action Plan
5D.5 The agency, at least annually, conducts tests of and evaluates the all-hazards plan and domestic preparedness, planning, and response program.

Description
This is an area that the Department has not adequately addressed. Some minor tabletop exercises and scenarios have been conducted by the Department, but nothing has been done to include all Town departments.

In 2016, The Department partnered with the Douglas County Incident Management Team (DCIMT) and Castle Rock Chamber of Commerce to use the Town of Castle Rock Annual Starlighting, an event that brings 15-20 thousand spectators to Castle Rock, as a training event for the DCIMT. The DCIMT established an IAP and coordinated with multiple Town departments. As part of the event, an incident command post (ICP) was established with representatives from Fire, Police, IT, and Communications.

The Department is an active member in the Douglas/Elbert Wildland Strike Team / Task Force participating in drills and activations.

Appraisal
While the department has not officially conducted a formal operational test of the IMGS, the Department has successfully implemented the IMGS for actual incidents such as severe weather events. The Department has also participated in county-wide exercises, and since the IMGS closely mirrors the County EOP, lessons learned from these exercises have been implemented as needed.

The 2016 Starlighting provided valuable insight and experience that showcased the strengths of the incident command system for agencies that were not as familiar or well-practiced in its use.

Plan
The Department will be updating the IMGS in 2017 to mirror the County EOP. As part of this update, the Department will include a training and exercise plan to address the specific requirements of this criterion. The Department will continue to participate with DCIMT and other local partners to build relationships through special event and training opportunities.
References
Town of Castle Rock Incident Management Guidelines and Standards (IMGs).

2016 Castle Rock Starlighting IAP

Douglas / Elbert Wildland Strike Team / Task Force Operational Procedures
5D.6 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 department participated in the 2015 Douglas County Local Hazard Mitigation Plan (LHMP) providing Annex B – Castle Rock, identifying natural risks to the Town and recommended actions. With the adoption of the 2015 LHMP, via resolution 2016-012, the Town approved the mitigation actions found in B.7.3 (pp. 358 – 364). Additionally, as part of the 2016 Risk Assessment, the department conducted a Homeland Security Assessment Profile (HSAP) on all Town owned facilities and other critical infrastructure (schools, water treatment facilities, and communication facilities) within the jurisdiction.

All stations are equipped with backup generators that supply electrical power to the entire station, and all stations have natural gas heat. Two of the stations have fuel convaults (Station 154 with 500 gallons diesel and Station 153 with 250 gallons of diesel and 250 gallons of unleaded) that can be accessed if the regular fuel source is down. Each station is also equipped with an emergency food supply and blankets, and water would be secured from resources within each station.

Each station has a key card entry system to prevent unauthorized access. Apparatus can be easily accessed from within the stations by personnel, and there is currently no security system in place to secure apparatus that are on calls, at training, on department business, etc. A limited amount of operational supplies and equipment are maintained at two of the four stations. The Town’s IT department is responsible for maintaining the integrity of the network and information systems.

The Town of Castle Rock maintains multiple levels of redundancy for the Fire Department. Each station has a wireless and wired network installed that can be used for failover in the event of an outage. Additionally the Town maintains redundant core switches and internet service providers to protect from a single outage causing impact on operations. In the event of a major event that impacts multiple buildings in the downtown
area the Town maintains a Disaster Recovery site located in Lone Tree that contains a backup of all data and the capacity to run critical operations.

**Appraisal**
The 2015 LHMP has provided a detailed summary of natural hazard risk and vulnerabilities that should be mitigated within the County and Town. The 2016 Risk Assessment further identified critical infrastructure within CRFD’s jurisdiction and establishes a risk profile and score. Through coordination and cooperation with the Town’s IT department, CRFD has been able to maintain redundancy in communications and information systems. CRFD ensures a redundant fuel supply at two fire stations totaling 750 gallons of diesel and 250 gallons of gasoline.

**Plan**
The Department will maintain redundancies for power, fuel, and all communication and information technology systems with input from the Town’s IT department. The Department will continue to coordinate with Douglas County Office of Emergency Management and be active participants in the Douglas County LHMP.

**References**
2015 Douglas County Local Hazard Mitigation Plan (LHMP)

Town of Castle Rock Resolution 2016-012; A Resolution Adopting the 2015 Douglas County Local Hazard Mitigation Plan

2016 HSAP Map
5D.7 The agency has a documented Continuity of Operations Plan (COOP), that is reviewed and updated at least every 5 years, to ensure essential operations are maintained.

**Description**

The Department maintains a Continuity of Operations Plan (COOP) through the DenverMetroCOOP.com, an on-line COOP development and maintenance tool. In addition to the COOP, the Town’s Emergency Manager maintains a Continuity of Government (COG) file that is updated monthly and distributed to the Town of Castle Rock executive staff.

**Appraisal**

The monthly update and distribution of the COG is effective in terms of keeping Town executive staff current with emergency and after-hours contact information with other departments and functions within the Town of Castle Rock.

The on-line COOP tool is an effective tool for the maintenance and update of the COOP. However, given that the Town had not had a dedicated emergency manager until 12/2015, the COOP is in need of a complete review and update.

**Plan**

The Department and Town with continue to use monthly COG update as a means for notifying Town staff of emergency and afterhours contact information. Additionally, the Department will continue to use the DenverMetroCOOP.com on-line tool. However, the Emergency Manager will review and update the COOP in conjunction with the complete revision of the Town of Castle Rock Emergency Operations Plan by the end of 2017.

**References**

Continuity of Government List

DenverMetroCOOP.com
5D.8 The agency has processes in place for intelligence sharing with other public safety agencies.

Description
The department does not have and formal or documented process for intelligence with other public safety agencies. However, the department actively participates with the Colorado Information Analysis Center (CIAC), a cross-jurisdictional fusion center that partners with local, state, federal and private sector entities, contributing three terrorism liaison officers (TLO). Additionally, the department participates in local, regional, and state committees, meetings, and trainings with all manner of public safety agencies, as well as policy makers and advisors. Some of these include, but are not limited to: Emergency Management Coordinators Group (EMCG), Homeland Security Advisory Council (HSAC), Local Emergency Planning Group (LEPC), and Urban Area Security Initiative (UASI). Furthermore, the department schedules a quarterly joint staff meeting with the Castle Rock Police Department to provide a scheduled opportunity to discuss cross-functional public safety issues.

Appraisal
Participating with several all-hazard emergency management groups and advisory committees at the local, regional, and state levels has provided the department, and its partners, with valuable insight and intelligence increasing departmental situation awareness.

Plan
The department will continue to participate in the CIAC and other regional/state all-hazard emergency management entities. However, the department will explore the feasibility of formalizing a policy to participate with and distribute information relevant to public safety and department operations.

References
CIAC memos: Items are labeled “For Official Use Only” and available for review upon request

Homeland Security Advisory Council (HSAC) agenda Feb 2017
Emergency Management Coordinators Group (EMCG) notes 1/3/2017

Castle Rock Fire & Castle Rock Police joint staff meeting minutes
Category V

Criterion 5E: Fire Suppression

The agency operates an adequate, effective, efficient, and safe fire suppression program directed toward controlling and/or extinguishing fires to protect people from injury or death and reduce property loss. If identified risks are outside the scope of the agency’s capabilities, Category X performance indicators should address the agency’s ability to receive aid from mutual aid partners in those areas. The agency should conduct a thorough risk-analysis as part of activities in Category II to determine the need for specific fire suppression programs.

Summary:

The Castle Rock Fire and Rescue Department (CRFD) provides structural, vehicle, hazardous materials, and wildland fire suppression services to our customers and visitors to protect lives and property. Members are trained, equipped, and prepared to respond to “all-hazards” fire suppression incidents within the Town of Castle Rock and the Castle Rock Fire Protection District. The CRFD has conducted a thorough risk-analysis as evident with the 2016 Risk Assessment in accordance with Category II.
Performance Indicators:

CC 5E.1 Given its standards of cover and emergency deployment objectives, 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
Castle Rock Fire and Rescue Department (CRFD) meets the fire suppression deployment objectives established within the Standards of Cover (SOC) for staffing, response times, pumping capacity and available water supply for each type and magnitude of fire suppression incident.

The SOC establishes a critical task analysis (CTA) for each type and magnitude of fire suppression incidents. The CTAs define the minimum staffing and equipment required for the 1st arriving unit and effective response force (ERF). CRFD has evaluated all commercial occupancies for needed fire flow based on the 2012 International Fire Code Appendix B and determined that all occupancies have a sufficient pressurized water supply available at or near the address. There are specific residential areas that are non-hydranted. In areas where there is no pressurized water supply, the agency includes three automatic aid water tenders on the initial dispatch of a reported fire. Additionally, if an area is deemed to have insufficient water supply for any reason, three water tenders are added to the initial dispatch for any reported structure fire.

The agency reviews and reports response times (call processing, turnout, and total response time) on an individual, monthly and annual basis. Individually, times are reported as part of an after actin review (AAR). Monthly, the Operations Division distributes response time by population density. Annually response times are analyzed by type, magnitude, population density, and station planning zone.

Appraisal
The CRFD has met the minimum staffing, response time and required pumping capacity for 1st alarm low, moderate and high risk fire suppression incidents. Deployment objectives and ERF had been measured and effectiveness confirmed by the Post Incident
Analysis (PIAs)/After Action Reviews (AARs) programs and emergency response plans (run cards).

For structure fire responses to unhydranted areas, the Department has determined that an additional automatic aid water tender and chief officer (to serve as water supply officer) will be able to better supply an uninterrupted supply of water. In reviewing water supply operations, the 1st arriving tender often performed relay operations, removing one tender from the water shuttle operation. Additionally, the CTA team determined an additional engine company should be added to all moderate and high risk structure fire responses to fill the role of Rapid Intervention Team (RIT), instead of the 2nd due medic with 2-person staffing.

Plan
The agency will continue to review and report on its performance through the use of AAR/PIAs, monthly and annual reports.

The updated CTAs will be implemented after the 2017 Standards of Cover is adopted by the Town of Castle Rock Town Council, expected in May 2017.

The Training Division will update the AAR/PIA process and developing a formal SOG for its use by 12/31/2017.

References
2017 Standards of Cover

Concentration Factors: Fire

Appendix B: Critical Task Analysis

Operations Division Monthly Report: Sample

Annual Performance Report: 2015

EIS Records management System: Daily Staffing Plan – Sample

Minimum Staffing Memorandum
AAR/PIA: Sample

CRFD Memo: Tender Response to Silver Heights and Bell Mountain Ranch 5/2012

2012 International Building Code Appendix B

Sample OVAP

2015 ISO Report, pp. 27, 28
The agency uses a standardized incident command/management system, which is supported by agency policy and training programs.

Description
The Castle Rock Fire and Rescue Department (CRFD) uses the Incident Command System (ICS) as the on-scene incident management standard for all incidents per the ICS Standard Operating Guideline (SOG). All CRFD members from the rank of Firefighter/EMT through the Chief of Department hold the minimum certifications of ICS-100 and IS-700. CRFD chief fire officers hold the certifications of IS-800, ICS-200 and ICS-300. Additionally, CRFD fire officers (Chiefs, Lieutenants, and acting officers) hold the Blue Card Hazard Zone Incident Commander certification. Lastly, the CRFD is in the process of updating/re-writing the Town of Castle Rock’s Emergency Operations Plan (EOP), which is based on ICS use and principles.

Appraisal
The CRFD had assisted in the adoption of the National Incident Management System (NIMS) use through resolution in 2004 (resolution 2004-183). The use of the ICS within the CRFD has worked well and has been institutionalized as the standard incident management system. All Position Descriptions have been updated to include the requirements for ICS-100, 200, 300, 400, IS-700, and 800 as applicable based on the current position/rank within the organization. The Department has recognized that there were conflicts between SOG 1.3.2 Minimum Certifications and the Town’s approved Job Descriptions. These conflicts were that SOG 1.3.2 required higher certifications than the job descriptions.

Plan
The CRFD plans to continue to re-evaluate the effectiveness of the ICS for use on fire suppression activities. The CRFD will continue to training for CRFD members in advanced ICS to include National Fire Academy opportunities, National Wildfire Coordinating Group (NWCG) opportunities, and Incident Management Team (IMT) opportunities. The use of ICS as an effective command and control structure will continue to be evaluated as part of the After Action Reviews/Post Incident Analysis (AARs/PIAs). The Division Chief of Training and Training Captain are scheduled to attend the Blue
Card Hazard Zone Incident Command© Train-the-Trainer course by the end of 2017. By attending this training, the Training Division will be able maintain all department Blue Card© certifications. Lastly, to remove the conflict between the approved job descriptions and SOG 1.3.2, the Department will suspend SOG 1.3.2 until the all conflicts are resolved and the Human Resources Department can re-evaluated any changes to the job descriptions by 4Q17.

References

Incident Command System SOG 1.3.3

Battalion Chief Position Description

Town of Castle Rock Incident Management Guidelines and Standards (IMGS)

Town of Castle Rock Resolution 2004-183 Adopting NIMS

After Action Review (AAR)/Post Incident Analysis (PIA) Example

RMS List of ICS Certifications for Members

- ICS-100
- ICS-200
- ICS-300
- ICS-400
- ICS-700
- ICS-800

Town of Castle Rock Job Descriptions:

- Firefighter EMT
- Firefighter Paramedic
- Fire Engineer
- Fire Lieutenant
- Fire Battalion Chief
CC  5E.3  The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the fire suppression program and its impact on meeting the agency's goals and objectives.

Description
Castle Rock Fire and Rescue Department reviews programs on an annual, monthly and individual basis. Annually, the department conducts appraisals of all operational programs and functional divisions though an annual department retreat per Administrative Directive 2011-05. The retreat is attended by department executive staff and representatives from each of shift and rank. The retreat reviews the most recent year’s performance and compliance with established baselines and benchmarks and ensures each program is consistent with the department’s goals and objective. Monthly, each functional division (Operations, Life Safety, and Administration) submits a report to the Fire Chief that includes action on strategic goals, compliance to baselines and benchmarks, as well as highlights of the month’s activities. The reports are the basis for the Department Monthly Report. Reviews can also be accomplished on an individual incident basis using an after action review/post incident analysis (AAR/PIA). The AAR/PIA can be a useful tool in identifying best practices, areas of concern, or training needs.

Appraisal
In 2016 the Department met or exceeded the effective response force benchmark 100% of the time for low risk fires (n=6), 0% of the time for moderate risk fires (n=1) and 50% of the time for high risk fires (n=2). The primary contributing factor to the wide range of compliance is the extremely small sample size.

The department annual retreat has been an effective method to review and disseminate program/division performance and compliance. A result of the annual retreat is an update to the department’s strategic plan. Monthly reports have been an effective tool in communicating performance and compliance measurements. However, they have been less effective in maintaining an ongoing focus of strategic goals. The AAR/PIA process has been inconsistent and needs to be updated to reflect all services provided and used on a consistent basis.
**Plan**

The department will continue its annual review process within the department retreat format. The department will evaluate the feasibility of quarterly strategic plan reviews in an effort to maintain focus and progress. The Training Division will revise the AAR/PIA process by the end of 2017.

**References**

2016 – 2019 Strategic Plan

CRFD Monthly Report (sample)

2015 Performance and Compliance Report

2015 Fire Suppression Retreat Presentation

2016 Fire Suppression Retreat Presentation

AAR/PIA (sample)

Administrative Directive 2011-05
Category V

Criterion 5F: Emergency Medical Services (EMS)

The agency operates an EMS program that provides the community with a designated level of out-of-hospital emergency medical care.

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:
EMS delivery is a large and integral part of the service that is provided to our citizens and surrounding jurisdictions. Castle Rock Fire and Rescue Department (CRFD), is compliant with all state and local requirements to maintain the designation of advanced life support transport providers.

CRFD provides advanced life support on all responding fire apparatus (Engines and Quint). At least one person on each apparatus is a state certified paramedic. CRFD provides advanced life support transport capabilities on all ambulances.

CRFD is also certified by the State of Colorado Department of Public Health and Environment, EMS and Trauma Section, (EMTS), as a continuing education group for EMT-Basics, Advanced EMT’s, Intermediates, and Paramedics. The Department ensures that all personnel maintain required EMS certifications. EMS delivery is part of the Operations Division and is managed by an EMS Battalion Chief which reports to the Deputy Chief of Operations. Ongoing EMS education and skill proficiency is provided though Department personnel who have successfully completed the instructor requirements through the State of Colorado Emergency Medical and Trauma Section, as well as through our physician advisor and their staff.
Performance Indicators:

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

Description
Castle Rock Fire and Rescue Department (CRFD) meets the Emergency Medical Service (EMS) deployment objectives established within the Standards of Cover (SOC) for staffing, response time, apparatus and equipment for each type and magnitude of emergency medical incident. The SOC establishes the critical tasks for each type and magnitude of EMS incident defining the minimum staffing and equipment required for the effective response force (ERF). The agency reviews and reports response times (call processing, turnout, and total response time) on a monthly and annual basis. Monthly, the Operations Division distributes response time by population density. Annually response times are analyzed by type, magnitude, population density, and station planning zone.

Appraisal
The CRFD has met the minimum staffing and equipment for EMS Incidents as outlined the SOC and reviews its performance on a monthly and annual basis. Response time objectives (baselines and benchmarks) are updated annually.

Plan
The agency will continue to review and report on its performance through the use of AAR/PIAs, monthly and annual reports.

The Training Division is updating the AAR/PIA process and developing a formal SOG for its use by 12/31/2017.

References
2017 Standards of Cover
   Section E: Historical Perspective and Summary of System Performance:
   Concentration Factors: Emergency Medical Services

2
Appendix B: Critical Task Analysis, EMS (pp. 1-4)
Operations Division Monthly Report: Sample
Annual Performance Report: 2015
The agency has standing orders/protocols in place to direct EMS response activities to meet the stated level of response.

Description
The Castle Rock Fire and Rescue Department (CRFD) is compliant with all current guidelines, protocols and standing orders. The protocols detail the majority of situations. Situations that have been encountered, that are not covered through protocol, have been addressed through Department Standard Operating Guidelines (i.e. SOG 3.3.5 Evaluation and Treatment of a Patient on a 72hr Mental Health Hold). The Department in cooperation with the physician advisor, and their staff, continue to assess and evaluate patient care through the performance improvement program to ensure continual quality patient care. Protocols are updated by the physician advisor group on a semiannual basis.

Appraisal
The current protocols, guidelines, and standing orders, in conjunction with the Department performance improvement plan meet or exceed all state and local requirements.

Plan
The CRFD plans to continue to comply with all current protocols, guidelines, standing orders and performance improvement outcomes/needs.

References
Denver Metro Protocols

Standard Operating Guideline: 3.3.5: Evaluation & Treatment of Patient on a 72hr. Mental Health Hold
CC 5F.3 The agency has **online and offline medical control**

**Description**
The Castle Rock Fire and Rescue Department (CRFD) has thorough and comprehensive protocols which address online medical control and off-line medical protocols. In the Denver Metro Protocols, off-line medical control is referred to as “standing orders”. A detailed explanation as to what is included in online and off-line medical control can be found in the Denver Metro Protocols.

**Appraisal**
The Department has an efficient online and off-line medical control program to assure quality patient care. The Department maintains compliance with all protocols and will incorporate training as deemed appropriate by the medical director and performance team.

**Plan**
The CRFD shall continue to comply with all online and off-line protocols.

**References**
Denver Metro Protocol 0120
The agency creates and maintains a patient care record, hard copy or electronic, for each patient encountered. This report contains provider impression, patient history, data regarding treatment rendered, and the patient disposition recorded. 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 Castle Rock Fire and Rescue Department (CRFD) completes a patient care report (PCR) for all patient contacts. All PCRs are generated within CRFD’s Emergency Integrated Services (EIS) record management systems (RMS). All information required for the State of Colorado EMS MATRIX reporting system is captured for data collection. Treatment provided to all patients is in accordance with the Denver Metro Protocols and the Department’s Physician Advisor. Once a report is completed, access is limited to the following personnel; EMS Battalion Chief, HIPAA Compliance Officer, Shift Peer Reviewer, and administrative assistants for billing purposes.

Appraisal
The patient care reports meet all current national, state, and local requirements. Any modifications to current reporting requirements will be addressed with corrections and adjustments made as necessary and/or required.

Plan
CRFD shall continue to monitor all national, state, and local requirements for patient care reports to ensure ongoing compliance.

References
Sample CRFD Patient Care Report
Denver Metro Protocols
CC 5F.5 The agency has a Health Insurance Portability and Accountability Act (HIPPA) or equivalent (e.g. Freedom of Information and Protection of Privacy (FOIP) for Canada) compliance program in place for the EMS program that meets federal and state/provincial guidelines, and all personnel are properly trained in HIPPA/FOIP regulations and procedures.

**Description**
The Castle Rock Fire and Rescue Department (CRFD) has a compliance program to ensure compliance to all HIPAA applicable regulations. All personnel that have access to protected information receive training upon hire. Once a report is written, access is denied through the RMS program to all personnel, with the exception of the peer reviewer for that shift, EMS Battalion Chief, HIPAA Compliance Officer, and Administrative Assistants that electronically send information for billing purposes.

**Appraisal**
CRFD remains compliant with all applicable HIPAA regulations.

**Plan**
CRFD has no plans to modify the HIPPA compliance program.

**References**
HIPPA Handout
SOG 1.1.17 HIPPA Compliance
The agency has a quality improvement/quality assurance program (QI/QA) in place to improve system performance and patient outcomes.

**Description**

The Castle Rock Fire and Rescue Department (CRFD) has a performance improvement plan in place that utilizes department personnel, the Department’s Physician Advisor, and his staff. Each report is reviewed by the assigned shift peer evaluator. The peer evaluators do not review reports from their shift, rather from one of the other two shifts. The evaluators are rotated annually. The peer evaluators give feedback directly to the personnel involved. Monthly, the group meets and reviews reports that peer evaluators have concern over and reports are reviewed as appropriate. Serious concerns are further reviewed by the EMS Battalion Chief, the EMS Coordinator, and Physician Advisor and other team members. Feedback is then given by one of the above persons directly to the personnel involved if the group deems that the concerns were valid. The Physician Advisor and his staff are not employed or compensated by the Department.

**Appraisal**

In the nine years since this program has been implemented, the data has shown that adherence to protocols and better quality of patient care reports have improved. This is validated by the improvement of scores for individuals and the Department.

**Plan**

The Department plans to continue the current collaborative effort with the Physician Advisor, their staff, and Department members assigned to the team. As areas are identified for improvement, the Department will adjust the areas evaluated and continue to improve patient care through training and education for department members.

**References**

- Denver Metro Protocols
- CRFD SOG 1.1.10
- Performance Improvement Monthly/Quarterly Report
CC 5F.7 The agency conducts a formal and documented appraisal at least annually, to determine the effectiveness of the EMS program and its impact on meeting the agency’s goals and objectives. This should include an evaluation of the agency’s standard operating procedures, protocols, and equipment.

Description
The Castle Rock Fire and Rescue Department (CRFD) EMS program is appraised on a monthly basis and annually. The monthly appraisal is conducted with personnel from the Department, the Physician Advisor and his staff, and it released in an edited version to all Department personnel. The report is also released to the Town Council to review in a report generated by the Fire Chief. The report, both monthly and annually, is edited for release to all personnel for patient privacy and to ensure continual improvement in the program, and patient confidentiality, each patient care provider is assigned an author number instead of using names. The names are only known to the Performance Improvement Coordinator and the EMS Battalion Chief.

Appraisal
The appraisal continues to work proficiently. The monthly and annual report validates the appropriateness of care and continuing improvement of care. The physician advisor or a member of their staff, reviews this information with all personnel during training sessions.

Plan
The Department plans to continue to evaluate the appropriateness of care, and specific areas of treatment modalities, on a monthly basis. Areas identified where improvement could be made will be addressed in training if identified as a system issue, or on an individual basis, and monitored for improvement.

References
Monthly Performance Summary (Sample)
2015 Annual Performance and Compliance Report
CRFD SOG 1.1.10
Denver Metro Protocols

2016 – 2019 Strategic Plan

2017 EMS Program Annual Retreat Presentation

2016 EMS Program Annual Retreat Presentation
5F.8 The agency has developed a plan or has already implemented a cardio pulmonary resuscitation (CPR) and public access defibrillation program for the community.

Description
The Castle Rock Fire and Rescue Department (CRFD) has a CPR program that has been developed and implemented for the community. CRFD offers 2 types of CPR classes for the community through the American Heart Association; Healthcare Provider and Heartsaver® CPR. The Healthcare Provider CPR course is offered to those in the healthcare industry who often need to obtain the certification for their profession. The Heartsaver® CPR course is offered to anyone in the community wishing to learn basic CPR and AED skills. The Heartsaver® CPR course is offered to the community once per quarter. Both CPR classes can be scheduled to private groups of 6 people or more. The Department currently has 7 certified instructors trained to teach both CPR classes.

Utilizing TABOR (Taxpayer Bill of Rights) refund money from 2015, the Department will be purchasing 68 AEDs to replace all outdated models in Town facilities and add additional AEDs in downtown businesses. Additionally, the Department will be using the TABOR funds to provide an AED in every marked police unit (41 cars). All totaled the Department will be adding or replacing 68 public access AEDs at a cost of $90,000 in 2017.

Appraisal
The Fire and Life Safety Educator/Inspector (FLSE/I) schedules quarterly classes to meet the needs of the community. Social media and the Town of Castle Rock website advertising play a big role in the outcome of the classes, getting more people in the door. The success has shown because once the social media advertisements started, more and more community members have attended the classes. Surveys are provided to each person having attended the course to provide feedback to the instructor for further improvement of the program.

Plan
The department will continue to use the FLSE/I to schedule quarterly classes to ensure the community can continue their CPR education. Surveys will continue to be given to attendees of every class to ensure growth and improvement in any areas needed.

References
SOG 2.1.1 Community Cardiopulmonary Resuscitation

Category V

Criterion 5G: Technical Rescue

The agency operates an adequate, effective, efficient, and safe program directed toward
rescuing trapped or endangered persons from any life-endangering cause (e.g., structural
collapse, vehicle accidents, swift water or submersion, confined space, cave-in, trench
collapse, fire). The agency must conduct a thorough risk-analysis as part of activities in
Category II to determine the need for specific technical rescue programs. Agencies that
only provide first responder services must also complete this criterion.

Summary:

Castle Rock Fire and Rescue Department (CRFD) has an established Technical Rescue
program, operating at the operations and technician levels. The program consists of team
members that have received additional training in various technical rescue disciplines, and
is supported be three apparatus, Squad 154 (SQ154), Engine 151 (E151) and a collapse
trailer (Collapse 154). Squad and Collapse 154 carry the department’s compliment of
mechanical shores, hand tools for building shoring, breaching and breaking tools, confined
space equipment, pre-made cut table, pre-assembled strong backs (used to stabilize trench
walls during a rescue), various sizes and types of lumber, associated power plants and
lighting, and additional water and rope rescue equipment. Engine 151 serves as the
department’s rescue engine and is outfitted with a set of heavy extrication equipment,
hydraulic rams, pneumatic air bags, and additional cribbing. Additionally, each
suppression unit is equipped with basic rope and water rescue equipment.

Given the economic climate over the past several years, the low volume of technical
rescue incidents, and direction received in the 2013 Department Retreat, funding for
technical rescue has been limited and typically restricted to replacement of materials used.
As part of the accreditation process and continuous improvement process, the Special
Operations Command was dissolved and broken into specific disciplines with leads and
assistant leads for each. Each discipline lead conducted an equipment and training needs
assessment, and we are currently in the process of implementing the recommendations that
resulted from the assessment. CRFD has adopted the position that all personnel will
generally be trained to the operations level in each discipline. The Department will
continue to support those personnel already trained to the Technician level, and an additional risk assessment will be completed once operations training is achieved to determine what additional technician levels should be implemented.
Performance Indicators:

CC 5G.1 Given the agency’s standards of cover and emergency deployment objectives, 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 Department’s Technical Rescue program provides the ability for incident command, threat recognition, and initial incident stabilization. All members are being trained to an operations level for rope rescue, confined space, structural collapse, water rescue, heavy extrication, and trench rescue. Discipline-specific members are being sent to train-the-trainer programs so that the Department has the ability to provide operations level, and in some cases Technician level, training to all members. Other members receive additional training to the Technician level in various disciplines by attending outside training.

Should additional resources be needed, the Department relies on auto/mutual aid agreements with surrounding agencies, primarily South Metro Fire Rescue, who maintain a minimum staffing of four technical rescue technicians cross staffing a heavy rescue unit.

Given the extremely low frequency of Technical Rescue incidents, the Department does not have sufficient call volume to establish baselines and benchmarks for each discipline and population density. As such, the Department has established a generic Technical Rescue baseline from historical response data of 16:00 total response time for the effective response force. A general benchmark has been established at 13:30 total response time for the effective response force based on the 2017 SOC’s limited data. These baselines are stated in Section F Performance Objectives of the 2017 Standards of Cover document.

Appraisal
Due to the low frequency of technical rescue calls, the Department has struggled to be able to justify a minimum required technical rescue technician staffing level. The Department currently has eleven certified technicians, and at the direction of the Fire Chief, no additional personnel will be approved to attend technician school until all personnel are certified at the Operations level.
CRFD has monitored Technical Rescue incidents on a case by case basis and updated the baseline and benchmarks on an annual basis, as needed, or as data allowed.

**Plan**
The Department will continue working towards ensuring that all members are trained to the operations level in each discipline based on the training and equipment needs assessment, with the current goal to reach operations level by the end of 2018.

Once the operations level training is complete, the Department will conduct an additional risk and needs assessment to determine which disciplines should move forward with technician level training and equipment in order to meet the overall department objectives.

The compliance team and accreditation manager will continue track and report on the Department’s performance against the annual performance goals, as defined in Section G Performance and Compliance Monitoring of the 2017 Standards of Cover document.

**References**
2017 Standard of Cover

   Section G: Performance and Compliance Monitoring

   Section F: Performance Objectives

   Appendix B: Critical Task Analysis

Annual Compliance Review of Technical Rescue Benchmarks

Special Teams Update Memo from DC Croom 18 December 2013

Special Teams Email from DC Croom 13 January 2016

Front Range Auto Aid Agreement

5G.2 The agency establishes **minimum training and operational standards**; compliant with local, state/provincial, and national standards, and that all personnel who function in the technical rescue program meet training and operational standards.

**Description**

Castle Rock Fire and Rescue Department (CRFD) has established minimum training requirements and operational standards for operations and technician level personnel, based on NFPA 1670. Currently, training needs and schedules are developed on an annual basis by reviewing the previous years’ training, evaluating the effectiveness of the training and determining what needs to be accomplished in the coming year. This is typically done in the November-December time frame to allow the agreed upon training to be included in the upcoming year’s master training calendar. With the decision to re-vamp the technical rescue program, six main disciplines have been identified to either begin training on or continue training, such as ice rescue, and include confined space, rope, trench, water/ice, heavy extrication, and structural collapse. All department members are being trained to the operations level in these disciplines, with additional members being trained to maintain their Technician level certification, if already held.

**Appraisal**

The Department has continued working to train all personnel to the Operations level as planned. With the exception of hazardous materials, the operations level training began in 2016 with training in the 6 main disciplines included in the master training calendar. Operations level hazardous materials training has been an established part of the training program based on the fact that it is required for the firefighter certification. Any Technician level training has been accomplished by limited internal training or with outside training, such as Virginia Beach Fire Collapse School, TEEX training, Colorado USAR-1 training, etc., also being used to maintain the certification for those currently certified personnel.
Plan
The current plan is to send discipline leads to train-the-trainer classes so that they can provide the required operations level training to all personnel. This process began in late 2016 and should be completed by the end of 2017. Those members who are currently certified as Technicians in their respective disciplines are receiving the necessary training to maintain the certification.

Once the operations level training is complete, the Department will conduct an additional risk and needs assessment to determine which disciplines should move forward with technician level training and equipment in order to meet the overall department objectives.

References
Special Teams Update Memo from DC Croom 18 December 2013

Special Teams Email from DC Croom 13 January 2016

NFPA 1670

2017 Master Training Calendar
CC 5G.3 The agency conducts a formal and documented appraisal, at least
annually, to determine the effectiveness of the technical rescue
program and its impact on meeting the agency's goals and objectives.
This appraisal must include a full-scale evaluation of the response
components, including mutual aid, when part of the deployment
model.

Description
Castle Rock Fire and Rescue Department reviews programs on an annual, monthly and
individual basis. Annually, the Department conducts appraisals of all operational
programs and functional divisions though an annual department retreat per Administrative
Directive 2011-05. The retreat is attended by department executive staff and
representatives from each of shift and rank. The retreat reviews the most recent year’s
performance, to include all responses, and compliance with established baselines and
benchmarks and ensures each program is consistent with the department’s goals and
objective. Monthly, each functional division (Operations, Life Safety, and Administration)
submits a report to the Fire Chief that includes action on strategic goals, compliance to
baselines and benchmarks, as well as highlights of the month’s activities. The reports are
the basis for the Department Monthly Report. Reviews can also be accomplished on an
individual incident basis using an after action review/post incident analysis (AAR/PIA).
The AAR/PIA can be a useful tool in identifying best practices, areas of concern, or
training needs.

Appraisal
Due to the extremely low call volume of these call types, it has been difficult to establish
baselines and benchmarks that can be compared against other standards. The Department
has monitored times and outcomes as well as any mutual aid responses, for these types of
calls and established baselines and benchmarks based on these responses, but the data can
change drastically due to the low frequency of incidents.

The department annual retreat has been an effective method to review and disseminate
program/division performance and compliance. The Department’s strategic plan has been
updated based on the annual retreat. Monthly reports have been an effective tool in
communicating performance and compliance measurements. However, they have been less effective in maintaining an ongoing focus of strategic goals. The AAR/PIA process has been inconsistent and needs to be updated to reflect all services provided and used on a consistent basis.

**Plan**
The Department will continue its annual review process within the department retreat format. The Department will begin including updates on strategic goals in the monthly report provided to the Public Safety Commission and Town Council by May 2017. The Training Division will revise the AAR/PIA process by the end of 2017.

**References**

2016 – 2019 Strategic Plan

2017 Standards of Cover

CRFD Administrative Directive 2011-05: Department Goals and Objective Review

2015 Performance and Compliance Report

2016 Tech Rescue Retreat Presentation

CRFD Monthly Report (Sample)

AAR/PIA (Sample)
Category V

Criterion 5H: Hazardous Materials (Hazmat)

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. The agency must conduct a thorough risk-analysis as part of activities in Category II to determine the need for specific hazardous materials program. Agencies that only provide first responder services must also complete this criterion.

Summary:

The Department has an established Hazardous Materials (Haz Mat) response team, and is a participating member of the Arapahoe/Douglas Hazardous Materials Response Team (ADHMRT). The Department requires all line members to be trained and state certified to a Haz Mat Operations level. Additionally, the Department encourages members to pursue further training, including Hazardous Materials Technician, as well as other grant-funded classes available through FEMA, the Department of Homeland Security (DHS), and the National Fire Academy.

CRFD maintains equipment and reference guides on all front line suppression apparatus to identify a hazardous materials incident and when possible begin mitigation. The Department also maintains a Hazardous Materials response unit, HAZMAT 153, which is cross-staffed at Station 153. Station 155 stores the department cache of additional Haz Mat supplies.

Given the economic climate over the past several years, the low volume of hazmat incidents, and direction received in the 2013 Department Retreat, funding for hazmat has been limited and typically restricted to replacement of materials used. The Department committed to maintaining the current certified technicians and approved the purchase of a new hazmat unit in 2015, delivered in August 2016, and placed in service in October 2016.
Performance Indicators:

CC 5H.1 Given the agency’s standards of cover and emergency deployment objectives, 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 Department’s Haz Mat program provides the ability for incident command, threat recognition, and initial incident stabilization. All members are trained to an operations level, and in some cases, technician level. Existing technicians receive additional training to maintain their technician certification. Should additional resources be needed, the Department relies on auto/mutual aid agreements with surrounding agencies, primarily South Metro Fire Rescue and the Arapahoe/Douglas Hazardous Materials Response Team.

The Department has established and reviewed the critical tasks for each type and magnitude of Haz Mat incidents to ensure that adequate personnel, tools, and equipment are dispatched to support initial incident stabilization. The critical task analysis are stated in Appendix B: Critical Task Analysis of the 2017 Standards of Cover. Additionally, the Department establishes total response time baselines and benchmarks for the 1st arriving unit and effective response force (ERF) in Urban, Rural and Interstate population densities for all Haz Mat incidents and risk levels. These baselines are stated in Section F: Performance Objectives of the 2017 Standards of Cover document. As a direct result of the 2016 Risk Assessment, the Department modified response plans for five occupancies due to their associated Haz Mat risks. The modified response plan added a Haz Mat unit response to the 1st alarm.

Appraisal
CRFD has continued to monitor responses to Haz Mat incidents, updating baselines and benchmarks on an annual basis. However, due to the low frequency of Haz Mat calls, the Department has struggled to quantify the program effectiveness.

Plan
The Department ensures that all members are trained to the operations level, meeting the minimum position qualifications. As part of the overall special disciplines program, the Department will re-assess the need for additional technician level training and equipment, and implement the necessary items where needed to ensure deployment objectives are met.

The compliance team and accreditation manager will continue to track and report on the Department’s performance against the annual performance goals on an annual basis as defined Section G: Evaluation and Compliance Methodology of the 2017 Standards of Cover document and per Administrative Directive 2011-05.

References
2017 Standard of Cover
   Section F: Performance Objectives
   Section G: Evaluation and Compliance Methodology
   Appendix B: Critical Task Analysis
2016 Risk Assessment
2015 Performance and Compliance Report: Haz Mat
Special Teams Update Memo from DC Croom 18 December 2013
Special Teams Email from DC Croom 13 January 2016
Administrative Directive 2011-05
5H.2 The agency maintains appropriate training, operations policies, and documentation that response personnel are compliant with all applicable hazardous materials regulations and laws.

Description
All department line staff personnel are required to be state certified to the Hazardous Materials Operations level in accordance with the CRFD SOG 1.3.2 Minimum Certification, Town of Castle Rock Job Descriptions, and Colorado Division of Fire Safety guidelines. In addition, a number of personnel are certified to the Hazardous Material Technician level in accordance with the Colorado Division of Fire Safety guidelines. However, given the Department’s stated level of service is at an operations level, the Department does not maintain a minimum number of Haz Mat Technicians per shift or on-duty any given day.

The Training Division schedules both classroom and practical evolutions consistent with the state requirements for JPR’s to be eligible for recertification within the required time frame. The current SOG, 3.4.1 Hazardous Materials Response, states that at least 1 Hazardous Material Technician be on scene for any Level 1 or greater hazardous materials incident and allows for additional companies to be dispatched to meet this requirement.

The Department has four (detailed below) SOG’s in place dealing with hazardous materials response as well as general emergency operations. They deal with both general response guidelines and specific SOG’s dealing with clandestine drug labs, suspicious chemical, and biological hazard calls.

The Department maintains a Records Management System (RMS) to document and submit response data and information to the State of Colorado and the National Fire Incident Reporting System (NFIRS). The Department sends this information on a monthly basis as requested by the state.

Appraisal
The Department ensures that all personnel are trained to the Operations level, and those with Technician certifications as desired. Haz Mat specific SOGs are reviewed on a biannual basis as part of the overall review process. Haz Mat response data is monitored against the established baselines and benchmarks on an annual basis.
The Department has recognized that there were conflicts between SOG 1.3.2 Minimum Certifications and the Town’s approved Job Descriptions. These conflicts were that SOG 1.3.2 required higher certifications than the job descriptions.

Plan
The Department will continue to review this program on annual basis to ensure all training, operational policies, and documentation are compliant with applicable regulations and laws. Additionally, to remove the conflict between the approved job descriptions and SOG 1.3.2, the Department will suspend SOG 1.3.2 until the all conflicts are resolved and the Human Resources Department can re-evaluated any changes to the job descriptions by 4Q17.

References
2017 Standard of Cover

SOG 2.3.8, HAZMAT Incident Cost Recovery

SOG 3.4.1, Hazmat Response

SOG 3.4.7, Clandestine Drug lab Response

SOG 3.4.8, Response to Suspicious Chemical or Biological Calls

Town of Castle Rock Job Descriptions:

Firefighter EMT

Firefighter Paramedic

Fire Engineer

Fire Lieutenant

Fire Battalion Chief
5H.3 The agency conducts a **formal and documented appraisal, at least annually**, to determine the effectiveness of the hazardous materials program and its impact on meeting the agency's goals and objectives. This appraisal must include a comprehensive evaluation of the response components, including mutual aid, when part of the deployment model.

**Description**

Castle Rock Fire and Rescue Department reviews programs on an annual, monthly and individual basis. Annually, the Department conducts appraisals of all operational programs and functional divisions though an annual department retreat per Administrative Directive 2011-05. The retreat is attended by department executive staff and representatives from each of shift and rank. The retreat reviews the most recent year’s performance and compliance with established baselines and benchmarks and ensures each program is consistent with the department’s goals and objective. Monthly, each functional division (operations, life safety, and administration) submits a report to the Fire Chief that includes action on strategic goals, compliance to baselines and benchmarks, as well as highlights of the month’s activities. The reports are the basis for the Department Monthly Report. Reviews can also be accomplished on an individual incident basis using an after action review/post incident analysis (AAR/PIA). The AAR/PIA can be a useful tool in identifying best practices, areas of concern, or training needs.

For all incidents, the Operations Chief reviews each call to ensure accuracy in reporting as well as appropriate response based on the current CTAs and response plans. Additionally, the Department’s compliance and CTA teams also evaluate these incidents to determine if modifications are needed to the CTAs or response plans. Finally, the hazmat lead and assistants, in conjunction with the accreditation manager, review all hazmat responses on an annual basis, with specific emphasis on high risk incidents, to determine if modifications or changes are needed to the CTAs, response plans, and program as a whole to ensure an appropriate response based on the current level of service.

**Appraisal**
Due to the relatively low call volume of high risk call types, it is difficult to establish baselines and benchmarks that can be compared against another standard. Low and moderate risk are easier to evaluate based on a larger data set. The Department does monitor times and outcomes for these types of calls and establishes baselines and benchmarks based on these responses, but the data can change drastically due to the low frequency of incidents.

The department annual retreat has been an effective method to review and disseminate program/division performance and compliance. The result of the annual retreat is an update to the department’s strategic plan. Monthly reports have been an effective tool in communicating performance and compliance measurements. However, they have been less effective in maintaining an ongoing focus of strategic goals. The AAR/PIA process has been inconsistent and needs to be updated to reflect all services provided and used on a consistent basis.

The practice of reviewing CTAs annually by the compliance team and specific discipline leads has been effective in identifying the need for updating older equipment and purchasing new equipment.

**Plan**

The Department will continue its annual review process within the department retreat format. The Department will evaluate the feasibility of quarterly strategic plan reviews in an effort to maintain focus and progress. The Department will revise the AAR/PIA process by the end of 2017.

**References**

2017 Standards of Cover

2016 Performance and Compliance Report

2015 Performance and Compliance Report

CRFD Administrative Directive 2011-05: Department Goals and Objective Review

2017 HAZMAT Annual Retreat Presentation

2016 HAZMAT Annual Retreat Presentation
5H.4 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**
The Department has several SOG’s in place dealing with Hazardous Materials response, general emergency operations, training, and annual physicals.

**Appraisal**
On an annual basis, the Department reviews all programs and associated SOGs to ensure that they are compliant with current standards, rules, and regulations. As standards, rules, and regulations change or are updated, the Department then modifies existing programs and SOGs to ensure compliance. The Department has recognized that there were conflicts between SOG 1.3.2 Minimum Certifications and the Town’s approved Job Descriptions. These conflicts were that SOG 1.3.2 required higher certifications than the job descriptions.

**Plan**
The Department will continue to monitor the hazmat program, associated SOGs, and all applicable standards, rules, and regulations to ensure compliance. Additionally, to remove the conflict between the approved job descriptions and SOG 1.3.2, the Department will suspend SOG 1.3.2 until the all conflicts are resolved and the Human Resources Department can re-evaluated any changes to the job descriptions by 4Q17.

**References**
Administrative Directive 2011-05: Department Goals and Objective Review
CRFD Job Descriptions: Available on the CastleRockDepot
Training Division Master Training Plan
SOG 1.2.1, Wellness and Fitness
SOG 1.3.39, Mandatory Annual Training
SOG 2.3.8, Hazmat Incident Cost Recovery

SOG 3.4.1, Hazardous Materials Response
Category V

Criterion 5I: Aviation Rescue and Fire Fighting Services

The agency operates an adequate, effective, efficient, and safe program directed toward an aviation accident or incident occurring at or in the immediate area.

This criterion report should be completed by agencies that have direct responsibility for operating programs that provide aircraft crash/rescue protection on airfields or that have identified an aircraft emergency in the immediate area as a highly probable hazard in Category II to determine the need for specific aviation rescue and firefighting services program. Simply because aircraft fly over the jurisdiction is not reason enough to require this criterion be completed.

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

Summary:
The Castle Rock Fire and Rescue Department (CRFD) does not perform Aviation Rescue and Fire Fighting Services. The Town of Castle Rock does not have an airport however is in the approach and take-off pattern for Centennial Airport (15 miles north), has two helipads and one private landing strip. South Metro Fire and Rescue Authority (SMFRA) provides aviation rescue and fire fighting for Centennial Airport. If an aircraft accident should occur within CRFD’s jurisdiction, mutual aid agreements with SMFRA would provide ARFF Resources. There is limited potential for aviation rescue and fire fighting services in the jurisdiction and mutual aid agreements would support any such needs.
Category V

Criterion 5J: Marine and Shipboard Rescue and Fire Fighting Services

The agency operates an adequate, effective, efficient, and safe program directed toward a marine or shipboard fire or incident occurring at or in the immediate area.

This criterion report should be completed by agencies that have direct responsibility for operating programs that provide marine and shipboard firefighting and/or rescue services or that has identified a marine emergency in the immediate area as a highly probable hazard in Category II to determine the need for specific marine and shipboard rescue and firefighting services program.

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 Town of Castle Rock and those areas of unincorporated Douglas County that the Castle Rock Fire and Rescue Department (CRFD) serve have no bodies of water that would necessitate the need for shipboard or marine firefighting efforts. There are no plans for any bodies of water to be constructed in the foreseeable future. CRFD has no potential for any shipboard or marine fire fighting incidents and has no mutual or automatic aid agreements with any agencies that do.
Category V

Criterion 5K: Wildland Fire Services

The agency operates an adequate, effective, and efficient program directed toward a wildland fire.

This criterion report applies to agencies that have direct responsibility for operating programs that provide wildland firefighting. The agency should address this criterion if there is an identified wildland risk in the risk-assessment commensurate with Category II, and/or if there are apparatus in service which directly support wildland fire services, which may include suppression, mitigation, and educational components.

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:

All Castle Rock Fire and Rescue Department (CRFD) members are required to complete the NWCG S130/190 (basic wildland firefighting and fire behavior). The Department also requires all members to complete the annual wildland fire refresher course developed annually by Wildland Fire Safety Training Refresher (WFSTR) and the National Wildfire Coordinating Group (NWCG).

The Department maintains a specialty wildland team capable and qualified to deploy nationwide as Task Force/Strike Team leaders, Type IV Incident Commanders, Engine and Heavy Equipment Bosses and Squad Bosses. The Department also staffs Type I, II, III and VI engines as a cooperator with the Colorado Division of Fire Prevention and Control (CDFPC) and the U.S. Forest Service.

The Department currently has adequate staffing to meet first alarm responses for threatening and non-threatening wildland fires. Through mutual and automatic aid, subsequent alarms are filled by neighboring agencies.
Performance Indicators:

CC 5K.1  Given its standards of cover and emergency deployment objectives, 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 Department meets its deployment objectives for staffing and apparatus as defined in the 2017 Standards of Cover Concentration Factors: Wildland and Section F: Performance Objectives. The Department reviews all wildland fire incidents at least annually. Given the low frequency (roughly 1.6% of the annual call volume from 2012 - 2016) of wildland fire incidents, regardless of the level of risk, the Department often reports the maximum response time due to an insufficient samples size to determine the 90th percentile.

Appraisal
Given the low call volume, the Department has not always met its effective response force response time objectives for Wildland incidents. For 2016, The Department was 100% compliant with low risk wildland incidents (n=1), 50% compliant with moderate risk wildland incidents (n=2), and 0% compliant with high risk wildland incidents (n=1). However, in the past five years, there has been no wildland fire suppression incidents that has exceeded one operational period or resulted in a loss of property or improvements. The Standards of Cover and department performance review processes have worked well for the Department in the review, analysis, and reporting of its performance. This process has provided tools for the Department to not only review its response time, but its deployment capabilities as well. In late 2016, the Department reviewed all critical task analysis (CTA). As a result of that team’s efforts, several changes to the Department’s response plans were completed to make the most effective use of resources with a primary focus on responder and civilian safety.

Plan
The Department will continue to review, analyze and report its performance against adopted baselines and benchmarks. Should future analysis identify a significant and
sustained performance gap, the Department, with input from the Town Manager’s office, will explore all feasible options to address the service gap.

References
2017 Standards of Cover:

   Section E: Concentration Factors Wildland (pp. 93 - 96)
   Section F: Performance Objectives (p. 117, p. 123)
   Section G: Evaluation and Compliance Methodology (pp. 125 – 126)
   Appendix B: Critical Task Analysis
The agency conducts a **formal and documented appraisal, at least annually**, to determine the effectiveness of the wildland fire services program, to include suppression, mitigation, educational activities, and its impact on meeting the agency's goals and objectives.

**Description**
Castle Rock Fire and Rescue Department reviews programs on an annual, monthly and individual basis. Annually, the Department conducts appraisals of all operational programs and functional divisions though an annual department retreat per Administrative Directive 2011-05. The retreat is attended by department executive staff and representatives from each of shift and rank. The retreat reviews the most recent year’s performance and compliance with established baselines and benchmarks and ensures each program is consistent with the department’s goals and objective. Monthly, each functional division (Operations, Life Safety, and Administration) submits a report to the Fire Chief that includes action on strategic goals, compliance to baselines and benchmarks, and highlights of the month’s activities. The reports are the basis for the Department Monthly Report. Reviews can also be accomplished on an individual incident basis using an after action review/post incident analysis (AAR/PIA). The AAR/PIA can be a useful tool in identifying best practices, areas of concern, or training needs.

**Appraisal**
For 2016, The Department’s wildland fire effective response force times were 100% compliant for low risk wildland incidents (n=1), 50% compliant for moderate risk wildland incidents (n=2), and 0% compliant for high risk wildland incidents (n=1). However, due to the low frequency of wildland incidents calls, the Department has struggled to quantify the program’s effectiveness.

The Department’s annual retreat has been an effective method to review and disseminate program/division performance and compliance. The result of the annual retreat has been an update to the Department’s strategic plan. Monthly reports have been an effective tool in communicating performance and compliance measurements. However, they have been less effective in maintaining an ongoing focus of strategic goals. The AAR/PIA process has been inconsistent.
Plan
The Department will continue its annual review process within the department retreat format. The Department will evaluate the feasibility of quarterly strategic plan reviews in an effort to maintain focus and progress. The Department will revise the AAR/PIA process to ensure consistency throughout the Department by the end of 2017.

References
2016 – 2019 Strategic Plan

2016 Retreat Presentation

2017 Retreat Presentation - PENDING

2016 Performance and Compliance Report

2017 Standards of Cover:

   Section E: Concentration Factors Wildland (pp. 93 - 96)

   Section F: Performance Objectives (p. 117, p. 123)

   Section G: Evaluation and Compliance Methodology (pp. 125 – 126)

   Appendix B: Critical Task Analysis

CRFD Administrative Directive 2011-05
5K.3 The agency has developed a wildland risk assessment including: a fuel management plan, fire adaptive communities plan, and an inspection and code enforcement program.

**Description**

The Department has access to three risk assessment models: the Douglas County Community Wildfire Protection Plan (CWPP) risk assessment, the Colorado Wildfire Risk Assessment Report (COWRAP), and the 2016 Risk Assessment. Each model evaluates different aspects of the community’s wildland fire risk.

As a direct result of the 2017 Annual Department Retreat, the Department is updating Strategic Goal #2. The update is changing focus from adoption of the 2012 International Wildland Urban Interface (IWUI) code to the development and implementation of a local CWPP that includes mitigation and education programs. The Department is hiring an additional Fire Prevention Officer (FPO) with previous wildland fire experience to lead this effort.

**Appraisal**

The 2016 Risk Assessment was the Department’s first attempt at a local wildland risk assessment, and provided a good awareness level of the wildland risk within the community. However, there are some variations in methodology between the three previously mentioned risk assessment models. The Department has experienced some setbacks in hiring a candidate to fulfill the new FPO

**Plan**

The Department will be hiring the new FPO hired by mid-August 2017. This position is targeted to have 50% of their time dedicated to the implementation of Strategic Goal #2 and the further refinement of the wildland risk assessment.

**References**

2016 Risk Assessment

Colorado Wildfire Risk Assessment Report (COWRAP)

Douglas County Community Wildfire Protection Plan (CWPP)
2017 Town of Castle Rock Budget: Fire

2016 Business Case: 2017 Fire Prevention Officer

2016 – 2019 Strategic Plan – 2017 Update
CC 5K.4 The agency conducts or participates in a wildland fire training and certification/qualification program that meets wildland fire services operational needs and complies with local, state/provincial, and national/international standards.

Description
The Department requires all members of the Operations Division to maintain a minimum of National Wildland Coordinating Group (NWCG) S130/190 (basic wildland firefighting and fire behavior), and the successful completion of the Work Capacity Test (Pack Test). Additionally, the Department requires all operational members to complete an annual wildland refresher based on the Wildland Fire Safety Training Refresher (WFSTR) and the NWCG (RT-130) prior to April 1st each year. The Department annual refresher meets the minimum requirements of RT-130 and adds department specific training. The specifics vary from year to year, but the basics remain the same; pack test, shelter deployment drills, classroom refresher, case studies, and command simulations.

The Department maintains a specialty wildland team, trained to a higher standards (defined in CRFD SOG 1.3.11 Wildland Fire Program), capable and qualified to deploy nationwide as Taskforce/ Strike Team leaders, Type IV Incident Commander, Engine and Heavy Equipment Boss and Squad Boss.

Appraisal
The wildland fire suppression training program has been an effective training program that has ensured all operational members have and continue to meet the minimum requirements to receive an Incident Qualification Card or “red card” through the NWCG, and strives to expand local knowledge and expertise. However, the Department has not had additional training requirements for company officers or executive staff that have the potential to fill command roles or functions.

Plan
The Department will continue to require and maintain a minimum of S130/190 for all operational members. The Department will explore the feasibility of increasing the minimum requirements for all promoted and acting officers to include S-200 Initial Attack
Incident Commander, S-215 Fire Operations in the Wildland/Urban Interface and S-290 Intermediate Wildland Fire Behavior. Additionally, the Department will explore the feasibility of increasing the minimum requirements for Executive Staff (Chief Officers), to include Acting Battalion Chiefs, to include S-330 Task Force/Strike Team Leader.

**References**

2017 Wildland Refresher Lesson Plan

CRFD SOG 1.3.11 Wildland Fire Program
Category VI: 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 and 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 and core competencies listed herein.
Criterion 6A: Physical Resources Plan

Development and use of physical resources is consistent with the agency’s established plans. A systematic and planned approach to the future development of facilities is in place.

**Summary:**

The Castle Rock Fire and Rescue Department follows a systematic approach for the planning and development of future facilities. Through the accreditation process the Department now plans for the development of new facilities using data related to response times, the number of calls generated in specific response zones and the level of new development in specific response zones. Additionally the Department has hosted a number of town-wide community outreach meetings and conducted a survey to understand the community’s priorities, expectations, and concerns. The 2014 -2019 Master Plan sets those trigger points for the planning and construction of new facilities. The Town of Castle Rock has seen a significant upturn in development and economic growth since the Department was accredited in 2012, in-turn the Department is currently planning a new fire station in the southern portion of Town. The Town Council, Town Manager have approved the project. The Department will continue to use response data, call volume and development to determine future facility needs.
Performance Indicators:

6A.1 The development, construction, or purchase of physical resources is consistent with the agency’s goals and strategic plan.

Description
The development, construction, and purchase of physical resources is consistent with CRFD’s Strategic and Master Plans. The 2014-2019 Master Plan set performance thresholds that are monitored by existing station response areas and theoretical station planning zones, looking for emerging trends that indicate additional resources may be needed. The 2016-2019 Strategic Plan contains two strategic goals directly related to future physical resources. Strategic goal #3 details the objectives needed to open Station 152 in the fall of 2018. Strategic goal #6 details the objective for an enhanced fire/public safety training center.

Appraisal
The current method of determining the need for additional physical resources has proven to support CRFD’s goals and objectives. The planning of station 152, while not meeting the minimum number of calls, was based on the projected growth coupled with the response data showing responses in excess of the baseline time. In contrast, station planning zone 9 has exceeded the minimum call volume for several years, but the department is able to meet the baseline response time in that area. Therefore, the decision has been made to not pursue a station in that area until conditions change.

Plan
The Department will continue its physical resource planning based on the 2014 – 2019 Master Plan and 2016 – 2019 Strategic Plan.

References
2016-2019 Strategic Plan
2014-2019 Master Plan Section 10 (pp.12 – 14)
2014 – 2019 Fire Master Plan Section 13 Future Fire Station Projections
   Planning Zone 7 (Crystal Valley) p.21
   Planning Zone 9 (Coachline) p.23
The governing body, administration, and staff are involved in the planning for physical facilities.

Description
The Department is committed to Internal and External input for the planning of Fire Stations and other facilities. To accomplish this the Department employs various methods including:

- Station Design Team
- Town Council support
- Community outreach to gain public support

The current Station Design Team is comprised of one line member and three members of the executive staff. Additional member input was received by providing each station a draft layout drawing. Members were asked to make changes and ask questions. The returned drawings were discussed by the Station Design Team who developed a final layout for architectural review. The Team set the minimum requirements and design guidelines for the station and architectural request for proposal. Town Council support is critical, in that without support from Town Council annual budgets would not be approved and funding would not be secured. Lastly, community input was solicited in the form of a community open house. Residents were given a brief overview of the project and had an opportunity to ask questions and voice any concerns. As part of the open house, the residents had an opportunity to vote on one of three station elevations.

Appraisal
The process for the design of Station 152 has been effective for both internal and external stakeholders. The Station Design Team was an effective tool that provided all department members an opportunity to provide input into the design and layout of the new station. This process has also been effective in gaining and maintaining the support of the Town of Castle Rock Town Council. Without their support the funding required over several years would not have been approved, and the station would not be in final design review. The community outreach meeting was an effective tool to answer community questions, address concerns, and provide the community a voice in the look of the fire station to be
built in their neighborhood. In fact, based upon community feedback, the rear station door color has been changed to a neutral tone to be less intrusive to the resident directly behind the station.

**Plan**

The Department will continue to include the line staff, executive staff, Town Council, and as appropriate, actively seek community input in the planning of physical resources (stations and facilities). Additionally the Town Mangers Office has approved the hiring of a contracted Owners Representative to assist in the planning and construction management of new facilities.

**References**

2016-2019 Strategic Plan

Owner’s Representative Contract

Station 152 Open House sign-in sheet

Station 152 Open House elevation voting results
Criterion 6B: Fixed Facilities

The agency designs, maintains, and manages fixed facility resources that meet the agency’s goals and objectives.

Summary:
The Castle Rock Fire and Rescue Department fixed facilities meet current goals and objectives of the Department. All existing facilities are managed and maintained by the Department and the Town’s Facility Maintenance Division. The Department’s Deputy Chief is responsible for all monetary expenditures required to maintain Department fixed facilities. A shift battalion chief is responsible for coordinating all maintenance needs of department fixed facilities, including all basic maintenance requests, simple repairs, and any major repairs that would require a contractor. The Town’s Facility Maintenance Division works with the Battalion Chief to schedule and coordinate any required maintenance needs. Additionally, the Town’s Parks Division maintains the exterior landscaping of the Department’s fixed facilities, including lawn and sprinkler maintenance.
Performance Indicators:

6B.1 Each function or program has adequate facilities and storage space. (e.g., operations, community risk reduction, training, support services, and administration).

Description
The Castle Rock Fire and Rescue Department has adequate facilities and storage space for each division and their requisite programs. The Operations Division is increasing its capability in 2018 with the opening of Station 152

- Operations Division maintains four fire stations with living quarters for each member assigned, apparatus bays to house front-line, cross-staffed, and reserve equipment, and storage to ensure the ability to restock equipment after typical calls for service.
- Training Division maintains the Fire Training Center (FTC) for hands-on and all hazard training and the leased Public Safety Training Facility (PSTF) with several offices, a large classroom and apparatus storage.
- Life Safety Division maintains two offices, a secure evidence room and public education storage in the fire headquarters at Station 151 main
- Support Services is based out of the PSTF using some of the large garage for equipment storage as well as the basement at station 153.
- Administration Division is based out of the fire headquarters at station 151

Appraisal
The Department facilities continue to meet the needs of the Department. As each particular Division growths additional office and storage space may be needed. Currently the Training Division is utilizing leased space for its offices and a classroom, this facility is adjacent to the FTC and provides adequate space and access for the Department’s training needs. The Life Safety Division, Support Services and Administration has adequate space for the next several years.

Plan
As detailed in the 2016 – 2019 Strategic Plan, Strategic Goal #3 Open Station 152 by September 2018, the department is in the planning and design phase of building a new station, Station 152. The new station is anticipated to have enough apparatus floor space to provide room for both the EVT and house reserve apparatus. Additionally, the Department will be hiring an EVT in 2017. Planning for the EVT includes where and how the EVT will operate. Tentatively, the EVT will function in the apparatus bay of Station 153 with the potential of moving into Station 152 when open. Lastly, the department has funding allocated to complete a space study to determine the specific needs of the training division (classroom, office space, storage, drill grounds, etc.). This space study will have direct impact on Strategic Goal #6 Evaluate the current facilities and capabilities of the Fire Training Center.

References
HB&A Space Study
Station 152, Owners Representative Contract
2016 – 2019 Strategic Plan

Strategic Goal #3: Open Station 153 by September 2018

Strategic Goal #6: Evaluate the current facilities and capabilities of the Fire Training Center
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
All maintenance is coordinated through the A-shift Battalion Chief in conjunction with the Deputy Chief and the Town’s Facility Maintenance Division. The Town’s Parks Division maintains all exterior grounds. Maintenance requests are processed through the A-Shift Battalion Chief and routed through appropriate channels to be completed. The Facility Maintenance Division utilizes an internet based maintenance request program (Facility Dude) to process maintenance requests. The Facilities Maintenance Division now has a fulltime janitorial crew that cleans administrative offices and on an as needed basis Fire Stations.

Appraisal
All Castle Rock Fire and Rescue Department facilities are clean and in good repair. The current procedure to complete maintenance and upkeep of Department facilities is meeting the Department’s needs.

Plan
There are no plans to change the current procedures for maintaining Department facilities. Budget money is allocated to adequately maintain Department facilities.

References
Facility Dude (Sample Work orders)

2017 Town of Castle Rock Budget: Fire Detailed Budget 110-2210-422.40-30 Repair & Maint Building (p.32)
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
Castle Rock Fire and Rescue Department facilities comply with all federal state and local codes. All current facilities were designed and comply with ADA requirements. Department Stations are each equipped with fire alarms, sprinkler systems, and vehicle exhaust systems. There are no upgrades identified or required for current Department facilities. Any deficiencies that may arise are identified and corrected. New facilities are designed and meet all federal, state and local requirements, including ADA, LEED, safety, and health codes. All facilities are inspected annually by the Town’s insurance carrier Colorado Intergovernmental Risk Sharing Agency (CIRSA) to ensure that they meet required standards and compliance.

Appraisal
All Station Facilities comply with federal, state and local requirements and support the department goals and objectives.

Plan
Any future development or construction will meet applicable code requirements and any required changes will be evaluated. Annual inspections will continue with the Town’s insurance carrier, as well as annual fire inspections.

References
CIRSA Inspections
Fire Inspections

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Criterion 6C: Apparatus and Vehicles

Apparatus resources are designed, purchased, and maintained to adequately meet the agency’s goals and objectives.

**Summary:**
The Castle Rock Fire and Rescue Department designs and purchases apparatus on a defined replacement program as developed by the Town’s Fleet Management Division. Annual budget contributions are made to the fleet replacement program to fund apparatus replacement.

Apparatus are designed and specified by the Department’s Apparatus Team. This team is comprised of a battalion chief, lieutenant, engineers, and firefighters under the direct supervision of the deputy chief. The apparatus team has developed specifications for Engines, Brush trucks, and Quints. Staff and Fire Prevention Bureau vehicles are purchased and specified at the direction of the fire chief. Budget monies are also contributed to the fleet replacement program for staff and prevention vehicles.
Performance Indicators:

CC  6C.1  **Apparatus types are appropriate** for the functions served (e.g., 
operations, staff support services, specialized services, and 
adминистration).

**Description**
The Department’s apparatus design team utilizes the Houston/Galveston purchasing 
agreement to purchase heavy apparatus allowing for significant savings. The team uses 
develops specifications for engines, quint, medics and brush trucks based on pump 
capacity, horsepower, suspension type, axle size, and compartmentation to serve the 
multiple functions of the Department. The team ensures that minimum required 
specifications are met with regard to Insurance Services Office (ISO) for structural fire 
suppression apparatus. Additionally, the apparatus team uses other industry guidelines 
(NFPA 1901: Standard for Automotive Fire Apparatus, NFPA 1906: Standard for 
Wildland Apparatus, and KKK-A-1822: Federal Specifications for Ambulances) to ensure 
internal specifications will be sufficient to deliver services based on stated levels of 
Service. Staff vehicles are four wheel drive and equipped with protective equipment to 
secure equipment carried in the vehicles. The Life Safety Division utilizes four wheel 
drive pick-up trucks to support their mission.

**Appraisal**
All apparatus are appropriate and support the Department’s goals, objectives, and stated 
level of service. The most recent suppression apparatus design review increased the 
horsepower requirement to ensure the apparatus had sufficient power to accelerate on the 
steeper grades within the jurisdiction and higher altitude of the jurisdiction.

**Plan**
The Department will continue to evaluate and adhere to minimum requirements as set 
forth by ISO as well as review changes to applicable NFPA and KKK standards. As each 
apparatus is scheduled for replacement, the current specification shall be reviewed for 
compliance to minimum requirements and applicability to current levels of service and 
anticipated function.
References

CRFD Ambulance Specification

CRFD Type Six Brush Truck Specification

CRFD Type Three Brush Truck Specification

CRFD Proposed Engine Specification

CRFD Proposed Quint Specification

ISO Requirements for Fire Apparatus

NFPA 1901: Standard for Automotive Fire Apparatus

NFPA 1906: Standard for Wildland Apparatus


6C.2 A current replacement schedule exists for all apparatus and support vehicles based on current federal and state/provincial recognized standards, vehicle condition, department needs, and requirements.

Description
The Department follows an established replacement schedule developed and managed by the Town of Castle Rock’s Fleet Services Department. Suppression apparatus (engines and quints) typically serve in a front line capacity for ten years, then are replace and serve in a reserve status for an additional five year, for a total service live of 15 years. Medic units serve as a front line apparatus for three years, then is moved to a reserve status for an additional two years for a total service life of five years. Brush trucks are reviewed for replacement as needed, based on mileage, hours, and cost of ownership. If needed the Fleet Services Department can accelerate or adjust the replacement of a piece of apparatus. Each budget year fleet replacement allocations are reviewed to ensure adequate funding is available for fleet replacement.

Appraisal
The Fleet replacement plan has met the Department’s needs and is reviewed to ensure its adequacy. Based on the maintenance and repair history, starting in 2017 the replacement schedule for medic units was increased from four years to five. The Department recognizes that there is an overlap in the front-line/reserve time-frame and funding the apparatus replacement fund accordingly.

Plan
No plans exist to change the process. If opportunities to participate in governmental purchasing agreements are available the Department will pursue those opportunities. The Operations Division and Support Services continually re-evaluate the adequacy of the Departments fleet replacement.

References
Fleet Replacement Schedule

2017 TOCR Detailed Fire Budget:
Operations Division: 110-2210-422.91-85 Vehicle Replacement Program (p.32)

Ambulance Division 110-2240-422.91-85 Vehicle Replacement Program (p.35)

Medic Unit Replacement Schedule email from Deputy Chief Croom June 10th, 2016
6C.3 A process is in place for writing apparatus replacement specifications that allows for employee input.

Description
The Department has an apparatus team that develops specifications for Engines, Quints, Brush Trucks, and Medic Units. The team consists of the Deputy Chief, Lieutenants, Engineers, Firefighters, and the Support Services Technician. The team uses minimum requirements from the Insurance Services Office (ISO) for all structural fire apparatus, NFPA 1901: *Standard for Automotive Fire Apparatus*, NFPA 1906: *Standard for Wildland Apparatus*, and KKK-A-1822: *Federal Specifications for Ambulances*, to determine specific criteria that meet the needs of the Department. The most current heavy apparatus specifications are based on the Houston/Galveston purchase agreement that allows the purchaser to select a design then make modifications based on a percentage of the base design price.

Appraisal
The Apparatus Team continues to serve the Departments needs for developing and writing apparatus specifications. The team concept has provided a managed approach to specification writing and employee input has given ownership to the members.

Plan
The Department will continue to utilize the team concept for developing and writing specifications for apparatus. The Team’s direction will continue to focus on safety, reliability, economy and operational needs. Allowing employee input in the specification development of apparatus will allow the Department to see continuous improvement in its apparatus fleet.

References
Current Apparatus Specifications

- ISO Fire Apparatus requirements
- NFPA 1901: Standard for Automotive Fire Apparatus
- NFPA 1906: Standard for Wildland Apparatus
**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 Castle Rock Fire and Rescue Department has established procedures for the repair, maintenance, and emergency repair of all apparatus. The support services technician, under the direction of the Deputy Chief, oversees apparatus maintenance. The Department utilizes a number of different sources to complete maintenance and repair of the fleet. Heavy apparatus are maintained by Front Range Fire Apparatus, McCandless Truck Center, South Metro Fire and Rescue Fleet Services, and West Metro Fire. The Town of Castle Rock Fleet Services Department maintains and repairs Staff Vehicles, Brush Trucks and Medic Units. The Department continues its commitment to operating a safe and reliable fleet for its personnel and the citizens they serve. In 2017 an Emergency Vehicle Technician (EVT) will be hired to assist with maintenance and repair for the Department fleet. Initially the EVT will perform light maintenance functions. The scope of the EVT position is still being developed.
Performance Indicators:

CC  6D.1 An apparatus maintenance program is established. Apparatus maintenance, preventative maintenance, inspection, testing, and emergency repair is conducted by trained and certified technicians in accordance with the manufacturer’s recommendations, and federal and/or state/provincial regulations. Attention is given to the safety, health, and security aspects of equipment operation and maintenance.

Description

The Support Services Technician, under the direction of the Deputy Chief, manages the vehicle maintenance program dedicated to providing safe, reliable and well maintained apparatus. Service/maintenance is conducted to meet or exceed manufacturer’s recommendations and is based on guidelines provided by *NFPA 1911 Standard for Inspection Maintenance, Testing, and Retirement of In-Service Automotive Fire Apparatus.*

The Department’s vehicle maintenance program utilizes certified ASE mechanics (Automotive Service Excellence) and/or EVT’s (Emergency Vehicle Technician) depending on the need. The Department has four primary and four secondary providers for maintenance and repair of the fleet, with an IGA established with South Metro Fire Rescue Fleet Services.

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The repair and maintenance providers are responsive to emergency repair needs when critical repairs are needed.
Appraisal
The current maintenance program is meeting the Department’s immediate needs. The current providers of maintenance for the heavy fleet are adequate. However, occasional scheduling issues can arise. In 2017 the Department will hire an EVT, this should assuage some of the scheduling difficulties that the Department has been experiencing.

Plan
The Department will continue to evaluate its apparatus maintenance program to provide the safe and timely repair and maintenance. Additionally, the Department will hire an EVT in 2017, who will be dedicated to the department’s heavy apparatus. Fleet Services will be completing an addition to their facility in 2018, the addition will provide needed work space large enough to accommodate all apparatus. The Department will continue to find other avenues to enhance the maintenance and repair of the fleet.

References
NFPA 1911: *Standard for Inspection Maintenance, Testing, and Retirement of In-Service Automotive Fire Apparatus*

SMFRA IGA

TOCR EVT job description
6D.2 The maintenance and repair facility is provided with sufficient space and equipped with appropriate tools.

**Description**

The Castle Rock Fire and Rescue Department contracts with four primary facilities and four secondary facilities for the maintenance of its fleet. The current service providers have adequate space to complete required maintenance and repair of apparatus within their scope.

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**Appraisal**

The current service providers have maintained adequate space to repair and maintain Department apparatus. The ToCR Fleet Services Department has recognized the need to expand in order to keep pace with the Town of Castle Rock’s growing fleet (all Town vehicles).

**Plan**

The Department will continue to utilize the private maintenance facilities. With the hiring of an EVT, they will develop a plan to manage the repair of heavy apparatus, including all necessary equipment and tools. Additionally, ToCR Fleet Services Department will be completing an addition to their facility in 2018, the addition will provide space to accommodate all apparatus. Lastly, the Department will continue to explore avenues to enhance the maintenance and repair of the fleet.

**References**

SMFRA IGA
6D.3 An adequate number of trained and certified maintenance personnel are available to meet the program needs.

**Description**

The Department’s vehicle maintenance program utilizes certified ASE mechanics (Automotive Service Excellence) and/or EVT’s (Emergency Vehicle Technician) depending on the need. The Department has five primary providers for maintenance and repair of the fleet, with an IGA established with the South Metro Fire Rescue Authority;

- Town of Castle Rock Fleet Services Department
- West Metro Fire Fleet Services
- South Metro Fire and Rescue Authority (SMFRA)
- Front Range Fire Apparatus
- McCandless Truck Center

The current apparatus service providers maintain an adequate number of certified mechanics and personnel to meet the maintenance and repair of Department apparatus. Having multiple providers has allowed for flexibility in the event that one provider is overbooked or has backlog that creates potential delay in maintenance or repair of Department apparatus.

**Appraisal**

The Department has adequate service providers to effectively maintain the fleet. All heavy fleet mechanics are certified as EVT’s or work under the direct supervision of an EVT. ToCR Fleet Services has ASE technicians, some of who are working toward EVT certification (budget and staffing dependent).

**Plan**

The Department will hire a certified EVT in 2017. The EVT will initially provide service and repair of the light fleet. The EVT will develop a plan to transition to the repair and maintenance of the heavy apparatus. The Fleet services Department will play an integral
part in the transition, providing space and heavy equipment needed to service the heavy apparatus.

References
EVT job description
SMFRA IGA
Town of Castle Rock Public Works Org Chart
Vendor Org-Charts:
  Front Range Fire Apparatus
  SMFRA Fleet Services Org Chart
  WMFRA Fleet Service Org Chart
6D.4 The level of supervision is adequate to manage the program.

**Description**

The overall program is managed by the Support Services Technician under the supervision of the Deputy Chief. Additionally, CRFD utilizes four primary and four secondary facilities to maintain and repair the Department’s fleet:

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**Appraisal**

The level of supervision within the Department is adequate to manage the program and ensure that Department apparatus are appropriately maintained. Supervision within the contracted repair facilities is adequate.

**Plan**

There are no plans to change the level of supervision of the ToCR Fleet Services or request changes to the supervisory structure to outside maintenance programs. The only change planned is the hiring of a Department EVT in 2017. The EVT will report to the Deputy Chief.

**References**

SMFRA IGA

Town of Castle Rock Public Works Org Chart

Vendor Org-Charts:

Front Range Fire Apparatus

SMFRA Fleet Services Org Chart
WMFRA Fleet Service Org Chart
6D.5 The reserve vehicle fleet is adequate or a documented contingency plan is in place for the event that apparatus must be taken out of service.

Description
The Castle Rock Fire and Rescue Department maintains one reserve quint, two reserve engines, and two reserve medic units. Auxiliary units; brush trucks, and specialty units (HAZMAT, Tracked Rescue Vehicle) have no reserves. If all CRFD units of a specific type are out of service, automatic aid units are dispatched as part of the initial response. In the past five years, CRFD has had both quints out of service simultaneously for a total of 117 days. The majority of that time occurred in 2016 (78 days).

Appraisal
The Department has an adequate reserve fleet. 2015 posed a significant challenge having both quints out of service for extended periods of time waiting on parts or diagnostics for intermittent issues. However, since 2011, CRFD has experienced seven reported structure fires when requiring an automatic aid aerial apparatus. Of those seven reported fire, only one received an effective response force, and the aerial ladder was not required.

Plan
There are no immediate plans to change the current number of reserve apparatus. However, the Department will evaluating the feasibility of adding a reserve type 6 brush truck by the end of 2Q17.

References
SMFRA IGA
Vehicle Replacement Schedule
Internal Email to Deputy Chief Croom: E155 Structure Fire Activity
The inspection, testing, preventive maintenance, replacement schedule, and emergency repair of all apparatus is well established and meets the emergency apparatus service and reliability of the agency.

**Description**

The Department has well developed programs to ensure the inspection, preventative maintenance, replacement and emergency repair of the fleet. The program is based on Department SOG 1.3.7 Apparatus and Pre-trip Inspections and SOG 1.3.41 Vehicle/Apparatus Service Process.

- Annual Ambulance inspections and re-certification
- Established Maintenance schedule for all apparatus based on Hours/Mileage
- Annual Budget allocations for fleet replacement
- Cloud based maintenance/daily inspection program (PS TRAX)
- Private and Municipal Repair facilities

**Appraisal**

The current systems for testing, inspection etc. of the Department fleet are sufficient to maintain the required service levels. The Support Services Technician and Deputy Chief evaluate the programs on an annual basis and make any necessary adjustments to ensure the reliability of the fleet.

**Plan**

In 2017 the Department will hire an EVT. The EVT, Support Services Technician and Deputy Chief will evaluate all facets of the program and make any adjustments or additions that will enhance or strengthen the program.

**References**

PS TRAX

2017 TOCR Detailed Fire Budget:
Operations Division: 110-2210-422.40-33 & 34 (p.32)

Ambulance Division: 110-2240-422.40-33 & 34 (p.35)

SOG 1.3.7 Apparatus Equipment and Pre-Trip Inspections

SOG 1.3.41 Vehicle/Apparatus Service Process

Douglas County Ambulance Inspection
Criterion 6E: Tools and Small Equipment

Equipment and supplies are adequate and designed to meet the agencies goals and objectives.

Summary:
The Castle Rock Fire and Rescue Department has adequate small tools and equipment to achieve its goals and objectives. Department apparatus maintain equipment levels that are required by ISO as well as any additional area specific needs, i.e. ice rescue suits, progressive hose packs, rope equipment etc. Several Department apparatus maintain a unit specific equipment compliment to complete Department goals and objectives. The Department utilizes a tools and equipment team which analyzes need, frequency of use, deployment models, etc. to determine the equipment carried meets the Department mission. Small tools and equipment are maintained and replaced as needed.
Performance Indicators:

6E.1 Tools and equipment are distributed appropriately, are in sufficient quantities, and meet the operational needs of the specific functional area or program (e.g., fire suppression, community risk reduction, investigations, hazmat, etc.).

Description
The Castle Rock Fire and Rescue Department maintains and distributes appropriate small tools and equipment to meet the operations need of the Department. Each apparatus has a complement of tools and equipment that meet or exceed ISO and NFPA recommendations for fire suppression apparatus. Additionally, apparatus are equipped with specialty equipment that meets response needs specific to the Department, i.e. rope rescue, ice rescue, wildland, etc. Inventories are verified and maintained via an on-line/cloud based tracking tool, PS TRAX. The Department utilizes a Tools and Equipment Team to determine type, quantity, and deployment of equipment. As new equipment and technology is developed, the Tools and Equipment Team evaluates and makes recommendations to the Executive Staff for acquisition and deployment of any new equipment. The Life Safety Division maintains appropriate tools and equipment to complete the various functions it performs. Requests for additional equipment is made through the Life Safety Division.

Appraisal
The current system that is being utilized to provide tools and equipment is serving the Department’s needs. The Tool’s and Equipment Team regularly evaluates the equipment complement and identify any changes that may be needed.

Plan
There are no plans to change the current process.

References
NFPA 1901: Standard for Automotive Fire Apparatus

ISO Fire Suppression Rating Schedule

SOG 1.3.7 Apparatus Equipment and Pre-Trip Inspections
SOG 1.3.14 Tools and Equipment Marking
6E.2 Tools and equipment replacement is scheduled, budgeted, implemented, and is adequate to meet the agency’s needs.

Description
The Castle Rock Fire and Rescue Department currently replaces equipment on an as needed basis. As equipment becomes damaged beyond repair or is no longer consistent with the Department’s goals and objectives, it is removed or replaced as the budget will allow. The Department annually budgets money to replace and repair equipment. As equipment needs to be replaced it is evaluated by the Support Services Technician and Deputy Chief, ordered, and added back to the equipment inventory. Additionally, the Department may apply for grants to add or replace existing high value tools and equipment.

Appraisal
The current system used to replace equipment works adequately to replace small tools and minor value equipment. Higher value equipment, i.e., thermal imagers, gas meters, etc., are more difficult to replace as the annual equipment budget is fixed at a conservative number. The Department has not utilized a specific replacement schedule to replace higher value tools and equipment, e.g. heavy extrication equipment.

Plan
There are no plans to change the current systems utilized to replace small tools and equipment. The Department will continue to evaluate current or projected needs and apply for grants as appropriate.

References
2017 TOCR Detailed Fire Budget:

   Operations Division: 110-2210-422.40-32 (p.32)

   Ambulance Division: 110-2240-422.40-32 (p.35)
CC  6E.3  Equipment maintenance, testing, and inspections are conducted by qualified personnel, following manufacturer's recommended schedules.

Description
The Castle Rock Fire and Rescue Department maintains, tests and inspects its equipment on an annual basis or per manufacturers’ recommendations. Daily, the apparatus operators (Engineer), are responsible for ensuring the operational readiness of the all tools and equipment assign to a given apparatus. If an issue is found, it is the responsible of the Engineer to either fix the problem, if possible, or remove the item from service and obtain a replacement from Support Services. The Q-RAE meters are bump tested weekly, calibrated monthly, and sensors are changed as needed. Should a meter require further service, it is serviced by a certified Q-RAE technician. Annually, certified personnel perform preventative maintenance and inspection on all extrication equipment (tools, hoses and power plants) and saws (chainsaw and rotary).

Appraisal
The tools and equipment maintenance, testing, and inspection process has been adequate to support the needs of the Department. As tools and equipment are removed from service, they are entered into PS TRAX (a cloud based inventory tracking system) and replacements are placed into service. The Department maintains a small cache of replacement hand tools and reserve apparatus are equipped with equipment that may be used are temporary replacements.

Plan
There are no immediate plans to change the equipment maintenance, testing, and inspection program. The program is evaluated on an as needed basis by the Support Services Technician and the Deputy Chief. If standards or manufacturer’s requirements change, the system is re-evaluated.

References
Maintenance and Testing Records:

Aerial Ladder Tests
Pump Tests

Hose Testing

Ground Ladder Testing

Saw Inspection and Preventative Maintenance Records

Vendor/Contractor list
6E.4 An inventory control and maintenance tracking system is in place and current.

Description
The Department uses a cloud based inventory tracking system (PS TRAX) to maintain an inventory of all tools and equipment assigned to a specific apparatus. The apparatus operators are responsible for ensuring the apparatus is operationally ready and is equipped with all required items. Apparatus operators perform a daily pre-trip inspection, per shift “rig check”, and a weekly detailed inventory as defined in SOG 1.3.7 Apparatus Equipment and Pre-Trip Inspections.

Tools and equipment are tracked by apparatus number, through PS TRAX and a color coding system that is unit specific. Other large equipment, i.e. saws, hydraulic power plants, etc., are inventoried via their serial number and assigned to a specific apparatus. The Support Services Technician maintains the tracking of inventory and maintenance via hard copy.

Appraisal
The PX TRAX inventory system is an effective and efficient tool that allows multiple members to inventory a given apparatus at once. Additionally, PS TRAX is able to send email notifications and alerts for missing or damaged items and log maintenance issues or requests. Currently PS TRAX only tracks items assigned to an apparatus. There is not inventory control or tracking for the Department’s replacement tool cache.

The current inventory tracking system is adequate to meet the needs of the Department.

Plan
There are no immediate plans to change the current inventory and maintenance tracking system. However, the Department should evaluate the feasibility of using PS TRAX to track its tool cache. This feasibility study should include the level of effort for initial set-up, data entry and ongoing maintenance, as well as overall benefit to the Department.

References
PS Trax apparatus inventory:

Engine Sample

Quint Sample

Medic Sample

CRFD SOG 1.3.7 Apparatus Equipment Inventory
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, community risk reduction, investigations, hazmat, etc.), and is compliant with local, state/provincial, and national standards.

**Description**

The Department provides supplies and materials needed to meet and maintain the adopted operational level of service for each operational program. The Department submits, as part of its annual budget, a Supplies line item for the Administration, Operations, Life Safety, Training, Special Operations, and Ambulance divisions.

All front line apparatus maintain a minimum level of supplies and materials required to identify hazardous condition and/or begin mitigation efforts consistent with state levels of service. In the event that special tools, equipment, or additional supplies and materials are needed, the incident commander has the authority to add resources as needed. Each fire station maintains supplies and materials (EMS supplies, hose, foam, etc.) to restock after the majority of calls. Station 155 maintains HAZMAT supplies and materials to restock front-line apparatus and the HAMZAT unit.

The Department uses to the Insurance Services Office (ISO) and applicable National Fire Protection Association (NFPA) standards as guidelines for tools, equipment, supplies, materials, and minimum required apparatus equipment.

**Appraisal**

The Town of Castle Rock budget review process provided the Department an adequate and structured process to request funding in order to maintain existing levels of service. Over the course of the last five years, the department has not experienced a decreased level of service or been unable to replenish needed supplies and materials needed due to lack of funding.

**Plan**

The Department will continue to review previous and forecasted expenses during the budget review process to ensure funding is submitted to maintain adopted levels of service.
References
2017 TOCR Detailed Fire Budget:

110-2200-422.61 Supplies: Administration Division
110-2210-422.61 Supplies: Operations Division
110-2220-422.61 Supplies: Life Safety Division
110-2230-422.61 Supplies: Training Division
110-2240-422.61 Supplies: Ambulance Division
110-2240-422.61 Supplies: Special Operations Division

PS TRAX apparatus inventory:

Engine Sample
Quint Sample
Medic 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 (PPE) and related equipment (e.g., self-contained breathing apparatus).

Summary:
The Castle Rock Fire and Rescue Department provides exceptional safety equipment for its members. Safety equipment is provided to each member ensuring that the Department’s mission can be completed safely and effectively. Each member is issued bunker gear, a bullet proof vest, wildland PPE, a wildland fire shelter, an SCBA face piece, regulator and voice amplifier, and SCBA’s are provided on each suppression apparatus and medic unit. There is a current replacement system for bunker gear and other safety equipment. The Department is committed to the safety and protection of its members.
Performance Indicators:

CC 6F.1 **Safety equipment is identified and distributed to appropriate personnel.**

Description
The department identifies and distributes safety equipment to all members based on their job description and function. The Department has a member driven team that ensures all personal protective equipment (PPE) meets recognized industry standards (NFPA) and supports the operational needs of the Department.

Each member of the Castle Rock Fire and Rescue Department is issued individual PPE on their first day of employment based on CRFD SOG 1.3.21: Uniform and Protective Equipment Standards, Administrative Directive 2003-01 Wearing of Personal Protective Equipment. For the typical firefighter or fire officer this includes bunker gear, a bullet proof vest, wildland PPE, wildland fire shelter, and individual SCBA facepiece, regulator, and voice amplifier. Personnel are also issued Nomex pants and shirts (Class B). Members that work on specialty teams, i.e. wildland, technical rescue etc., are provided PPE or equipment specific to the team mission. Other PPE or safety equipment, i.e. HAZMAT PPE, is provided when required, in adequate numbers and sizes on HAZMAT 155.

Appraisal
The current process for the identification and distribution of safety equipment meets the Department’s needs and ensures that all members had safety equipment appropriate to their level of training and function. The PPE Team is an effective tool that provides members an opportunity to recommend, evaluate and research safety equipment options. As an example, the PPE team provided members an option in the design of their structural fire PPE while ensuring the gear meet all required standards. The distribution of safety equipment is effective in that there have been no documented instances that a member has been without required personal safety equipment.

Plan
The Department will continue to utilize the current process for the identification and distribution of safety equipment. As NFPA standards are updated the PPE team will evaluate the changes and ensure that future specifications reflect the new standards. Additionally, as new risks or threats are identified the Department will evaluate the need for additional safety equipment and to whom it should be provided to.

References
Annual PPE inspection form
CRFD SOG: 1.3.21 Uniform and Protective Equipment Standards
NFPA 1971: Standard on Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting
New Employee On-boarding Checklist
NFPA 1951 Standard on Protective Ensembles for Technical Rescue Incidents
NFPA 1971 Standard on Protective Ensembles for Structural and Proximity Fire Fighting
NFPA 1977 Standard on Protective Clothing and Equipment for Wildland Fire Fighting
NFPA 1991 Standard on Vapor-Protective Ensembles for Hazardous Materials Emergencies
NFPA 1999 Standards on Protective Clothing and Ensembles for Emergency Medical Operations
Description
The Department provides all required safety equipment needed to complete the many services the Department provides based on established levels of service. On the first day of employment, each member is issued appropriate safety equipment based on their function and role within the Department. Typical complement of safety equipment for a fire fighter is full complement of bunker gear (pants, coat, gloves, hood, helmet), SCBA facemask, SCBA regulator, SCBA voice amplifier, wildland gear (web gear, fire shelter, leather work gloves, facemask, helmet), Nomex duty pants, Nomex Class B shirt, Class C cotton shirts, Class D cotton shorts, traffic safety vest, and hearing and eye protection. For those services, i.e. HAZMAT, that occur on an infrequent basis, safety equipment is available in sufficient quantities to complete those calls for service.

Appraisal
The safety equipment distributed is sufficient for all tasks performed on a day to day basis. The Department maintains a sufficient supply of specialized (HAZMAT, technical rescue) safety equipment available at the request of the Incident Commander. Additionally, the Department maintains automatic and mutual aid agreements with all surrounding agencies to ensure additional supplies of specialized equipment may be required.

Plan
The Department will continue to distribute safety equipment based on member function. Additionally, as new risks or threats are identified the Department will evaluate the need for additional safety equipment and to whom it should be provided to.

References
New Employee On-boarding Checklist

Front Range Auto Aid Agreement
6F.3 **Safety equipment replacement** is scheduled, budgeted, implemented, and **adequate** to meet the agency’s needs.

**Description**
The Department budgets for the replacement of safety equipment. Bunker gear replacement is scheduled on a three year cycle and structural firefighting helmets are replaced every ten years. Each year the Support Services Technician reviews the PPE inspection forms, identifies member due for bunker gear and/or helmet replacement, and schedules members for gear sizing. Other issued safety equipment (wildland gear, boots, hoods, gloves, etc) is replaced on an as needed basis. The Support Services Technician maintains a cache of consumable items (gloves, hoods, Class C shirts, and eye and ear protection) for immediate replacement. Equipment that is used on a less frequent basis, i.e HAZMAT PPE, is replaced as needed and budget money is allocated for its replacement. In the event that safety equipment needs to be replaced because of failure or damage, adequate money is budgeted to ensure quick replacement. The Department may apply for grant money to provide for new/additional or replacement equipment.

**Appraisal**
The current replacement schedule and budgeting system has ensured that no member’s primary bunker gear is more than four years (allowing for fitting and manufacturing time), and their secondary set is more than seven years old. Additionally, maintaining a limited cache of consumable safety equipment has been effective in ensuring members can replace damaged or compromised equipment on very short notice.

**Plan**
The Support Services Technician and Executive Staff evaluate the system on an as needed basis and make changes appropriate to complete the Department’s mission. The Department will continue to evaluate various grants to supplement funding to maintain or enhance PPE inventories.

**References**
2017 TOCR Detailed Fire Budget:

Operations Division: Clothing & Uniforms 110-2210-422.61-27 (p.32)
6F.4  Safety equipment maintenance, testing, and inspections are conducted by trained and qualified personnel, and appropriate records are kept.

Description
The Department maintains, tests and inspects safety equipment based on manufacturer’s recommendations ensuring the appropriate records are maintained. The testing and inspection of SCBA harnesses, bottles and regulators are conducted by qualified vendors and manufacturer’s representatives. The Department provides internal SCBA mask fit testing annual. Bunker gear is inspected and documented annually by Department members and annually during safety stand down week. Other safety equipment is inspected on a regular basis during regular vehicle equipment checks. Records of equipment maintenance, testing, and inspection are kept by the Support Services Technician.

Appraisal
The Department’s current systems of maintenance, inspection, testing, and documentation have been adequate in ensuring safety equipment is in good condition and meets manufacturers specifications. However, this process is mostly manual and relies on paper copies and has no automated tracking system.

Plan
There are no immediate plans to change the maintenance, inspection, testing, and documentation process for safety equipment. However, the Support Services Technician and Deputy Chief are investigating the inventory control module with the Department’s current Records Management System that could enhance the Department’s ability to maintain and inventory its safety equipment. Given the number of high priority strategic goals, a realistic goal for this is to be completed by the end of 2018.

References
SCBA Service Records: 2016

6F.5 A safety equipment inventory control and maintenance tracking system is in place and current.

Description
The Department currently maintains inventory control of safety equipment via hardcopy documentation. SCBA’s and bunker gear is inventoried by serial number and maintained by the Support Services Technician. Additional safety equipment and PPE, wildland, special operations, etc. is not inventoried as it is issued to each Department member.

Appraisal
The current inventory control system is meets the needs of the Department. Members are notified of gear that is due for replacement by the Support Services Technician. However, this process is mostly manual and relies on paper copies and has no automated tracking system.

Plan
The Support Services Technician and Deputy Chief are investigating the inventory control module with the Department’s current Records Management System that could enhance the Department’s ability to maintain and inventory its safety equipment. Given the number of high priority strategic goals, a realistic goal for this is to be completed by the end of 2018.

References
Annual Bunker Gear Inspection Form
Category VII: Human Resources

Human resources are defined as all aspects of personnel administration, except those of training and competency, which are addressed in Category VIII. 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 Castle Rock Fire and Rescue Department (CRFD), as a department within the Town of Castle Rock (TOCR) government, is governed by Town policy and Town Human Resources (HR) guidelines. All HR related issues encountered by the CRFD are vetted with HR in an advisory role. HR practices are reflected in the Town’s Personnel Guidelines, Department Standard Operating Guidelines, and Administrative Directives. The HR division also ensures Town compliance with local, State and Federal statutory and regulatory requirements.
Performance Indicators:

CC  7A.1  A human resources manager is designated.

Description
The TOCR has designated a Human Resources (HR) Manager under the direction of the Deputy Town Manager, who directs the activities of the HR division. The HR division is identified in the 2017 Town budget, and is fully funded by the Town.

Appraisal
The HR Manager and HR Division have been effectively designated by the TOCR for years. The division has been successful in handling a full range of HR issues for the CRFD.

Plan
The TOCR and CRFD will continue to designate and use the HR Manager in the current capacity.

References
2017 Town of Castle Rock Budget pp. 88-92

2017 Human Resources Organizational Chart
7A.2 The human resources program has adequate staffing to accomplish the human resources administrative functions.

Description
Per the 2017 TOCR Budget, The HR program of the TOCR is staffed by five personnel, namely the HR Manager, Senior HR Analyst, Benefits Specialist, HR Generalist, and a HR Analyst. These five personnel manage all of the HR issues of the Town under the direction of the Deputy Town Manager. The ongoing responsibilities of the HR division are identified as, but not limited to, overseeing recruitment and retention of qualified employees for the TOCR, coordinating training opportunities for Town employees, maintaining the compensation and benefits plan for Town employees, managing the performance evaluation process and managing the employee recognition process for all full and part-time employees. Additionally, the HR Manager regularly attends CRFD staff meetings to maintain an ongoing awareness of CRFD human resources issues.

Appraisal
All essential HR functions are effectively managed by this division.

Plan
The Town and CRFD anticipate no future changes to the HR program, and will continue to staff the division to meet Town and Department demands.

References

2017 TOCR Annual Budget pp. 88-92
2017 Human Resources Organizational Chart
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**

HR policies that direct administrative practices in accordance with local, state, and federal requirements are addressed in the TOCR Personnel Guidelines. Additionally, Chapter 2.06 of the Town of Castle Rock Municipal Code recognizes the Personnel Guidelines and reaffirms the Town’s commitment to comply with local, state and federal requirements. The guidelines are also posted on the shared drive of the Town computer information system.

Furthermore, the HR division receives regular legislative updates and employment related issues and trends through the Human Resource departments’ membership in several professional organizations and numerous professional journals, these include but are not limited to Mountain States Employers Council (MSEC), Society for Human Resources Management (SHRM), Colorado Human Resources Association (CHRA) and International Personnel Management Association (IPMA). Town policies are reviewed and updated as needed.

**Appraisal**

The TOCR Personnel Guidelines have been effective in communicating administrative and performance expectations and policies to Town Personnel. The TOCR Personnel Guidelines were developed in accordance with local, state and federal requirements.

**Plan**

The TOCR will continue to use the current system, updating the Personnel Guidelines on an as needed basis.

**References**

2016 Municipal Code 2.06

MSEC Journal Sample

ICMA Journal Sample
**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:**
CRFD, in conjunction with the HR division of the Town, conducts its own attraction, retention, and promotion programs to ensure the hiring, retention, and development of the best personnel possible in accordance with applicable local, state, and federal statutory requirements. Internal vacancies are posted on the Town’s intranet and through the Town e-mail system. Vacancies are posted internally and externally via the Town website, and in national industry publications. Selection is accomplished through rigorous testing processes, external and internal evaluators, and final stage interviews. Additionally, extensive background investigations are conducted as well as psychological, polygraph, and medical physical testing.

Employees are retained through effective leadership practices, broad employee empowerment and participation, competitive compensation and benefit packages as the budget allows. The HR division strives to have pay and benefits remain in line with departments of similar size, demographics, population, and proximity to the Town.

Promotion of qualified personnel is conducted through a very rigorous testing process relative to the position, with the objective of identifying the most capable candidate. Candidates are selected based on qualification, skillset, performance, adherence to Department vision, mission, and values, and fit for the organization and position.
Performance Indicators:

7B.1 A mechanism is in place to identify and announce potential entry level, lateral, and promotional positions.

Description
Internal vacancies and promotional opportunities are sent to all employees through the Town’s e-mail system. External vacancies are posted internally and externally via the Town’s website, and in national industry publications. All postings for the Castle Rock Fire Department (CRFD) originate from the Human Resources Division with direction and input from CRFD.

Appraisal
CRFD has been successful in filling its vacancies using the Town’s website and email system to advertise vacancies and promotional opportunities. In 2015, CRFD received in excess of 300 applications when it advertised for a Fire Fighter/EMT. In addition CRFD had more than 18 applicants apply for the Division Chief/Fire Marshal position in 2016. We hosted a meet and greet for the department members to get the chance to meet the final 3 candidates.

Plan
CRFD will continue to use the Human Resources Division to post its vacancies and promotional opportunities as required by Town policy.

References
External Job Posting: Sample
The agency administration and its members are part of the recruiting process.

**Description**
Castle Rock Fire and Rescue Department includes members during all phases of the recruiting process. Member involvement may range from ensuring applications are complete to participating in panel interviews and proctoring skills evaluations. The Department ensures that members from all shifts and ranks are represented during a recruiting process, regardless of the position being recruited. CRFD believes that including its members fosters a positive environment for the members and the recruit.

**Appraisal**
CRFD has been effective in using members as part of the recruiting process. During the 2015 Division Chief of Training recruitment, one of the prospective candidates remarked that he had “never attended a ‘meet and greet’ where candidates were introduced to both on duty and off duty members”.

**Plan**
CRFD plans to continue to involve department members in the recruitment process.

**References**
2016 Division Chief/Fire Marshal Hiring Schedule

2015 Firefighter Candidate Interview Schedule
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 Castle Rock Fire and Rescue Department (CRFD) which operates as part of the Town of Castle Rock is an equal employment opportunity employer. As stated in the Town’s Personnel Guidelines, “This policy shall apply to recruitment, hiring, promotion and all other personnel related actions.” “Equal employment opportunity is not only the law, it is a guiding principle of the Town of Castle Rock”

All initial, lateral and promotional personnel requests are submitted using a Personnel Requisition Form and a draft job description that details the requirements and qualifications of the proposed position. The paperwork is screened by the Town of Castle Rock’s Human Resources Division and the Deputy Town Manager before posting to insure it complies with federal requirements governing equal opportunity and does not violate discrimination statutes. Once an application is accepted, the applicant begins a phased screening process. Phase One is a review of certifications ensuring that the candidate meets the minimum requirements. Phase Two may consist of a video based aptitude test. Phase Three may include job related skill assessments and panel interviews. Phase Four may include (if not previously done) physical / physiological evaluations and a background check. Phase Five is an individual interview with the Fire Chief.

Appraisal
The process of reviewing the Personnel Requisition Forms and draft job descriptions by the Human Resources Division has been valuable in assisting CRFD keeping postings compliant with all requirements and with posting vacancies that meet the needs of the department. The tiered screening process has been successful in keeping the most qualified candidates in a hiring process while minimizing the time and effort on those individuals who fail to meet the expectation of the Department.
1Examples of screening/qualifying devices: Application forms, written exams, ability tests, physical exams, psychological exams, background checks, etc.

**Plan**

CRFD will continue to submit all Personnel Requisition Forms and draft copies of its job descriptions to the Human Resources Division for review prior to posting.

**References**

TOCR Personnel Guidelines (p.7)

Sample Job Description: Fire Fighter / EMT

Sample Ergometrics test report

Personnel Requisition Form

Physiological report: Available for Fire Administration upon request

Physical report: Available from Fire Administration upon request

Background check: Available from Fire Administration upon request
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 Town of Castle Rock (TOCR) does not have a recruitment plan designed to reflect the service area demographics. The Town of Castle Rock maintains a policy to prohibit discrimination and hire the most qualified applicant regardless of age, race, color, religion, sex, national origin, veteran status, marital status, to other protected group status. As required per local and federal law TOCR submits an EEO-4 report every two years. The Town of Castle Rock’s maintains a practice of hiring a candidate who meets the minimum requirements of the posted opening, and best meets the needs of the organization, regardless of age, race, color, religion, sex, national origin, veteran status, marital status, to other protected group status.

**Appraisal**
The Town of Castle Rock’s hiring practice has proven to be effective in obtaining and retaining high quality employees. For the 2016 evaluation period, 99% of CRFD’s employees received a “Fully Competent” rating with 63% receiving an “exceeds expectation” rating their annual performance evaluations as referenced in the Human Resources memo data 1/11/2017. In reviewing the 2015 EEO-4 report and comparing it the Douglas County, CO profile released in the American Community Survey, 2015. The TOCR workforce is reflective and within 6% of the service area demographic.

**Plan**
The Town has no immediate plans to create a workforce demographic plan for recruitment purposes.

**References**
Town of Castle Rock Personnel Guidelines: Section II, Equal Employment Opportunity

Human Resources Memo: CRFD Performance Document Received for 1/11/2017

Town of Castle Rock 2015 EEO-4 Report.
Diversity Comparison: Town of Castle Rock vs. Douglas County
7B.5 A new member orientation program is in place.

Description
A new member orientation is scheduled the first Wednesday of every month by the Town of Castle Rock’s Human Resources Division (HR). Most members complete their orientation within the first two months of employment. Upon hire, new members receive an Employee Orientation Guide to inform them of their benefits and assist them with completion of benefit paperwork.

On the first day of a new member starting, he/she will meet with the Administrative Supervisor for department introductions, supplies, some paperwork and to ensure they have everything they need to begin their new job. Then the Administrative Assistant will take the new member to HR for a brief orientation and paperwork. Then depending on the position, will meet with that division to orientate them to that position.

Appraisal
The orientation is effective by informing all new members of the Town’s policies, procedures, and benefits. The orientation introduces the HR staff so any new employee has the resources needed.

Plan
The HR division plans to continue to schedule New Member Orientation every month.

References
Employee Orientation Guide: Table of Contents
Department Orientation Schedule
A supervised probationary process is used to evaluate new and promoted members based on the candidates’ demonstrated knowledge, skills, and abilities.

Description
The Castle Rock Fire and Rescue Department (CRFD) does not use the term “probationary” to describe the members in their first year of employment. However, CRFD does utilize the first year from date of hire as an indoctrination period for all new members, or newly promoted members. New members are required to successfully complete a career fire academy, and upon assignment to the Operations Division, complete a First Year Firefighter Task Book in accordance with CRFD Standard Operating Guideline 1.1.7: First Year Firefighter. This task book contains several knowledge reviews, tests as well as skill demonstrations that must be observed and approved by the member’s Lieutenant. Additionally, the task book has quarterly check points that are reviewed with the member and the Division Chief of Training.

For positions above that of Firefighter / EMT or Firefighter / Paramedic, CRFD holds academies for the non-promoted positions of Acting Engineer and Acting Lieutenant. Each of these acting positions has minimum requirements as defined by their respective training standard, as well as task books that are required to be completed and signed off on by the member’s mentor and supervisor before the member may function in the acting capacity. Once an acting member is promoted (minimum time as an actor is a requirement) there is no indoctrination period or task book. All position Task books are scheduled to be reviewed and revised as necessary by the end of 2017.

Appraisal
While the First Year Firefighter Task Book and Acting Engineer, Lieutenant Task books have yielded positive results with members being trained and held to a uniform standard, they are several years old and are in need of updating.

Plan
Upon a member’s completion of the newly updated task book(s), the Division Chief of Training will meet with both member and mentor to evaluate the effectiveness of the task
book and consider needed changes, if any. The Acting Battalion Chief process and Task book are under revision to reflect current practices and will be completed by the 4Q2017.

**References**

S.O.G. 1.1.7 First Year Firefighter

First Year Firefighter Task Book j:\Training\First Year firefighter Taskbook

Training Standard: 1.3.5 Acting Lieutenant Development Process

Training Standard: 1.3.6 Acting Engineer Development Process

Training Standard: 1.3.7 Acting Battalion Chief Development Process
7B.7 The agency has an employee/member recognition program.

**Description**
The Town and the Department each have an employee recognition program. The Town provides recognition via the Employee Recognition Program, and the Department utilizes SOG 1.1.11, Awards and Recognition. The Department SOG includes additional fire service specific awards while incorporating the Town’s awards as well. These awards range from monetary bonuses to certificates of recognition to the Medal of Valor. The Department’s program was developed based on the awards issued by the United States Army, and is similar to other fire service award programs.

**Appraisal**
In reviewing the number of awards issued, no statistical analysis can be completed, however, employees have communicated to us, the department, their appreciation in receiving awards. Therefore the department believes this program is effective. Awards are based on types of calls or service, and these vary year to year. The Department has been consistent in that, at a minimum, a Length of Service award is issued every year at the Annual Awards Banquet. Other awards are issued as per the SOG and Town programs.

**Plan**
The Town reviews its employee recognition program on an annual basis as it pertains to monetary awards during the annual budget process. The overall program is evaluated by Human Resources on an as needed basis.

The Department’s program is also evaluated on an as needed basis or when the Town changes its program. At a minimum, the SOG is reviewed on a bi-annual basis as part of the overall SOG Team Review process to ensure that it is still valid and pertinent.

**References**
SOG 1.1.11, Awards and Recognition

TOCR Employee Recognition Program
7B.8   The agency's working conditions and environment attract, diverse and qualified applicants, and retains a tenured workforce.

Description
Castle Rock Fire and Rescue’s (CRFD) vision of “Being the best at providing emergency and prevention services” has earned a reputation as being a leader within The Town and surrounding communities. As a result, this has led to a high level of interest when a position at any level is posted. All vacant positions within the Department are submitted to national periodicals and industry websites to ensure the broadest possible candidate pool. The organization views its people as its greatest asset and experiences a very low turnover rate including retirements.

Appraisal
CRFD has a proven ability to attract diverse applicants for all positions. In 2015, CRFD posted three positions; Fire Fighter/EMT (FF/EMT), Assistant Chief of Accreditation and Emergency Management (AC), and Fire Life Safety Educator/Inspector (FLSE/I). Each of these positions received considerable interest with the FF/EMT receiving in excess of 300 applications, the AC position receiving over 20 applications, and the FLSE/I receiving over 25 applications. Additionally, in 2016, the Department posted a vacancy for the position of Division Chief/Fire Marshal. This position received over 7 applications.

Plan
CRFD will continue to strive to meet its vision and maintain a positive environment in which to work.

References

Fire Life Safety Educator/Inspector

Firefighter/EMT

Division Chief/Fire Marshal
The agency conducts exit interviews or periodic employee surveys or other mechanisms are used to acquire feedback and improve policies and procedures.

**Description**

The human resources division invites exiting employees to either meet with HR to complete an Exit Interview form or provides for employees to complete it on their own and submit to HR. The exit interview consists of a number of questions about employment with the Town and benefits offered. The Exit Information is used for organizational improvement, to provide information on future training needs, benefit needs and to identify any department specific issues or concerns.

**Appraisal**

Exit interviews have shown to be an effective tool in determining what training, benefits and any department issues or concerns the employee feels needs to be addressed. Based on feedback from exit interviews, the Town changed its benefits package to include a vision insurance plan.

**Plan**

Human resources will continue to conduct Exit Interviews with separating employees.

**References**

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 Castle Rock Fire and Rescue Department conducted an assessment of its current workforce looking at the next 5 – 20 years (Strategic Workforce Plan). This assessment gauged workforce’s intentions for promotional aspiration, possible retirement and professional development. Additionally, the Department and Town Council have adopted the 2014 – 2019 Fire Master Plan. The Master plan establishes levels of service and defines performance thresholds for adding additional resources (apparatus, staffing or stations). Lastly the Human Resources Division (HR) regularly assesses the Department compensation levels with similar departments in the area to ensure pay tables remain equitable.

**Appraisal**

Based on the performance thresholds in the 2014 - 2019 Fire Master Plan, the addition of station 152 was accelerated, now opening in the fall of 2018. In the fall of 2015, the HR division’s compensation study lead to an average 12% pay increase for all line fire staff. The Strategic Workforce plan was approved and released in January of 2017. There for it is too soon to gauge the effectiveness of that plan.

**Plan**

The Town of Castle Rock and Department recognized that its people are its most important assets, and will continue to ensure staffing needs are anticipated and meet.

**References**

Strategic Workforce Plan

2014 -2019 Fire Master Plan

2015 Public Safety Equity Adjustment
**Criterion 7C: Personnel Policies and Procedures**

Personnel policies and procedures are in place, documented, and guiding both administrative and personnel behavior.

**Summary:**

The Town and CRFD have established policies and procedures that guide both administrative and personnel behavior. These policies and procedures are found in the 2009 Revised Town of Castle Rock Personnel Guidelines, CRFD Administrative Directives and Standard Operating Guidelines. All documents are congruent, and clearly define expected behaviors of Town and Department personnel.
Performance Indicators:

CC 7C.1 Personnel policies, procedures, and rules are current, written, and communicated to all personnel.

Description
The Personnel Guidelines of the Town of Castle Rock were last revised in 2016 and are regularly reviewed by an employee-represented, HR-guided committee. CRFD Administrative Directives and Standard Operating Guidelines (SOG) are current, written, and communicated to all personnel. They are available to all personnel electronically on the shared computer drive of the Town. Additionally, supervisors are required to review with their subordinates any and all changes to policies and procedures as they occur. Individual members are to sign off on the Depot acknowledging they have read said Administrative Directive and SOGs. All SOGs and Directives are periodically reviewed by the SOG team and updated as needed. All SOGs and Directives are submitted with an issue date and last update notice.

Furthermore, the HR division receives regular legislative updates and employment related issues and trends through the Human Resource divisions’ membership in several professional organizations and numerous professional journals, these include but are not limited to Mountain States Employers Council (MSEC), Society for Human Resources Management (SHRM), Colorado Human Resources Association (CHRA) and International Personnel Management Association (IPMA). Town policies are reviewed and updated as needed. In the event that state or federal policies change and the Town of Castle Rock Personnel Guidelines are not updated immediately as well, it is always the intent of the Town to follow state and federal law.

New employee orientation addresses personnel policies, procedures, and rules directly with new hires, and copies of the personnel guidelines are provided directly to the employee. New employees are also instructed how to find the electronic location of all policies, procedures, and rules.
**Appraisal**

The current system of using multiple forms of media, including print and electronic, to communicate Town and Department policies, procedures and rules to CRFD personnel, has been effective at keeping personnel informed.

**Plan**

The plan is to continue using the current system of policy and procedure communication.

**References**

Employee Orientation Agenda

Town of Castle Rock Personnel Guidelines

Professional Organization Email Updates:

- Mountain States Employment Council – Hot Topics
- ICMA SmartBrief
- Society for Human Resource Management
The agency has a policy that defines and prohibits sexual, racial, disability, or other forms of harassment, bias, and unlawful discrimination of employees/members 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 Town of Castle Rock (TOCR) and subsequently the Castle Rock Fire and Rescue Department (CRFD) have a specific policy that defines and prohibits sexual, racial, disability or other forms of harassment, bias, and unlawful discrimination of employees/members and describes the related reporting procedures. This policy is reviewed with all Town employees during their annual evaluation, and is initialed and signed by all employees and their supervisors as part of the annual evaluation process. The policy form used for this process is described as the “Annual Policy Review Statement”.

Appraisal

The current system of reviewing the Annual Policy Review Statement with all employees during their annual performance review ensures employee knowledge and understanding of the TOCR policy that defines and prohibits sexual, racial, disability or other forms of harassment, bias, and unlawful discrimination of employees/members. This method has proven effective to date.

Plan

As the current system has proven effective, the TOCR and CRFD plan to continue using the current system in compliance with state and federal law.

References

TOCR Annual Policy Review Statement

TOCR Personnel Guidelines Section II Employment & Job Placement
7C.3 A **disciplinary system is in place and enforced.**

**Description**

The Town of Castle Rock (TOCR) and subsequently the Castle Rock Fire and Rescue Department are an “At will” employer and do not employ a structured progressive discipline system. The discipline process is described in the TOCR Personnel Guidelines in Section VIII: Discipline. The policy states:

“When employee conduct or performance falls short of standards or expectations, they may be subject to disciplinary action. Disciplinary action may take the form of a verbal warning, written reprimand, suspension, involuntary demotion, or termination depending on the circumstances. There is no express or implied right to receive a corrective action, counseling, notice, or hearing prior to or in conjunction with any disciplinary action. Action taken by the Town in one case does not establish a precedent with respect to any other case.”

Department directors, including the Fire Chief, are expected to review disciplinary actions, excluding verbal warnings, with the Human Resources Division prior to implementation. All disciplinary actions are thoroughly investigated and documented by the CRFD.

**Appraisal**

The current system has been effective for the Department, but requires vigilance by the Chief to ensure that disciplinary actions are consistent. Employees have expressed concern about the arbitrary nature of the disciplinary process, but administrative efforts to keep discipline proportionate to the offense has served to allay some of those concerns.

**Plan**

There is no plan to change the “At Will” employment condition of the Town, and the current discipline system is consistent with At Will employment obligations.

**References**

TOCR Personnel Guidelines Section VIII: Discipline
7C.4 An internal ethics and conflict of interest policy is published and communicated to employees/members.

**Description**
Castle Rock Fire and Rescue Department (CRFD), being an entity of the Town of Castle Rock, utilizes the Personnel Guidelines provided by The Town’s Human Resources Division. Section IV of these guidelines addresses employee conduct and specifically addresses conflict of interests stating;

“The Town strictly prohibits employees from engaging in any activity, practice or act that conflicts or is perceived to conflict with the interests of the Town, including activity that might affect, or have the appearance of affecting the employee’s decision or action.”

These personnel guidelines are provided to each employee during their new employee orientation and are also available to all personnel electronically on the shared computer drive of the Town.

**Appraisal**
The method of publishing and communicating the Personnel Guidelines have been effective in that all members are provided a hard copy and are made aware of their availability on the Town’s “shared drive”.

**Plan**
There is no plan to change how these personnel guidelines are made available to members of the Department.

**References**
Town of Castle Rock Personnel Guidelines: Section IV page 15
7C.5 A grievance/complaint procedure is published and communicated to employees/members.

Description
The Town of Castle Rock (TOCR) has a grievance / complaint procedure located within the Personnel Guidelines. The TOCR Personnel Guidelines encourage employees to work directly with their immediate supervisors to resolve any work related concerns. These personnel guidelines are provided to each employee during their new employee orientation and are also available to all personnel electronically on the shared computer drive of the Town.

Appraisal
The current procedure has been effective and engages the employee’s direct supervisor as well as allowing the employee to contact Human Resources directly.

Plan
There is no plan to change the At Will employment policy of CRFD or TOCR.

References
Town of Castle Rock Personnel Guidelines: Section VII Problem Solving
Criterion 7D: Use of Human Resources

Human resources development and utilization is consistent with the agency’s established mission, goals, and objectives.

Summary:
The Human Resources Division provides several programs and services to support the Castle Rock Fire and Rescue Department and its members in the achievement of its mission, vision, values and objectives.

The Castle Rock Fire and Rescue Department follows the Town’s personnel guidelines, which enables our members to also achieve our mission, vision and values.
**Performance Indicators:**

**CC 7D.1** A position classification system and a process by which jobs are audited and modified are in place.

**Description**
All positions within the CRFD are identified in accordance with a job description and are classified on the 2017 Public Safety Pay Table. All positions are scored by the Human Resources Division (HR) using a standardized measurement tool and the subsequent scores are documented on the Town of Castle Rock (TOCR) Job Evaluation System Score Sheet. The process and scoring sheets are kept and administered by TOCR HR. Job auditing and reclassification are conducted by HR upon request of the department head, or when the job description is modified. The position classification system and process by which jobs are audited and modified occurs under the auspices of the TOCR Compensation Philosophy. Though the Town has the right to utilize the system it does, evaluations are conducted solely by HR personnel without direct participation of Department representatives.

**Appraisal**
The current position classification system and auditing process of the TOCR is effective, but transparency and subjectivity could become issues in the future. Results of the scoring system have been questioned in regards to some CRFD positions, with the scoring process unwitnessed by CRFD representatives, and taken at face value. CRFD executive level participation in the position scoring process has not occurred, and has been solely conducted by HR staff

**Plan**
Transparency of the process and inclusion of Department representatives at the executive level in the scoring process should be recommended to HR in the future. The Town has no obligation to accept or incorporate the recommendation.

**References**
TOCR Compensation Philosophy

TOCR 2017 Public Safety Pay Table
7D.2 **Current** written job descriptions exist for all positions, and incumbent personnel have input into revisions.

**Description**
All positions within Castle Rock Fire and Rescue Department have documented job descriptions that are developed with input from the Chief of that Division. The resulting job descriptions are then reviewed by The Fire Chief and submitted to Human Resources for approval. As part of a review from the job description team the Fire Prevention Officer was updated in 2017.

**Appraisal**
CRFD’s current method of developing and updating job descriptions has worked well. Three new job descriptions have been added: Assistant Chief of Accreditation and Emergency Management, Sr. Emergency Vehicle Technician and Fire Training Captain.

**Plan**
Job descriptions will continue to be added and/or updated on an as needed basis.

**References**
All job descriptions are located on The Town of Castle Rock Depot and are available upon request.
7D.3 A personnel appraisal system is in place.

**Description**

The TOCR and subsequently the CRFD uses a performance appraisal system based on the Employee Performance Development and Review Form Revised 2016 for non-supervisory employees, and the Supervisory/Management Performance Development and Review Form Revised 2016. The system is utilized uniformly among all TOCR employees. The use of the Performance Evaluation System by the TOCR is identified in the TOCR Personnel Guidelines revised 2016 Section III - Compensation. Per the TOCR Compensation Philosophy document, “The performance appraisal document and process directly links employee performance to the shared values of the Town. ‘Fully competent’ will truly be the standard to which performance will be managed.” Employee compensation is directly linked to performance identified in the performance appraisal document. The employee’s direct supervisor conducts the appraisal annually, with the appraisal reviewed by CRFD administration and TOCR HR.

**Appraisal**

The TOCR and CRFD performance appraisal system is effective and has received recognition from municipal government organizations. The multiple levels of document review have helped to ensure that the appraisal is accurate and fair to the employee. The system has proven effective and is working for the Department.

**Plan**

There is no plan to change the current system, but the document itself may be updated to reflect changing employment demands and conditions.

**References**

- Employee Performance Development and Review Form Revised 2016
- Supervisory/Management Performance Development and Review Form Revised 2016
- TOCR Compensation Philosophy document
- TOCR Personnel Guidelines revised 2016 Section III - Compensation
7D.4 Methods for employee/member input or a suggestion program are in place.

**Description**
The Town of Castle Rock has several methods of member input and suggestions. The Town Manager has monthly meetings, to which every member is invited to attend and participate. The Town also has solicited specific types of input: when the Town created the values, all members were given the opportunity to participate; the Town solicited input when Project Green was initiated and invited all departments to be part of the team; when the Town needed to reduce expenses, suggestions were solicited. Within the fire department, several team serve to provide employee input into tools & equipment, apparatus specification, and uniforms and personnel protective equipment.

**Appraisal**
The current avenues of member input have been successful. The formation of various teams within the Department and the Town all members are invited to work on projects at every level.

**Plan**
There are no immediate plans to change the methods for employee input.

**References**
The Rock Talk Employee Newsletter
7D.5 Career and professional development programs are in place for all members.

**Description**
Currently Castle Rock Fire and Rescue has developmental programs for the positions of Engineer, Lieutenant and Battalion Chief. These programs are in the form “acting” positions. Each acting position has a respective Training Standard and associated task book to be completed.

In December 2016, the Department adopted the Strategic Workforce Plan, which provide members a virtual roadmap for professional development, specific to the position they aspire to.

**Appraisal**
The Acting Engineer and Lieutenant programs have shown to be an effective process to develop and prepare members to function within those positions. During the last Lieutenant promotional process the all candidates scored within 14% of each other. During the last Engineer promotional process all candidates scored within 11% of each other. The Acting Battalion Chief developmental program cannot be evaluated in the same manner since there have been no Battalion Chief promotional processes in the past 10 years.

**Plan**
The workforce plan identified in the 2010-2015 Strategic Plan was recently approved, the Training Division will include this document in the Training Master Plan by 4th Quarter 2017. Additionally, under the direction of the Division Chief of Training, each of the acting Standard Operating Guidelines has been revised and were submitted to the SOG Team for review with an anticipated completion in the 2nd quarter of 2017. Upon completion of the SOG review process, the acting training standards will be reviewed and revised to comply with the SOGs, with an anticipated completion date in the 3rd quarter of 2017.

**References**
Castle Rock Fire and Rescue Department Strategic Workforce Plan
Standard Operating Guideline 1.3.5: Acting Lieutenant

Standard Operating Guideline 1.3.5: Acting Lieutenant (Draft)

Standard Operating Guideline 1.3.27 Acting Engineer

Standard Operating Guideline 1.3.27 Acting Engineer (Draft)

Standard Operating Guideline 1.3.7: Acting Battalion Chief

Training Standard 1.3.5: Acting Lieutenant Professional Development Process

Training Standard 1.3.6: Acting Engineer Professional Development Process

Training Standard 1.3.7: Acting Battalion Chief Professional Development Process

Strategic Workforce Plan
7D.6 The agency has a leadership development program and/or succession plan.

**Description**

The Town of Castle Rock is an “at will” employer and believes that a formal succession plan may be construed as an employment contract. Therefore, the Castle Rock Fire and Rescue Department does not have a formal succession plan. The Department has recently adopted its Strategic Workforce Plan that identifies basic classes and skills, along with ideal character traits and knowledge that are required for a given position. The Strategic Workforce Plan serves as a general road map for individuals wanting to promote to various position within the department. The department also uses members in an “acting” role for the promoted positions of Engineer, Lieutenant and Battalion Chief. Members functioning in an “acting” role are required to hold all certifications for the promoted position, and are considered the candidate pool should a position become available.

**Appraisal**

The Strategic Workforce Plan was adopted in December 2016, as such it is too soon to appraise its effectiveness. The use of actors has been an effective method of training and maintaining a qualified candidate pool.

**Plan**

The Town and Department have no plans to change their succession plan policy. With the recent adoption of the Strategic Workforce Plan, the Department will monitor and make adjustments as necessary.

**References**

Strategic Workforce Plan

Training Standard 1.3.5 Acting Lieutenant Professional Development

Training Standard 1.3.6 Acting Engineer Professional Development

Training Standard 1.3.7 Acting Battalion Chief Professional Development
Criterion 7E: Personnel Compensation

A system and practices for providing employee/member compensation are in place.

Summary:

The Human Resources Division of the Town of Castle Rock ensures a list of all rates of pay and compensation is available to all employees/members. The Human Resources Division posts the pay table annually so that the most up to date information is available to all employees.
Performance Indicators:

CC 7E.1 Rates of pay and compensation are published and available to all employees/members.

Description
The Human Resources Division publishes a pay table annually. Pay rates are available to all employees, and may be viewed on the Castle Rock employee intranet (Depot). The pay table lists all grades and job titles with corresponding pay rates.

Appraisal
Posting the pay table and the availability of the table is an effective method of ensuring all employees have knowledge of the pay table.

Plan
The Human Resources Division will continue to post the pay table annually to ensure the most up to date information is available.

References
The Town of Castle Rock Pay Tables located on the Castle Rock Depot.

2017 Public Safety Pay Table
7E.2 Member benefits are defined, published, and communicated to all employees/members.

Description
Member benefits are defined, published and given to employees by the Human Resources Division on the new hire’s first day of work. Member benefits can be viewed on the Castle Rock employee intranet (Depot). Updates are published and distributed to all employees on an ongoing basis. Benefits are also published on members’ paychecks. The Human Resources Division maintains all records pertaining to Town employees.

Appraisal
The benefits package effectively describes in detail all of the benefits available to the employee. The benefit package is also explained at the new employee orientations held monthly. The benefit package is also explained on an annual basis during open enrollment.

Plan
The Human Resources Division will continue to review and update the benefit packages to ensure accuracy and availability to all employees.

References
The Town of Castle Rock Benefits Package located on the Castle Rock Depot
Criterion 7F: Occupational Health and Safety and Risk Management

The agency's occupational health, safety, and risk management programs protect the organization and personnel from unnecessary injuries or losses from accidents or liability.

Summary:
The Castle Rock Fire Rescue Department has an occupational health, safety, and risk management program in place overseen by the Division Chief of Training. The Colorado Intergovernmental Risk Sharing Agency (CIRSA) provides worker’s compensation coverage to the Town of Castle Rock. As part of this coverage, CIRSA also provides an occupational health, safety, and risk management program intended to reduce injury and risk to the town, the Castle Rock Fire Department, and CIRSA. The Town of Castle Rock has a safety committee with delegates from each town department; this committee is tasked with identifying hazards in the workplace, and with completing the annual CIRSA Safety Training audit designed to reduce unnecessary injury or losses from accidents.
Performance Indicators:

7F.1 A specific person or persons are assigned responsibility for implementing the occupational health, safety, and risk management programs.

Description
The Division Chief of Training is the designated officer responsible for the implementation of the occupational health, safety and risk management programs. In this capacity, the Division Chief of Training chairs the department safety team and is the department delegate to the Town of Castle Rock’s Safety Committee. The committee addresses safety, injury and risk reduction trends within the department and town wide. In accordance the CIRSA Risk Reduction Program, all members implement the safety and risk management programs.

Appraisal
The current model is effective in reviewing, improving and implementing the department’s risk management and occupational safety and health programs

Plan
The Division Chief of Training will continue to ensure that risk management and occupational safety and health programs are monitored and updates.

References
Division Chief – Training Officer Job Description
CIRSA Audit Memo
7F.2 The agency's policies and procedures report, evaluate, address, and communicate workplace hazards as well as unsafe/unhealthy conditions and work practices.

Description
The Department has standard operating guidelines intended to reduce risk and provides direction on how to report an injury or unsafe condition, if found. SOG 1.1.4 Station Maintenance and Inspection details how to report unsafe conditions that may be found within the fixed facilities. SOG 1.3.7 Apparatus Equipment Inventory details how to report and remove unsafe loose equipment from service. SOG 1.3.32 Remove Vehicles from service details how to report unsafe conditions with respect to apparatus and how to remove them from service. Additionally SOG 1.1.13 Injury and Accident Process defines the process of reporting and documenting injuries and accidents of department members in the case of injuries sustained in the line of duty.

Appraisal
Adherence to the department’s policies and procedures has enabled the Division Chief of Training to evaluate and address unsafe/unhealthy conditions or work practices and workplace hazards. Communications from the Town and Department Safety Committees is in need of formalization to ensure an effective communications process.

Plan
The current processes to report, evaluate, address, and communicate workplace hazards as well as unsafe/unhealthy conditions and work practices will continue. A formalized communications process from and to the Town and Department Safety Committees shall be defined in 2017.

References
SOG 1.1.4 Station Maintenance and Inspections

SOG 1.1.13 Injury and Accident Process

SOG 1.3.7 Apparatus Equipment Inventory (pg. 2)

SOG 1.3.32 Remove Vehicles from Service
Injury Report Forms – J Drive

Vehicle Accident Report – J Drive
7F.3 The agency documents steps taken to implement risk reduction and address identified workplace hazards.

Description
The Department documents steps to implement risk reduction and address identified workplace hazards through SOG 1.1.13 Injury and Accident Process, and Administrative Directive 2007-02 Accident Review Team. Further, the department’s facilities are inspected on an annual basis by the Town of Castle Rock Facility Manager to ensure that no unsafe conditions exist in the workplace.

Appraisal
The Department’s documentation of steps taken to implement risk reduction and address identified workplace hazards is effective. The department must leverage the Training and Safety Committee to be a true agent for cultural change in terms of safety and risk reduction.

Plan
The department shall continue to document injuries in the workplace and steps taken to identify hazards and reduce risk. In 2017, the department’s Training and Safety Committee shall define a process to capture and analyze reported data and communicate conclusions back out to the department.

References
Administrative Directive 2007-02
SOG 1.1.13 Injury and Accident Process
7F.4 Procedures are established and communicated specific to minimizing occupational exposure to communicable diseases or chemicals.

Description
The department provides annual infection control training to all members. This education is designed to increase awareness and serve as a refresher for everyone on proper prevention, reporting, and follow-up procedures should an exposure occur. Furthermore, the department’s SOG 1.1.18 Infection Control, Admin Directive 2009-04 Cleaning Procedures for MRSA and Clostridium Difficile, are in place to minimize occupational exposure to communicable diseases.

Appraisal
Annual education and the implementation of a formalized infection control guideline has been effective in raising the department’s awareness; having one person who is responsible for Infection Control ensures confidentiality is maintained at all times and an effective line of communication is in place.

Plan
In accordance with SOG 1.1.1 Internal Communications, all SOGs undergo a biennial review to ensure applicability and effectiveness. All SOGs that are deficient are reviewed and or revoked. All current SOGs are up to date and effective. The department shall continue to follow current SOGs and Administrative Directives, review and revise biennially as necessary.

References
Administrative Directive 2009-04 Cleaning Procedures for MRSA and Clostridium Difficile

SOG 1.1.1 Internal Communications

SOG 1.1.18 Infection Control
CC 7F.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, new processes, procedures, or equipment are introduced. It provides specific instructions on operations and hazards specific to the agency.

Description
The department has an occupational safety and health training program. Recruit firefighters are enrolled in a basic fire academy that teaches all aspects of firefighting including firefighter safety and situational awareness.

All members, once assigned out of the academy, are given continuing education that includes body substance isolation training, Weekly Near-Miss Reports of the Week, Training and Safety Bulletins, SOGs, Training Standards, Administrative Directives, Department Training (all hazard training), After Action Reports, and Fire/EMS Safety, Health & Survival Week. Members of specialty disciplines, including hazardous materials, wildland or technical rescue are given training on specific personal protective equipment as it pertains to the particular discipline.

Appraisal
The department has been successful in providing continuing education and career development topics. Training in occupational health and safety has been successful in minimizing risk of injury to members and risk to the department.

Plan
The department will continue to deliver training in occupational safety and health to ensure the well-being of our members. This training will be evaluated annually to ensure compliance with CIRSA requirements and to ensure adequacy.

References
ROTW Firefighter Near-Miss Weekly Report Example

PowerPoint Presentation Training on New SCBAs (NXG7)
2016 Fire/EMS, Safety Health and Survivor Week

2015 Fire CIRSA Audit Table of Contents

2015 Department Training Summary by Subject

After Action Review Example – 201 Winged Foot Ct.

Administrative Directive 2003-01

Training Bulletin Example – February 2016 “Roost 9v Smart Smoke Detector Battery”

SOG 3.1.18 – Air Management

SOG 3.1.2 – Self Contained Breathing Apparatus

SOG 1.2.1 – Wellness and Fitness

NFPA 1500 Standard on Fire Department Occupational Safety and Health Program 2007 Edition
7F.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, except for a fortunate break in the chain of events, could have resulted in a fatality, injury, or property damage.

**Description**

The department uses the National Firefighter Near-Miss Reporting System’s report of the week to elevate the level of situational awareness in an effort to teach and share lessons learned from events. The Division Chief of Training receives these reports and forwards them out to all members via email.

When a near miss does occur, and the department is aware of it, members are encouraged to go to www.firefighternearmiss.com and enter the reported near miss. However, members are not required to notify the department, or make a report.

**Appraisal**

The near-miss report of the week is sent out via email and members are encouraged to review them individually and as a company. Once reviewed, members are encouraged to fill out a training event into the Record Management System to document their review of the event. Documentation does not appear to be done on a regular basis, therefore, it is not possible to evaluate the effectiveness of this program.

**Plan**

The implementation of a means to easily track members who do review the Near Miss Reports that are sent out needs to be devised. With the implementation of Target Solutions Learning Management System, an easily reportable training event may be devised that allows for tracking compliance.

**References**

ROTW Firefighter Near-Miss Report Example
7F.7 The agency has a process in place to investigate and document accidents, injuries, legal actions, etc. The agency’s information management system supports this process.

**Description**
The current department guidelines are in compliance with the Town’s policies and guidelines. All legal matters are referred to the Town of Castle Rock Legal Department. All members are aware of the departments’ procedures. All officers are specifically instructed how to process and document accidents or injuries.

**Appraisal**
The department has a process in place to investigate and document accidents, injuries, legal actions, which is outlined in SOG 1.1.13. However, The Town of Castle Rock safety manual is dated 1998.

**Plan**
The Division Chief of Training/Safety Officer as a member of the Town Safety Committee, will work with the Town safety committee and update the Town’s Safety manual by 4th quarter 2017.

**References**

SOG 1.1.13 – Injury and Accident Process.
7F.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 department incorporates risk management practices that increase the level of decision making and the ability to identify unsafe conditions by requiring each officer and acting officer to successfully complete the online Incident Safety Officer class offered at [http://www.publicsafetyedu.com/jb.html](http://www.publicsafetyedu.com/jb.html), and reinforces the lessons learned in scenario based training. While the Division Chief of Training is the department’s designated safety officer, and is often assigned to that capacity during emergency operations, all officers and acting officers are capable of assuming those duties.

**Appraisal**

The required Fire Department Safety Officer’s Association (FDSOA) training of all officers and acting officers has been effective in ensuring that risk management practices are used to ensure that unsafe conditions or practices are identified or terminated as soon as they are identified.

**Plan**

The department will continue to monitor the FDSOA curriculum, and incorporates changes as they apply to scenario based or refresher training.

**References**

2016 CTA Update
Criterion 7G: Wellness/Fitness Programs

The agency has a wellness/fitness program for recruit and incumbent personnel. The agency specifies and communicates the provisions if employees/members do not comply with the wellness/fitness program.

Summary:
In a period of 13 years the Castle Rock Fire and Rescue Department (CRFD) has gone from having no coordinated program to having a program that is proactive and progressive. The resources, equipment, knowledge and time are made available to every member of the Department to meet or exceed Department standards but to meet their individual goals as well. The Wellness/Fitness policy /program is consistently reviewed and continually being updated as deemed necessary by the Peer Fitness Team and Department physician.

The program begins with a thorough medical evaluation and fitness evaluation, also known as a fitness inventory, before a new recruit begins their academy. The fitness inventories are repeated annually so that personnel are able to evaluate their current fitness levels and discuss goals and challenges with a shift Peer Fitness Trainer (PFT). The Department also mandates an annual medical physical, based on NFPA 1582 from a Department Designated Medical Provider (DDMP) and an annual fitness test. Should the DDMP recommend that a member is not “fit for duty” or a member does not successfully complete the appropriate test for their job description as defined in SOG 1.2.1, Wellness and Fitness, the Department will be made aware and may take the member “off-line” and be assigned a Peer Fitness Trainer for monitoring and evaluation until the member has successfully completed the requirements and been cleared by the DDMP to return to duty.

It is CRFD’s goal to provide its members the tolls and knowledge to have a healthy, fulfilling career that supports a positive work-life balance well into a member’s retirement.
Performance Indicators:

CC 7G.1 The agency provides for initial, regular, and rehabilitative medical, and fitness evaluations.

Description
The Department has a Peer Fitness Team (PFT) which consists of members from each shift along with a chief officer as the coordinator. The team meets at least semi-annually or as needed to evaluate data, and outcomes from assessments and discuss issues or improvements to enhance the program. CRFD currently provides initial (pre-employment), annual, and as requested fitness inventories, as detailed in SOG 1.2.1, for all members. The Department also provides annual medical physicals, using NFPA 1582 as a guideline, for each Department member and rehabilitative medical evaluations as needed, using one of three Town of Castle Rock approved physician groups. All phases of the Departments fitness and medical program are monitored, evaluated and modified by the Department Peer Fitness Team.

Appraisal
Since the inception of the CRFD’s PFT, the Department has progressed and modified the program as deemed necessary by the Team and DDMP. The program is identified in the Strategic Plan as a support service and enables CRFD to deliver its Core Programs (p. 14). The overall improvement in process and product has been by overall improvement in fitness of the members. It is the team’s goal to stay current and ahead of fire service accepted standards by using NFPA 1582 as a guideline for medical physicals and having the IAFF/IAFC approved peer fitness trainers on the team for the physical component.

Plan
Due to fitness programs consistently evolving, the plan for improvement revolves around constant evaluation.

References
SOG 1.2.1 Wellness and Fitness – current revision
NFPA 1582 Comprehensive Occupational Medical Program for Fire Departments

2016 – 2019 Strategic Plan, p.14
7G.2 The agency provides personnel with access to fitness facilities and equipment.

Description
Each CRFD station has an extensive assortment of weights and equipment to meet the broad spectrum of anticipated needs of our members. As stations are developed or remodeled the fitness area is always considered and changes implemented to the design. Per SOG 1.2.1, Wellness and Fitness, each shift has one or two Peer Fitness Trainers to provide instruction and feedback for their peers on their shift. Additionally, every on-duty line member is given workout time in the daily schedule per SOG 1.1.14, Daily Priorities and Schedule.

Appraisal
Current fitness facilities in each station have been assessed by the Peer Fitness Team and found to be adequate for each station and the needs of the members. The Peer Fitness Trainers are dedicated to staying current with new physical training techniques to assist members of the Department.

Plan
The Department will continue to evaluate this program and equipment needs and will adapt it to meet the changing needs of our Department.

References
SOG 1.2.1 Wellness and Fitness

SOG 1.1.14 Daily Objective and Schedule
Description
The Department provides wellness/fitness education to all members utilizing Peer Fitness Trainers as recommended in the Wellness Fitness Initiative (WFI). Currently CRFD has eight trained and certified Peer Fitness Trainers across the three shifts, with one dedicated to personnel in Administration and Fire Prevention Bureau. Funds continue to be budgeted annually to ensure physicals and fitness needs are met.

Appraisal
These Peer Fitness Trainers continue to learn in an effort to keep current with the fitness industry. Every PFT is required to fulfill continuing education requirements as part of the American Council on Exercise (ACE) PFT certification process.

Plan
Moving forward, the PFT is determined to keep pace with the ongoing changing demographic demands of the Department. It is a process of continuing evaluation and reform to meet the fitness/wellness of the members.

References
SOG 1.2.1 Wellness and Fitness

ACE Certification/Recertification requirements: Available from program coordinator upon request.
7G.4 The agency provides an employee/member assistance program with timely access to critical incident stress debriefing and behavioral counseling resources.

**Description**

In 2013, CRFD recognized the need for members to have someone they may feel more comfortable with should they feel the need for initial conversation on personal and professional issues that may arise. The Department trained nine members through a Peer Support Program, which all nine members successfully completed. This is a 40 hours class that was taught by nationally recognized Nicoletti, Flater and Associates. There is at least one member on each shift as well as Administration and Fire Prevention Bureau. Members have been educated as to how to access a team member. There is also a resource book located at each station for members to easily access. This is a confidential program which if the Peer Support Team member (PST) believes that the member’s issues or concerns are beyond their level of training, they are referred to The Town’s program. The Town of Castle Rock has identified Mines and Associates, PC, as their Employee Assistance Program (EAP) provider. This service also includes an initial assessment with a therapist, further referral and/or short term counseling.

The Peer Support Team is notified of any major incident and appropriate response by the team is identified and activated. (SOG 1.2.3) The Department also has a chaplain that is a member of the Peer Support Team and is available to members at any time if needed. Additionally, CRFD has access to a statewide critical incident stress debriefing program located in the Metro Denver Area and can be on scene in a short amount of time once requested.

**Appraisal**

Use of the Peer Support Team and the EAP program are voluntary and anonymous. Although still in its early stages, the Peer Support Team and EAP program has been positive based on members that have chosen to share their experience.

**Plan**

CRFD has recognized the need for awareness training on an annual basis with respect to the programs available to our members and how to access them. The Peer Support Team
meets regularly to discuss any issues and how we can look to move the program in the appropriate direction.

**References**

SOG 1.2.3 Peer Support Team

Peer Support Resource Manual

EAP Newsletter
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**
As each member has their physical exam, the DDMP completes a form that is returned to the Department and filed in the members health file. After all of the physicals are completed, the Peer Fitness Team Coordinator meets with the DDMP to discuss the overall health of the members and any trends or changes they believe might need to be integrated into the next years physical program. The PFT Team is briefed on any changes or trends that the DDMP has noticed. To this point, all reports have been positive and applicable changes have been made to our medical physical process. These overall reports and results are reported annually during the Department Retreat.

**Appraisal**
The system currently used by the Department is sufficient. We continually look to see if there is a program that will meet or enhance our needs and continue to safeguard confidentiality. As the Department continues to grow, analysis of appropriate data and information is time intensive and slow at times, we continue to adapt to changes that are identified.

**Plan**
CRFD has no immediate plans to change the methods for gathering or reporting data with respect to the wellness/fitness program. Should a program be made aware to the Department to track and continue to gather data and ensure member confidentiality, the program will be evaluated at that time.

**References**
Annual Retreat Report
Category VIII: 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; instructional information systems, such as computers and software, telecommunications, other audio visual 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.

Central to success of the training and educational process is a learning resources organizational structure and a technically proficient support staff. 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 their approach to recognized state/provincial and national fire service professional standards programs in their written responses to the performance indicators in this section.
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 Castle Rock Fire and Rescue Department (CRFD) training and education program meets the needs of the Department and Town. The program is developed to support achievement of the established vision: “To be the best at providing emergency and prevention services”; the mission: “High customer satisfaction through quality preparation and excellent service”; and values: “Strength, Honor, Integrity, Excellence, Leadership, Dedication and Service.” The training division collaborates with the operations, prevention, and the administrative divisions to develop training components designed to meet the required minimal qualifications of all positions. An annual review process assists the department in guiding the training program. Professional development for all levels exists and members actively participate. The training program is regularly evaluated for overall effectiveness and achievement of personnel needs.

Staff assigned to the training division includes:

- Division Chief
  - Develops, plans, implements, and coordinates training standards and curriculum. Reviews and recommends departmental policies and procedures to improve the effectiveness and efficiency of training operations. Recommends, develops and implements comprehensive training and education programs for Department personnel; includes special operations training, monthly shift/company training, Colorado Division of Fire Safety training and testing, and standard operating guidelines training. Develops relevant lesson plans, and provides oversight for the training calendar in the records management system.

- Captain
o Writes, develops and delivers training. Prepares training standards, program manuals, and procedures based on the developed curriculum for the department. Responsible for ensuring instructional resources, staff, facilities, records and reports are in place for required training. Works with the Division Chief/Training Officer to ensure training meets goals and requirements, is within budget and essential resources are identified and documented.

The station officers provide training to crews on a shift by shift basis; they are certified instructors.

The training and education program has been established to support the department needs. The department has a process that involves considering tasks, activities, knowledge, skills, abilities and legal requirements to deal with the anticipated calls for both emergency and non-emergency services to develop the training program. Considerations include: job descriptions, minimum qualifications, critical task analysis, individual development plans, re-certification of specific competencies, mandatory requirements and fire officer education and credentialing.
Performance Indicators:

CC 8A.1 The organization has a process in place to identify training needs. The process identifies the tasks, activities, knowledge, skills, and abilities required to deal with anticipated emergency conditions.

Description
The Department utilizes certain criteria in determining the training needs of the organization. Plans for training standards are developed to maintain compliance with the job performance requirements set forth by the Colorado Division of Fire Prevention and Control (CDFPC) for firefighter certifications, in compliance with National Fire Prevention Association (NFPA) recommendation(s) International Fire Service Accreditation Congress IFSAC rules and regulations. Colorado Department of Public Health and Environment regulations as they relate to Emergency Medical Service certifications are taken into consideration when identifying training needs. These standards are upon which the department’s job descriptions are based. Rules promulgated by the Insurance Services Office (ISO) are also used to help identify training needs.

The Department evaluates and identifies additional training needs for specific positions within the organization, including battalion chief, lieutenant, engineer, and firefighter positions. In addition to conducting continuing education, the Training Division also evaluates training requirements when there is a change to an operational procedure or when additional systems such as transitional fire attack and the blue card incident management system are added to the Department’s standard operating procedures. Evaluation is ongoing, and much of the success is demonstrated by feedback received from the public via customer survey cards and thank you letters about the level of performance shown by our personnel.

Appraisal
The Department has required members to maintain various certifications according to their position job descriptions. Training members of the department to the standards has met the needs of the organization and those we serve. The Training Master Plan was originally published in 2014.
Plan
The Training Division will continue to monitor, develop and deliver training as standards are introduced or modified. Training will be prepared with collaboration from the operations, prevention, and administrative divisions. The Training Division will use input received during the annual fire department retreat to help identify training needs. Additionally, the Training Division will revise the Training Master Plan in support of Strategic Goal #4: Enhance The Comprehensive Training Plan, to reflect current needs and practices, with a projected completion date of 4th quarter 2017.

References
Colorado Department of Public Safety-Division of Fire Prevention and Control Certification Policy and Procedure Manual
2017 Master Training Plan (DRAFT)
2016 – 2019 Strategic Plan
National Fire Protection Association Standards Website
Insurance Services Office (ISO) Website
CRFD Job Descriptions available on the CastleRockDepot.com
   Fire Fighter / EMT
   Fire Engineer
   Fire Lieutenant
   Fire Battalion Chief
Sample Customer Survey Cards
Sample Thank you letters
8A.2 The agency's training program is consistent with the mission statement, goals and objectives and meets its needs.

**Description**
CRFD’s mission statement is “High Customer Satisfaction – through quality preparation and excellent service.” Supporting the mission statement is the department’s vision statement: “To be the best at providing emergency and prevention services.” These statements guide the Training Division in program development and its delivery to the members. CRFD maintains two measurable outcomes that are directly tied to training and supporting the Mission, Vision, and Values of the Department:

- Rating of 4 or better on customer survey cards 95% of the time.
- Correct medical procedure per QA/QI program performed 90% of the time.

The Training Division strives to fulfill the Town of Castle Rock and department’s mission and vision statement by promoting internal and external training and education ensuring that members can perform their public service with utmost competency and professionalism.

The Training Division utilizes the 2014 Training Master Plan that delineates training topics and Job Performance Requirements that will be covered by the Training Division. Individuals are assigned to develop and deliver these subjects. The intent is to provide enough training throughout the certification years that members have completed all required training hours or Job Performance Requirements to meet recertification criteria.

**Appraisal**
For 2016 CRFD met or exceeded its stated goals of:

- Rating of 3.5 or better on customer survey cards 95% of the time.
  - CRFD exceeded the rating of 3.5 every month in 2016.
- Correct medical procedure per QA/QI program performed 90% of the time.
  - CRFD exceeded the score of 3.5 for all clinical indicators in 2016

**Plan**
The Training Master Plan will be updated in support of Strategic Goal #4: Enhance the Comprehensive Training Plan. This revision is scheduled to be completed by 4th quarter 2017 and will address the identified training needs of the department. Until the review is complete, the Training Division will continue to follow current procedures to ensure members remain certified as required by each position’s Job Description.

References

2014 Master Training Plan

2017 Training Master Plan (Draft)

2016-2019 Strategic Plan

Monthly Customers Survey Email: Sample

2016 QA/QI Summary
8A.3 The training program is consistent with legal requirements for performing mandatory training.

**Description**

Several entities govern the Castle Rock Fire and Rescue Department training program. The Colorado Division of Fire Prevention and Control (DFPC) the Colorado Department of Health and Environment (CDPHE), and Colorado Intergovernmental Risk Sharing Agency (CIRSA). CIRSA, The Town of Castle Rock’s insurance carrier, has mandated training requirements that must be accomplished annually. The department has elected to participate in the DFPC voluntary certification program that sets minimum qualifications for given certification levels with respect to Fire Fighter, Hazardous Materials, Fire Officer, Fire Instructor, and Driver / Operator in compliance with National Fire Protection Association (NFPA) recommendations. The Insurance Services Office has set a minimum of 192 hours of training as a minimum quantity, which the department adopted as its standard minimum expected training hours. The Emergency Medical Services (EMS) aspect of the training program is governed by the CDPHE and complies with the National Registry of Emergency Medical Technicians (NREMT) curriculum.

**Appraisal**

The current program has complied with all governing agency requirements and to ensure members met or exceeded the legally mandated training requirements for their assigned position.

**Plan**

The Training Division will continue to support the DFPC voluntary certification, CIRSA, and CDPHE EMS training programs. The Training Division will continue to review minimum requirements as the DFPC and CDPHE publish changes. The Training Division will revise the 2014 Training Master Plan, in support of Strategic Goal #4: Enhance the Comprehensive Training Plan to reflect current needs and practices, with a projected completion date of 4th quarter 2017.

**References**

Colorado Department of Public Safety-Division of Fire Prevention and Control Certification Policy and Procedure Manual
2014 Master Training Plan
2017 Master Training Plan (Draft)
2016 CIRSA Audit Report
2016 – 2019 Strategic Plan
Certificate Ownership Report (EMT)
Certificate Ownership Report (Paramedic)
Sample EMT Training Hour Report
Sample Paramedic Training Hour Report
Colorado DPHE EMS CE Requirements
Sample Certification Progress Report
8A.4 The agency identifies minimum levels of training required for all positions in the organization.

Description
All positions within the Castle Rock Fire and Rescue have approved minimum requirements as defined in individual job descriptions and SOG 1.3.2 Minimum Certification Levels. These minimum requirements are based on the Voluntary Firefighter Certification Program administered by the Colorado Department of Fire Prevention and Control (DFPC), Colorado Intergovernmental Risk Sharing Agency (CIRSA) and Colorado Department of Public Health and Environment (CDPHE). The Master Training Plan is designed to identify the process by which all members will maintain their certification by completing their job performance requirements (JPR) in a timely fashion.

Appraisal
Training for all members met or exceeded the mandated training requirements by all regulatory agencies listed within this document. The Castle Rock Fire and Rescue Department has successfully completed CIRSA audits for each of the past five years. No members have been disciplined for failure to maintain their required certifications as mandated in their respective job description. The Department has recognized that there were conflicts between SOG 1.3.2 Minimum Certifications and the Town’s approved Job Descriptions. These conflicts were that SOG 1.3.2 required higher certifications than the job descriptions.

Plan
The Department will continue to evaluate and update existing job descriptions, SOGs and Training Standards against the Colorado DFPC, Colorado DPHE, and the NFPA to ensure compliance with minimum qualifications. Lastly, to remove the conflict between the approved job descriptions and SOG 1.3.2, the Department will suspend SOG 1.3.2 until the all conflicts are resolved and the Human Resources Department can re-evaluated any changes to the job descriptions by 4Q17.

References
2016 CIRSA Audit

Job Descriptions:

Firefighter / EMT

Firefighter / Paramedic

Fire Engineer

Fire Lieutenant

Fire Training Captain

Fire Battalion Chief

Assistant Chief – Accreditation and Emergency Manager

Division Chief – Fire Marshal

Division Chief – Fire Training Officer

Deputy Fire Chief / Operations

Fire Chief

2014 Master Training Plan

2017 Master Training Plan (Draft)
8A.5 A command and staff development program is in place that encourages pursuit of professional credentialing.

**Description.**
The department encourages officers to participate in the United States Fire Administration / National Fire Academy Executive Fire Officer Program (EFO) and the Center for Public Safety Excellence (CPSE) Chief Fire Officer (CFO), Chief Training Officer (CTO), Chief EMS Officer (CEMSO) and Fire Officer (FO) designation programs.

Additionally, the Town of Castle Rock has an educational incentive program in place for those members who wish to advance their education. This program is a reimbursement process that members can utilize to obtain a job-related degree. Funding is subject to approval from the Town of Castle Rock’s budgetary process. The amounts of funds are limited, and cost reimbursement is dependent upon the grade the member receives for the courses taken.

Lastly, the Department adopted a Strategic Workforce Plan in late 2016. This plan provides members a virtual roadmap and guidance for professional development.

**Appraisal**
The Department’s current process has served the requirements of the department. In the past 15 years, CRFD has had four members complete the NFA EFO program, and 11 officers hold professional credentials from CPSE. Considering the Strategic Workforce Plan has just recently been adopted, the Department has not had enough time to gather data and information to evaluate its effectiveness in professional development.

**Plan**
The Training Division will include in the 2014 Master Training Plan revision a command staff development program that encourages the pursuit of professional credentialing and compliant with the Strategic Workforce Plan to be completed by 4th Quarter 2017.

**References**
2014 Master Training Plan
2017 Master Training Plan (Draft)
2016 National Fire Academy Executive Fire Officer Program
Criterion 8B: Training and Education Program Performance

Training and education programs are provided to support the agency’s needs.

Summary:
The department has established training and education programs to support the organization’s needs and meet the certification requirements outlined in each member’s job description. Regional fire and EMS training are developed and delivered through the department training programs. The training division staff and company officers use a wide array of methods to provide training programs. The training staff produces both short and long range training schedules which are divided into annual and quarterly plans that detail expected training.

An annual training calendar is designed to ensure that all training is developed, delivered and managed by the Training Division. The process used for developing performance-based measurements involves exams, skill assessments and drills for an evaluation of knowledge, ability and benchmark times (such as with MAYDAY training), which are measured through skill check documents, exams, performance appraisals, and timed critical task evolutions.
Performance Indicators:

8B.1 A process is in place to ensure that personnel are appropriately trained.

Description
The Department utilizes several methods to verify that staff are trained properly. The training division provides quarterly multi-company training that includes our mutual aid partners, oversees positional development classes including acting engineer and acting lieutenant, a Fire Officer I class, and annual human resource training for all personnel. Monthly continuing education (CE) events and annual skills evaluations are provided by the Centura Health South Denver EMS Team, and is sanctioned by our medical control director. All training is recorded in the Department’s human resources/training records system.

The Department’s technical rescue and hazardous materials technicians are tasked as subject matter experts to ensure operational level skills, knowledge and abilities are delivered for personnel who are not trained to the technician level in those disciplines. For members at the technician level, training is sourced from various state and federal resources such as TEEX, Colorado Urban Search and Rescue Task Force 1, Rescue 3 International, Rigging for Rescue as well as in-house. In a similar fashion, the department’s wildland team members are required to maintain appropriate NWCG certifications. Engine Boss certified members lead department-wide refresher training on an annual basis.

Training and performance at significant calls for service (structure fires, and unusual occurrence events) are evaluated by chief officers, including the fire chief, division chiefs, and battalion chiefs, during routine post-incident analysis.

Appraisal
The Department’s training evaluation process has met the Department’s needs, in 2016 the department completed over 22,000 hours of training. Through a collaborative process held at the department retreat annually, the department has identified positive training practices as well as identified training deficiencies. The Department has identified scenario based assessment drills as a method to be used to evaluate members’ skills and is under
development. Infrastructure Training (Gas, Electric, Traffic Incident Management, etc.) was identified as a deficiency in 2016 at the department retreat. This deficiency has been addressed with infrastructure training included in the 2017 Master Training Plan (Draft).

**Plan**
The Department will continue to ensure the quality of member’s job performance through observation of current practices while also monitoring for new standards that may help to improve training performance results.

A post-incident analysis procedure, and a scenario-based assessment drill program are under development and will be completed by 4th quarter 2017. The Training Master Plan will include a process to develop scenario-based training based on lessons learned and best practices developed through post-incident analyses.

**References**
2017 Master Training Plan (Draft)
AAR Examples
Castle Rock Fire and Rescue Annual Training Calendar
CRFD Training Standard 1.1.1: Documentation of Training
Training History Summary by Attendee
TEEX Confined Space Curriculum
National US&R Response System Enhanced Operations in the Contaminated Environment
Train the Trainer Curriculum
Rescue 3 International Swiftwater Rescue Technician
Rigging for Rescue Fundamentals
8B.2 The agency provides a training schedule that meets the organization’s needs.

**Description**
The Training Division develops a comprehensive training schedule annually to ensure that each training discipline is identified, developed and executed to comply with the master training plan and Mandatory Annual Training SOG 1.3.39.

**Appraisal**
The annual training schedule has been effective in ensuring compliance with the Master Training Plan and Mandatory Annual Training SOG 1.3.39 while being flexible enough to accommodate conflicts that may arise, weather-induced changes or subject matter changes due to department needs or instructor availability. However, the Training Division has determined that the Master Training Plan and SOG 1.3.9 Mandatory Annual Training have some conflicts.

**Plan**
The Training Division will incorporate the Master Training Plan and SOG 1.3.9 into one document by the end of 2017.

**References**
Castle Rock Fire and Rescue Department Annual Training Calendar
2014 Master Training Plan

2017 Master Training Plan (Draft)

Castle Rock Fire and Rescue Department Mandatory Annual Training SOG 1.3.39
The agency evaluates individual and crew performance through validated and documented performance-based measurements.

Description
The Department participates in the Colorado Voluntary Certification Program for Fire Fighters as administered by the Colorado Division of Fire Prevention and Control as a basis for firefighter performance and competency. The Division of Fire Prevention and Control is an accredited agency through the International Fire Service Accreditation Congress, and issues certifications to qualified individuals who complete the testing and job performance requirements as outlined in applicable NFPA standards.

Appraisal
The Department’s process of following recognized fire service standards through required state certifications and using NFPA professional development standards as a minimum performance expectation has met the department’s needs.

Plan
The Department will continue to strive to meet the industry standards set forth for firefighters while maintaining flexibility for new regulations as necessary. The Department will use NFPA 1410 Standards on Training for Emergency Scene Operations as a guideline during the revision of the Training Master Plan. Additionally, by the end of the 4th quarter 2017, the Training Division will, in support of Strategic Goal #4, update the Master Training Plan.

References
2014 Master Training Plan
2017 Master Training Plan (Draft)
National Fire Protection Association Standard 1410: Standard on Training for Initial Emergency Scene Operations
8B.4 The agency analyzes student evaluations to determine the reliability of training conducted.

Description
The Department does not effectively use student evaluations to determine the reliability of training conducted.

Appraisal
The Department has solicited written feedback from students regarding the reliability of training conducted. However, the feedback received has historically been statistically unreliable considering the number of responses versus the number of participants.

Plan
The Training Division has solicited a bid from Turning Technologies for Audience Response Solutions in response to our failure to effectively solicit student feedback, and intend to have this product in service by the third quarter 2017.

References
Turning Technologies Bid 1

Turning Technologies Bid 2
8B.5 The agency maintains a training records management system that meets recognized standards.

Description
The Department maintains individual training records for all personnel, utilizing the Emergency Integrated Solutions (EIS) Records Management Suite. The records are retained as required by the state, federal, ISO, and other organizations.

Appraisal
The data management processes have been adequate to document training; however, the data retrieval methods have been found to be complicated and cumbersome. Some software errors resulted in a failure in certificate tasks & expiration notifications where the email notifications have not always gone out correctly. Data entry for training events at the company level has at times been inconsistent.

Plan
The Department will continue to document training as required by the State of Colorado, federal, ISO and other regulatory agencies. Data entry and verification for training events will be included for all training levels. Additionally, the Department will evaluate other records management systems, specific for training.

References
2016 Certificates on File example
2016 Training Summary by Employee Example
2016 Training Summary by Subject and Hours
2016 Training Division December report.
Insurance Services Office (ISO) Website http://www.iso.com/
National Wildfire Coordinating Group Website
Emergency Integrated Solutions Information Systems: Access upon request
Criterion 8C: Training and Education Resources

Training and education resources, printed and non-printed library materials, media equipment, facilities, and staff are available in sufficient quantity, relevance, and diversity, and are current.

Summary:
The Castle Rock Fire and Rescue Department (the Department) owns a designated training facility on a 1 1/3 acre site at 303 Malibu Street. This facility includes a five-story metal building with three burn rooms, and training props for confined space, vertical ventilation, forcible entry, and gas emergencies. The department leases a building at 1335 Park Street, which contains a 60 person classroom along with breakout space to host instruction and presentations. This building is also home to the Training Division offices and a two bay garage used jointly by Support Services and the Castle Rock Police Department. Headquarters, located at Station 151, has a designated training room and a conference room that are equipped to provide a broad range of training.

The department has identified the need to evaluate and improve the current Fire Training Center and campus to ensure it meets the needs of the department as it grows as defined in the 2016 – 2019 Strategic Plan, Strategic Goal #6 Enhanced Fire / Public Safety Training Center.

The department provides both certified internal and external instructors for training the members. The department also offers evaluated instructional material that is modern and pertinent through an ongoing selection process. Tools and apparatus used for training come from the front line equipment and are in good repair.

The Department provides library materials at each fire station that is up to date and relevant, complying with SOG 1.3.31 Station Libraries and the Master Library Inventory. The department also takes advantage of training opportunities presented by local developers in structures that are scheduled for demolition.
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 Department owns a 1 1/3 acre site that houses a five-story steel training building with three burn rooms and leases a building at 1335 Park Street that houses a 60 person classroom and breakout area to host instruction or presentations. Headquarters, located at Station 151, has a designated training room and a conference room that are equipped to provide a broad range of training.

On the campus, there is ample space to perform various training evolutions including apparatus placement, hose movement, ladder, rope rescue, search, and vehicle extrication training.

The majority of training is carried out with in-service apparatus to enable companies to train with equipment from the apparatus with which they are most familiar. However, spare apparatus are available should the need arise. In the event spare apparatus are not available in the event a particular type is necessary, The Training Division maintains sufficient flexibility in the training schedule to allow rescheduling of any particular training event.

Appraisal
The Department’s training center has been able to accommodate most training needs. The acquisition of the Public Safety Training Facility provided a more efficient training environment with more classroom space. While the facility is located within the confines of the Town of Castle Rock and the Castle Rock Fire Protection District, Fire companies have had to leave their primary response areas to train at this site. The use of front line apparatus has been effective at maintaining crew skills on their expected pieces of equipment.

Plan
The department is currently evaluating the acquisition of adjacent land and buildings to support projected growth of the department and the training needs of the future, in accordance with Strategic Goal #6 – Enhanced Fire/Public Safety Training Center.

**References**

CRFD Standard Operating Guideline 1.3.1: *Fire Training Operations and Live Fire Training Operations*

CRFD Training Standard 1.3.1: *Fire Training Center & Live Fire Training Operations*

2017 Master Training Calendar

2016 – 2019 Strategic Plan

   Strategic Goal #6: Enhanced Fire / Public Safety Training Center
The agency has **instructional personnel with teaching qualifications and expertise** to meet its needs.

**Description**
The department maintains highly trained medical and fire instructors that are available to all members any day of the year: 33 members have Fire Instructor I certifications, two members have Fire Instructor II Certifications, and one member is certified to the Fire Instructor III Level through the Colorado Division of Fire Prevention and Control.

The Department’s Medical Control Agreement with Centura Health includes a provision requiring Centura EMS to provide continuing medical education to ensure sufficient continuing education in quantity and quality to satisfy Colorado Department of Health and Environment recertification requirements.

**Appraisal**
The department’s training needs have been met by supporting members who wish to attain advanced certifications in instruction, as evidenced by the number of members who have Fire Instructor certifications versus the department population as a whole.

**Plan**
The Training Division will continue to support members in attaining their certifications as instructors.

**References**
List of Fire Instructor Certified Members

Medical Direction Acceptance Letter Feb, 9th 2015.
8C.3 Instructional materials are current, support the training program, and are easily accessible.

Description
The Department maintains instructional materials that are current, support the vision and direction of the training programs, and can be easily accessed. The Department utilizes an electronic training instructor information system, media, and third party on-line instructor training sites. The Training Division maintains a library at each fire station, as well as a master library at the Public Safety Training Facility.

Appraisal
The libraries serve the needs of the members and are current. All materials are readily available to any member of the department. Third party sites are accessed and paid for as the need arises, such as Driver/Operator, Fire Officer, or Fire Instructor Classes.

Plan
The Department will ensure the inventory of reference materials is current at the close of 4th quarter 2017, pending funding. The department will continue to ensure all reference materials are easily accessible.

The evaluation of outside or online sources of media will continue as necessary by the Training Division.

References
The Castle Rock Fire and Rescue Department Standard Operating Guideline 1.3.31: Station Libraries

IFSTA ResourceOne

Master Library Inventory
8C.4 The agency has a process for purchasing, developing, or modifying existing curriculum to meet its needs.

**Description**
The Division Chief of Training, as a Fire Instructor III, is responsible for purchasing, developing or modifying curriculum to meet departmental needs. This process is accomplished through soliciting feedback from officers and members of the department at the annual department retreat, and through an annual evaluation of department needs.

**Appraisal**
The process by which the Division Chief of Training evaluates departmental training needs and then determines curricula requirements has been effective in meeting the Department’s training needs.

**Plan**
The department will continue to evaluate curricula needs through the Division Chief of Training’s annual evaluation of training needs.

**References**
NFPA 1041 *Fire Service Instructor Professional Qualifications*

2016 Annual Retreat Minutes
8C.5 Equipment utilized for training are properly maintained in accordance with the agency’s operational procedures. The agency makes training equipment readily accessible to instructional personnel.

**Description**
The Department properly maintains apparatus and equipment for training in accordance with departmental, state, ISO and federal guidelines. Training equipment used comes primarily from the line companies that are providing the training, either as a drill, quarterly training, or specific academies. This equipment is checked based on operational standards. Additionally, the burn building is inspected according to the schedules and requirements put forth in NFPA 1403.

**Appraisal**
Upkeep of training apparatus and equipment at the company level has been dependable and consistent. The burn building has been inspected by trained and qualified individuals and has followed the schedule as stated in NFPA 1403. Accessibility to the training center, equipment, and training materials has been adequate to meet company and department training needs.

**Plan**
Daily, weekly, and monthly paper records and electronic records will continue to be recorded promptly. Frontline equipment will continue to be utilized in the training process, and the burn building will continue to be evaluated by trained Department personnel and contract inspectors as stated in NFPA 1403.

**References**
Castle Rock Fire and Rescue Department Burn Building Inspection Report

Maintenance Proposal 2-13-15

WHP Training Towers PO
8C.6 The agency maintains a current inventory of all training equipment and resources.

**Description**
The Town of Castle Rock policy does not require the department to keep an inventory of equipment worth less than $5,000.00. The department does maintain an inventory of all equipment on fire apparatus.

**Appraisal**
The department maintains an inventory of all apparatus equipment and station library resource materials.

**Plan**
The department will continue to comply with the Town of Castle Rock Inventory Policy.

**References**
The Castle Rock Fire and Rescue Department *Standard Operating Guideline 1.3.31: Station Libraries*

- Master Library Inventory
- Town of Castle Rock Inventory Policy
- Training Division Inventory
8C.7 A selection process is in place for training and educational resource materials.

Description
The State of Colorado, Division of Fire Prevention and Control (CDFPC) has created a reading list for certification testing. The CDFPC’s test bank is constructed of material that can be found in all three of the major publishers material (International Fire Service Training Association (IFSTA), Del Mar, and Jones & Bartlett). Training and educational resource materials for curriculum and program development are selected based on the latest version of state exams and textbooks. The training division evaluates these materials and selects the best of these publishers based on edition, usability, price, and applicability. The department currently utilizes IFSTA books as the preferred manual for all state certification and promotional exams.

In addition to the state certification requirements, the training division evaluates subject matter based on a specific training curriculum. Additional training material for emergency medical technician training, hazardous materials specialties, technical rescue, water rescue, and wildland firefighting are evaluated and selected based on current training curriculums and the quality of the resources. The Department adopted the “Blue Card” command program and maintains materials associated with that system.

Appraisal
All educational materials used have met the standards promulgated by CDFPC and are on the list of study materials used to write state exams. Training materials of opportunity have been evaluated based on specific subject matter and have been sufficient for the Department’s training needs.

Plan
The Department will continue to evaluate the primary training manuals and materials based on current state requirements. Additional textbooks and materials will be assessed on an as-needed basis when new curriculum or training opportunities are identified.

References
CRFD Job Descriptions available on the CastleRockDepot.com
Fire Fighter / EMT

Fire Engineer

Fire Lieutenant

Fire Battalion Chief

Federal Emergency Management Agency *National Incident Management System/Incident Command System Descriptions*

The State of Colorado Division of Fire Prevention and Control *Policy and Procedures Manual*

Alan V. Brunacini *Fire Command, 2nd Edition*

National Fire Protection Association *Standard 1002: Standard for Fire Apparatus Driver/Operator Professional Qualifications* [Chapters 4-6]

National Fire Protection Association *Standard 1021: Standard for Fire Officer Professional Qualifications*
CC 8C.8  Training materials are evaluated at least annually, to reflect current practices and meet the needs of the agency.

Description
The Department evaluates training materials and selects materials that reflect current practices as new editions, new products, or new programs are identified; the training division reviews these materials. The Department also belongs to the Colorado Fire Training Officers Association (CFTOA) and considers their training material recommendations as these are identified. The Department also evaluates recommendations made by the Colorado Division of Fire Prevention and Control. Management and other training materials are evaluated annually.

The training division annually evaluates training material (books and study guides), and currently, the Department supplies the most current edition of the IFSTA manuals:

- *Fire & Emergency Services Instructor 8th ed.*,  
- *Fire & Emergency Services Company Officer 5th ed.*,  
- *Hazardous Materials for First Responders 3rd ed.*,  
- *Essentials of Firefighting 6th ed.*,  

The Department added NIST fire behavior and transitional attack methods in 2014 and currently maintains a repository of these materials on Fire Share Drive J:\Training\NIST Study Materials

The continual evaluation process of the training materials utilized by the Department provides the members with learning materials that are relevant to current practices and the responsibilities as listed in their job descriptions.

Appraisal
The Department’s annual evaluation of training materials has worked well to ensure materials are current and applicable.

Plan
The Training Division will continue to review all training material on a yearly basis to ensure relevance and applicability.

**References**

Castle Rock Fire and Rescue Department SOG *1.3.31 Station Libraries*

J:\Training\NIST Study Materials

Master Library Inventory

International Fire Service Training Association *Fire & Emergency Services Instructor 7th ed.*

International Fire Service Training Association *Fire & Emergency Services Company Officer 5th ed.*


Category IX: 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 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.

Summary:
The Castle Rock Fire Department (CRFD) service area is primarily represented by a mixture of urban and rural communities. All communities served within these areas consist of four separate water agencies. Those agencies are the Town of Castle Rock Water Department, Bell Mountain Ranch metro District, Castleton Water and Sanitation and Silver Heights Water and Sanitation. The existing water supplies in nearly all of these areas are capable of supplying adequate fire flow for firefighter operations. In areas where there is no pressurized water supply or it has been deemed insufficient, three automatic aid tender are included in the response plan (initial dispatch).

Performance Indicators:

CC  9A.1  The agency establishes minimum fire flow requirements for new development in accordance with nationally and internationally recognized standards. This information should be included in the fire risk evaluation and pre-fire planning process.

Description
The CRFD Life Safety Division (LSD) conducts plan reviews for all new development to verify compliance with the 2012 International Fire Code (IFC) as amended and adopted by the Town of Castle Rock (TOCR) on January 1st, 2013 by Ordinance 2012-23. Establishing the minimum fire-flow and water supply is accomplished through the development and construction plan review process by utilizing appendix B in the 2012 IFC. Once a new development is completed, the information regarding fire flow is documented in the pre plan tab of the Emergency Integrated Software© (EIS) Record Management System (RMS) additionally an email is sent department wide notifying the department of the new information. If an existing occupancy or tenant finish applies for a change of use with the TOCR, then the LSD will evaluate that change of use or tenant finish to determine if that it will require additional fire flow.

Appraisal
The current process has been successful in establishing and maintaining the minimum required fire flow information as it pertains to new development and the pre-planning information in RMS. The pre-plan committee also has indicated that the emails sent by the LSD are informative and aid them in their pre-planning practices for new development within the TOCR.

Plan
The LSD will continue to conduct a plan review and establish the required minimum fire flow and water supply for all new developments within the service area in accordance with the amended and adopted IFC. The LSD will work with the TOCR Development services in amending and adopting newer editions to the IFC that will continue to establish
the minimum require fire flow. The LSD will continue to place the minimum fire flow information into RMS and ER for pre planning information.

**References**

2012 IFC: Appendix B105

Ordinance 2012 -23

RMS Pre-Plan Example

ER Pre-Plan Example

Pre-Plan Email
CC 9A.2 An adequate and reliable water supply is available for firefighting purposes for identified risks. The identified water supply sources are sufficient in volume and pressure, based on nationally and internationally recognized standards, to control and extinguish fires.

Description
An adequate and reliable fixed or portable water supply is available for firefighting purposes within the town limits. These water supply sources are sufficient in volume and pressure by establishing the minimum fire-flow in accordance with nationally and internationally recognized standards. This is accomplished by utilizing appendix B and C in the 2012 IFC as amended and adopted by the Town of Castle Rock (TOCR) on January 1st, 2013 by Ordinance 2012-23. During the plan review process, the minimum fire flow, fire flow duration, and hydrant location are outlined in a plan review letter to the developer. In areas that do not have a pressurized water supply or the existing system has been deemed insufficient, response plans have been modified to include three automatic aid tenders to the initial dispatch/response.

Appraisal
The current process has been successful in ensuring that there is an adequate and reliable water supply, in volume and pressure, available for firefighting purposes. In December 2015, an ISO evaluation was conducted indicating that CRFD’s overall water supply had received 35.92 points out of 40 total points in regards to water supply and went from a rating of a five to a rating of a two

Plan
The LSD will work with the TOCR Development services in amending and adopting newer editions to the IFC, including appendix B and C that will continue to provide an adequate and reliable water supply in volume and pressure for firefighting purposes.

References
2012 IFC
Ordinance 2012 -23
ISO 2015 Report

2017 Standards of Cover: Appendix B: Critical Task Analysis

Unhydranted Structure Fire Response Plans:

  Outbuilding Structure Fire

  Residential Structure Fire

  Commercial Structure Fire
9A.3 The agency maintains regular contact with the managers of public and private water systems to stay informed about available water supplies.

Description
CRFD’s jurisdiction consists of the Town of Castle Rock and the Castle Rock Fire Protection District (CRFPD). There are four different water purveyors within CRFD’s jurisdiction. These are as follows; Town of Castle Rock Water (TCRW), Bell Mountain Ranch Metro District (BMRMD), Silver Heights Water and Sanitation (SHWS), and the Castleton Water and Sanitation District (CWS) operated by the TCRW. The TCRW regularly contacts CRFD when a fire hydrant is taken out of service as a result of damage, repair, or returned to service. This form of correspondence is usually completed via email. This email is then forwarded to the entire organization for informational purposes. Additionally, the Fire Marshal downloads and reviews the meeting minutes from all the water purveyors. Communications with the SHWS, BMRMD, and CWSD occur at a lesser degree. This is due primarily because these entities jurisdictions are substantially smaller in comparison to TCRW.

Appraisal
The current process with TCRW has been successful in the notification of when a fire hydrant is taken out of service as a result of damage, repair, or returned to service. Currently, we do not have consistent contact or interactions with the other district water purveyors.

Plan
The LSD will continue to maintain the effective communications with TCRW. Additionally, a member from the LSD will attend each purveyors meeting on an annual basis. The LSD will continue review the meeting minutes throughout the year from the purveyors to stay informed about available water supplies. An analysis and evaluation of communications with these purveyors will occur on a regular basis with adjustments or implementation of formal policies and procedures to enhance the communications and partnerships with these agencies occurring when the need is identified.
References

OOS Hydrant Example Email

Bell Mountain Ranch Meeting Minutes

Silver Heights Meeting Minutes
9A.4 The agency maintains copies of current water supply sources and hydrant maps for its service area.

Description
TCRW maintains all water system infrastructures in a GIS format. Access to this information is either on a TCRW desktop PC or department issued IPAD. Updated hydrant maps and notifications are distributed to our personnel via the Deputy Fire Chief. When an update occurs, the Deputy Fire Chief notifies the organization via email correspondence. Additionally, these maps are contained in run books that are carried on all CRFD response apparatus and command vehicles.

Appraisal
The current process has been successful in maintaining accurate copies of water supply sources and hydrant maps for all response apparatus and command vehicles.

Plan
There are no immediate plans to change the GIS methodology. Additionally there are no immediate plans to change the distribution of updated information to personnel.

References
Douglas County Rural Water Map
Example of Fire Department Map Page
Example of Email for Map Page Update
9A.5 Hydrant adequacy and placement reflect the locality’s known hazards and the agency’s needs for dealing with those hazards. Hydrant placement is based on nationally and internationally recognized standards.

Description
Fire hydrant installation and spacing requirements are based upon the requirements identified in Appendix C and Chapter 5 of the 2012 International Fire Code (IFC) as amended and adopted by the Town of Castle Rock (TOCR) on January 1st, 2013 by Ordinance 2012-23. The LSD ensures the hydrant spacing requirements during the development and construction plan review process.

Appraisal
The current plan review process of new development and construction has proven to be successful in ensuring the hydrant adequacy and placement meet the requirements based on the type of building construction in accordance with the amended and adopted IFC.

Plan
The LSD will continue to conduct a plan review and establish the placement of hydrants for all new developments within the service area in accordance with the amended and adopted IFC.

References
2012 IFC
Ordinance 2012-23
TCRW Water System Design Criteria Manual
9A.6 Fire hydrants are located so that each is visible and accessible at all times.

**Description**

Fire Hydrants are required to be visible and accessible at all times based upon the requirements identified in Chapter 5 of the 2012 International Fire Code (IFC) as amended and adopted by the Town of Castle Rock (TOCR) on January 1st, 2013 by Ordinance 2012-23. Obstructions of fire hydrants are handled by the LSD or TOCR Public Works. If the LSD is notified of a hydrant obstruction, a member from the LSD will respond to the location and use the IFC to ensure that the hydrant remains accessible. The TOCR also encourages the town residents to ensure that the fire hydrants remain visible and accessible during inclement weather via the TOCR website. Sometimes untended landscaping or vehicle parking will obscure the hydrants accessibility and visibility. This landscaping is trimmed by TCRW crews as a function of an established hydrant inspection and maintenance program or when they receive information from a TOCR employee or citizen. If the fire hydrant is obstructed by a vehicle, a member of the LSD will respond to the location to correct the violation.

**Appraisal**

The current process has proven to be successful to ensure that the placement and visibility of fire hydrants are maintained. Significant obstructions such as a vehicle parked in front of the hydrant can require the assistance of the CRFD LSD. The current process in handling these obstructions has also been successful.

**Plan**

The LSD will continue to work with the TCRW, respective water purveyors, and citizens to correct situations where fire hydrant visibility and access are impaired. Correction of impairments and efficiencies will be pursued in a timely manner as they are identified.

**References**

2012 IFC

Ordinance 2012 -23

Town of Castle Rock Snow Information: http://www.crgov.com/1835/Snow-Information
9A.7 Public fire hydrants are inspected, tested, and maintained in accordance with nationally and 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**

Fire hydrants within the TOCR are inspected, tested and maintained through established programs in order to ensure that an adequate water supply for fire suppression is available. The TCRW has an established fire hydrant inspection and maintenance program. Per the TCRW SOP for Fire Hydrant Inspection and Maintenance, the TCRW will inspect at a minimum 50% of all TCRW hydrants. This data is collected and placed in the program Cartagraph Asset Management Program. The BMRMD has established a fire hydrant inspection and maintenance program. The inspection and maintenance program of all hydrants is conducted every other year of 100% of their 102 fire hydrants. The SHWS has an established fire hydrant inspection and maintenance program. The inspection and maintenance program of all hydrants is annually of all 18 fire hydrants. The TCRW inspects, tests and maintains the CWSD hydrants.

**Appraisal**

Fire hydrants within the TOCR have been inspected, tested and maintained through established programs in order to ensure that an adequate water supply for fire suppression is available. Fire hydrant inspections and maintenance programs in other water purveyors districts which serve the TOCR is not to a comparable standard as is to the TCRW program. The TCRW, BMRMD, SHWS maintenance records can be sent upon request from the fire department.

**Plan**

The TCRW fire hydrant inspection and maintenance program has proven to be successful and there are no plans to change for the foreseeable future. The CRFD LSD will work with the other respective water purveyors to enhance their fire hydrant inspection and maintenance programs to ensure reliability of the fire hydrants in their area.
References
TCRW Fire Hydrant Inspection SOP
TCRW Inspection Sheet
BMRMD Hydrant Inspection Sheet
BMRMD Hydrant Map
SHWS Inspection Sheet
9A.8 The agency identifies and plans for alternate sources of water supply for those areas without hydrants, where hydrant flows are insufficient, or in the event of a major disruption in public water supply capabilities.

**Description**

CRFD has identified alternative methods of water supply in the event that fire-flow needs are challenged by a major water distribution system failure or for areas where fire-flow might be inadequate. As of July 1, 2012, response plans have been established to add tender assignments to BMRMD and SHWS districts in areas where hydrant flows may be insufficient or un-hydranted areas. The TOCR relies on existing water sources, treatment, storage, transmission and distribution. Capabilities exist to bypass areas of the distribution system by means of a potable high volume portable pump and piping in the event of a catastrophic pipe failure of these distribution systems.

**Appraisal**

The current process to identify alternative methods has proven to be successful and the LSD will continue to follow this process.

**Plan**

The LSD will continue to work with the TCRW to identify alternative sources of water supply and un-hydranted areas. The LSD will work with the CRFD Operations and provide the necessary information to update or create the appropriate response plan.

**References**

Un-hydranted Response Areas response plans
9A.9 The agency has operational procedures in place outlining the available water supply.

Description
The TCRW regularly contacts CRFD when a fire hydrant is taken out of service as a result of damage, repair, or returned to service. This form of correspondence is usually completed via email. This email is then forwarded to the entire organization for informational purposes by the Deputy Chief to make them aware. The fire department has also identified and evaluated available water supply through fire management zones.

Appraisal
The current plan with the TCRW has proven to be successful. However there has been no plan or process in place with the other respective purveyors in the event of a major disruption of the available water supply.

Plan
The Lifer Safety Division will make contact with the respective water purveyors in order to establish a process in which the Fire Department will be notified in the event of a major disruption of available water supply by January 1st 2017.

References
OOS Hydrant Example Email
Fire Management Zone Map
Acme Brick Water Supply Memo
Criterion 9B: Communication 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 Department currently utilizes a 700/800 MHz radio system as our primary means of communication, and a VHF radio system as a backup to the 700/800 and as a primary for communications with medical helicopter and in the wildland environment. The Department also uses a number of other systems, to include alpha pagers, cellular phones, satellite phones, and hard wired pre-alerts, to allow for enhanced communications in emergent and non-emergent situations.

Both radio systems are interoperable with all auto and mutual aid partners, as well as to other fire and EMS agencies, law enforcement, emergency management, and state and federal partners. The 700/800 MHz system is a statewide system, and is capable of handling not only every day incidents, but also large scale incidents involving multiple response agencies as seen with the Arapahoe High School shooting, numerous wildland fires, and planned special events.
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 department maintains a variety of communications systems to ensure operational capabilities. These systems include a 700/800 MHz digital trunked radio system (DTRS), a VHF radio system, separate cellular communications, satellite phone communications, and wireless alpha paging. In addition, Douglas Regional Communications as well as other local communication centers have the ability to patch channels that allow for the tying together of disparate/different radios systems.

Local codes (IFC 2012 Section 510) have been adopted to address coverage inside of buildings, and in the event that the digital system does not work, users can revert to either the simplex channels or VHF radio system to ensure communications.

Appraisal
The 700/800 MHz system is evaluated on a daily basis due to normal operational activities. This includes not only responses within our jurisdiction, but also on auto/mutual aid calls into other jurisdictions. The system is monitored by Douglas Regional Communications Center (DRCC) as well as the other communication centers on the system and the state.

The VHF system is monitored on a daily basis as all calls for service are dual toned on the 700/800 MHz system and the VHF system.

Both systems are tested, at a minimum, on an annual basis at the department’s wildland urban interface training to ensure programming is correct, and to allow for members to receive refresher training on the use of both systems. Based on daily operations, daily
training, and large scale drills, both systems continue to perform as expected and meet the need for radio communications for the department.

**Plan**
The department continually works with the Douglas County radio techs to ensure that our radio equipment meets current needs and specifications, and all radios are checked on an annual basis to ensure correct programming and basic maintenance is performed at the same time. All department 700/800 MHz radios were replaced in 2013 to meet new requirements and replace aging equipment that was no longer supported by the vendor. The department’s VHF radios are scheduled for replacement in 2017 for the same reason. The department also monitors federal radio requirements and adapts to changes as needed, as evidenced by the recent narrow banding of VHF frequencies. The department budgets funds each year to replace radios as needed, and wireless and cellular devices are also evaluated, at least annually, for upgrade or replacement.

**References**
CRFD 800 and VHF Radio Templates
CRFD SOG 3.1.1, Radio Communications
2012 IFC Section 510
2012 IFC Section 510.2 Chapter 11
2017 Town of Castle Rock Budget: General Fund (p.306)
2017 Town of Castle Rock Budget: Fire and Rescue Department (p. 122)
2017 VHF Radio Business Cases
9B.2 The emergency communications system is capable of receiving automatic and/or manual early warning and other emergency reporting signals.

Description
Douglas Regional Communications Center is capable of receiving automatic notifications and manual notifications from a variety of sources, including NAWAS for weather, 800 MHz radio from the local contracted weather forecaster, 800 MHz on the Metronet and MAC talkgroups, CLEER notifications from other law enforcement centers, EMSYSTEMS for EMS and MCI notifications, and Colorado Bureau of Investigations (CBI) teletypes on local, regional, state, or national emergencies. In addition, DRCC, as the dispatch center for Douglas County OEM, also receives notifications via WebEOC of incidents requiring large scale activations. DRCC also monitors local news and weather via monitors installed in the dispatch center.

Douglas Regional Communications Center has standard operating procedures or guidelines that direct the use and testing of these systems.

Appraisal
These systems are effective in alerting DRCC of incidents that could affect not only DRCC, but all of the agencies that are dispatched by DRCC. The system has built in redundancy to ensure notification in the event one of these fails and personnel are quick to notify the appropriate person if they do not receive these alerts.

Plan
While there is no specific plan in place to evaluate these systems, the monitoring of changing technology by users and technicians allows for changes to the system as needed. Since the last accreditation process, DRCC has upgraded systems to ensure the latest technology available for each system is being utilized.

References
DRCC SOP B 500: Communications Center Equipment

DRCC SOP C507: Capabilities and Procedures
DRCC SOP C 511: Fire Dispatching

DRCC SOP C 523: on Paging Procedures
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 Douglas Regional Communications Center (DRCC) is a state of the art facility owned and operated by the Douglas County Sheriff’s Office (DCSO). Through the United Fire Dispatch Authority (UFDA), the department contracts for service from DRCC for all dispatching services. The center was designed into the construction of the justice center, and opened for service in 1999. Since that time, the communications center has upgraded hardware, software, consoles, and systems on a regular basis. The center operates under a number of standard operating procedures as they relate to equipment, operations, and testing.

Appraisal
As a contracting agency, the department does not have, per se, a voice in how the communications center is equipped, staffed, replaced, etc. DRCC, through their communications center manager, evaluates the physical plant needs of the center on a regular basis and makes improvements as needed.

Plan
Neither CRFD nor UFDA recommends changes to DRCC’s equipment or design. DRCC is currently CALEA accredited, and they meet the requirements of that accrediting body.

References
DRCC SOP: COM B Communication Center Equipment
DRCC SOP: COM B 503 Emergency Call Phone System
DRCC SOP C 507: Capabilities and Procedures
DRCC SOP C 502 Recording and Playback Procedures
9B.4 The uninterrupted electrical power supply for the primary communications equipment in the communications center is reliable and has automatic backup capability.

Description
DRCC has both an uninterrupted power supply (UPS) as well as a backup generator to provide power in the event of a loss of power from the electricity supplier.

Appraisal
The backup power systems are monitored by dispatch, and the generators are tested on a weekly basis. These systems have functioned as designed on the rare occasions that the communications center has lost power, and the communications center was able to remain fully functional until normal power was restored.

Plan
DRCC continually evaluates their power supply needs and modifies or improves the system as needed.

References
DRCC SOP: COM B Communication Center Equipment
Adequate numbers of fire or emergency dispatchers, supervisors, and management personnel are on duty to handle the anticipated call volume.

Description
“Dispatch staff is classified as essential Sheriff’s Office personnel and as such are required to follow certain standards associated with such classification. As essential staff, members are generally not allowed to leave the center during their scheduled work hours unless authorized by the shift supervisor. A shift supervisor or designated Lead Dispatcher must be in the Communication Center at all times or readily available for any situation that may affect the center. Readily available is defined as on Justice Center property if not in the center. Minimum team staffing levels have been established to meet the needs of our Communication Center, to include the agencies and citizens that we serve. Going below minimum staffing levels to leave the center or Justice Center property is not authorized, unless required for the performance of the member’s dispatch responsibilities/duties.” (from SOP COM-A-502)

Appraisal
The DRCC communication center is CALEA accredited, and meets the requirements of this accreditation process which includes staffing. CALEA accreditation requires standard performance measures, and these are evaluated on an annual basis. In their current deployment system, there have not been any issues with maintaining adequate staffing for fire and EMS dispatching on a per shift basis. Each position is filled, and these are adequate for the current call volume being handled.

Plan
Staffing is reviewed, at a minimum, on an annual basis, and is part of the communication center and UFDA contract.

References
DRCC SOP: A 502 General Operational
9B.6 A maintenance program is in place with regularly scheduled system tests.

Description
Douglas County maintains and tests all of their systems according to their established procedures and to maintain their CALEA status. This includes, but is not limited to, hardware, software, consoles, radio equipment, CAD, GIS, and building infrastructure.

Based on manufacturer’s recommendations, equipment is tested on a regular basis as outlined below:

Weekly:
Restart the Elite application for all of the MCC7500 operator positions to insure the latest database updates for the Elite application have been synchronized. Generator tests scheduled to run for 45 minutes at each site.

Monthly:
Reboot all MCC7500 operator positions and the NICE IP logging recorders and AIS computers to apply the latest Motopatches and virus definition updates.

Quarterly:
Recondition portable radio batteries.

Semi Annual:
Perform frequency and power alignment procedures / checks on all microwave equipment. Ideally done in the Spring and Fall.

Annual:
Perform frequency and power alignment procedures / checks on all repeater equipment.
Perform frequency and power alignment procedures / checks on all subscriber units.
This should also be done whenever the radio is seen for reprogramming or any maintenance issue and noted in the radio spreadsheet.
**Appraisal**

These maintenance procedures are effective in maintaining the operational capability of the communications center. These processes are based on manufacturer’s recommendations, and allow the center to function with minimal down time. While there have been minor failures, there have been no major failures that prevented the center from functioning as designed.

**Plan**

This maintenance schedule is evaluated as equipment is replaced, and is modified as needed or directed by the manufacturer.

**References**

DRCC Radio Equipment Preventative Maintenance Schedule
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, memorandums of agreement, etc.

**Description**

The Department contracts dispatching service from Douglas Regional Communications Center (DRCC) through the United Fire Dispatch Authority (UFDA). As part of this contract, the Department provides annual baseline and benchmark data for alarm handling to DRCC, and DRCC provides an annual report on their performance, to include call handling times, to UFDA and the other member departments. DRCC is also a CALEA accredited agency and has specific performance objectives in place as part of that accreditation process.

DRCC is one of three PSAPs physically located in Douglas County, with four others (Arapahoe County, Jefferson County, El Paso County, and the City of Littleton) all within close proximity to Douglas County. DRCC receives approximately 80% of the department’s calls direct with Castle Rock Police Department receiving the other roughly 20% and then transferring them to DRCC. However, due to the fact that over 70% of the calls are received via cellular and due to the cellular infrastructure within the County, calls could be received at any of the listed PSAPs and then transferred to DRCC. This number is unknown as there is no way to transfer the data between PSAPs due to differences in technology. Therefore, only DRCC and CRPD call handling times are monitored, and these are reported by each PSAP to the department.

**Appraisal**

Alarm handling times are evaluated on an annual basis as part of the Department’s annual review and compliance process. Additionally, alarm handling performance is monitored on a monthly basis by both the Department and DRCC.
Plan
The Department will continue to review alarm handling times on a monthly and annual basis, report them as part of the annual compliance review, provide DRCC with this information, and work with DRCC to improve or adjust these times where possible.

References
CRFD Monthly Performance Reports
CRFD Annual Compliance Report
DRCC 2016 Communication Annual Report
DRCC Alarm Handling Baselines and Benchmarks
9B.8 Communications training programs for emergency dispatchers and emergency response personnel ensure adequate, timely, and reliable agency emergency response.

Description
DRCC requires all employees to complete a twenty-eight week training program. This program consists of call taking, law enforcement dispatch, and fire dispatch training. SOG A-504, Communications Training Program, clearly outlines the training components, guidelines, and procedures required, to include 320 hours of fire dispatch training. Emergency Medical Dispatch training and certification are also requirements of the dispatchers.

Appraisal
Per SOG A-504, “The Communications Training Program utilizes the San Jose Model of the Daily Observation Report (DOR) as documentation of a trainee’s performance and progress through the training program. In addition to DORs, task sheets are used to ensure the trainee is proficient at specific tasks in a pre-designated timeframe. The DORs and standard sheets assist in determining and discussing a trainee’s performance. At the completion of the training phase the trainee will spend time with another Communications Training Officer (CTO) in a checkout phase. The purpose of checkout is to use a third party to assist in determining if the trainee has the skill set necessary to operate as a solo dispatcher at the position. The evaluation process keeps supervisors and management apprised as to the daily progress of the trainee. The process will document a trainee’s successes, failures, improvements, and digressions as well as the trainer’s management, training, and coaching”.

Annual refresher training and continuing education has also been implemented to ensure that all personnel are up to date on the latest technology, processes, and procedures.

Plan
DRCC staff evaluates the initial training curriculum on an annual basis, and adjusts the material as needed. Additionally, based on emerging trends and needs as well as CALEA
and Medical Priority Dispatch System (MPDS) requirements, an annual refresher training program has been established for all communications center personnel.

References
DRCC SOP A 504 Communications Training
DRCC SOP C 515 Emergency Medical Dispatch Certification
9B.9 The interoperability of the **communications system** is evaluated and documented. 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**

DRCC utilizes the State DTRS as its primary radio system. This trunked system allows connectivity between all users on this system as well as interfacing with the Network First switch to allow connectivity to the non-DTRS users.

As can be seen in Appendix A of SOG C-507, Communications Capabilities and Procedures, the various tables list the talkgroups used to ensure interoperability between agencies.

This same system is utilized by the department for all responses, locally, regionally, and statewide as needed. In addition to the DTRS, the department also utilizes VHF frequencies for initial attack functions on wildland fires and as a backup in the event of a DTRS failure.

**Appraisal**

The 700/800 MHz system is evaluated on a daily basis due to normal operational activities. This includes not only responses within our jurisdiction, but also on auto/mutual aid calls into other jurisdictions. The system is monitored by Douglas Regional Communications Center as well as the other communication centers on the system and the state.

The VHF system is monitored on a daily basis as all calls for service are dual toned on the 700/800 MHz system and the VHF system.

Both systems are tested, at a minimum, on an annual basis at the department’s wildland urban interface training to ensure programming is correct, and to allow for members to receive refresher training on the use of both systems. Based on daily operations, daily training, and large scale drills, both systems continue to perform as expected and meet the need for radio communications for the department.
Plan
The department continually works with the Douglas County radio techs to ensure that our radio equipment meets current needs and specifications, and all radios are checked on an annual basis to ensure correct programming and basic maintenance is performed at the same time. All department 700/800 MHz radios were replaced in 2013 to meet new requirements and replace aging equipment that was no longer supported by the vendor. The department’s VHF radios are scheduled for replacement in 2017 for the same reason. The department also monitors federal radio requirements and adapts to changes as needed, as evidenced by the recent narrow banding of VHF frequencies. The department budgets funds each year to replace radios as needed, and wireless and cellular devices are also evaluated, at least annually, for upgrade or replacement.

References
DCFCA County VHF/700/800 Radio Communication Plan
DRCC SOP C507 Communications Capabilities and Procedures
CRFD VHF and 700/800 MHz Radio Templates
CRFD SOP 3.1.1 on Radio Communications
2017 Town of Castle Rock Budget: General Fund (p.306)
2017 Town of Castle Rock Budget: Fire and Rescue Department (p. 122)
2017 VHF Radio Business Cases
CC 9B.10 A formal and documented appraisal is conducted, at least annually, to determine the effectiveness of the emergency communications system and its impact of meeting the agency's goals and objectives.

Description
The Department contracts dispatching service from Douglas Regional Communications Center (DRCC) through the United Fire Dispatch Authority (UFDA). As part of this contract, the Department provides annual baseline and benchmark data for alarm handling to DRCC, and DRCC provides an annual report on their performance to UFDA and the member departments. DRCC is also a CALEA accredited agency and has specific performance objectives in place as part of that accreditation process.

Appraisal
The 700/800 MHz system is evaluated on a daily basis due to normal operational activities. This includes not only responses within our jurisdiction, but also on auto/mutual aid calls into other jurisdictions. The system is monitored by Douglas Regional Communications Center (DRCC) as well as the other communication centers on the system and the state.

The VHF system is monitored on a daily basis as all calls for service are dual toned on the 700/800 MHz system and the VHF system.

Both systems are tested, at a minimum, on an annual basis at the department’s wildland urban interface training to ensure programming is correct, and to allow for members to receive refresher training on the use of both systems. Based on daily operations, daily training, and large scale drills, both systems continue to perform as expected and meet the need for radio communications for the department.

Alarm handling times are evaluated on an annual basis as part of the Department’s annual review and compliance process. Additionally, alarm handling performance is monitored on a monthly basis by both the Department and DRCC.
Plan
The Department will continue to monitor daily performance as well as assess operational effectiveness on large scale or multi-jurisdictional events, such as wildland calls and exercises, mass casualty incidents and exercises, hazardous materials incidents and exercises, and planned special events.

The Department will also continue to review alarm handling times on a monthly and annual basis, report them as part of the annual compliance review, provide DRCC with this information, and work with DRCC to improve or adjust these times where possible.

References
CRFD SOG 3.1.1, Radio Communications
CRFD Monthly Performance Reports
CRFD Annual Compliance Report
DRCC 2016 Annual Communications report
DRCC Alarm Handling Baselines and Benchmarks
9B.11 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**

DRCC currently utilizes the Medical Priority Dispatch System (MPDS) Pro QA software to provide triaging of calls and pre-arrival instructions. This system was implemented in the spring of 2016, and replaced APCO’s EMD program as it was determined to be insufficient for DRCC and the fire departments’ needs.

**Appraisal**

Quality Assurance/Improvement reviews are conducted on a monthly basis for accuracy of call typing based on information received. The current 2015 baseline is 1 minute 24 seconds and the 2016 benchmark is 1 minute 9 seconds. The MPDS system was evaluated six months after implementation, and it was determined that call processing times had increase to almost three minutes. After discussing this with the Communications Center Manager, the Medical Director, and the users, it was decided to revert back to alerting the agency once a general call type and address were acquired. The Dispatcher will continue to go through the MPDS process, and once units are responding, the Dispatcher will advise of the coded call type. This change should all DRCC to move back towards the 2015 baseline/2016 benchmark for call processing while still properly coding the call and providing that information to responding units.

**Plan**

The Department will continue to work with DRCC to monitor the MPDS system for accuracy and call handling times, and to ensure that the system is meeting the needs of the Department, DRCC, and the community.

**References**

MPDS QA Guide

DRCC SOP C 514 Emergency Medical Dispatching
9B.12 The agency has a system in place for the recall of off-duty personnel for incidents of significance.

Description
The Douglas Regional Communications Center (DRCC) is a state of the art facility owned and operated by the Douglas County Sheriff’s Office (DCSO). Through the United Fire Dispatch Authority (UFDA), the department contracts for service from DRCC for all dispatching services. The center was designed into the construction of the justice center, and opened for service in 1999. The center operates under a number of standard operating procedures as they relate to personnel and staffing.

Appraisal
As a contracting agency, the department does not have, per se, a voice in how the communications center is staffed. DRCC, through their communications center manager and communication center policies, evaluates the staffing needs of the center on a regular basis and makes adjustments as needed in emergency situations.

Plan
Neither CRFD nor UFDA recommends changes to DRCC’s staffing levels. DRCC is currently CALEA accredited, and they meet the requirements of that accrediting body.

DRCC, continuously reviews and updates their SOPs on an annual basis.

References
DRCC SOP C 524 Regional 911 Center Emergency Operation Plan
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, data analysis/research, records keeping, reporting, business communications, public interaction, and purchasing.

Summary:
The Castle Rock Fire and Rescue Department (CRFD) maintain two full time employees to support the administrative functions of the department and for all intents and purposes self-reliant for day to day operations. Additionally, since CRFD is an entity of The Town of Castle Rock, the Department relies on other town departments for their areas of expertise (Human Resources, Finance, Legal, etc.). CRFD Fire Headquarters serves as the central location for the storage and distribution of general office supplies. All routine and special requests are processed and ordered through the administrative office. Each fire station has a minimum of two (2) computers complete with a printer with current operating systems and software necessary to perform daily required tasks. All fire stations welcome the public for questions, comments and tours. These events can be scheduled through the administrative office or in many cases are unannounced.
Performance Indicators:

CC 9C.1 The administrative support services are appropriate for the agency’s size, function, complexity, and mission, and are adequately staffed and managed.

Description
Castle Rock Fire and Rescue (CRFD) has two full time administrative assistants that support all divisions ensuring they have the support and supplies needed to achieve the mission, vision and values of the Department. Additionally, CRFD is an entity of the Town of Castle Rock, and as such, relies on other Town departments for their respective areas of expertise (Human, Resources, Finance, Legal, etc.). Given recent and projected growth, the Department submitted a budget request for an additional Office Assistant in 2017, which was denied.

Appraisal
CRFD’s administrative support, both internal and external, has been successful in supporting the agency’s mission, vision and values. However, given the recent and anticipated growth within the jurisdiction and Department, continued support at the current level has become increasingly challenging. In just the last five years, Operations has increased by 10%, adding six new positions. The Life Safety Division has added one Fire Prevention Officer and two Fire and Life Safety Educators. The Logistics, Training, and Administration Divisions have each added one position (EVT, Training Captain, and Assistant Chief, respectively). In addition to increased staffing, the Administrative Supervisor and Senior Office Assistant have increased their responsibilities within the Department and the Town, being active members of the Peer Support Team and the town-wide Administrative Team. Given the volume and financial impacts of the Department’s budget requests for the 2018 budget, the Department has elected to not pursue additional administrate support staffing in 2018.

Plan
The Department will be adding 12 members with the opening of Station 152, and is requesting two additional FPOs in 2018. Given the planned growth within the Department,
the Department will submit a request for and additional Office Assistant in the 2019 budget.

References

2017 Budget Request for Office Assistant

Town of Castle Rock Org Chart

Castle Rock Fire and Rescue Org Chart
9C.2 Sufficient general **office equipment, supplies, and resources are in place** to support agency needs.

**Description**

The Castle Rock Fire Headquarters Building is the central repository for general office supplies and equipment. Office supplies are ordered on an as-needed basis to replenish depleted stock. An inventory is conducted of all supplies before placing an order. Inventory levels are based on prior usage. Purchase orders are required for any supplies not kept on hand. If supplies are depleted before an order can be placed, administrative staff purchases supplies at local stores. Additionally, as part of the budget planning process, expenditures for the previous year is taken into account when developing the next year’s line item for office supplies and equipment.

**Appraisal**

The department has maintained sufficient office supplies and equipment to meet its operational needs. For the past four years the department used 98% of the allocated funds throughout each year.

**Plan**

The Castle Rock Fire Department will continue to evaluate the previous year’s usage in the planning and budgeting process to ensure sufficient general office supplies and equipment are available to support the needs of the department.

**References**

Purchase Order Request form

Supply order invoice
9C.3 **Technological resources** (e.g., telecommunications equipment, computer systems, general business software) and the **information management system** are appropriate to support the agency's need. **Access is available to technical support** personnel with expertise in the systems deployed by the agency. Documentation and analysis of data (e.g., formative, process, impact, and outcome measurement) are accessible to the agency.

**Description**

All computer hardware and software resources as well as telephones (mobile and landline) are the responsibility of the Town of Castle Rock’s Division of Innovation and Technology (DoIT). The DoIT support team is available 24 hours a day, 7 days a week via various methods. DoIT has two members dedicated to support the technology resources for both CRFD and the Castle Rock Police Department. Technical assistance and support is most commonly accessed through a helpdesk request which is generated via a web based system. Each year the DoIT team meets with department heads to formulate the coming years “Governance Plan”. The intent of this plan is to provide a forum to discuss “how to best utilize and leverage technology to meet the needs of the Town”. All communications resources, other than land line phones, are supported by the fire department itself under the direction of the Deputy Chief of Operations.

**Appraisal**

The partnership between CRFD and the Town of Castle Rock’s DoIT has been effective in maintaining all technological resources. The Deputy Chief of Operations and the Admin Supervisor meet with the Public Safety DoIT bi-monthly.

**Plan**

CRFD has no plans to change the manner in which technological resources are procured, distributed or maintained.

**References**

HelpDesk Request

Continuity of Government List: Information Technology Division On-Call Phone Number
9C.4 Public reception and public information (i.e. public information officer) components support the customer service needs of the agency.

Description
Public information brochures are available in the lobby at Fire Headquarters. The public can stop by any fire station to speak with the firefighters with questions, comments or request a tour. Any other public education events are scheduled through the Administration Office during normal business hours. As far as public access: while the stations need to be secure, two of the stations have a vestibule where the public can walk in and ring the doorbell for service. One of the fire stations is located at Fire Headquarters. The other stations have door bells on the outside of the main entrance for public assistance. All stations have an emergency phone on the outside of the building. The public can also get any information about the department on the website. The Public Educator and the Senior Office Assistant are web slingers and routinely monitor the website to ensure correct and current information is available. We have added “Talk About It Tuesday” on our website. The public may also access the department through the Town’s website, the question/comment is then forwarded to our Administrative Supervisor and can be addressed immediately. The Town of Castle Rock’s Community Relations Department is the entity that handles all Public Information Officer events. They have someone from their department all call 24/7.

Appraisal
Department information, facilities and members are readily accessible to the public.

Plan
The plan is to continue as we are. We will continue to look for opportunities to improve as they present themselves.

References
Screen shot of CRFD website
Brochures available on request
CC 9C.5 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
Castle Rock Fire and Rescue Department (CRFD) maintains all departmental documents and forms on a Town of Castle Rock (TOCR) supported “shared” drive. The Department maintains four formal documents as defined in S.O.G. 1.1.1 Internal Communications: Memorandum, Administrative Directives, Standard Operating Guidelines, and Training Standards. Memorandums are used for non-policy communication and typically include an expiration dated. Administrative Directives are used to communicate Department policy, rules and/or directives and do not expire. Administrative Directives are reviewed at least every three years, and updated or rescinded as needed. SOGs are used to communicate methods of operation, they are reviewed by the SOG Team at least every three years and updated as needed. Training Standards are used to communicate training methods and standards that directly support department operations as defined in associated SOGs, and are updated as needed.

Non-departmental forms and documents are maintained on a similar shared drive by the responsible department. This system is maintained to include system back up and redundancy, by the TOCR’s Division of Innovation and Technology (DoIT). All CRFD documents and forms are reviewed and updated to remain consistent with Department policy and practice. The Standard Operating Guidelines and Administrative Directives are also on hard copy and kept in the Administrative Offices.

Appraisal
CRFD’s system for maintaining and updating documents, forms and manuals has been sufficient because all members have access to required forms and documents needed to perform their duties and be compliant with our Human Resources, Finance and Payroll departments. SOG 1.1.1 Internal Communication has recently been updated to change the review cycle from every two years to at least every three years and added the review of Administrative Directives. While it is too soon to determine the effectiveness of the SOGs
and Administrative Directive review cycle, the Department was able to eliminate five Administrative Directives and updated six additional directives.

**Plan**
CRFD documents are maintained and kept current through professional associations and industry involvement. The Department through the SOG team and Administrative Division will monitor the review and update of all documents and look for opportunities to improve and update the process as appropriate.

**References**
Shared Drive

CRFD SOG 1.1.1 Internal Communications – Updated 2017

SOG Review Spreadsheet

9C.6 Administrative support staff members have adequate training and education in order to perform their roles and responsibilities.

**Description**

The administrative staff members are given a number of opportunities to hone in on their skills. One avenue is the DoIT Department of the Town has ongoing training on the Town’s computer programs. The Human Resources Department of the Town offer classes through Castle Rock University. Another avenue is to take off-site classes in subjects that support the Mission, Vision and Values of the department.

**Appraisal**

The administrative staff have had adequate opportunities to take classes that assure their skills are up to date. At times it may be difficult to accommodate due to having only two people in the office; one must always be available in the office.

**Plan**

The department will continue to use internal and external training for the administrative staff to support the Mission Vision and Values of the Department

**References**

Castle Rock University Schedule

DoIT Schedule of Classes
9C.7 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**
Castle Rock Fire and Rescue Department (CRFD) maintains all departmental documents and forms on a Town of Castle Rock (TOCR) supported “shared” drive. Non-departmental forms and documents are maintained on a similar shared drive by the responsible department. This system is maintained, to include system back up and redundancy, by the TOCR’s Division of Innovation and Technology (DoIT). All CRFD documents and forms are reviewed and updated to remain consistent with Department policy and practice.

**Appraisal**
CRFD’s system for maintaining and updating documents, forms and manuals has been sufficient because all members have access to required forms and documents needed to perform their duties and be compliant with our Human Resources, Finance and Payroll departments.

**Plan**
CRFD documents are maintained and kept current through professional associations and industry involvement.

**References**
Screen shot of Fire Department shared drive
Screen shot of Town of Castle Rock shared drive
Local access to Department and Town shared drives provided upon request.
Category X: 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 multi-unit systems and the increase of interagency agreements between various types of government entities necessitates 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 which 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 Castle Rock Fire and Rescue Department is committed to positive external agency relationships, and is involved in several types of external agency relationships that influence our mission, operations, and cost effectiveness. The first is through an automatic aid agreement with Larkspur Fire Protection District, Jackson 105 Fire Protection District, Franktown Fire Protection District, and South Metro Fire and Rescue Authority. This agreement allows for automatic dispatching of resources to participating agencies through dispatch response plans, and requires no further formal request of resources. The second is through mutual aid agreements with participating agencies throughout Douglas County and along the Front Range, and provides participants with resources, upon request, from participating agencies without cost for the first 12 hours of the event. The third is through the Multi-Jurisdictional Training Consortium, which consists of the Automatic Aid partners, plus Elizabeth Fire Protection District, and Palmer Lake Fire Protection District. This consortium shares training opportunities and resources in an effort to standardize skills and performance throughout participating agencies, and provide agencies opportunities to work together, establishing positive relationships. The fourth is through United Fire Dispatch Authority (UFDA), which allows the participants, CRFD, Larkspur Fire Protection District, Jackson 105 Fire Protection District, and Franktown Fire Protection District, to consolidate resources, establish unified communication center standards, and reduce costs for dispatch services to participants. The current contract for communications center services is between UFDA and Douglas County Sheriff’s Office. CRFD also supports, and participates in the Douglas County Fire Chiefs Association, The Colorado State Fire Chiefs Association, Metro Denver Fire Chiefs Association, and at the national level through NFPA, and the IAFC.
Performance Indicators:

CC 10A.1 The agency develops and maintains outside relationships that support its mission, operations, and/or cost effectiveness.

Description
CRFD maintains automatic aid agreements with Larkspur Fire Protection District, Jackson 105 Fire Protection District, Franktown Fire Protection District, and South Metro Fire and Rescue Authority. These agreements allow for automatic dispatching of resources to participating agencies through dispatch response plans, and require no further formal request of resources. The participating agencies work and train together. Joint EMS training are scheduled monthly, and joint fire trainings are scheduled quarterly. Positive working relationships are also garnered and cultivated through the Multi-Jurisdictional Training Consortium, the Douglas County Fire Chiefs Association, the Douglas County Fire Marshals Association, the Douglas County Incident Management Team, and the United Fire Dispatch Authority.

Appraisal
The effort that the Castle Rock Fire and Rescue Department has made in developing and maintaining outside relationships that support its mission, operations, or cost effectiveness has resulted in very positive relationships with their automatic and mutual aid partners. CRFD is well thought of and respected in the fire and emergency services community, and efforts to maintain these relationships have continued. The current approach is working for all agencies involved, as automatic aid is a relatively routine occurrence. All agreements are current and up to date.

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Plan
CRFD will continue to seek opportunities to expand its effort to develop and maintain outside relationships that support its mission, operations, or cost effectiveness. The
department will also review agreements bi-annually to ensure they are practical, relevant, and up to date.

References


Front Range Mutual Aid Agreement

Douglas County Disaster Mutual Aid Agreement

MJTC Training Calendar

DCIMT Command and general staff meeting minutes

Minutes from December 2016 UFDA meeting.
10A.2 The agency’s strategic plan identifies relationships with external agencies/systems and their anticipated impact or benefit to the agency's mission, operations, or cost effectiveness.

Description
The 2016-2019 Strategic Plan of the Castle Rock Fire and Rescue Department states;

In order to dedicate time, energy, and resources on services most desired by our community, CRFD needs to understand what the customer consider their priorities. The external stakeholders were asked to prioritize the services offered by the agency through a process of direct comparison. (P.7)

A vital part of that community are the other fire departments within the County and surrounding Castle Rock. As such, the Multi-Jurisdictional Training Consortium (MJTC) founded by the CRFD brings the Automatic Aid agencies together for training and sharing of information. CRFD is also active as a Front Range Mutual Aid partner, serves as director of United Fire Dispatch Authority (UFDA), and is active in the Douglas County Fire Chiefs Association, Metro Chiefs Association, IAFC, DC County E-911 board, and the DC Incident Management Team

Appraisal
CRFD is committed to identifying and maintaining positive relationships with external agencies/systems and appreciating their anticipated impact or benefit to the mission or cost effectiveness of the agency. They have invested personnel, time, physical resources, and money in the propagation of these vital relationships as evidenced in their automatic and mutual aid agreements, MJTC promotion, UFDA and E-911 board direction. The department strives to maintain positive working relationships with their neighbors. The friendly and open approach has been working for all parties involved. The action of directly seeking input from external agencies is verbal and often goes undocumented. Such is the case with multi-jurisdictional training issues.

Plan
CRFD will continue developing and maintaining positive relationships with external agencies/systems and appreciating their anticipated impact or benefit to the mission or
cost effectiveness of the agency. They will continue to invest personnel, time, physical resources, and money in the propagation of these vital relationships. CRFD would do well to encourage external stakeholder participation in the evaluation process via a one on one agency specific survey conducted as part of the Strategic Planning process. At a minimum, a service needs survey should be developed and given to the external agencies to identify any input that could be incorporated into the Strategic Plan.

References

2016 – 2019 CRFD Strategic Plan

Automatic Aid agreement with Larkspur Fire Protection District, Jackson 105 Fire Protection District, Franktown Fire Protection District, and South Metro Fire and Rescue Authority.

Front Range Mutual Aid Agreement

Douglas County Mutual Aid Agreement

MJTC training calendar

Minutes from December 2016 UFDA meeting.

Minutes from E-911 Board Meeting
10A.3 The agency researches, analyzes, and gives consideration to all types of functional relationships that may aid in the achievement of its goals and objectives.

**Description**

The Castle Rock Fire and Rescue Department is committed to the pursuit of all types of functional relationships that may aid in the achievement of its goals and objectives. This is evidenced by the development of the Public Safety Training Facility (PSTF), where FD training needs were incorporated with those of the Police department. This resulted in Town Council support of the lease for the building that houses the PSTF and put the department on track for the completion of Strategic Goal 6: Enhanced Fire/Public Safety Training Center (Page 31). This approach enhanced the Towns commitment to the training center concept and has moved the possibility of acquiring a permanent training building. This facility is broadly used by all Town departments. The CRFD and CRPD also have quarterly joint executive Staff Meetings where discussions on joint efforts and improvements can occur. The SWOT analysis conducted as part of the strategic planning process also gives consideration to the opportunities presented through external functional relationships.

**Appraisal**

The commitment that the CRFD has to the pursuit of functional relationships that may aid in the completion of its goals and objectives is supported by its actions. As a result of their willingness to consider all types of functional relationships, the training center program has made progress and improved the working relationship between the Castle Rock Police Department, Town departments, and the CRFD.

**Plan**

The CRFD will continue to look for opportunities to develop and establish functional relationships that may aid in the achievement of its goals and objectives.

**References**

PSTF Development Memorandum

2016 – 2019 Strategic Goal S.W.O.T. Analysis (pp.17 – 19)
10A.4 A conflict resolution process exists between all external organizations with whom the agency has a defined relationship.

**Description**

CRFD is invested in maintaining positive relationships between the organization and external agencies with whom it has a defined relationship. This investment requires that CRFD be approachable and open to input and communication from external agencies. Any conflicts that may arise are handled directly in a positive and constructive manner. Guided by their mission of “High Customer Satisfaction” external agencies are viewed as customers, and their satisfaction with CRFD is pursued. As each municipality or agency has its own autonomy, the conflict resolution process for issues that cannot be resolved through discussion and negotiation is found in the County and District Court system.

**Appraisal**

The current conflict resolution process, through informal and undocumented, has proven effective as no issues between participating agencies have resulted in an impasse on litigation. Significant efforts have been made to ensure that relationships with external agencies are positive, and that customer satisfaction remains high.

**Plan**

The Fire Chief will work to develop a conflict resolution process that can be included in mutual and automatic aid agreements, and propose this amendment to the participating agencies as part of the agreement renewal process by the end on 2018.

**References**

CRFD Vision, Mission, and Values Statement
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 Castle Rock Fire and Rescue Department (CRFD) is committed to well developed, functioning, and positive external agency agreements, and is involved in several types of external agency agreements. The first is through an automatic aid agreement with Larkspur Fire Protection District, Jackson 105 Fire Protection District, Franktown Fire Protection District, and South Metro Fire and Rescue Authority. This agreement allows for automatic dispatching of resources to participating agencies through dispatch response plans, and requires no further formal request of resources. The second is through mutual aid agreements with participating agencies throughout Douglas County and along the Front Range, and provides participants with resources, upon request, from participating agencies without cost for the first 12 hours of the event. The third is through the Multi-Jurisdictional Training Consortium, which consists of the Automatic Aid partners, plus Elizabeth Fire Protection District, and Palmer Lake Fire Protection District. This consortium shares training opportunities and resources in an effort to standardize skills and performance throughout participating agencies, and provide agencies opportunities to work together, establishing positive relationships. The fourth is through United Fire Dispatch Authority (UFDA), which allows the participants, CRFD, Larkspur Fire Protection District, Jackson 105 Fire Protection District, and Franktown Fire Protection District, to consolidate resources, establish unified communication center standards, and reduce costs for dispatch services to participants. The current contract for communications center services is between UFDA and Douglas County Sheriff’s Office. The system of agreements is synergistic with the participant’s service provision and take advantage of all operational and cost effective benefits that may be derived from the external agency agreements. The agreements are reviewed annually per Department policy.
Performance Indicators:

CC 10B.1 External agency agreements are reviewed on an annual basis and revised as necessary to meet objectives.

Description
CRFD reviews external agency agreements on an annual basis and revises them as necessary to meet department objectives per Administrative Directive 2012-01.

Appraisal
The established policy serves to keep external agency agreements on the forefront and requires that they are reviewed annually. This system is effective and prevents these agreements from falling off the collective radar.

Plan
CRFD will continue to follow the established Administrative Directive. No changes are needed at this time.

References
Administrative Directive 2012-01
10B.2 The agency has a process by which their agreements are managed, reviewed, and revised.

Description
Per Administrative 2012-01 “The Department is committed to remaining current with all of its agreements and contracts with external agencies. In order to ensure that the Department is current, all contracts and agreements shall be reviewed by the Administrative Assistant of the Department no later than October 31st of each year. This will allow time for renewal of contracts or agreements that would expire at the end of that year. Contracts requiring renewal shall be presented to the Chief or his or her designee for process and direction”. This serves as the process by which their agreements are managed, reviewed, and revised as needed.

Appraisal
The established policy serves to keep external agency agreements on the forefront and requires that they are reviewed annually. This system is effective and prevents these agreements from falling off the collective radar and current as to the departments’ best interests. However, process lacks documentation of the review and findings. Documentation of the completed review is lacking.

Plan
CRFD will amend the established Administrative Directive 2012-01, to include a documentation of the review process that identifies by whom, and when the document was reviewed by May 1st, 2017.

References
Administrative Directive 2012-01