

A photograph of a forest landscape at dusk or dawn, with mountains in the background and a rocky outcrop in the foreground. The scene is bathed in a warm, golden light. The image is partially obscured by dark blue geometric shapes that frame the text.

# 2026 EVERGREEN FIRE/RESCUE

STANDARDS OF COVER &  
DEPLOYMENT ANALYSIS

JUNE 2026

# TABLE OF CONTENTS

|                                                                |           |
|----------------------------------------------------------------|-----------|
| <b>Introduction .....</b>                                      | <b>iv</b> |
| <b>SECTION I: CURRENT CONDITIONS .....</b>                     | <b>1</b>  |
| <b>District Overview .....</b>                                 | <b>2</b>  |
| <b>Services Provided .....</b>                                 | <b>6</b>  |
| Operations .....                                               | 6         |
| Automatic and Mutual Aid .....                                 | 8         |
| Emergency Medical Transport .....                              | 10        |
| <b>Financial Review .....</b>                                  | <b>15</b> |
| Five-Year Financial Overview: FY 2021–FY 2025 .....            | 15        |
| Summary of Fiscal Health .....                                 | 18        |
| <b>Capital Facilities &amp; Equipment .....</b>                | <b>19</b> |
| Facility Discussion .....                                      | 19        |
| Facility Replacement .....                                     | 22        |
| Evergreen Fire/Rescue Fire Stations .....                      | 24        |
| Apparatus & Vehicles Fleet Inventories .....                   | 33        |
| <b>Critical Tasking Analysis &amp; Alarm Assignments .....</b> | <b>38</b> |
| Fire Incidents .....                                           | 41        |
| EMS Incidents .....                                            | 45        |
| Wildland Incidents .....                                       | 49        |
| Technical Rescue Incidents .....                               | 52        |
| HazMat Incidents .....                                         | 56        |
| <b>Community Expectations &amp; Performance Goals .....</b>    | <b>60</b> |
| Introduction to NFPA 1750 .....                                | 60        |
| NFPA Standards and EFR .....                                   | 61        |
| <b>SECTION II: STANDARDS OF COVER .....</b>                    | <b>64</b> |
| <b>Historical System Performance .....</b>                     | <b>65</b> |
| Service Demand .....                                           | 66        |
| Temporal Analysis .....                                        | 67        |
| Response Unit Workload .....                                   | 71        |
| Spatial Analysis .....                                         | 72        |
| Resource Distribution .....                                    | 80        |
| Effective Response Force Capability Analysis .....             | 82        |
| Insurance Services Office Rating Review .....                  | 89        |

|                                                                                      |            |
|--------------------------------------------------------------------------------------|------------|
| Resource Reliability .....                                                           | 95         |
| Understanding NFPA 1710 & 1720 Standards for Fire Department Performance .....       | 97         |
| Response Performance.....                                                            | 99         |
| <b>Population Growth &amp; Service Demand Projections .....</b>                      | <b>110</b> |
| <b>SECTION III: PLAN FOR MAINTAINING &amp; IMPROVING RESPONSE CAPABILITIES .....</b> | <b>112</b> |
| <b>Performance Objectives Review .....</b>                                           | <b>113</b> |
| Dynamics of Fire in Buildings.....                                                   | 114        |
| Emergency Medical Event Sequence .....                                               | 116        |
| Medical Emergencies.....                                                             | 118        |
| Fire Emergencies .....                                                               | 118        |
| <b>Establishment of Performance Objectives .....</b>                                 | <b>119</b> |
| Adoption of Performance Objectives .....                                             | 119        |
| <b>Records Management .....</b>                                                      | <b>124</b> |
| Identification of Data Integrity Issues.....                                         | 124        |
| Technology and Process Improvements.....                                             | 124        |
| Continuous Performance Measurement Methodology Report.....                           | 125        |
| <b>Compliance Methodology.....</b>                                                   | <b>126</b> |
| Compliance Model .....                                                               | 126        |
| <b>Findings .....</b>                                                                | <b>129</b> |
| Operational Strengths .....                                                          | 129        |
| Current Challenges.....                                                              | 130        |
| Opportunities for Improvement .....                                                  | 131        |
| <b>Strategic Recommendations .....</b>                                               | <b>132</b> |
| Deployment.....                                                                      | 132        |
| Wildland-Urban Interface & Community Risk Reduction.....                             | 134        |
| Emergency Medical Services (EMS) .....                                               | 135        |
| Technical Rescue .....                                                               | 137        |
| Hazardous Materials.....                                                             | 138        |
| Training Division .....                                                              | 140        |
| Communications.....                                                                  | 142        |
| Performance .....                                                                    | 143        |
| Critical Tasking & Alarm Assignments .....                                           | 144        |
| <b>Path Forward .....</b>                                                            | <b>147</b> |
| <b>SECTION IV: APPENDICES .....</b>                                                  | <b>148</b> |
| <b>Appendix A: Table of Figures .....</b>                                            | <b>149</b> |

# ACKNOWLEDGMENTS

AP Triton wishes to extend its sincere appreciation to each of those individuals and organizations whose contributions and assistance made this project possible.

*Our sincere appreciation is extended to each of you!*

## **Evergreen Fire/Rescue**

### **Board of Directors**

**Stacey Ballinger**  
President

**Evan Jeffries**  
Vice-President

**Julie Ann Courim**  
Treasurer

**Ryan Stack**  
Secretary

**Suzanne Campagna**  
Board Member

### **Fire District Staff**

**Mike Weege**  
Fire Chief

**Carol Hucker**  
Administration Division

**John Sebastian**  
Community Risk Reduction Division

**Jason Puffett**  
Wildland and Support Services Division

**Dave Montesi**  
Emergency Medical Services Division

**Kris Kazian**  
Fire Operations Division

**Kim Christensen**  
Human Resources Manager

**James Vincent Group –  
Ben Archer-Clowes**  
Contracted Financial Firm

*And to each of the emergency responders, support staff, and chief officers, who daily serve the citizens and visitors of Evergreen and the surrounding communities of Bergen Park, Marshdale, Cub Creek, Brookvale, Kittredge, Floyd Hill, and Brook Forest.*

# INTRODUCTION

This report presents a focused analysis of Evergreen Fire/Rescue's (EFR) service delivery system through a Standards of Cover (SOC) assessment. While the 2024 Master Plan provided a foundational overview of the district's demographics, governance, finances, facilities, and apparatus, this engagement builds upon that work to deliver a deeper, data-driven evaluation of EFR's operational performance.

Rather than conducting a full Community Risk Assessment and Standards of Cover (CRA-SOC), this modified SOC leverages existing planning documents to concentrate on critical areas of system performance. The analysis includes a review of response time reliability, unit availability, interagency support, and overall service capacity. AP Triton's approach emphasizes cost-effective value, ensuring recommendations are grounded in both quantitative data and operational realities.

The resulting findings and recommendations are intended to support Evergreen Fire/Rescue's strategic planning, enhance performance tracking, and identify opportunities to maintain and improve high-quality fire and EMS services to the community.

---

# Section I: Current Conditions

---

# DISTRICT OVERVIEW

## EVERGREEN FIRE/RESCUE

The Evergreen Fire Protection District (EFPD), doing business as Evergreen Fire/Rescue (EFR), is a crucial provider of emergency response and community risk reduction services to the mountain communities west of Denver, Colorado. Stretching across Jefferson and Clear Creek counties, EFR is tasked with safeguarding a diverse set of neighborhoods nestled within a unique blend of urban, suburban, rural, and wildland-urban interface zones. In recent years, demographic changes and increasing wildfire risk have increased expectations for emergency services.

Evergreen Fire Protection District's jurisdiction covers approximately 126 square miles, straddling 69 square miles in Jefferson County, primarily in the Bear Creek basin, and 57 square miles in the eastern part of Clear Creek County. This service area includes some of Colorado's most prominent wildland-urban interface (WUI) landscapes, making the region highly susceptible to both urban emergencies and wildfire hazards.

According to the EFR Master Plan (2024), the estimated population within the district is 25,669 residents, marking an 11% increase since 2010—a growth of about 2,509 people over the last decade. Compared to urban districts, growth in Evergreen is characterized by increased homebuilding on dispersed lots, aging residents, and a steadily rising median age.

## Mission, Vision, and Values

### *Mission Statement*

The core mission of EFR is to **“protect life, property, and the environment through prevention, preparedness, education, and emergency response.”** The vision stresses adaptability amid community change, safety prioritization for both public and responders, positive work environments, stewardship of resources, and technological innovation.

### *Vision Statement*

**Achieve our highest potential by:**

- Recognize change in our community and respond accordingly.
- Cultivate a safe and effective environment for the public and our members.
- Create a positive work environment through effective internal communication, relationships, and leadership.

- Strive to be role models in the community and leaders in our profession.
- Promote responsible stewardship of the resources afforded to us by the community.
- Utilize technologies and methods to evaluate and enhance current practices.

### *Values*

- Respect and Integrity
- Effective Communication
- Responsibility and Accountability
- Team Work
- Encourage and value all contributions
- Commitment and Pride

### **Organizational Structure**

EFR is governed by a five-member Board of Directors, each elected by voters within the district for staggered four-year terms. The Board is responsible for district policy, tax collection approval, budget management, and ensuring financial accountability.

Board elections occur on a regular cycle, with opportunities for district residents to serve or participate through either in-person or mail-in ballots. Board meetings are open to the public, promoting transparency and accountability.

Historically, EFR had maintained a partnership with the Evergreen Volunteer Fire Department (EVFD), a 501(c)(4) non-profit corporation. The EVFD Board—separate from EFR's Board—was formerly responsible for volunteer firefighting staff and certain operational aspects. Recent years have seen progress toward organizational unification, with a strategic goal of merging the EVFD's emergency service mission into EFR, eliminating redundancies and optimizing governance. This was completed in Sept 2025 when the Evergreen Fire Department Foundation (EFDF) stood up as a 501(c)(3). EVFD officially held its last meeting in October of 2025.

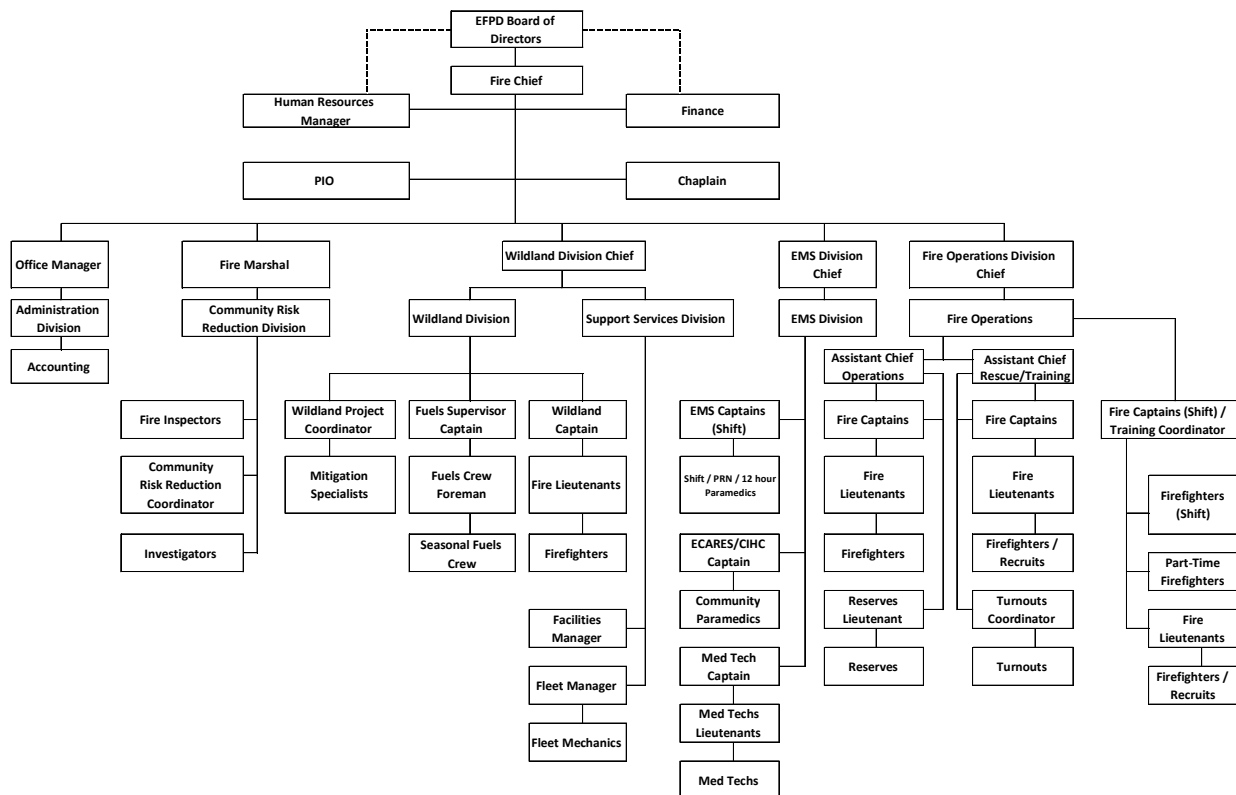
Reporting to the Board is the Fire Chief, who is responsible for daily leadership, planning, and oversight of all divisions. Major division chiefs and managers oversee discrete functions (Operations, EMS, Administration, Wildland, Maintenance, Prevention). EFR's organization is differentiated by function, aligning staff expertise and resources to specialized and cross-functional teams. Six principal divisions report to the Fire Chief:

- Administration
- Community Risk Reduction/Prevention
- Wildland
- Support Services (Fleet and Facility)
- Emergency Medical Services (EMS)
- Fire Operations

This structure supports a comprehensive “all-hazards” mission—combining traditional fire suppression, wildland mitigation, emergency medicine, inspection/compliance, risk education, and administrative management.

The following figure shows the EFR organizational chart.

**Figure 1: EFR Organizational Chart (December 1, 2025)**



EFR fields a hybrid workforce of career, part-time, seasonal, and volunteer personnel, reflecting its commitment to both professional standards and local community engagement.

**Figure 2: EFR Staffing by Division**

| Division                   | Count      |
|----------------------------|------------|
| Administration/Maintenance | 8          |
| Community Risk Reduction   | 4          |
| Operations - EMS           | 28         |
| Operations – Fire          | 11         |
| Operations – Wildland      | 17         |
| Volunteers                 | 84         |
| <b>TOTAL</b>               | <b>152</b> |

# SERVICES PROVIDED

Evergreen Fire/Rescue (EFR) is an all-hazards public safety organization that provides traditional fire suppression, wildland firefighting, Advanced Life Support (ALS) level, technical rescue, and hazardous materials response. EFR emphasizes wildfire preparedness and mitigation. It provides ambulance transport from two stations and is operationally capable in vehicle extrication and swift-water rescue. In addition, EFR's community risk reduction program provides fire inspections, code enforcement, plan reviews, fire-cause investigations, public education, and prevention or mitigation programs.

This profile presents EFR as a regional emergency services provider with a hybrid staffing model, a strong reliance on volunteerism, and a mission shaped by the challenges of Colorado's mountain environment.

## OPERATIONS

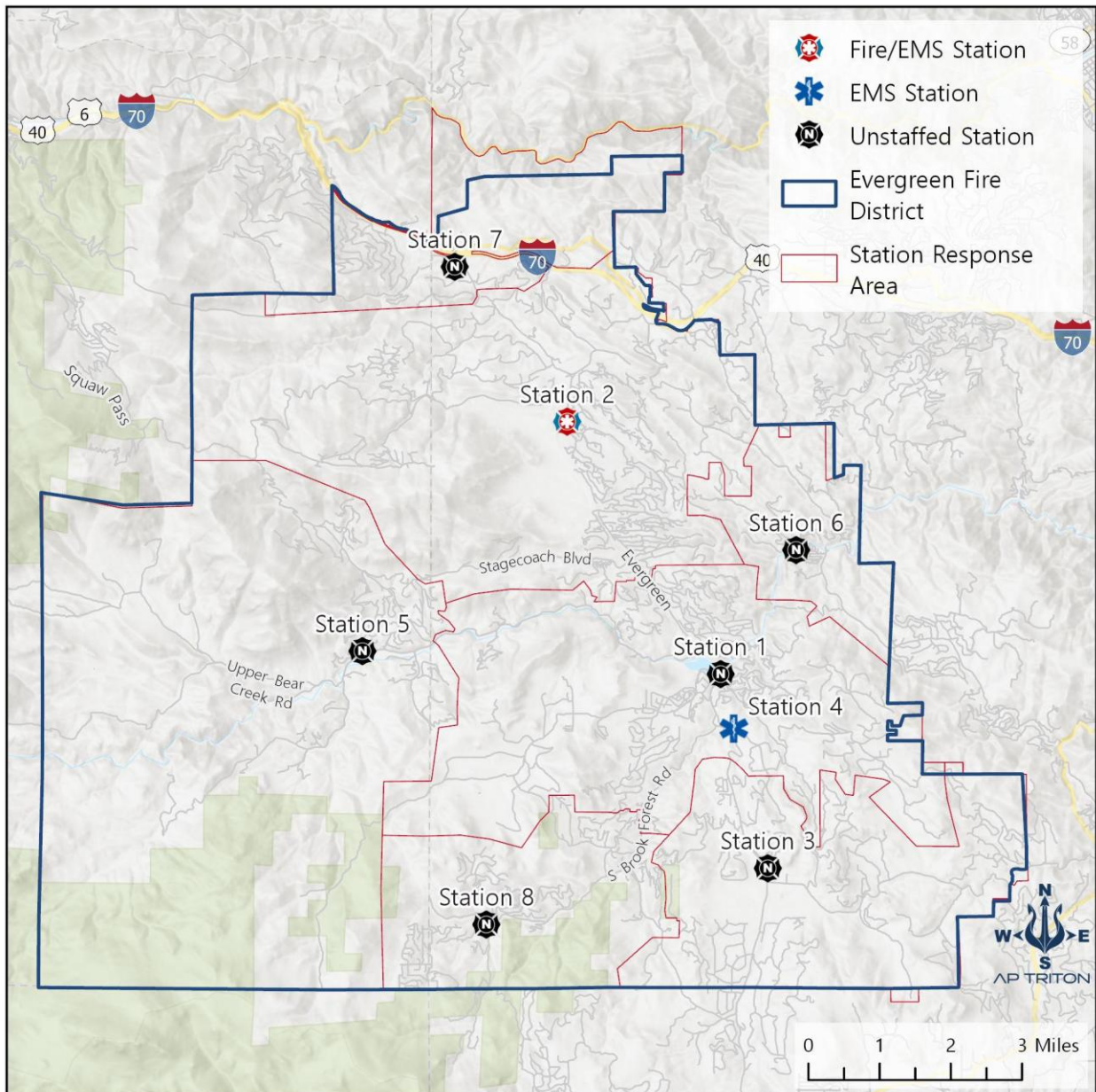
EFR deploys its personnel and equipment from eight fire stations; however, only two fire stations are routinely staffed. Station 2 (1802 Bergen Parkway) has two career firefighters, two paramedics, and a 12-hour paramedic. Station 4 (5411 County Hwy 73) is an emergency medical service only station with two full-time paramedics.

The eight stations are in the communities of:

- Evergreen (downtown)\*
- Bergen Park
- Marshdale
- Cub Creek\*
- Brookvale
- Kittredge
- Floyd Hill
- Brook Forest

The operational staff work 48/96 (48 hours on, 96 hours off), 36/48 (alternating work weeks of 36 and 48 hours, averaging 42-hour work week), and pro re nata (PRN) basis. In a PRN role, one does not have a fixed schedule and is not guaranteed hours but may be called upon to fill shifts when needed.

Figure 3: Study Area



## AUTOMATIC AND MUTUAL AID

To strengthen its capabilities, EFR also maintains automatic aid agreements with neighboring districts such as Clear Creek Fire Authority, Conifer Fire Protection District, Foothills Fire Protection District, Genesee Fire Protection District, Indian Hills Fire Protection District, and Elk Creek Fire Protection District. These partnerships ensure that large-scale incidents such as wildfires, structure fires, or mass-casualty events can be met with a coordinated regional response.

These agencies aid EFR based on the type of incident and the response plan. The following figure provides information on the automatic and mutual aid departments that respond to EFR requests.

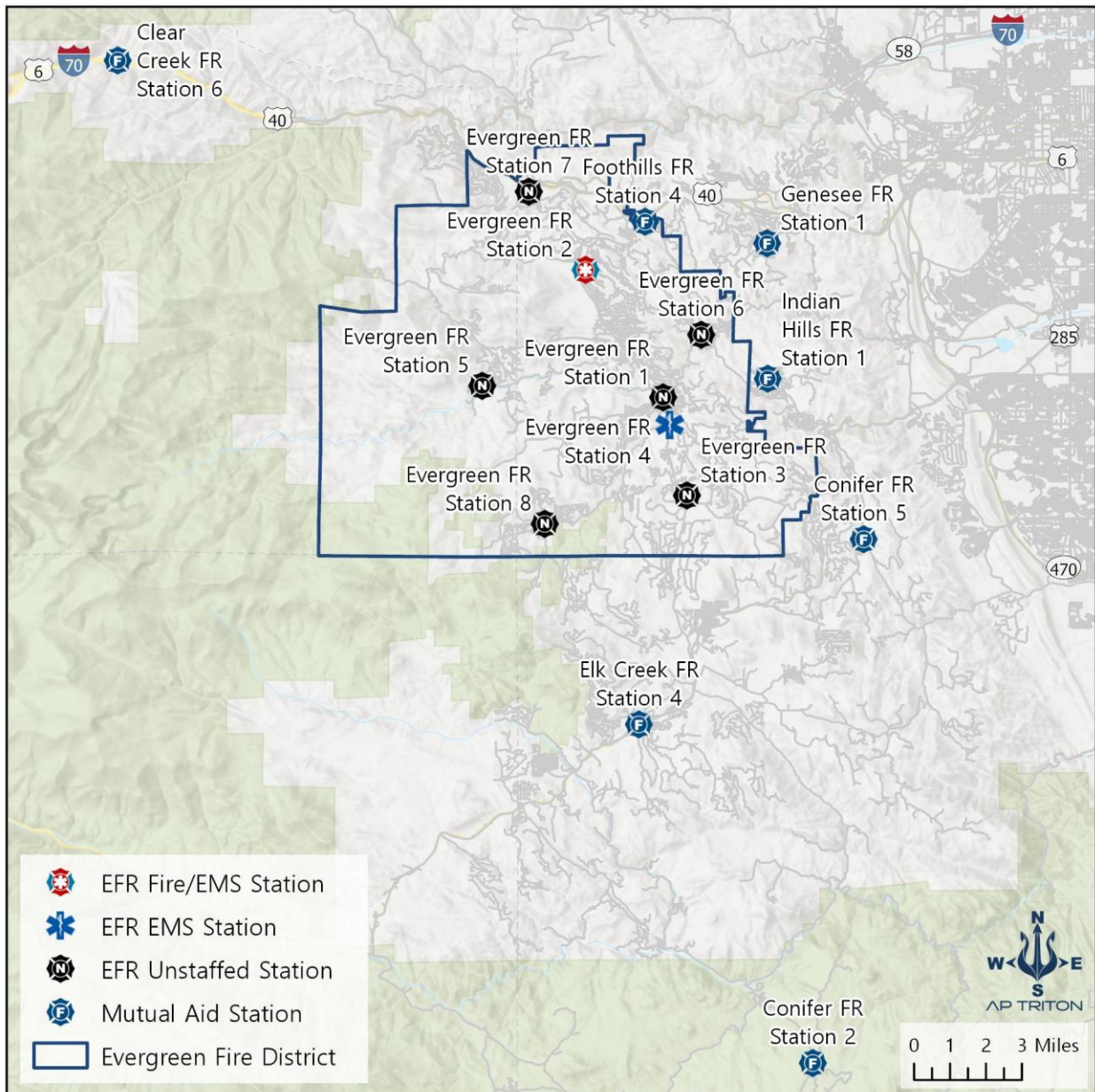
**Figure 4: Automatic and Mutual Aid Departments**

| Department                    | Stations | Engines | Ladders | Staffing | Aid Type* |
|-------------------------------|----------|---------|---------|----------|-----------|
| Clear Creek                   | 6        | 6       | 0       | 8        | MA/AA     |
| Conifer                       | 5        | 5       | 0       | 2        | MA/AA     |
| Foothills                     | 4        | 5       | 0       | 2        | MA/AA     |
| Genesee                       | 1        | 4       | 1       | 2        | MA/AA     |
| Indian Hills                  | 1        | 1       | 0       | 2        | MA/AA     |
| Elk Creek                     | 4        | 5       | 0       | 3        | MA/AA     |
| Highland Rescue<br>(EMS only) | 1        | 5 AMB   | —       | ALS      | MA        |

\*AA – Automatic Aid MA – Mutual Aid

The following figure illustrates the location of the automatic and mutual aid fire stations.

**Figure 5: Automatic and Mutual Aid Fire Stations**



## EMERGENCY MEDICAL TRANSPORT

EFR provides an Emergency Medical Services (EMS) program that serves as a cornerstone of its public safety mission. The district operates five advanced life support (ALS) ambulances, ensuring that paramedic-level care is always available across the district. On a typical shift, staffing includes four to five paramedics supported by two career firefighters/EMTs and one volunteer firefighter 84% of the time, creating a strong blend of advanced and basic life support providers. This dual-role staffing model allows EFR to respond effectively to a wide range of emergencies, from high-acuity medical incidents to integrated fire and rescue operations, while maintaining flexibility and efficiency.

The EMS response system is designed for rapid deployment, with ambulances strategically positioned to maximize coverage and minimize response times. Paramedics provide advanced interventions such as cardiac monitoring, airway management, and medication administration, while EMTs deliver essential patient care and assist with transport. This integrated approach ensures that patients receive timely, high-quality prehospital care, regardless of the nature or severity of the emergency.

Oversight of EFR's EMS program is provided through a combination of local medical direction and state-level regulatory frameworks. The district operates under the guidance of a designated physician medical director, who establishes clinical protocols, approves standing orders, and ensures compliance with best practices. At the state level, EMS provider certification and medical oversight are regulated by the Colorado Department of Public Health and Environment (CDPHE), which sets minimum standards for EMS training, certification, and quality assurance across the state. In addition, Colorado's system requires that the state license ground ambulance agencies.

To maintain excellence, EFR has implemented a comprehensive quality assurance and quality improvement (QA/QI) program. This includes regular case reviews, skills evaluations, and continuing education (CE) to reinforce best practices and identify opportunities for improvement. The program not only ensures clinical competency but also fosters a culture of accountability and professional growth among EMS providers. St. Anthony – Common Spirit provides CE and participates in the QA/QI program.

Evergreen Fire/Rescue runs ECARES, a community paramedicine program that extends EMS into non-emergency, in-home medical care, which also requires medical director approval and integration with local healthcare providers.

Taken together, EFR's EMS program reflects a strong commitment to patient care, operational readiness, and continuous improvement. With a trained workforce, advanced equipment, and oversight from both medical direction and state regulatory agencies, the district provides the community with a reliable, high-quality emergency medical response system that meets and exceeds professional standards.

## Technical Rescue

EFR maintains a broad range of technical rescue capabilities, with some specialties handled in-house and others supported through mutual aid agreements. The district does not provide confined space rescue services directly, relying instead on regional partners when such incidents occur. They do, however, maintain full operational readiness for low-angle rope rescues, which are commonly needed on slopes, embankments, and other terrain where rope systems are required but vertical exposure is limited. High-angle rope rescues, which involve vertical or near-vertical environments, are not performed by Evergreen personnel but are supported through mutual aid from the Alpine Rescue Team, a regional specialist in mountain and technical rope operations. Similarly, trench rescues are not handled internally and are covered through mutual aid from West Metro Fire Rescue, which maintains the necessary expertise and equipment.

In contrast, EFR has strong in-house capabilities for water and ice rescue. The district maintains a dedicated swift water rescue team with 21 trained members, each of whom completes 10 hours of swift water training annually to ensure readiness for river and flood-related incidents. Ice rescue is also a core capability, with 19 trained members who likewise complete 10 hours of annual training to prepare for emergencies on frozen lakes and ponds. These water-based rescue teams emphasize rapid deployment, victim stabilization, and safe extrication. Taken together, EFR's technical rescue profile highlights its strengths in low-angle rope, water, and ice rescue, while leveraging regional partnerships to ensure comprehensive coverage for high-angle, trench, and confined space incidents.

## Hazardous Materials

EFR maintains a foundational hazardous materials (Haz-Mat) response capability that emphasizes initial recognition, scene safety, and defensive control measures. The district has six personnel certified at the Awareness level and an additional 65 members certified at both the Awareness and Operations levels, ensuring that most responders can identify hazardous materials, establish safe perimeters, and take defensive actions to protect life and property. While there are no Technician-level or Weapons of Mass Destruction (WMD) certified personnel within the district, Evergreen does have one Haz-Mat Incident Commander certified member, providing leadership and coordination during hazardous materials incidents. EFR maintains decontamination capability, enabling them to reduce contamination risks for both victims and responders. Overall, EFR's hazardous materials program is structured to provide effective first-response actions, scene stabilization, and coordination with regional partners for more complex or technician-level interventions.

## Training Division

EFR maintains a comprehensive and structured training program that emphasizes both fire and EMS competencies, supported by strong facilities and certified instructors. For fire operations, personnel are required to complete ICS 100, 200, 700, and 800, with ICS 300 and 400 recommended for officers. The district runs a nine-month internal all-hazards recruit academy and provides specialized training in swift water and ice rescue, hazardous materials at the awareness/operations level, wildland firefighting at Firefighter Type 2, and vehicle extrication. Core skills such as personnel accountability, defensive driving, small tools, power equipment, and radio communications are also reinforced. EMT or BLS training is delivered internally but accredited through Saint Anthony's Pre-Hospital Services/Common Spirit Hospitals, with CME provided through hands-on sessions and webinars. Both BLS and ALS skills are practiced annually, and additional training includes backcountry and wilderness EMS emergencies.

Training combines classroom instruction with manipulative skills, which are exercised at least twice a year, and skill evaluations are conducted at initial certification. Personnel are required to complete 48 hours of training annually, while EMS continuing education is tied to certification renewal cycles. Training hours and certifications are tracked in Vector Solutions, and lesson plans are developed both in-house and commercially. Drills are frequent and varied, including weekly night drills, quarterly multi-agency exercises, annual disaster drills with the County incident management team, and inter-station drills every shift. Safety is integrated into all lesson plans and reinforced at the start of each session, while post-incident analyses are conducted.

The program is overseen by the Operations Chief for fire training and the EMS Chief for medical training, with certified instructors at multiple levels, including NFPA 1403 live fire instructors. The annual training budget is \$168,245 across seven divisions, with facilities in good condition and adequate resources. A full-time training captain manages the program. Facilities include a three-story burn tower for live fire training, a smoke building, classrooms, computer simulations, and outdoor drill grounds. Fire props such as forcible entry and hose deployment simulators are available, along with EMS training equipment, including airway and CPR manikins, AED trainers, IV arms, and expired medications for practice.

Recordkeeping has been fully digital and paperless since 2022, with individual and company training files maintained in Vector Solutions. Officers can enter records, personnel have 24/7 access, and training equipment is inventoried annually. In the most recent full year, 164 personnel completed training, totaling 9,114 hours, broken down into 2,776 fire hours, 2,945 EMS hours, and 3,393 hours in other training categories. Overall, EFR's program demonstrates a strong commitment to safety, accountability, and inter-agency collaboration, ensuring personnel are prepared for a wide range of emergency scenarios.

## Communications

EFR 911 communication system is operated through "Jeffcom 911," the Jefferson County Communications Center Authority, which serves as the primary Public Safety Answering Point (PSAP) and dispatch center. Jeffcom 911 provides dispatch services for fire, EMS, and law enforcement agencies across Jefferson, Clear Creek, and parts of Douglas counties, covering a population of more than 587,000 residents and supporting 30 agencies. The communication center borders numerous other PSAPs, including Denver, Westminster, South Metro, Boulder, Adams, Arapahoe, and Douglas County systems, ensuring regional interoperability. Staff include an executive director, three deputy directors, 135 emergency communications specialists, 18 supervisors, and limited administrative staff, with no union representation.

The facility itself is secure and equipped with Central Square Enterprise CAD, a geo-database, emergency power, Carbine telephone systems, NICE recording equipment, and both VHF and 800 MHz digital radio systems. Some encrypted channels are available. EFR relies on Harris mobile and portable radios, Motorola tower base stations, and tones transmitted via radio rather than a station alerting system. Two dedicated "Mountain Desk" workstations handle calls specific to EFR and nearby mutual/auto-aid partners. Backup operations are in place, and emergency notifications are issued through the Lookout Alert (RAVE) system. Additional paging systems, such as First Due, I Am Responding, Pulse Point, and CAD paging, supplement radio communications.

Operationally, Jeffcom 911 follows a Service Level Agreement for performance standards, with quality assurance and standard operating procedures in place. Emergency medical dispatch is supported by the ProQA system, which provides pre-arrival instructions, and the center holds ACE accreditation for its EMD quality assurance program. Public service calls are dispatched for non-emergent needs. Call volumes are significant, with more than 240,000 annual 911 calls in recent years, alongside hundreds of thousands of seven-digit administrative calls. In 2024, the center handled nearly 67,000 fire/EMS calls and about 170,000 law enforcement calls.

CAD records are integrated with EFR's ImageTrend RMS and can be exported into Excel, capturing detailed time stamps, unit information, incident types, and patient contact data. Funding for Jeffcom 911 comes from the Jefferson County Emergency Communications Authority, member agency contributions, service user payments, and grants. EFR is a founding member of Jeffcom 911, with its Fire Chief serving as Vice President of the board of directors. Within the agency, automatic vehicle location (AVL) and mobile data terminal (MDT) systems are installed in all ambulances, the EMS Chief's vehicle, and select fire apparatus, though not every unit is equipped with mobile data terminals. Mobile applications such as I Am Responding, First Due, and Pulse Point provide responders with call notes, mapping, AVL, and preplans.

In summary, EFR's 911 communication system is technologically advanced, and regionally integrated, ensuring reliable emergency response coordination across multiple jurisdictions. It combines modern CAD and radio systems with strong inter-agency collaboration, quality assurance programs, and redundancy measures to maintain high service levels for the community.

# FINANCIAL REVIEW

This section provides a review of EFR's audited financial position from FY 2021 through FY 2024, with the inclusion of the FY 2025 adopted budget. The analysis examines major revenue trends, operational and capital expenditures, annual operating costs, and changes to fund balance. Based on the available data, EFR has maintained strong fiscal performance over the last four audited years, consistently generating operating surpluses and steadily increasing its fund balance. The FY 2025 budget projects continued fiscal stability, though with a smaller planned surplus, signaling a need for ongoing monitoring of expenditure growth relative to revenue performance.

## FIVE-YEAR FINANCIAL OVERVIEW: FY 2021–FY 2025

EFR's General Fund revenues have increased steadily, rising 28% between FY 2021 and FY 2024. Property tax collections—its most stable revenue source—drive this growth, with supplemental contributions from ambulance billing, specific ownership taxes, and miscellaneous revenues. Revenue variability is most evident within the "Other" category, which includes grants, intergovernmental transfers, and one-time receipts.

Expenditures grew at a slower rate than revenues in the audited years, increasing approximately 23% from FY 2021 to FY 2024. The budgeted FY 2025 expenditures reflect planned increases in personnel, equipment, and technology, consistent with the transition to a combination department, service expansions, and modernization needs. Throughout the period, EFR maintained positive annual operating surpluses and strengthened its year-end fund balance from \$10.2 million in FY 2021 to a projected \$17.4 million in FY 2025.

**Figure 6: Revenues & Expenditures (FY 2021–FY 2025)**

|                                    | 2021<br>Audited    | 2022<br>Audited    | 2023<br>Audited     | 2024<br>Audited     | 2025<br>Budget      |
|------------------------------------|--------------------|--------------------|---------------------|---------------------|---------------------|
| <b>REVENUES</b>                    |                    |                    |                     |                     |                     |
| Property Tax Revenue               | \$7,104,800        | \$7,781,434        | \$7,683,236         | \$9,554,393         | \$8,780,655         |
| Specific Ownership Tax             | \$548,494          | \$540,702          | \$560,005           | \$585,337           | \$541,570           |
| Ambulance Billing                  | \$857,280          | \$1,028,788        | \$1,136,177         | \$814,292           | \$740,000           |
| Other                              | \$1,329,249        | \$582,649          | \$1,769,701         | \$1,599,912         | \$966,519           |
| <b>Total General Fund Revenue</b>  | <b>\$9,839,823</b> | <b>\$9,933,573</b> | <b>\$11,149,119</b> | <b>\$12,553,934</b> | <b>\$11,028,744</b> |
| <b>EXPENDITURES</b>                |                    |                    |                     |                     |                     |
| Salaries & Benefits                | \$3,883,113        | \$3,769,100        | \$4,610,808         | \$5,190,470         |                     |
| Commodities & Supplies             | \$542,824          | \$878,379          | \$665,724           | \$940,599           |                     |
| Contractual Services               | \$1,010,316        | \$1,245,820        | \$1,280,519         | \$1,282,554         |                     |
| Other Operating Expenses           | \$997,064          | \$1,079,190        | \$1,507,974         | \$1,418,406         |                     |
| Capital Outlay                     | \$729,451          | \$792,458          | \$348,261           | \$758,501           |                     |
| Debt Service                       | \$630,225          | \$635,500          | \$630,375           | \$0                 |                     |
| Total Personnel Expenses           |                    |                    |                     |                     | \$7,007,111         |
| Total Building Services            |                    |                    |                     |                     | \$306,016           |
| Total Equipment & Supplies         |                    |                    |                     |                     | \$687,025           |
| Total Communications & IT          |                    |                    |                     |                     | \$925,111           |
| Total Travel & Training            |                    |                    |                     |                     | \$340,855           |
| Total Managerial Expenses          |                    |                    |                     |                     | \$1,078,602         |
| Total Other Expenses               |                    |                    |                     |                     | \$53,000            |
| <b>Total Expenditures</b>          | <b>\$7,792,993</b> | <b>\$8,400,447</b> | <b>\$9,043,661</b>  | <b>\$9,590,530</b>  | <b>\$10,397,720</b> |
| <b>Operating Surplus/(Deficit)</b> | <b>\$2,046,830</b> | <b>\$1,533,126</b> | <b>\$2,105,458</b>  | <b>\$2,963,404</b>  | <b>\$631,024</b>    |
| Fund Balance (End of Year)         | \$10,187,943       | \$11,721,069       | \$13,826,527        | \$16,789,931        | \$17,420,955        |

## Revenue Analysis

Property taxes remain the foundational revenue stream, accounting for 72–76% of annual operating revenues across the audited period. The significant increase in FY 2024 reflects assessed valuation growth and successful mill levy performance. Ambulance billing shows normal variability tied to call volume, payer mix, and collection cycles. The “Other” category fluctuates significantly, suggesting reliance on intergovernmental receipts and grants that should not be assumed as ongoing revenue.

## Expenditure Analysis

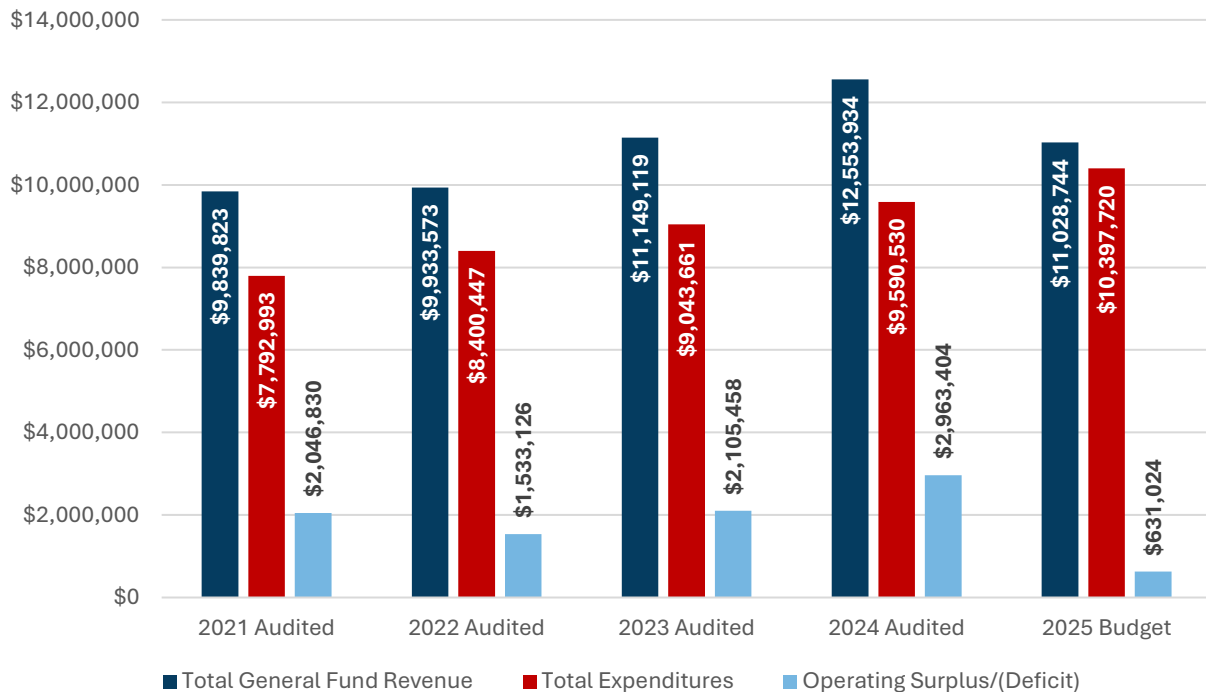
Personnel costs represent EFR's largest and fastest growing expense category, increasing 72% over the period 2021–2025, reflecting added full-time personnel, wage adjustments, and rising benefits costs.

Operating costs (commodities, supplies, contractual services, and other expenses) remain proportionally stable and show predictable year-to-year shifts based on equipment needs, maintenance cycles, and operational needs.

Capital outlay varies by fiscal year, consistent with the nature of apparatus, equipment, and facility-related purchases. The elimination of debt service in FY 2024 improves future-year flexibility. The FY 2025 budget introduces expanded expenditure categorization, improving clarity for internal cost allocation.

**Figure 7: Revenues & Expenditures Summarized (FY 2021–FY 2025)**

|                                    | 2021<br>Audited    | 2022<br>Audited    | 2023<br>Audited    | 2024<br>Audited    | 2025<br>Budget   |
|------------------------------------|--------------------|--------------------|--------------------|--------------------|------------------|
| <b>Total General Fund Revenue</b>  | \$9,839,823        | \$9,933,573        | \$11,149,119       | \$12,553,934       | \$11,028,744     |
| <b>Total Expenditures</b>          | \$7,792,993        | \$8,400,447        | \$9,043,661        | \$9,590,530        | \$10,397,720     |
| <b>Operating Surplus/(Deficit)</b> | <b>\$2,046,830</b> | <b>\$1,533,126</b> | <b>\$2,105,458</b> | <b>\$2,963,404</b> | <b>\$631,024</b> |
| Fund Balance (End of Year)         | \$10,187,943       | \$11,721,069       | \$13,826,527       | \$16,789,931       | \$17,420,955     |



EFR generated consistent operating surpluses between FY 2021 and FY 2024, with FY 2024 producing the highest surplus of the period. The budgeted FY 2025 surplus is smaller, coinciding with planned expenditure growth; however, it remains positive and maintains financial stability.

EFR's fund balance increased by more than \$6.2 million between FY 2021 and FY 2024, demonstrating strong fiscal stewardship and the ability to support future capital, staffing, and equipment needs. The projected FY 2025 fund balance continues this trend, albeit at a more moderate pace, reflecting higher planned expenditures.

## SUMMARY OF FISCAL HEALTH

EFR maintains a strong financial position supported by reliable property tax revenue, well-managed operating expenses, and substantial annual surpluses. Fund balance growth over the past four audited years indicates prudent budgeting and operational stability. FY 2025 projections show continued strength but suggest that expenditure growth should be monitored to ensure ongoing structural balance, particularly if revenue growth slows or one-time revenue sources fluctuate.

# CAPITAL FACILITIES & EQUIPMENT

Effective fire and emergency medical services depend on three core capital resources: well-equipped facilities, reliable apparatus and vehicles, and appropriately trained personnel operating with the right tools. Regardless of the skill or size of its workforce, Evergreen Fire/Rescue cannot fulfill its mission without the necessary infrastructure and equipment to support emergency operations.

EFR maintains three capital reserve funds, each designed to address future requirements. These reserves are supported by long-term financial strategies to ensure the timely replacement and maintenance of structural components and equipment. One reserve fund is specifically allocated for station improvements, one is allocated for the replacement or refurbishment of apparatus, and the third fund is allocated to strategic capital expenditures such as replacement of SCBA, heart monitors, radios, computer networks/ servers, general facility repairs or maintenance, or other large scale purchases that are periodic and not annual .

This section of the report addresses the district’s essential capital assets including facilities, apparatus, and emergency response vehicles and offers an assessment of each within the following subsections. Furthermore, there is also the need for an organized and dependable methodology to ensure timely replacement of key operational equipment, such as turnout gear, self-contained breathing apparatus (SCBAs), radios, hose, EMS monitor/defibrillators, thermal imaging cameras (TICs), and rescue tools. Given the rigorous demands placed on firefighting equipment and the necessity to comply with stringent safety standards, establishing a dedicated replacement fund enables the district to proactively update or replace worn or obsolete items before they compromise safety or performance. This strategy not only sustains operational readiness and safeguards firefighter welfare but also mitigates the financial impact of urgent purchases, fostering long-term fiscal responsibility and organizational stability.

## FACILITY DISCUSSION

### Fire Station Features

Fire stations are a foundational component in the delivery of emergency services. Their location directly influences response times—often determining whether a fire is contained to a single room or spreads throughout a structure, or whether a patient survives a sudden cardiac arrest.

Beyond location, fire stations must be designed and equipped to support the operational and human needs of the organization. A well-functioning station must not only house apparatus and equipment but also serve the personnel who live and work there.

To ensure facilities are adequate in both size and function, station activities and features should be closely evaluated. Essential components often include:

- Residential living space and sleeping quarters for on-duty personnel (all genders)
- Bathrooms and showers (all genders)
- Training, classroom, and library areas
- Kitchen facilities, appliances, and storage
- The housing and cleaning of apparatus and equipment, including decontamination and disposal of biohazards
- Administrative and management offices, computer stations, and office facilities
- Fitness area
- Public meeting space

## EFR Fire Stations Review

EFR operates eight stations with a combined 41,200 square feet of space, 29 apparatus bays, and a total staffing capacity of 17 personnel. The average station age is 32.5 years, reflecting a mix of older facilities and newer builds. Station 1 (60 years) and Station 2 (47 years) are the most critical facilities due to age and condition. Several newer stations (5, 7, 8) are in good condition but have no staffing capacity relying on volunteer response which limits operational effectiveness.

**Station 1**, the oldest facility at 8,200 square feet with seven bays and a capacity for four staff members, has served for 60 years and now requires significant attention. Its downtown location, established in 1965, presents challenges; expansion is not feasible due to its hillside placement and limited parking, which is expected to be further restricted by future road modifications. The apparatus bays do not accommodate modern vehicles adequately, being both too short and narrow, while the interior facilities fall short of contemporary requirements. Additionally, technical systems are rated as substandard, there is no backup power provision, and the station overall does not meet current firehouse standards. Replacement or major renovation should be considered a high priority.

**Station 2** encompasses 12,600 square feet, featuring five apparatus bays and accommodating up to seven staff members. Although constructed in 1978 and now 47 years old, the facility remains operational and is rated as fair, indicating ongoing maintenance requirements. Situated at Bergen Park, Station 2 forms part of a larger complex that includes office and maintenance areas. The building has undergone recent repairs and contains living quarters as well as backup power infrastructure. However, expansion opportunities are limited by adjacent properties, and given its age, the building presents only moderate possibilities for further renovation.

**Stations 3 and 4** are mid-sized (4,800 sq. ft. each) with 4 bays apiece. Station 3, at 30 years old, is in good condition but has no staffing capacity, while Station 4, slightly older at 41 years, is in fair condition with room for 2 staff. Station 3 at Marshdale, dating from 1995, also rates as fair. It serves volunteers and a wildland crew and can be enlarged on three sides. Still, it faces flooding problems. There are no sleeping or kitchen facilities, nor backup power, which limits its future usefulness.

**Stations 5 through 8** are the smallest facilities, each around 2,700 sq. ft. with 2–3 bays. They are relatively new (19–21 years old) and in good condition, but most lack staffing capacity.

Built in 2004, **Station 5** at Brookvale is in good condition and works well for volunteers, offering sufficient parking and apparatus bays. Still, it only has basic kitchen amenities, and doesn't have living quarters, showers, or backup power. Only the south side allows for possible expansion, and significant renovations would be needed for career staffing.

Similarly, **Station 6** at Kittredge (also from 2004) is in good shape and supports volunteer operations but lacks kitchen facilities, sleeping quarters, showers, and backup power. Northward expansion is possible but would cut into parking.

**Station 7** at Floyd Hill, another facility from 2004, is well-maintained and could expand in any direction. However, like other newer stations, it lacks kitchen, sleeping, and shower facilities, backup power, and a vehicle exhaust system, all of which would require major investment to support full-time staff.

Lastly, **Station 8** at Brook Forest, also built in 2004, serves the southwest district. Its exterior and apparatus bays are in good condition, but like its peer stations, it doesn't have the necessary infrastructure for staffed operations—there's no kitchen, living quarters, showers, or backup power.

In summary, Station 1 requires replacement due to its poor state; Stations 2–4 are older and have limited options for renovation; and Stations 5–8, while newer and adequate for volunteers, would need major upgrades for career firefighting staff.

**Figure 8: Summary of EFR Stations**

| Facility       | Square Footage | Apparatus Bays | Staffing Capacity | General Condition | Station Age     |
|----------------|----------------|----------------|-------------------|-------------------|-----------------|
| Administration | 14,411         | —              | N/A               | Good              | 21              |
| Training       | 2,259          | —              | N/A               | Good              | 12              |
| Maintenance    | 8,721          | 3              | N/A               | Good              | 21              |
| Station 1      | 8,200          | 7              | 4                 | Poor              | 60              |
| Station 2      | 12,600         | 5              | 7                 | Fair              | 47              |
| Station 3      | 3,332          | 4              | 0                 | Good              | 30              |
| Station 4      | 4,800          | 4              | 2                 | Fair              | 41              |
| Station 5      | 2,700          | 2              | 0                 | Good              | 21              |
| Station 6      | 2,700          | 2              | 0                 | Good              | 21              |
| Station 7      | 2,700          | 3              | 0                 | Good              | 21              |
| Station 8      | 2,700          | 2              | 0                 | Good              | 19              |
| <b>TOTAL</b>   | <b>65,123</b>  | <b>32</b>      | <b>13</b>         | <b>—</b>          | <b>28.5 avg</b> |

## FACILITY REPLACEMENT

Currently, EFR has a dedicated capital improvement fund for fire station replacement or significant renovations that is updated annually. Planning is underway for the improvement of Station 2 in 2026 and for the replacement of Station 1 in 2028, which will address operational deficiencies. EFR's broader infrastructure planning objectives include a 30-year plan for facilities and a 20-year replacement schedule for apparatus with specific projects or capital assets.

As part of this evaluation, AP Triton asked EFR to assess the condition of its fire stations using standardized criteria (described in the following figure). The results of these self-assessments are presented in the subsequent figures.

**Figure 9: Criteria Utilized to Determine Fire Station Condition**

|                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Excellent</b> | Like-new condition. No visible structural defects. The facility is clean and well-maintained. The interior layout is conducive to function with no unnecessary impediments to the apparatus bays or offices. No significant defect history. Building design and construction match the building's purposes. Age is typically less than ten years.                                                                                                                                                                                                                                                |
| <b>Good</b>      | The exterior has a good appearance with minor or no defects. Clean lines, good workflow design, and only minor wear on the building interior. The roof and apparatus apron are in good working order, absent any significant full-thickness cracks, crumbling of the apron surface, or visible roof patches or leaks. Building design and construction match the building's purposes. Age is typically less than 20 years.                                                                                                                                                                       |
| <b>Fair</b>      | The building appears structurally sound with a weathered appearance and minor to moderate non-structural defects. The interior condition shows normal wear and tear but flows effectively to the apparatus bay or offices. Mechanical systems are in working order. Building design and construction may not match the building's purposes well. Shows increasing age-related maintenance but with no critical defects. Age is typically 30 years or more.                                                                                                                                       |
| <b>Poor</b>      | The building appears cosmetically weathered and worn with potential structural defects, although not imminently dangerous or unsafe. Large, multiple full-thickness cracks and crumbling concrete on the apron may exist. The roof has evidence of leaking and has been repaired multiple times. The interior is poorly maintained or showing signs of advanced deterioration with moderate to significant non-structural defects. Problematic age-related maintenance and major defects are evident. It may not be well-suited to its intended purpose. Age is typically greater than 40 years. |

## EVERGREEN FIRE/RESCUE FIRE STATIONS

The following section lists the current EFR facility and fire station inventory.

**Figure 10: EFR Administrative Office**

|                                                                                   |  |                                                          |                         |              |
|-----------------------------------------------------------------------------------|--|----------------------------------------------------------|-------------------------|--------------|
| <b>Station Name/Number:</b>                                                       |  | Administration                                           |                         |              |
| <b>Address/Physical Location:</b>                                                 |  | 1802 Bergen Pkwy, Evergreen, CO 80439                    |                         |              |
|  |  | <b>General Description:</b><br>EFR Administrative Office |                         |              |
| <b>Structure</b>                                                                  |  |                                                          |                         |              |
| Date of Original Construction                                                     |  | 2004                                                     |                         |              |
| General Condition                                                                 |  | Good                                                     |                         |              |
| Seismic Protection                                                                |  | None                                                     |                         |              |
| Auxiliary Power                                                                   |  | Yes                                                      |                         |              |
| ADA Compliant                                                                     |  | Yes                                                      |                         |              |
| Total Square Footage                                                              |  | 14,411                                                   |                         |              |
| <b>Facilities Available</b>                                                       |  |                                                          |                         |              |
| Workspaces                                                                        |  | Offices                                                  | 14                      | Cubicles   0 |
| Maximum Staffing Capability                                                       |  | 18                                                       | (Total number of staff) |              |
| Bathroom/Shower Facilities                                                        |  | Yes, 4 bathrooms, 2 showers                              |                         |              |
| Gender Segregation (Y/N)                                                          |  | Bathrooms                                                | Y                       | Showers   Y  |
| Exercise/Workout Facilities                                                       |  | None                                                     |                         |              |
| Kitchen/Breakroom Facilities                                                      |  | Yes                                                      |                         |              |
| Individual Lockers Assigned                                                       |  | No                                                       |                         |              |
| Training/Meeting Rooms                                                            |  | Yes—3                                                    |                         |              |
| <b>Safety &amp; Security</b>                                                      |  |                                                          |                         |              |
| Building Sprinklered                                                              |  | Yes                                                      |                         |              |
| Smoke & CO Detection                                                              |  | Yes                                                      |                         |              |
| Security System                                                                   |  | Yes                                                      |                         |              |

Figure 11: EFR Station 1

|                                                                                   |                                                                                                                                                                    |                                                       |          |   |             |   |
|-----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|----------|---|-------------|---|
| <b>Station Name/Number:</b>                                                       | Station #1                                                                                                                                                         |                                                       |          |   |             |   |
| <b>Address/Physical Location:</b>                                                 | 4751 County Hwy 73, Evergreen, CO 80439                                                                                                                            |                                                       |          |   |             |   |
|  | <b>General Description:</b><br>Station 1 is not staffed, but houses a Type 1 engine, Type 6 engine, two water tenders, utility vehicle, and reserve Type 1 engine. |                                                       |          |   |             |   |
|                                                                                   |                                                                                                                                                                    |                                                       |          |   |             |   |
| <b>Structure</b>                                                                  |                                                                                                                                                                    |                                                       |          |   |             |   |
| Date of Original Construction                                                     | 1965                                                                                                                                                               |                                                       |          |   |             |   |
| General Condition                                                                 | Poor                                                                                                                                                               |                                                       |          |   |             |   |
| Seismic Protection                                                                | None                                                                                                                                                               |                                                       |          |   |             |   |
| Auxiliary Power                                                                   | None                                                                                                                                                               |                                                       |          |   |             |   |
| ADA Compliant                                                                     | No                                                                                                                                                                 |                                                       |          |   |             |   |
| Number of Apparatus Bays                                                          | Drive-Throughs                                                                                                                                                     | 0                                                     | Back-Ins | 7 | Total Bays: | 7 |
| Total Square Footage                                                              | 8,200                                                                                                                                                              |                                                       |          |   |             |   |
| <b>Facilities Available</b>                                                       |                                                                                                                                                                    |                                                       |          |   |             |   |
| Sleeping Quarters                                                                 | Bedrooms                                                                                                                                                           | 4                                                     | Beds     | 4 | Dorm Beds   | 0 |
| Maximum Staffing Capability                                                       | 4                                                                                                                                                                  | (Total number of staff that can be housed at station) |          |   |             |   |
| Bathroom/Shower Facilities                                                        | 3                                                                                                                                                                  |                                                       |          |   |             |   |
| Gender Segregation (Y/N)                                                          | Bathrooms                                                                                                                                                          | Y                                                     | Showers  | N | Bedrooms    | Y |
| Exercise/Workout Facilities                                                       | None                                                                                                                                                               |                                                       |          |   |             |   |
| Kitchen Facilities                                                                | Yes                                                                                                                                                                |                                                       |          |   |             |   |
| Individual Lockers Assigned                                                       | No                                                                                                                                                                 |                                                       |          |   |             |   |
| Training/Meeting Rooms                                                            | One                                                                                                                                                                |                                                       |          |   |             |   |
| Washer/Dryer/Extractor                                                            | Yes                                                                                                                                                                |                                                       |          |   |             |   |
| <b>Safety &amp; Security</b>                                                      |                                                                                                                                                                    |                                                       |          |   |             |   |
| Station Sprinklered                                                               | No                                                                                                                                                                 |                                                       |          |   |             |   |
| Smoke & CO Detection                                                              | Yes                                                                                                                                                                |                                                       |          |   |             |   |
| Decon & Biological Disposal                                                       | None                                                                                                                                                               |                                                       |          |   |             |   |
| Security System                                                                   | No                                                                                                                                                                 |                                                       |          |   |             |   |
| Apparatus Exhaust System                                                          | Fans activated by bay door operations                                                                                                                              |                                                       |          |   |             |   |

Figure 12: EFR Station 2

|                                                                                   |                                                                                                                                                                                                  |                                                       |          |   |             |   |
|-----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|----------|---|-------------|---|
| <b>Station Name/Number:</b>                                                       | Station #2                                                                                                                                                                                       |                                                       |          |   |             |   |
| <b>Address/Physical Location:</b>                                                 | 1802 Bergen Pkwy, Evergreen, CO 80439                                                                                                                                                            |                                                       |          |   |             |   |
|  | <b>General Description:</b>                                                                                                                                                                      |                                                       |          |   |             |   |
|                                                                                   | Station 2 is staffed by 4 personnel with a fifth 12-hour position. It houses a Type 1 engine, Type 6 engine, heavy rescue, 85' aerial ladder, water tender, two ambulances, and utility vehicle. |                                                       |          |   |             |   |
| <b>Structure</b>                                                                  |                                                                                                                                                                                                  |                                                       |          |   |             |   |
| Date of Original Construction                                                     | 1978                                                                                                                                                                                             |                                                       |          |   |             |   |
| General Condition                                                                 | Fair                                                                                                                                                                                             |                                                       |          |   |             |   |
| Seismic Protection                                                                | None                                                                                                                                                                                             |                                                       |          |   |             |   |
| Auxiliary Power                                                                   | Yes                                                                                                                                                                                              |                                                       |          |   |             |   |
| ADA Compliant                                                                     | No                                                                                                                                                                                               |                                                       |          |   |             |   |
| Number of Apparatus Bays                                                          | Drive-Throughs                                                                                                                                                                                   | 3                                                     | Back-Ins | 2 | Total Bays: | 5 |
| Total Square Footage                                                              | 12,600                                                                                                                                                                                           |                                                       |          |   |             |   |
| <b>Facilities Available</b>                                                       |                                                                                                                                                                                                  |                                                       |          |   |             |   |
| Sleeping Quarters                                                                 | Bedrooms                                                                                                                                                                                         | 7                                                     | Beds     | 7 | Dorm Beds   | 0 |
| Maximum Staffing Capability                                                       | 7                                                                                                                                                                                                | (Total number of staff that can be housed at station) |          |   |             |   |
| Bathroom/Shower Facilities                                                        | 4 showers, 5 toilets,                                                                                                                                                                            |                                                       |          |   |             |   |
| Gender Segregation (Y/N)                                                          | Bathrooms                                                                                                                                                                                        | Y                                                     | Showers  | Y | Bedrooms    | Y |
| Exercise/Workout Facilities                                                       | Yes                                                                                                                                                                                              |                                                       |          |   |             |   |
| Kitchen Facilities                                                                | Yes                                                                                                                                                                                              |                                                       |          |   |             |   |
| Individual Lockers Assigned                                                       | Yes                                                                                                                                                                                              |                                                       |          |   |             |   |
| Training/Meeting Rooms                                                            | No – available in adjacent building                                                                                                                                                              |                                                       |          |   |             |   |
| Washer/Dryer/Extractor                                                            | 1 washer/dryer, 2 extractors                                                                                                                                                                     |                                                       |          |   |             |   |
| <b>Safety &amp; Security</b>                                                      |                                                                                                                                                                                                  |                                                       |          |   |             |   |
| Station Sprinklered                                                               | No                                                                                                                                                                                               |                                                       |          |   |             |   |
| Smoke & CO Detection                                                              | Yes                                                                                                                                                                                              |                                                       |          |   |             |   |
| Decon & Biological Disposal                                                       | None                                                                                                                                                                                             |                                                       |          |   |             |   |
| Security System                                                                   | Exterior doors are locked but not monitored system                                                                                                                                               |                                                       |          |   |             |   |
| Apparatus Exhaust System                                                          | Plymovent and overhead exhaust                                                                                                                                                                   |                                                       |          |   |             |   |

Figure 13: EFR Station 3

|                                                                                   |                                                                                                                                                                                                                                                                        |                                                       |          |   |             |   |
|-----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|----------|---|-------------|---|
| <b>Station Name/Number:</b>                                                       | Station #3                                                                                                                                                                                                                                                             |                                                       |          |   |             |   |
| <b>Address/Physical Location:</b>                                                 | 6940 County Hwy 73, Evergreen, CO 80439                                                                                                                                                                                                                                |                                                       |          |   |             |   |
|  | <b>General Description:</b><br>Station 3 is unstaffed with no living quarters however it is the base of operations for the seasonal wildland fuels crew. It houses a Type 1 engine, Type 3 engine, Type 6 engine, Type 7 engine, “chipper” truck, and 3 pickup trucks. |                                                       |          |   |             |   |
|                                                                                   |                                                                                                                                                                                                                                                                        |                                                       |          |   |             |   |
| <b>Structure</b>                                                                  |                                                                                                                                                                                                                                                                        |                                                       |          |   |             |   |
| Date of Original Construction                                                     | 1995                                                                                                                                                                                                                                                                   |                                                       |          |   |             |   |
| General Condition                                                                 | Good                                                                                                                                                                                                                                                                   |                                                       |          |   |             |   |
| Seismic Protection                                                                | None                                                                                                                                                                                                                                                                   |                                                       |          |   |             |   |
| Auxiliary Power                                                                   | Yes, however, it requires repair                                                                                                                                                                                                                                       |                                                       |          |   |             |   |
| ADA Compliant                                                                     | No                                                                                                                                                                                                                                                                     |                                                       |          |   |             |   |
| Number of Apparatus Bays                                                          | Drive-Throughs                                                                                                                                                                                                                                                         | 0                                                     | Back-Ins | 4 | Total Bays: | 4 |
| Total Square Footage                                                              |                                                                                                                                                                                                                                                                        |                                                       |          |   |             |   |
| <b>Facilities Available</b>                                                       |                                                                                                                                                                                                                                                                        |                                                       |          |   |             |   |
| Sleeping Quarters                                                                 | Bedrooms                                                                                                                                                                                                                                                               | 0                                                     | Beds     | 0 | Dorm Beds   | 0 |
| Maximum Staffing Capability                                                       | 0                                                                                                                                                                                                                                                                      | (Total number of staff that can be housed at station) |          |   |             |   |
| Bathroom/Shower Facilities                                                        | 2 1 shower                                                                                                                                                                                                                                                             |                                                       |          |   |             |   |
| Gender Segregation (Y/N)                                                          | Bathrooms                                                                                                                                                                                                                                                              | N                                                     | Showers  | N | Bedrooms    | N |
| Exercise/Workout Facilities                                                       | No                                                                                                                                                                                                                                                                     |                                                       |          |   |             |   |
| Kitchen Facilities                                                                | No                                                                                                                                                                                                                                                                     |                                                       |          |   |             |   |
| Individual Lockers Assigned                                                       | Yes                                                                                                                                                                                                                                                                    |                                                       |          |   |             |   |
| Training/Meeting Rooms                                                            | No                                                                                                                                                                                                                                                                     |                                                       |          |   |             |   |
| Washer/Dryer/Extractor                                                            | 1 Washer/Dryer, 0 extractors                                                                                                                                                                                                                                           |                                                       |          |   |             |   |
| <b>Safety &amp; Security</b>                                                      |                                                                                                                                                                                                                                                                        |                                                       |          |   |             |   |
| Station Sprinklered                                                               | No                                                                                                                                                                                                                                                                     |                                                       |          |   |             |   |
| Smoke & CO Detection                                                              | Yes                                                                                                                                                                                                                                                                    |                                                       |          |   |             |   |
| Decon & Biological Disposal                                                       | No                                                                                                                                                                                                                                                                     |                                                       |          |   |             |   |
| Security System                                                                   | No                                                                                                                                                                                                                                                                     |                                                       |          |   |             |   |
| Apparatus Exhaust System                                                          | Exhaust fan activated by bay door operation                                                                                                                                                                                                                            |                                                       |          |   |             |   |

Figure 14: EFR Station 4

|                                                                                   |                                                                                                                                                                    |                                                       |          |   |             |   |  |
|-----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|----------|---|-------------|---|--|
| <b>Station Name/Number:</b>                                                       | Station #4 EMS Only                                                                                                                                                |                                                       |          |   |             |   |  |
| <b>Address/Physical Location:</b>                                                 | 5411 County Hwy 73, Evergreen, CO 80439                                                                                                                            |                                                       |          |   |             |   |  |
|  | <b>General Description:</b><br>Station 3 is staffed by two EMS personnel. It houses 3 ambulances and two utility vehicles including a rehabilitation support unit. |                                                       |          |   |             |   |  |
|                                                                                   |                                                                                                                                                                    |                                                       |          |   |             |   |  |
| <b>Structure</b>                                                                  |                                                                                                                                                                    |                                                       |          |   |             |   |  |
| Date of Original Construction                                                     | 1984                                                                                                                                                               |                                                       |          |   |             |   |  |
| General Condition                                                                 | Fair                                                                                                                                                               |                                                       |          |   |             |   |  |
| Seismic Protection                                                                | None                                                                                                                                                               |                                                       |          |   |             |   |  |
| Auxiliary Power                                                                   | Yes                                                                                                                                                                |                                                       |          |   |             |   |  |
| ADA Compliant                                                                     | No                                                                                                                                                                 |                                                       |          |   |             |   |  |
| Number of Apparatus Bays                                                          | Drive-Throughs                                                                                                                                                     |                                                       | Back-Ins | 4 | Total Bays: | 4 |  |
| Total Square Footage                                                              | 4,800                                                                                                                                                              |                                                       |          |   |             |   |  |
| <b>Facilities Available</b>                                                       |                                                                                                                                                                    |                                                       |          |   |             |   |  |
| Sleeping Quarters                                                                 | Bedrooms                                                                                                                                                           | 2                                                     | Beds     | 2 | Dorm Beds   | 0 |  |
| Maximum Staffing Capability                                                       | 2                                                                                                                                                                  | (Total number of staff that can be housed at station) |          |   |             |   |  |
| Bathroom/Shower Facilities                                                        | 2 bathrooms, 1 shower                                                                                                                                              |                                                       |          |   |             |   |  |
| Gender Segregation (Y/N)                                                          | Bathrooms                                                                                                                                                          | N                                                     | Showers  | N | Bedrooms    | Y |  |
| Exercise/Workout Facilities                                                       | Some equipment in office area                                                                                                                                      |                                                       |          |   |             |   |  |
| Kitchen Facilities                                                                | Yes                                                                                                                                                                |                                                       |          |   |             |   |  |
| Individual Lockers Assigned                                                       | Yes                                                                                                                                                                |                                                       |          |   |             |   |  |
| Training/Meeting Rooms                                                            | Yes, large office area                                                                                                                                             |                                                       |          |   |             |   |  |
| Washer/Dryer/Extractor                                                            | 1 washer/dryer, 0 extractors                                                                                                                                       |                                                       |          |   |             |   |  |
| <b>Safety &amp; Security</b>                                                      |                                                                                                                                                                    |                                                       |          |   |             |   |  |
| Station Sprinklered                                                               | No                                                                                                                                                                 |                                                       |          |   |             |   |  |
| Smoke & CO Detection                                                              | Yes                                                                                                                                                                |                                                       |          |   |             |   |  |
| Decon & Biological Disposal                                                       | No                                                                                                                                                                 |                                                       |          |   |             |   |  |
| Security System                                                                   | Exterior doors locked                                                                                                                                              |                                                       |          |   |             |   |  |
| Apparatus Exhaust System                                                          | Overhead Plymovent system                                                                                                                                          |                                                       |          |   |             |   |  |

Figure 15: EFR Station 5

|                                                                                   |                                                                                                                                             |                                                       |          |   |             |   |
|-----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|----------|---|-------------|---|
| <b>Station Name/Number:</b>                                                       | Station #5                                                                                                                                  |                                                       |          |   |             |   |
| <b>Address/Physical Location:</b>                                                 | 53 Echo Lake Dr, Evergreen, CO 80439                                                                                                        |                                                       |          |   |             |   |
|  | <b>General Description:</b><br>Station 5 is unstaffed with no living quarters. It houses a Type 2 engine, and Type 2 tactical water tender. |                                                       |          |   |             |   |
|                                                                                   |                                                                                                                                             |                                                       |          |   |             |   |
| <b>Structure</b>                                                                  |                                                                                                                                             |                                                       |          |   |             |   |
| Date of Original Construction                                                     | 2004                                                                                                                                        |                                                       |          |   |             |   |
| General Condition                                                                 | Good                                                                                                                                        |                                                       |          |   |             |   |
| Seismic Protection                                                                | None                                                                                                                                        |                                                       |          |   |             |   |
| Auxiliary Power                                                                   | None                                                                                                                                        |                                                       |          |   |             |   |
| ADA Compliant                                                                     | No                                                                                                                                          |                                                       |          |   |             |   |
| Number of Apparatus Bays                                                          | Drive-Throughs                                                                                                                              |                                                       | Back-Ins | 2 | Total Bays: | 2 |
| Total Square Footage                                                              | 2,700                                                                                                                                       |                                                       |          |   |             |   |
| <b>Facilities Available</b>                                                       |                                                                                                                                             |                                                       |          |   |             |   |
| Sleeping Quarters                                                                 | Bedrooms                                                                                                                                    | 0                                                     | Beds     | 0 | Dorm Beds   | 0 |
| Maximum Staffing Capability                                                       | 0                                                                                                                                           | (Total number of staff that can be housed at station) |          |   |             |   |
| Bathroom/Shower Facilities                                                        | 1 Unisex toilet and sink only                                                                                                               |                                                       |          |   |             |   |
| Gender Segregation (Y/N)                                                          | Bathrooms                                                                                                                                   | N                                                     | Showers  | N | Bedrooms    | N |
| Exercise/Workout Facilities                                                       | No                                                                                                                                          |                                                       |          |   |             |   |
| Kitchen Facilities                                                                | No                                                                                                                                          |                                                       |          |   |             |   |
| Individual Lockers Assigned                                                       | No                                                                                                                                          |                                                       |          |   |             |   |
| Training/Meeting Rooms                                                            | No                                                                                                                                          |                                                       |          |   |             |   |
| Washer/Dryer/Extractor                                                            | 1 Washer/Dryer, 0 extractors                                                                                                                |                                                       |          |   |             |   |
| <b>Safety &amp; Security</b>                                                      |                                                                                                                                             |                                                       |          |   |             |   |
| Station Sprinklered                                                               | No                                                                                                                                          |                                                       |          |   |             |   |
| Smoke & CO Detection                                                              | Yes                                                                                                                                         |                                                       |          |   |             |   |
| Decon & Biological Disposal                                                       | No                                                                                                                                          |                                                       |          |   |             |   |
| Security System                                                                   | Exterior doors locked                                                                                                                       |                                                       |          |   |             |   |
| Apparatus Exhaust System                                                          | CO2 monitored exhaust fan                                                                                                                   |                                                       |          |   |             |   |

Figure 16: EFR Station 6

|                                                                                   |                                       |                                                                                                                             |          |   |             |   |
|-----------------------------------------------------------------------------------|---------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|----------|---|-------------|---|
| <b>Station Name/Number:</b>                                                       | Station #6                            |                                                                                                                             |          |   |             |   |
| <b>Address/Physical Location:</b>                                                 | 26370 State Hwy 74, Kittredge         |                                                                                                                             |          |   |             |   |
|  |                                       | <b>General Description:</b><br>Station 6 is unstaffed with no living quarters. It houses a Type 1 engine and Type 6 engine. |          |   |             |   |
| <b>Structure</b>                                                                  |                                       |                                                                                                                             |          |   |             |   |
| Date of Original Construction                                                     | 2004                                  |                                                                                                                             |          |   |             |   |
| General Condition                                                                 | Good                                  |                                                                                                                             |          |   |             |   |
| Seismic Protection                                                                | No                                    |                                                                                                                             |          |   |             |   |
| Auxiliary Power                                                                   | No                                    |                                                                                                                             |          |   |             |   |
| ADA Compliant                                                                     | No                                    |                                                                                                                             |          |   |             |   |
| Number of Apparatus Bays                                                          | Drive-Throughs                        | 0                                                                                                                           | Back-Ins | 2 | Total Bays: | 2 |
| Total Square Footage                                                              | 2,700                                 |                                                                                                                             |          |   |             |   |
| <b>Facilities Available</b>                                                       |                                       |                                                                                                                             |          |   |             |   |
| Sleeping Quarters                                                                 | Bedrooms                              | 0                                                                                                                           | Beds     | 0 | Dorm Beds   | 0 |
| Maximum Staffing Capability                                                       | 0                                     | (Total number of staff that can be housed at station)                                                                       |          |   |             |   |
| Bathroom/Shower Facilities                                                        | 1 Unisex toilet and sink only         |                                                                                                                             |          |   |             |   |
| Gender Segregation (Y/N)                                                          | Bathrooms                             | N                                                                                                                           | Showers  | N | Bedrooms    | N |
| Exercise/Workout Facilities                                                       | No                                    |                                                                                                                             |          |   |             |   |
| Kitchen Facilities                                                                | No                                    |                                                                                                                             |          |   |             |   |
| Individual Lockers Assigned                                                       | No                                    |                                                                                                                             |          |   |             |   |
| Training/Meeting Rooms                                                            | No                                    |                                                                                                                             |          |   |             |   |
| Washer/Dryer/Extractor                                                            | 1 Washer/Dryer, 0 extractors          |                                                                                                                             |          |   |             |   |
| <b>Safety &amp; Security</b>                                                      |                                       |                                                                                                                             |          |   |             |   |
| Station Sprinklered                                                               | No                                    |                                                                                                                             |          |   |             |   |
| Smoke & CO Detection                                                              | Yes                                   |                                                                                                                             |          |   |             |   |
| Decon & Biological Disposal                                                       | No                                    |                                                                                                                             |          |   |             |   |
| Security System                                                                   | Exterior doors locked                 |                                                                                                                             |          |   |             |   |
| Apparatus Exhaust System                                                          | CO <sub>2</sub> Monitored exhaust fan |                                                                                                                             |          |   |             |   |

Figure 17: EFR Station 7

|                                                                                   |                                                                                                                                                     |                                                       |          |   |             |   |
|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|----------|---|-------------|---|
| <b>Station Name/Number:</b>                                                       | Station #7                                                                                                                                          |                                                       |          |   |             |   |
| <b>Address/Physical Location:</b>                                                 | 157 County Rd 65, Evergreen, CO 80439                                                                                                               |                                                       |          |   |             |   |
|  | <b>General Description:</b><br>Station 7 is unstaffed with no living quarters. It houses a Type 2 Engine, Type 6 Engine, and tactical water tender. |                                                       |          |   |             |   |
|                                                                                   |                                                                                                                                                     |                                                       |          |   |             |   |
| <b>Structure</b>                                                                  |                                                                                                                                                     |                                                       |          |   |             |   |
| Date of Original Construction                                                     | 2004                                                                                                                                                |                                                       |          |   |             |   |
| General Condition                                                                 | Good                                                                                                                                                |                                                       |          |   |             |   |
| Seismic Protection                                                                | No                                                                                                                                                  |                                                       |          |   |             |   |
| Auxiliary Power                                                                   | No                                                                                                                                                  |                                                       |          |   |             |   |
| ADA Compliant                                                                     | No                                                                                                                                                  |                                                       |          |   |             |   |
| Number of Apparatus Bays                                                          | Drive-Throughs                                                                                                                                      | 0                                                     | Back-Ins | 3 | Total Bays: | 3 |
| Total Square Footage                                                              | 2,700                                                                                                                                               |                                                       |          |   |             |   |
| <b>Facilities Available</b>                                                       |                                                                                                                                                     |                                                       |          |   |             |   |
| Sleeping Quarters                                                                 | Bedrooms                                                                                                                                            | 0                                                     | Beds     | 0 | Dorm Beds   | 0 |
| Maximum Staffing Capability                                                       | 0                                                                                                                                                   | (Total number of staff that can be housed at station) |          |   |             |   |
| Bathroom/Shower Facilities                                                        | 1 Unisex toilet and sink only                                                                                                                       |                                                       |          |   |             |   |
| Gender Segregation (Y/N)                                                          | Bathrooms                                                                                                                                           | N                                                     | Showers  | N | Bedrooms    | N |
| Exercise/Workout Facilities                                                       | No                                                                                                                                                  |                                                       |          |   |             |   |
| Kitchen Facilities                                                                | No                                                                                                                                                  |                                                       |          |   |             |   |
| Individual Lockers Assigned                                                       | No                                                                                                                                                  |                                                       |          |   |             |   |
| Training/Meeting Rooms                                                            | No                                                                                                                                                  |                                                       |          |   |             |   |
| Washer/Dryer/Extractor                                                            | No                                                                                                                                                  |                                                       |          |   |             |   |
| <b>Safety &amp; Security</b>                                                      |                                                                                                                                                     |                                                       |          |   |             |   |
| Station Sprinklered                                                               | No                                                                                                                                                  |                                                       |          |   |             |   |
| Smoke & CO Detection                                                              | Yes                                                                                                                                                 |                                                       |          |   |             |   |
| Decon & Biological Disposal                                                       | No                                                                                                                                                  |                                                       |          |   |             |   |
| Security System                                                                   | Exterior doors locked                                                                                                                               |                                                       |          |   |             |   |
| Apparatus Exhaust System                                                          | CO2 Monitored exhaust fan                                                                                                                           |                                                       |          |   |             |   |

Figure 18: EFR Station 8

|                                                                                   |                                                                                                                                                            |                                                       |          |   |             |   |  |
|-----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|----------|---|-------------|---|--|
| <b>Station Name/Number:</b>                                                       | Station #8                                                                                                                                                 |                                                       |          |   |             |   |  |
| <b>Address/Physical Location:</b>                                                 | 33377 Forest Estates Rd, Evergreen, CO 80439                                                                                                               |                                                       |          |   |             |   |  |
|  | <b>General Description:</b><br>Station 8 is unstaffed with no living quarters. It houses a Type 1 Engine, Type 7 Engine, and Type 2 tactical water tender. |                                                       |          |   |             |   |  |
|                                                                                   |                                                                                                                                                            |                                                       |          |   |             |   |  |
| <b>Structure</b>                                                                  |                                                                                                                                                            |                                                       |          |   |             |   |  |
| Date of Original Construction                                                     | 2006                                                                                                                                                       |                                                       |          |   |             |   |  |
| General Condition                                                                 | Good                                                                                                                                                       |                                                       |          |   |             |   |  |
| Seismic Protection                                                                | No                                                                                                                                                         |                                                       |          |   |             |   |  |
| Auxiliary Power                                                                   | No                                                                                                                                                         |                                                       |          |   |             |   |  |
| ADA Compliant                                                                     | No                                                                                                                                                         |                                                       |          |   |             |   |  |
| Number of Apparatus Bays                                                          | Drive-Throughs                                                                                                                                             | 0                                                     | Back-Ins | 2 | Total Bays: | 2 |  |
| Total Square Footage                                                              | 2,700                                                                                                                                                      |                                                       |          |   |             |   |  |
| <b>Facilities Available</b>                                                       |                                                                                                                                                            |                                                       |          |   |             |   |  |
| Sleeping Quarters                                                                 | Bedrooms                                                                                                                                                   | 0                                                     | Beds     | 0 | Dorm Beds   | 0 |  |
| Maximum Staffing Capability                                                       | 0                                                                                                                                                          | (Total number of staff that can be housed at station) |          |   |             |   |  |
| Bathroom/Shower Facilities                                                        | 1 Unisex toilet and sink only                                                                                                                              |                                                       |          |   |             |   |  |
| Gender Segregation (Y/N)                                                          | Bathrooms                                                                                                                                                  | N                                                     | Showers  | N | Bedrooms    | N |  |
| Exercise/Workout Facilities                                                       | No                                                                                                                                                         |                                                       |          |   |             |   |  |
| Kitchen Facilities                                                                | No                                                                                                                                                         |                                                       |          |   |             |   |  |
| Individual Lockers Assigned                                                       | No                                                                                                                                                         |                                                       |          |   |             |   |  |
| Training/Meeting Rooms                                                            | No                                                                                                                                                         |                                                       |          |   |             |   |  |
| Washer/Dryer/Extractor                                                            | No                                                                                                                                                         |                                                       |          |   |             |   |  |
| <b>Safety &amp; Security</b>                                                      |                                                                                                                                                            |                                                       |          |   |             |   |  |
| Station Sprinklered                                                               | No                                                                                                                                                         |                                                       |          |   |             |   |  |
| Smoke & CO Detection                                                              | Yes                                                                                                                                                        |                                                       |          |   |             |   |  |
| Decon & Biological Disposal                                                       | No                                                                                                                                                         |                                                       |          |   |             |   |  |
| Security System                                                                   | Exterior doors locked                                                                                                                                      |                                                       |          |   |             |   |  |
| Apparatus Exhaust System                                                          | CO <sub>2</sub> Monitored exhaust fan                                                                                                                      |                                                       |          |   |             |   |  |

## Additional Evergreen Fire/Rescue Properties

The following lists other properties that EFR owns for the planned replacement of Station 1.

- 5071 Highway 73, Evergreen, CO 80439
- 5111 Highway 73, Evergreen, CO 80439
- 28648 Buffalo Park Road

## APPARATUS & VEHICLES FLEET INVENTORIES

EFR has a fleet replacement schedule that includes frontline Engines being replaced every 20–25 years, ambulances and vehicles are replaced every 13–15 years, and water tenders every 30 years. Generally, rotating from frontline service to reserve service.

The cost of vehicles and equipment has increased dramatically, alongside delivery times, over the past few years due to supply chain disruptions, inflation, technological advancements, regulatory changes, and a tight labor market. Orders must be placed three to four years before the intended replacement date to acquire a fire apparatus. The apparatus must be reliable enough to transport firefighters and equipment quickly and safely to the scene of an incident. Additionally, these vehicles must be appropriately equipped and function effectively to ensure that emergency service delivery is not compromised. For this reason, they are costly and offer limited flexibility in their use and reassignment to other emergency service missions.

As part of this study, AP Triton requested a comprehensive fleet inventory encompassing apparatus, command, support vehicles, and specialty units. EFR was asked to evaluate the condition of their apparatus based on the following criteria:

**Figure 19: Criteria Used to Determine Apparatus & Vehicle Condition**

| Evaluation Components | Points Assignment Criteria                                                                                                                                                                                                                                                       |                              |
|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|
| <b>Age:</b>           | One point for every year of age, based on the in-service date.                                                                                                                                                                                                                   |                              |
| <b>Miles/Hours:</b>   | One point for every 10,000 miles or 1,000 hours                                                                                                                                                                                                                                  |                              |
| <b>Service:</b>       | 1, 3, or 5 points are assigned based on the service type received (e.g., a pumper would be given a 5 since it is classified as severe duty service).                                                                                                                             |                              |
| <b>Condition:</b>     | 1, 3, or 5 points are assigned to this category that considers body condition, rust interior condition, accident history, anticipated repairs, etc. The better the condition, the lower the assignment of points.                                                                |                              |
| <b>Reliability:</b>   | Points are assigned as 1, 3, or 5, depending on the frequency a vehicle is in for repair (e.g., a 5 would be assigned to a vehicle in the shop two or more times per month on average, while a 1 would be assigned if in the shop on average of once every three months or less. |                              |
| Point Ranges          | Condition Rating                                                                                                                                                                                                                                                                 | Condition Description        |
| Under 18 points       | Condition I                                                                                                                                                                                                                                                                      | Excellent                    |
| 18–22 points          | Condition II                                                                                                                                                                                                                                                                     | Good                         |
| 23–27 points          | Condition III                                                                                                                                                                                                                                                                    | Fair (consider replacement)  |
| 28 points or higher   | Condition IV                                                                                                                                                                                                                                                                     | Poor (immediate replacement) |

## EFR Fleet

The following figure lists the current frontline apparatus and other EFR vehicles.

**Figure 20: EFR Emergency Response Inventory (2025)**

| Year | Type                       | Manufacturer      | Model       | Condition |
|------|----------------------------|-------------------|-------------|-----------|
| 2004 | Aerial Platform            | Pierce            | Dash        | Good      |
| 2014 | Ambulance (Type 1)         | Dodge             | 4500        | Good      |
| 2018 | Ambulance (Type 1)         | Dodge             | 4500        | Good      |
| 2019 | Ambulance (Type 1)         | Dodge             | 5500        | Good      |
| 2022 | Ambulance (Type 1)         | Dodge             | 4500        | Excellent |
| 2023 | Ambulance (Type 1)         | Dodge             | 5500        | Excellent |
| 2004 | ATV                        | Polaris           | ATP 500 4x4 | Fair      |
| 2004 | ATV                        | Polaris           | Sprtsmn 6x6 | Fair      |
| 1966 | Engine (Type 1)            | Mack              | FD          | Good      |
| 1997 | Engine (Type 1)            | Pierce            | Arrow       | Good      |
| 2004 | Engine (Type 1)            | Pierce            | Dash        | Good      |
| 2004 | Engine (Type 1)            | Pierce            | Dash        | Good      |
| 2004 | Engine (Type 1)            | Pierce            | Dash        | Good      |
| 2005 | Engine (Type 1)            | Pierce            | Dash        | Good      |
| 2020 | Engine (Type 3)            | BME/International | Model 34    | Excellent |
| 1992 | Engine (Type 4)            | Pierce            | Dash        | Fair      |
| 1995 | Engine (Type 4)            | Pierce            | Dash        | Fair      |
| 2002 | Engine (Type 6)            | Ford              | F-550       | Fair      |
| 2002 | Engine (Type 6)            | Ford              | F-550       | Fair      |
| 2012 | Engine (Type 7)            | Ford              | F-350       | Good      |
| 2025 | Engine (Type 6)            | Dodge             | Ram 5500    | Excellent |
| 2002 | Engine (Type 6)            | Ford              | F-550       | Fair      |
| 2011 | Engine (Type 7)            | Ford              | F-350       | Good      |
| 2007 | Heavy Rescue Type 1        | Pierce            | Dash        | Good      |
| 2000 | High Volume Pump (1250gpm) | Ford              | F-450       | Fair      |
| 1994 | Tender (Type 2)            | Navistar          | Paystar     | Good      |
| 1997 | Tender (Type 2)            | Navistar          | Paystar     | Fair      |
| 2003 | Tender (Type 2)            | McCndlss Int'l    | 5600i 4x4   | Good      |
| 2014 | Tender (Type 2)            | Intl              | 7600        | Good      |
| 2010 | Tender Type 1              | Freightliner      | FLD120SD    | Good      |
| 2018 | Tender Type 1              | Smeal Kenworth    |             | Excellent |

**Figure 21: EFR Command**

| Year | Type    | Manufacturer | Model         | Condition |
|------|---------|--------------|---------------|-----------|
| 2011 | Pick-up | Ford         | F-450         | Fair      |
| 2021 | Pick-up | Dodge        | Ram 1500      | Excellent |
| 2022 | Pick-up | Dodge        | Ram 1500      | Excellent |
| 2024 | Pick-up | GMC          | Sierra 2500HD | Excellent |
| 2023 | Pick-up | Dodge        | Ram 1500      | Excellent |
| 2024 | Pick-up | Dodge        | Ram 1500      | Excellent |
| 2024 | Pick-up | Chevy        | Pickup S10    | Fair      |
| 2008 | Sedan   | Subaru       | Forester      | Poor      |
| 2007 | SUV     | GMC          | Yukon         | Poor      |
| 2007 | SUV     | GMC          | Yukon         | Poor      |
| 2011 | SUV     | 2011 Ford    | Expedition    | Good      |
| 2019 | SUV     | Dodge        | Durango       | Poor      |
| 2020 | SUV     | Dodge        | Durango       | Good      |
| 2024 | SUV     | GMC          | Yukon         | Excellent |
| 2022 | Pick-up | Dodge        | Ram 1500      | Excellent |
| 2024 | Pick-up | Dodge        | Ram 1500      | Excellent |

**Figure 22: EFR Other Apparatus**

| Year | Type           | Manufacturer | Model           | Condition |
|------|----------------|--------------|-----------------|-----------|
| 2018 | Pick-up        | Ford         | F-150           | Fair      |
| 2011 | Pick-up        | Ford         | F-450           | Fair      |
| 2022 | Pick-up        | Dodge        | Ram 1500        | Excellent |
| 2024 | Pick-up        | GMC          | Sierra 2500HD   | Excellent |
| 2025 | Skidsteer      | Kubota       | Track Loader    | Excellent |
| 2012 | SUV            | GMC          | Yukon           | Poor      |
| 2018 | SUV            | Ford         | Expedition      | Fair      |
| 2018 | SUV            | Ford         | Expedition      | Fair      |
| 2020 | SUV            | Dodge        | Durango         | Excellent |
| 2001 | Pick-up        | Ford         | F-450           | Fair      |
| 2005 | Pick-up        | Ford         | F250            | Poor      |
| 1991 | Utility (Plow) | GMC          | TK31003         | Good      |
| 2011 | Utility (Plow) | Ford         | F-450           | Good      |
| 2021 | SUV            | Dodge        | Durango Pursuit | Excellent |
| 2019 | VAN            | Ford         | Econoline Van   | Good      |

## Fleet Maintenance

EFR operates a dedicated Fleet Maintenance Division located at Station 2 in Bergen Park, where all fire apparatus and support vehicles are maintained through a structured program of inspections, preventative maintenance, and emergency repairs. The division's responsibilities include routine and emergency repairs, safety inspections, scheduled servicing, pump testing for fire engines, and SCBA testing to ensure self-contained breathing apparatus are functioning properly. All services are carried out in compliance with county, state, and federal regulations, and technicians follow and aim to exceed standards set by the National Fire Protection Association (NFPA) and the Department of Transportation (DOT). In addition to serving Evergreen's own fleet, the division also provides contract maintenance services for surrounding fire protection districts, extending its expertise regionally. The mechanics ensure that vehicles and equipment are always ready to support the district's mission. Fleet Maintenance operates during regular business hours.

# CRITICAL TASKING ANALYSIS & ALARM ASSIGNMENTS

EFR provides fire protection, EMS, and other emergency services to urban and suburban areas of approximately 126 square miles, straddling 69 square miles in Jefferson County, primarily in the Bear Creek basin, and 57 square miles in the eastern part of Clear Creek County. This service area includes some of Colorado's most prominent wildland-urban interface (WUI) landscapes, making the region highly susceptible to both urban emergencies and wildfire hazards. Therefore, specific critical tasks must be accomplished with each type of incident and corresponding risk, and specific numbers of personnel and types of apparatus should be dispatched.

Each type of emergency incident whether fire, medical, rescue, or hazardous materials requires the completion of specific critical tasks to achieve a successful outcome. These tasks must be supported by an appropriate number of trained personnel and the correct types of apparatus. Effective incident response depends on the ability to carry out multiple operations simultaneously; when staffing is insufficient, the incident commander is forced to prioritize and sequence tasks, which can delay key interventions and compromise outcomes.

Fire incidents, in particular, involve two essential components: **life safety** and **fire flow**.

- **Life safety tasks** are driven by the number of occupants within a structure, their locations, conditions, and ability to self-evacuate. These tasks include search, rescue, and evacuation.
- **Fire flow tasks** focus on delivering an adequate volume of water to suppress the fire and create a tenable environment for interior firefighting operations.

To perform these tasks effectively and concurrently, a minimum number of personnel must be present on scene. The key tasks typically required at a structure fire incident include:

- |                     |                             |
|---------------------|-----------------------------|
| • Incident command  | • Water supply              |
| • Scene safety      | • Pump operation            |
| • Search and rescue | • Ventilation               |
| • Fire attack       | • Backup/rapid intervention |

This same concept of critical tasking applies to non-fire emergencies as well. Medical calls, technical rescues, and hazardous materials incidents demand the coordination of multiple concurrent actions. Whether it is stabilizing patients, securing hazardous zones, or performing extrication, the district's ability to quickly mobilize the necessary resources and personnel is a defining factor in operational success.

The Commission on Fire Accreditation International (CFAI) provides general staffing recommendations based on incident risk levels. These are outlined in the following figure:

**Figure 23: Critical Task Analysis—Risk Level Description**

| Risk Level    | Description                                                                                                                                                                                                                                     |
|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Low Risk      | Minor incidents such as small fires (fire flow < 250 GPM), single-patient non-life-threatening medical incidents, minor rescues, small fuel spills, or wildland fires without extreme behavior.                                                 |
| Moderate Risk | Includes fires in single-family homes or comparably sized commercial structures (fire flow 250–1,000 GPM), life-threatening medical emergencies, technical rescues, hazardous materials calls, and larger wildland fires.                       |
| High Risk     | Events involving large commercial structures requiring sustained fire attack (fire flow > 1,000 GPM), mass-casualty medical incidents, large-scale hazardous materials releases, high-risk rescues, and wildland fires with extreme conditions. |

In summary, identifying the critical tasks associated with various incident types—and ensuring adequate staffing and apparatus to perform them concurrently—is essential to meeting service delivery expectations and maintaining firefighter and civilian safety. This analysis forms a foundational element of effective deployment planning and Standards of Cover development.

### ***Critical Task Analysis***

Critical tasks are activities that firefighters must perform quickly and effectively during emergencies to manage the situation, prevent losses, and carry out essential medical procedures. Additionally, EFR ensures that responding companies can efficiently and safely execute all outlined tasks without delay.

## ***Alarm Assignments***

Alarm response assignments are established to ensure that sufficient personnel and equipment are dispatched to an emergency. The total staffing needed is identified in the accompanying Critical Tasking Analysis figures. The number of personnel and equipment required to mitigate an active and complex incident may necessitate additional resources beyond those listed next. The number of units and personnel for an emergency is determined by the type of incident and critical tasking requirements. The computer-aided dispatch software at the communication center, operated by Jeffcom 911, selects fire resources based on the incident type. This may include automatic aid from departments such as Clear Creek Fire Authority, Conifer Fire Protection District, Foothills Fire Protection District, Genesee Fire Protection District, Indian Hills Fire Protection District, and Elk Creek Fire & Rescue to meet the necessary resource needs for the call location and incident type.

## ***Critical Tasking and Staffing in a Combination Fire Department***

Most combination fire departments struggle to meet the staffing and operational demands required to perform critical tasks at emergency incidents. Variability in volunteer availability, inconsistent training depth, and limited on-duty personnel often force incident commanders to sequence tasks that should occur simultaneously, increasing risk to responders and the public.

Evergreen Fire/Rescue is no exception. While career and volunteer response time differ, the district consistently meets the demands of emergency response through integrated career–volunteer staffing that trains and operates under unified standards, strategic station placement across a large and diverse service area, and robust automatic-aid partnerships dispatched through Jeffcom 911.

These strengths allow EFR to complete critical tasks efficiently across low-, moderate-, and high-risk incidents, ensuring reliable service delivery and strong firefighter and civilian safety outcomes. This capability forms a foundational element of EFR’s deployment strategy and supports effective operations.

The following figures outline the critical tasking needs based on incident severity (low, moderate, high, and maximum) and the resources dispatched. The critical tasks are categorized into five groups: fires, emergency medical services (EMS), wildland, technical rescue, and hazardous materials. For this analysis, EFR typically has two career firefighters and two volunteer firefighters responding from Station 2. The balance of EFR firefighters counted are volunteers with variable availability. EFR utilized response data from 2024 and 2025 to develop average volunteer response numbers for specific call types, based on incident type and severity. This was an attempt to create the most accurate response expectations from volunteer personnel engaging in a neighborhood response model. Lastly, automatic aid and mutual aid staffing is shown in the tables but was not considered in the available versus needed count to determine deficiency.

## FIRE INCIDENTS

### Low Fire Risk Incidents

The following figures illustrate the personnel required to perform all critical tasks for a low fire risk incident and compare those needs against current alarm assignments. These incidents typically involve small, well-contained fires with minimal threat to life or property but still require an effective and coordinated response to ensure safety and operational control.

**Figure 24: Critical Task Analysis—Low Fire Risk**

| Task Description                 | Personnel Needed |
|----------------------------------|------------------|
| Command                          | 1                |
| Driver/Engine or Pump Operator   | 1                |
| Fire Attack                      | 2                |
| Other – POV Responder            | 1                |
| <b>Effective Response Force:</b> | <b>5</b>         |

**Figure 25: Alarm Assignments—Low Fire Risk Incident**

| Unit Description        | EFR Career |          | EFR Volunteer |          | Automatic or Mutual Aid |       |               |
|-------------------------|------------|----------|---------------|----------|-------------------------|-------|---------------|
|                         | Units      | Staff    | Units         | Staff    | Units                   | Staff |               |
| Engine/Pumper           | 1          | 2        |               | 1        |                         |       |               |
| Truck/Ladder            |            |          |               |          |                         |       |               |
| Rescue                  |            |          |               |          |                         |       |               |
| Chief Officer           |            |          |               |          |                         |       |               |
| EMS                     |            |          |               |          |                         |       |               |
| Other – POV Responder   |            |          | 1             | 1        |                         |       | <b>Totals</b> |
| <b>Staff Available:</b> |            | <b>2</b> |               | <b>2</b> |                         |       | <b>4</b>      |
| <b>Staff Needed:</b>    |            |          |               |          |                         |       | <b>5</b>      |
| <b>Deficiency:</b>      |            |          |               |          |                         |       | <b>-1</b>     |

EFR typically has 2 career firefighters and 2 volunteer firefighters responding from Station 2.

## Moderate Fire Risk Incidents

For moderate fire risk incidents—such as fires in single-family homes or similarly sized structures—the figures below identify the minimum personnel needed to perform key tasks and assess how current staffing compares. These events require additional coordination, a larger fire flow, and simultaneous operations to support life safety and fire control.

**Figure 26: Critical Task Analysis—Moderate Fire Risk**

| Task Description                 | Personnel Needed           |
|----------------------------------|----------------------------|
| Command                          | 1                          |
| Safety                           | 1                          |
| Driver/Engine or Pump Operator   | 2                          |
| Fire Attack                      | 2                          |
| Fire Attack & Search and Rescue  | 1                          |
| Ventilation/Utilities            | 1                          |
| Back-up Line                     | 2                          |
| Rapid Intervention Team          | 2                          |
| Water Supply (Tender)            | 1 (+2)                     |
| EMS Unit – ALS                   | 2                          |
| <b>Effective Response Force:</b> | <b>15 (17)<sup>1</sup></b> |

**Figure 27: Alarm Assignments—Moderate Fire Risk Incident**

| Unit Description             | EFR Career |          | EFR Volunteer |          | Automatic or Mutual Aid |       |               |
|------------------------------|------------|----------|---------------|----------|-------------------------|-------|---------------|
|                              | Units      | Staff    | Units         | Staff    | Units                   | Staff |               |
| Engine/Pumper                | 2          | 3        |               | 1        |                         |       |               |
| Truck/Ladder                 |            |          | 1             | 1        |                         |       |               |
| Rescue                       |            |          | 1             |          |                         |       |               |
| Chief Officer                | 1          | 1        |               |          |                         |       |               |
| EMS                          | 2          | 2        |               |          |                         |       |               |
| Water Tender                 |            |          | 1             | 1        |                         |       |               |
| Safety Officer/POV Responder | 1          | 1        | 2             | 2        |                         |       | <b>Totals</b> |
| <b>Staff Available:</b>      |            | <b>7</b> |               | <b>5</b> |                         |       | <b>12</b>     |
| <b>Staff Needed:</b>         |            |          |               |          |                         |       | <b>15</b>     |
| <b>Deficiency:</b>           |            |          |               |          |                         |       | <b>-3</b>     |

<sup>1</sup> Personnel shown in parentheses reflects the total staffing need when the water supply function requires a tender operation. The base number includes the tender driver/operator; the additional personnel shown in parentheses account for the staffing needed to support sustained water supply operations.

## High Fire Risk Incidents

High-risk fire incidents involve larger commercial or multi-unit structures where extended fire attack, rescue, and ventilation efforts are necessary. The following figures outline the range of critical functions required and evaluate whether available personnel meet the needs of such complex operations.

**Figure 28: Critical Task Analysis—High Fire Risk**

| Task Description                 | Personnel Needed |
|----------------------------------|------------------|
| Command/Support                  | 1                |
| Safety                           | 1                |
| Driver/Engine or Pump Operator   | 2                |
| Water Supply                     | 1                |
| Fire Attack                      | 4                |
| Search & Rescue                  | 4                |
| Ventilation/Utilities            | 2                |
| Back-up Line                     | 2                |
| Rapid Intervention Team          | 3                |
| Water Supply                     | 1 (+3)           |
| EMS Unit - ALS                   | 2                |
| <b>Effective Response Force:</b> | <b>23 (26)</b>   |

**Figure 29: Alarm Assignments—High Fire Risk Incident**

| Unit Description               | EFR Career |           | EFR Volunteer |          | Automatic or Mutual Aid |       |               |
|--------------------------------|------------|-----------|---------------|----------|-------------------------|-------|---------------|
|                                | Units      | Staff     | Units         | Staff    | Units                   | Staff |               |
| Engine/Pumper                  | 1          | 1         |               | 1        |                         |       |               |
| Truck/Ladder                   | 1          | 2         |               |          |                         |       |               |
| Rescue                         |            |           | 1             | 1        |                         |       |               |
| Chief Officer                  | 2          | 2         |               |          |                         |       |               |
| EMS                            | 3          | 5         |               |          |                         |       |               |
| Safety Officer / POV Responder | 1          | 1         | 4             | 4        |                         |       | <b>Totals</b> |
| <b>Staff Available:</b>        |            | <b>11</b> |               | <b>6</b> |                         |       | <b>17</b>     |
| <b>Staff Needed:</b>           |            |           |               |          |                         |       | <b>23</b>     |
| <b>Deficiency:</b>             |            |           |               |          |                         |       | <b>-7</b>     |

## Maximum Fire Risk Incidents

Maximum-risk incidents, such as fires in high-rise or large industrial facilities, demand extensive tasking and multi-unit coordination. The following figures detail the full range of required operational roles and assess staffing adequacy in meeting the demands of these high-impact events.

**Figure 30: Critical Task Analysis—Maximum Fire Risk**

| Task Description                    | Personnel Needed |
|-------------------------------------|------------------|
| Command/Support                     | 2                |
| Safety                              | 2                |
| Driver/Engine or Pump Operator      | 3                |
| Water Supply                        | 1                |
| Standpipe/Sprinkler Control         | 2                |
| Fire Attack                         | 6                |
| Search & Rescue                     | 6                |
| Ventilation/Utilities               | 3                |
| Back-up Line                        | 3                |
| Rapid Intervention Team (Two Teams) | 4                |
| Water Supply (Unhydranted areas)    | 1 (+3)           |
| EMS Unit – ALS                      | 5                |
| <b>Effective Response Force:</b>    | <b>37 (40)</b>   |

**Figure 31: Alarm Assignments—Maximum Fire Risk Incident**

| Unit Description             | EFR Career |           | EFR Volunteer |          | Automatic or Mutual Aid |       |               |
|------------------------------|------------|-----------|---------------|----------|-------------------------|-------|---------------|
|                              | Units      | Staff     | Units         | Staff    | Units                   | Staff |               |
| Engine/Pumper                | 2          | 3         |               | 1        | 1                       | 3     |               |
| Truck/Ladder                 |            |           | 1             | 1        |                         |       |               |
| Rescue                       |            |           | 1             | 1        |                         |       |               |
| Chief Officer                | 2          | 2         |               |          |                         |       |               |
| EMS                          | 3          | 4         |               |          |                         |       |               |
| Safety Officer/POV Responder | 1          | 1         | 3             | 3        |                         |       | <b>Totals</b> |
| <b>Staff Available:</b>      |            | <b>10</b> |               | <b>6</b> |                         |       | <b>16</b>     |
| <b>Staff Needed:</b>         |            |           |               |          |                         |       | <b>37</b>     |
| <b>Deficiency:</b>           |            |           |               |          |                         |       | <b>-21</b>    |

## EMS INCIDENTS

### Low EMS Risk Incidents

Low-risk EMS incidents typically involve single patients and require basic life support care. The following figures provide an overview of the personnel needed to safely manage these incidents and how current alarm assignments meet those demands.

**Figure 32: Critical Task Analysis—Low EMS Risk**

| Task Description                 | Personnel Needed |
|----------------------------------|------------------|
| Command                          | 1                |
| Safety                           | 1                |
| Basic Life Support Treatment     | 1                |
| Advanced Life Support Treatment  | 2                |
| <b>Effective Response Force:</b> | <b>5</b>         |

**Figure 33: Alarm Assignments—Low Fire EMS Incident**

| Unit Description        | EFR Career |          | EFR Volunteer |          | Automatic or Mutual Aid |       |               |
|-------------------------|------------|----------|---------------|----------|-------------------------|-------|---------------|
|                         | Units      | Staff    | Units         | Staff    | Units                   | Staff |               |
| Engine/Pumper           | 1          | 2        |               | 1        |                         |       |               |
| EMS Unit                | 1          | 2        |               |          |                         |       |               |
| POV Responder           |            |          | 2             | 2        |                         |       | <b>Totals</b> |
| <b>Staff Available:</b> |            | <b>4</b> |               | <b>3</b> |                         |       | <b>7</b>      |
| <b>Staff Needed:</b>    |            |          |               |          |                         |       | <b>5</b>      |
| <b>Deficiency:</b>      |            |          |               |          |                         |       | <b>+2</b>     |

## Moderate EMS Risk Incidents

Moderate-risk EMS incidents typically involve serious medical conditions requiring both basic and advanced life support. The following figures define critical tasks and compare staffing needs to currently available response resources.

**Figure 34: Critical Task Analysis—Moderate EMS Risk**

| Task Description                 | Personnel Needed |
|----------------------------------|------------------|
| Command                          | 1                |
| Safety                           | 1                |
| Basic Life Support Treatment     | 2                |
| Advanced Life Support Treatment  | 3                |
| Fire Driver                      | 1                |
| Traffic Control                  | 2                |
| <b>Effective Response Force:</b> | <b>10</b>        |

**Figure 35: Alarm Assignments—Moderate EMS Risk Incident**

| Unit Description        | EFR Career |          | EFR Volunteer |          | Automatic or Mutual Aid |       |               |
|-------------------------|------------|----------|---------------|----------|-------------------------|-------|---------------|
|                         | Units      | Staff    | Units         | Staff    | Units                   | Staff |               |
| Engine/Pumper           | 1          | 1        |               | 1        |                         |       |               |
| EMS Unit                | 1          | 2        |               |          |                         |       |               |
| Rescue                  | 1          | 2        |               |          |                         |       |               |
| POV Responder           |            |          | 2             | 2        |                         |       | <b>Totals</b> |
| <b>Staff Available:</b> |            | <b>5</b> |               | <b>3</b> |                         |       | <b>8</b>      |
| <b>Staff Needed:</b>    |            |          |               |          |                         |       | <b>10</b>     |
| <b>Deficiency:</b>      |            |          |               |          |                         |       | <b>-2</b>     |

## High EMS Risk Incidents

High-risk EMS incidents include multiple patients or complex care situations where triage, treatment, and transport must be coordinated simultaneously. The following figures outline the full range of required roles and indicate whether current assignments are sufficient to support these operations.

**Figure 36: Critical Task Analysis—High EMS Risk**

| Task Description                 | Personnel Needed |
|----------------------------------|------------------|
| Command                          | 1                |
| Safety                           | 1                |
| Triage Group                     | 1                |
| Basic Life Support Treatment     | 2                |
| Advanced Life Support Treatment  | 3                |
| Transport Group                  | 1                |
| Traffic Control                  | 2                |
| Firefighter/Driver               | 3                |
| <b>Effective Response Force:</b> | <b>14</b>        |

**Figure 37: Alarm Assignments—High EMS Risk Incident**

| Unit Description               | EFR Career |          | EFR Volunteer |          | Automatic or Mutual Aid |       |               |
|--------------------------------|------------|----------|---------------|----------|-------------------------|-------|---------------|
|                                | Units      | Staff    | Units         | Staff    | Units                   | Staff |               |
| Engine/Pumper                  | 1          | 1        |               | 1        |                         |       |               |
| EMS Unit                       | 2          | 4        |               |          |                         |       |               |
| Rescue                         |            |          | 1             | 1        |                         |       |               |
| Chief Officer                  | 1          | 1        |               |          |                         |       |               |
| Safety Officer / POV Responder | 1          | 1        | 3             | 3        |                         |       | <b>Totals</b> |
| <b>Staff Available:</b>        |            | <b>7</b> |               | <b>5</b> |                         |       | <b>12</b>     |
| <b>Staff Needed:</b>           |            |          |               |          |                         |       | <b>14</b>     |
| <b>Deficiency:</b>             |            |          |               |          |                         |       | <b>-2</b>     |

## Maximum EMS Risk Incidents

For maximum-risk EMS events, such as mass casualty incidents, a high number of personnel are needed across multiple command, treatment, and support functions. The following figures demonstrate the critical staffing requirements and the degree to which existing resources meet or fall short of those needs.

**Figure 38: Critical Task Analysis—Maximum EMS Risk**

| Task Description                 | Personnel Needed |
|----------------------------------|------------------|
| Command                          | 1                |
| Safety                           | 1                |
| Operations                       | 1                |
| Triage Group                     | 2                |
| Basic Life Support Treatment     | 8                |
| Advanced Life Support Treatment  | 8                |
| Evacuation Group                 | 5                |
| Transport Group                  | 1                |
| Staging                          | 1                |
| Rescue Task Force                | 6                |
| Additional Treatment             | 4                |
| Fire Driver                      | 3                |
| <b>Effective Response Force:</b> | <b>41</b>        |

**Figure 39: Alarm Assignments—Maximum EMS Risk Incident**

| Unit Description               | EFR Career |           | EFR Volunteer |          | Automatic or Mutual Aid |       |               |
|--------------------------------|------------|-----------|---------------|----------|-------------------------|-------|---------------|
|                                | Units      | Staff     | Units         | Staff    | Units                   | Staff |               |
| Engine/Pumper                  | 2          | 3         |               | 1        | 1                       | 3     |               |
| EMS Unit                       | 3          | 4         |               |          | 2                       | 4     |               |
| Rescue                         |            |           | 1             | 1        |                         |       |               |
| Chief Officer                  | 2          | 2         |               |          |                         |       |               |
| Safety Officer / POV Responder | 1          | 1         | 5             | 5        |                         |       | <b>Totals</b> |
| <b>Staff Available:</b>        |            | <b>10</b> |               | <b>7</b> |                         |       | <b>17</b>     |
| <b>Staff Needed:</b>           |            |           |               |          |                         |       | <b>41</b>     |
| <b>Deficiency:</b>             |            |           |               |          |                         |       | <b>-24</b>    |

## WILDLAND INCIDENTS

### Low Wildland Risk Incidents

The following figures present the minimum critical tasks and staffing for low-risk wildland fires. These incidents typically involve small fires without complex weather or fuel conditions, yet still require effective coordination of fire attack and safety functions.

**Figure 40: Critical Task Analysis—Low Wildland Risk**

| Task Description                 | Personnel Needed |
|----------------------------------|------------------|
| Command                          | 1                |
| Driver/Engine or Pump Operator   | 1                |
| Fire Attack                      | 3                |
| <b>Effective Response Force:</b> | <b>5</b>         |

**Figure 41: Alarm Assignments—Low Wildland Risk**

| Unit Description        | EFR Career |          | EFR Volunteer |          | Automatic or Mutual Aid |          |           |
|-------------------------|------------|----------|---------------|----------|-------------------------|----------|-----------|
|                         | Units      | Staff    | Units         | Staff    | Units                   | Staff    |           |
| Engine Type 1           |            |          |               |          |                         |          |           |
| Engine Type 3           |            |          |               |          |                         |          |           |
| Engine Type 6           | 1          | 3        | 1             | 2        |                         |          |           |
| Engine Type 7           |            |          |               |          |                         |          |           |
| Tender                  |            |          |               |          |                         |          |           |
| Overhead                |            | 1        |               |          |                         |          |           |
| POV Responder           |            |          |               |          |                         |          |           |
| EMS                     |            |          |               |          |                         |          |           |
| <b>Staff Available:</b> |            | <b>4</b> |               | <b>2</b> |                         | <b>0</b> | <b>6</b>  |
| <b>Staff Needed:</b>    |            |          |               |          |                         |          | <b>5</b>  |
| <b>Deficiency:</b>      |            |          |               |          |                         |          | <b>+1</b> |

## Moderate Wildland Risk Incidents

Moderate wildland fires demand additional resources to manage flank divisions and water supply operations. The following figures outline the essential personnel needed and evaluate current alarm assignments against those operational requirements.

**Figure 42: Critical Task Analysis—Moderate Wildland Risk**

| Task Description                 | Personnel Needed |
|----------------------------------|------------------|
| Command                          | 1                |
| Safety                           | 1                |
| Driver/Pump Operator             | 3                |
| Water Supply                     | 1                |
| Staging                          | 0                |
| Hand Crew                        | 12               |
| Engine                           | 3                |
| EMS                              | 1                |
| <b>Effective Response Force:</b> | <b>22</b>        |

**Figure 43: Alarm Assignments—Moderate Wildland Risk**

| Unit Description               | EFR Career |           | EFR Volunteer |          | Automatic or Mutual Aid |           |
|--------------------------------|------------|-----------|---------------|----------|-------------------------|-----------|
|                                | Units      | Staff     | Units         | Staff    | Units                   | Staff     |
| Engine Type 1                  |            |           |               |          |                         |           |
| Engine Type 3                  |            |           |               |          |                         |           |
| Engine Type 6                  | 2          | 6         | 1             | 3        |                         |           |
| Engine Type 7                  |            |           |               |          |                         |           |
| Tender                         |            |           | 1             | 1        |                         |           |
| Hand Crew*                     | 1          | 12        |               |          |                         |           |
| Overhead                       | 3          | 3         |               |          |                         |           |
| Safety Officer / POV Responder | 1          | 1         |               |          |                         |           |
| EMS                            | 1          | 2         |               |          |                         |           |
| <b>Staff Available:</b>        |            | <b>24</b> |               | <b>4</b> |                         |           |
| <b>Staff Needed:</b>           |            |           |               |          |                         | <b>22</b> |
| <b>Deficiency:</b>             |            |           |               |          |                         | <b>+6</b> |

\*Hand Crew is available only from May through October.

## High Wildland Risk Incidents

High-risk wildland fires involve aggressive fire behavior and the need for structure protection and broader incident command functions. The following figures detail required tasking and assess whether available staffing can meet those needs under complex and fast-evolving conditions.

**Figure 44: Critical Task Analysis—High Wildland Risk**

| Task Description                 | Personnel Needed |
|----------------------------------|------------------|
| Command                          | 1                |
| Safety                           | 1                |
| Lookout                          | 2                |
| Driver/Pump Operator             | 5                |
| Divisions                        | 24               |
| Water Supply                     | 3                |
| Structure Protection             | 12               |
| Staging                          | 1                |
| Overhead                         | 4                |
| EMS                              | 4                |
| <b>Effective Response Force:</b> | <b>58</b>        |

**Figure 45: Alarm Assignments—High Wildland Risk**

| Unit Description               | EFR Career |           | EFR Volunteer |           | Automatic or Mutual Aid |            |
|--------------------------------|------------|-----------|---------------|-----------|-------------------------|------------|
|                                | Units      | Staff     | Units         | Staff     | Units                   | Staff      |
| Engine Type 1                  |            |           |               |           |                         |            |
| Engine Type 3                  |            |           |               |           |                         |            |
| Engine Type 6                  | 2          | 6         | 2             | 6         | 4                       | 16         |
| Engine Type 7                  |            |           |               |           |                         |            |
| Tender                         | 1          | 1         | 2             | 2         | 1                       | 1          |
| Hand Crew*                     | 1          | 12        |               |           | 1                       | 12         |
| Overhead                       | 5          | 5         |               |           |                         |            |
| Safety Officer / POV Responder | 1          | 1         |               | 5         |                         |            |
| EMS                            | 2          | 4         |               |           |                         |            |
| <b>Staff Available:</b>        |            | <b>29</b> |               | <b>13</b> |                         |            |
| <b>Staff Needed:</b>           |            |           |               |           |                         | <b>58</b>  |
| <b>Deficiency:</b>             |            |           |               |           |                         | <b>-16</b> |

\*Hand Crew is available only from May through October.

## TECHNICAL RESCUE INCIDENTS

### Low Technical Rescue Risk Incidents

Low-risk technical rescue incidents, such as routine vehicle extrications, still require specific technical and medical tasks. The following figures outline those responsibilities and compare personnel requirements to current staffing levels.

**Figure 46: Critical Task Analysis—Low Technical Rescue Risk**

| Task Description                 | Personnel Needed |
|----------------------------------|------------------|
| Command                          | 1                |
| Safety                           | 1                |
| Basic Life Support Treatment     | 2                |
| Extrication/Hazard Mitigation    | 2                |
| <b>Effective Response Force:</b> | <b>7</b>         |

**Figure 47: Alarm Assignments—Low Technical Rescue Risk**

| Unit Description        | EFR Career |          | EFR Volunteer |          | Automatic or Mutual Aid |       | Totals   |
|-------------------------|------------|----------|---------------|----------|-------------------------|-------|----------|
|                         | Units      | Staff    | Units         | Staff    | Units                   | Staff |          |
| EMS Unit                | 1          | 2        |               |          |                         |       |          |
| Fire Unit               | 2          | 3        | 2             | 2        |                         |       |          |
| <b>Staff Available:</b> |            | <b>5</b> |               | <b>2</b> |                         |       | <b>7</b> |
| <b>Staff Needed:</b>    |            |          |               |          |                         |       | <b>7</b> |
| <b>Deficiency:</b>      |            |          |               |          |                         |       | <b>0</b> |

## Moderate Technical Rescue Risk Incidents

These figures identify the critical tasks and effective response force needed for moderate-risk technical rescue incidents involving confined spaces, complex extrications, or similar events requiring advanced rescue and EMS functions.

**Figure 48: Critical Task Analysis—Moderate Technical Rescue Risk**

| Task Description                 | Personnel Needed |
|----------------------------------|------------------|
| Command                          | 1                |
| Safety                           | 1                |
| Basic Life Support Treatment     | 2                |
| Advanced Life Support Treatment  | 2                |
| Extrication/Hazard Mitigation    | 3                |
| Rescue Teams                     | 5                |
| <b>Effective Response Force:</b> | <b>14</b>        |

**Figure 49: Alarm Assignments—Moderate Technical Rescue Risk**

| Unit Description               | EFR Career |          | EFR Volunteer |          | Automatic or Mutual Aid |       |               |
|--------------------------------|------------|----------|---------------|----------|-------------------------|-------|---------------|
|                                | Units      | Staff    | Units         | Staff    | Units                   | Staff |               |
| EMS Unit                       | 2          | 4        |               |          |                         |       |               |
| Fire Unit                      | 1          | 1        |               | 1        |                         |       |               |
| Rescue Unit                    | 1          | 2        |               |          |                         |       |               |
| Safety Officer / POV Responder | 2          | 2        | 4             | 4        |                         |       | <b>Totals</b> |
| <b>Staff Available:</b>        |            | <b>9</b> |               | <b>4</b> |                         |       | <b>13</b>     |
| <b>Staff Needed:</b>           |            |          |               |          |                         |       | <b>14</b>     |
| <b>Deficiency:</b>             |            |          |               |          |                         |       | <b>-1</b>     |

## High Technical Rescue Risk Incidents

High-risk technical rescues demand specialized teams for operations, treatment, and scene support. The following figures summarize the task-based staffing requirements and measure the current response model's ability to meet those operational demands.

**Figure 50: Critical Task Analysis—High Technical Rescue Risk**

| Task Description                 | Personnel Needed |
|----------------------------------|------------------|
| Command/Support                  | 1                |
| Safety                           | 1                |
| Operations                       | 5                |
| Rescue Teams                     | 5                |
| Basic Life Support Treatment     | 2                |
| Advanced Life Support Treatment  | 2                |
| Rescue Team                      | 8                |
| <b>Effective Response Force:</b> | <b>24</b>        |

**Figure 51: Alarm Assignments—High Technical Rescue Risk**

| Unit Description               | EFR Career |          | EFR Volunteer |          | Automatic or Mutual Aid |       |               |
|--------------------------------|------------|----------|---------------|----------|-------------------------|-------|---------------|
|                                | Units      | Staff    | Units         | Staff    | Units                   | Staff |               |
| EMS Unit                       | 2          | 4        |               |          |                         |       |               |
| Fire Unit                      | 1          | 1        |               | 1        |                         |       |               |
| Rescue Unit                    | 1          | 2        |               |          | 1                       | 4     |               |
| Safety Officer / POV Responder | 2          | 2        | 5             | 5        |                         |       | <b>Totals</b> |
| <b>Staff Available:</b>        |            | <b>9</b> |               | <b>6</b> |                         |       | <b>15</b>     |
| <b>Staff Needed:</b>           |            |          |               |          |                         |       | <b>24</b>     |
| <b>Deficiency:</b>             |            |          |               |          |                         |       | <b>-9</b>     |

## Maximum Technical Rescue Risk Incidents

Maximum-risk rescues often involve unstable structures or time-intensive operations requiring comprehensive coordination and EMS integration. The following figures illustrate the full array of personnel required and compare those needs to available staffing through current alarm protocols.

**Figure 52: Critical Task Analysis—Maximum Technical Rescue Risk**

| Task Description                 | Personnel Needed |
|----------------------------------|------------------|
| Command/Support                  | 2                |
| Safety                           | 2                |
| Operations                       | 10               |
| Entry team leader and teams      | 2                |
| Rescue Support Group             | 4                |
| Basic Life Support Treatment     | 2                |
| Advanced Life Support Treatment  | 2                |
| Staging                          | 1                |
| Rescue Team                      | 8                |
| <b>Effective Response Force:</b> | <b>33</b>        |

**Figure 53: Alarm Assignments—Maximum Technical Rescue Risk Incident**

| Unit Description               | EFR Career |          | EFR Volunteer |          | Automatic or Mutual Aid |          |               |
|--------------------------------|------------|----------|---------------|----------|-------------------------|----------|---------------|
|                                | Units      | Staff    | Units         | Staff    | Units                   | Staff    |               |
| EMS Unit                       | 2          | 4        |               |          |                         |          |               |
| Fire Unit                      | 1          | 1        |               | 1        |                         |          |               |
| Rescue Unit                    | 1          | 2        |               |          | 2                       | 8        |               |
| Safety Officer / POV Responder | 2          | 2        | 6             | 6        |                         |          |               |
| <b>Totals:</b>                 | <b>5</b>   | <b>9</b> | <b>6</b>      | <b>7</b> | <b>2</b>                | <b>8</b> | <b>Totals</b> |
| <b>Staff Available:</b>        |            | <b>9</b> |               | <b>7</b> |                         |          | <b>16</b>     |
| <b>Staff Needed:</b>           |            |          |               |          |                         |          | <b>33</b>     |
| <b>Deficiency:</b>             |            |          |               |          |                         |          | <b>-18</b>    |

## HAZMAT INCIDENTS

### Low HazMat Risk Incidents

The following figures outline the staffing requirements for low-risk hazardous materials incidents, typically involving minor spills or contained exposures. They also provide a comparison between required staffing and current unit assignments.

**Figure 54: Critical Task Analysis—Low HazMat Risk**

| Task Description                 | Personnel Needed |
|----------------------------------|------------------|
| Command                          | 1                |
| Safety                           | 1                |
| Hazard Mitigation                | 3                |
| <b>Effective Response Force:</b> | <b>5</b>         |

**Figure 55: Alarm Assignments—Low HazMat Risk Incident**

| Unit Description        | EFR Career |          | EFR Volunteer |          | Automatic or Mutual Aid |       | Totals   |
|-------------------------|------------|----------|---------------|----------|-------------------------|-------|----------|
|                         | Units      | Staff    | Units         | Staff    | Units                   | Staff |          |
| Fire Unit               | 1          | 2        |               | 1        |                         |       |          |
| EMS Unit                |            |          |               |          |                         |       |          |
| POV Responder           |            |          | 2             | 2        |                         |       |          |
| <b>Staff Available:</b> |            | <b>2</b> |               | <b>3</b> |                         |       | <b>5</b> |
| <b>Staff Needed:</b>    |            |          |               |          |                         |       | <b>5</b> |
| <b>Deficiency:</b>      |            |          |               |          |                         |       | <b>0</b> |

## Moderate HazMat Risk Incidents

Moderate-risk HazMat incidents require a coordinated response including decontamination, hazard mitigation, and medical support. The following figures summarize the personnel needed to manage these functions and assess alignment with current response capabilities.

**Figure 56: Critical Task Analysis—Moderate HazMat Risk**

| Task Description                 | Personnel Needed |
|----------------------------------|------------------|
| Command                          | 1                |
| Safety                           | 1                |
| Pump Operator/Decon              | 1                |
| Hazard Mitigation                | 4                |
| ALS/BLS Patient Care             | 2                |
| <b>Effective Response Force:</b> | <b>9</b>         |

**Figure 57: Alarm Assignments—Moderate HazMat Risk Incident**

| Unit Description               | EFR Career |          | EFR Volunteer |          | Automatic or Mutual Aid |       |               |
|--------------------------------|------------|----------|---------------|----------|-------------------------|-------|---------------|
|                                | Units      | Staff    | Units         | Staff    | Units                   | Staff |               |
| Fire Unit                      | 1          | 1        |               | 1        |                         |       |               |
| EMS Unit                       | 1          | 2        |               |          |                         |       |               |
| Rescue Unit                    | 1          | 2        |               |          |                         |       |               |
| Safety Officer / POV Responder | 2          | 2        | 2             | 2        |                         |       |               |
| <b>Totals:</b>                 | <b>5</b>   | <b>7</b> | <b>3</b>      | <b>3</b> |                         |       | <b>Totals</b> |
| <b>Staff Available:</b>        |            | <b>7</b> |               | <b>3</b> |                         |       | <b>10</b>     |
| <b>Staff Needed:</b>           |            |          |               |          |                         |       | <b>9</b>      |
| <b>Deficiency:</b>             |            |          |               |          |                         |       | <b>0</b>      |

## High HazMat Risk Incidents

High-risk HazMat events involve large-scale releases or unknown substances and require multiple entry teams, backup crews, and support functions. The following figures detail these needs and evaluate current staffing against the required effective response force.

**Figure 58: Critical Task Analysis—High HazMat Risk**

| Task Description                 | Personnel Needed |
|----------------------------------|------------------|
| Command/Support                  | 2                |
| Safety                           | 2                |
| Operations                       | 1                |
| Entry Team Officer and Team      | 4                |
| Back-up Entry Team               | 2                |
| Decon Group                      | 3                |
| Medical Group                    | 4                |
| Evacuation                       | 4                |
| <b>Effective Response Force:</b> | <b>22</b>        |

**Figure 59: Alarm Assignments—High HazMat Risk Incident**

| Unit Description               | EFR Career |          | EFR Volunteer |          | Automatic or Mutual Aid |       |               |
|--------------------------------|------------|----------|---------------|----------|-------------------------|-------|---------------|
|                                | Units      | Staff    | Units         | Staff    | Units                   | Staff |               |
| Fire Unit                      | 1          | 1        |               | 1        |                         |       |               |
| EMS Unit                       | 2          | 4        |               |          |                         |       |               |
| Rescue Unit                    | 1          | 2        |               |          |                         |       |               |
| HM Technicians                 |            |          |               |          |                         |       |               |
| Safety Officer / POV Responder | 2          | 2        | 3             | 3        |                         |       |               |
| <b>Totals:</b>                 | <b>7</b>   | <b>9</b> |               |          |                         |       | <b>Totals</b> |
| <b>Staff Available:</b>        |            | <b>9</b> |               | <b>4</b> |                         |       | <b>13</b>     |
| <b>Staff Needed:</b>           |            |          |               |          |                         |       | <b>22</b>     |
| <b>Deficiency:</b>             |            |          |               |          |                         |       | <b>-10</b>    |

## Maximum HazMat Risk Incidents

Maximum-risk HazMat scenarios require extensive mitigation operations, medical management, and staging across a broad area. The following figures show the expected tasking and compare the district's available staffing to the level necessary for these highly complex emergencies.

**Figure 60: Critical Task Analysis—Maximum HazMat Risk**

| Task Description                 | Personnel Needed |
|----------------------------------|------------------|
| Command/Support                  | 3                |
| Safety                           | 2                |
| Operations                       | 1                |
| Entry Team Officer and Team      | 4                |
| Back-up Entry Team               | 4                |
| Haz Mat Support Group            | 6                |
| Decon Group                      | 3                |
| Medical Group                    | 5                |
| Staging                          | 1                |
| Evacuation                       | 6                |
| <b>Effective Response Force:</b> | <b>35</b>        |

**Figure 61: Alarm Assignments—Maximum HazMat Risk Incident**

| Unit Description               | EFR Career |          | EFR Volunteer |          | Automatic or Mutual Aid |            |
|--------------------------------|------------|----------|---------------|----------|-------------------------|------------|
|                                | Units      | Staff    | Units         | Staff    | Units                   | Staff      |
| Fire Unit                      | 1          | 1        |               | 1        |                         |            |
| EMS Unit                       | 2          | 4        |               |          |                         |            |
| Rescue Unit                    | 1          | 2        |               |          |                         |            |
| HM Technicians                 |            |          |               |          | 2                       | 6          |
| Safety Officer / POV Responder | 2          | 2        | 4             | 4        |                         |            |
| <b>Staff Available:</b>        |            | <b>8</b> |               | <b>7</b> |                         |            |
| <b>Staff Needed:</b>           |            |          |               |          |                         | <b>35</b>  |
| <b>Deficiency:</b>             |            |          |               |          |                         | <b>-20</b> |

# COMMUNITY EXPECTATIONS & PERFORMANCE GOALS

## INTRODUCTION TO NFPA 1750

NFPA 1750, *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Services, Special Operations, and Fire Prevention Activities*, is the 2026 consolidated standard that incorporates the prior NFPA 1710, NFPA 1720, NFPA 1201, and NFPA 1730 standards into a single document. The consolidation creates one reference point for fire department organization, deployment, emergency medical services, special operations, and fire prevention activities.

The transition to NFPA 1750 does not eliminate the distinction between different staffing and deployment models. Rather, it places career, volunteer, and combination fire departments within a unified standard while retaining separate organizational and deployment concepts where appropriate. The standard continues to recognize that service delivery must be evaluated based on the department's staffing model, community risk, geography, service demand, and the level of service adopted by the authority having jurisdiction.

A key benefit of NFPA 1750 is that it strengthens the connection between community risk and deployment planning. Instead of treating response performance as a fixed, one-size-fits-all measure, the standard supports the use of community risk assessment, hazard classification, staffing analysis, and adopted performance objectives to determine how resources should be organized and deployed. This is particularly important for departments serving diverse service areas that include urban, suburban, rural, industrial, wildland, coastal, or special-risk environments.

For response performance evaluation, the legacy NFPA 1710 and NFPA 1720 benchmarks remain important reference points, but they should be interpreted within the NFPA 1750 framework. Career response concepts from NFPA 1710 continue to inform turnout, travel time, first-unit arrival, effective response force assembly, and EMS performance. Volunteer and combination response concepts from NFPA 1720 continue to inform staffing and response expectations for systems that rely on personnel responding from home, work, or other locations.

In practical terms, the transition to NFPA 1750 means that the Department should evaluate response performance through a locally adopted, risk-informed framework. This framework should define response objectives for alarm handling, turnout, travel time, first-unit arrival, effective response force assembly, EMS first response, ALS response where applicable, and specialty resources. These standards should be measurable, regularly reviewed, and used to guide decisions regarding staffing, station location, apparatus deployment, mutual aid, automatic aid, and future resource needs.

The consolidation of NFPA 1710, NFPA 1720, NFPA 1201, and NFPA 1730 into NFPA 1750 provides a more integrated structure for evaluating fire department performance. It allows the Department to align operational deployment, prevention activities, EMS response, special operations, and organizational capacity under one standard, while still recognizing that performance objectives must be customized to local risk, service expectations, and available resources.

## NFPA STANDARDS AND EFR

While NFPA 1710 provides a nationally recognized benchmark for career fire department response times one minute for turnout and four minutes for travel time for the first arriving engine company it may not be fully applicable or achievable in all jurisdictions due to varying local conditions. The standard is designed with urban or suburban departments in mind, where dense populations, compact infrastructure, and relatively short distances between fire stations and incident locations allow for faster response. However, many communities particularly rural or geographically large jurisdictions face considerable challenges that render strict adherence to NFPA 1710 unrealistic.

Factors such as long travel distances, limited road access, traffic congestion, sparse station distribution, and reduced staffing can impact a department's ability to consistently meet the four-minute travel time. Additionally, budget constraints may hinder the capacity to construct new stations or increase staffing to address performance gaps. In these situations, local governments and fire departments might adopt modified time standards based on a risk-based and data-driven approach, which considers local geography, call volume, population density, and community expectations. These tailored standards may involve longer travel times but deliver appropriate service levels, particularly when complemented by public education, early notification systems, and community risk reduction strategies.

While NFPA 1710 serves as a valuable goal and reference point, its application must be balanced with the realities of each jurisdiction. Communities benefit the most when time standards are evidence-based and achievable, ensuring that resources are used efficiently while maintaining public trust and safety.

EFR performance objectives should more closely align with NFPA 1720, which establishes deployment and staffing standards for volunteer and combination fire departments. NFPA 1720's core goal is to establish clear, measurable standards for how volunteer and combination fire departments organize and deploy resources so they can provide timely, effective, and safe emergency response to the public.

NFPA 1720 was created to define the minimum requirements for fire suppression, emergency medical operations, and special operations in departments that rely heavily on volunteer personnel. The standard's overarching purpose is to ensure that communities served by volunteer or combination agencies receive a consistent level of service, while also protecting the health and safety of responders. According to the National Fire Protection Association, the standard specifies requirements for the effective and efficient organization and deployment of emergency operations, with an emphasis on both public protection and responder occupational safety.

NFPA 1720 also aims to create benchmarks rather than rigid mandates, recognizing that volunteer and combination departments vary widely in staffing, geography, and operational challenges. The standard intentionally allows flexibility for the Authority Having Jurisdiction (AHJ) to determine how and whether the standard applies locally. This flexibility ensures that the standard can serve as a planning tool, a performance baseline, or an aspirational target depending on the needs and capabilities of the community.

Another key goal is to enhance effectiveness and efficiency in emergency response. While these two priorities can sometimes be in tension, especially in volunteer systems with variable staffing, the standard encourages departments to adopt deployment models that balance both. It outlines response time objectives, minimum staffing levels, and organizational expectations that help departments plan predictable performance even with fluctuating volunteer availability.

The standard requires a minimum of four responders on scene for incidents, with response time expectations based on population density and agency type. Departments are expected to meet a 9-minute response time in urban areas, a 10-minute response time in suburban areas, or a 14-minute response time in rural areas. Combination departments may rely on career personnel supplemented by volunteers and are expected to meet a 9-minute response time in urban or suburban areas 90 percent of the time, or the 14-minute response time in rural areas 80 percent of the time.

NFPA 1720 defines response time as the interval from dispatch to arrival on scene, and our agency evaluates performance annually to ensure compliance with these benchmarks. To meet these standards, EFR deployment models should emphasize rapid turnout, closest-unit dispatching, integration of mutual and automatic aid, and continuous monitoring of turnout and travel times. Also, as is being done in this study, a review of station placement, volunteer availability, and call-volume trends to maintain operational readiness. Performance data, including turnout time, travel time, total response time, on-scene staffing, and compliance percentages, is tracked and analyzed to guide improvements and support strategic planning. Recognizing the unique challenges of volunteer and combination staffing models, EFR should prioritize recruitment and retention, ongoing EMS training, and strong mutual-aid partnerships to maintain alignment with NFPA 1720 and ensure reliable emergency response for our community.

Fire departments throughout the United States establish risk zones based on risk and population density. Risk or “demand” zones provide a more accurate picture of service delivery performance. This may be especially relevant for fire departments such as EFR that respond to diverse areas.

The following two figures are presented as examples of response performance goals based on population and risk response zones. The first example is the “first due” response of a single unit utilizing the industry’s best practice response time metric, from when the call is received at 911 until arrival on scene at the 90th percentile.

**Figure 62: Example of a First-Due Single-Unit Response Standard**

| Density           | Description                            | Response Time Goal        |
|-------------------|----------------------------------------|---------------------------|
| Urban             | Greater than 1,000 persons/square mile | 6 minutes or less at 90%  |
| Suburban          | 500–1,000 persons/square mile          | 9 minutes or less at 90%  |
| Rural/Undeveloped | Less than 500 persons/square mile      | 12 minutes or less at 90% |

The following example represents the first-alarm response to a moderate-risk structure fire, utilizing the industry-best-practice response time metric.

**Figure 63: Example of a First Alarm Response (3 Engines, 1 Ladder, & 1 BC)**

| Density           | Description                            | Response Time Goal        |
|-------------------|----------------------------------------|---------------------------|
| Urban             | Greater than 1,000 persons/square mile | 9 minutes or less at 90%  |
| Suburban          | 500–1,000 persons/square mile          | 12 minutes or less at 90% |
| Rural/Undeveloped | Less than 500 persons/square mile      | 14 minutes or less at 80% |

---

## **Section II: Standards of Cover**

---

# HISTORICAL SYSTEM PERFORMANCE

In analyzing the service delivery and performance of Evergreen Fire/Rescue (EFR), incident and unit response data were requested by the study team for the calendar years of 2019 through July 2025. The district provided data from its records management system (RMS), successfully providing a 6.5-year study period.

This analysis uses two separate data sources: the legacy Emergency Reporting/CAD system and the current ImageTrend system, which became active on May 1, 2023. Only ImageTrend is fully compatible with the CAD database, allowing direct alignment of incident records, priorities, and incident types. Data from Emergency Reporting, which predates this integration, will be analyzed by priority and nature code category, while ImageTrend data will be analyzed by priority and incident type category. Each section of this report identifies which data source is being evaluated; however, where comparisons can be made, ImageTrend data will serve as the primary source for priority classification to maintain consistency and improve analytical accuracy.

## SERVICE DEMAND

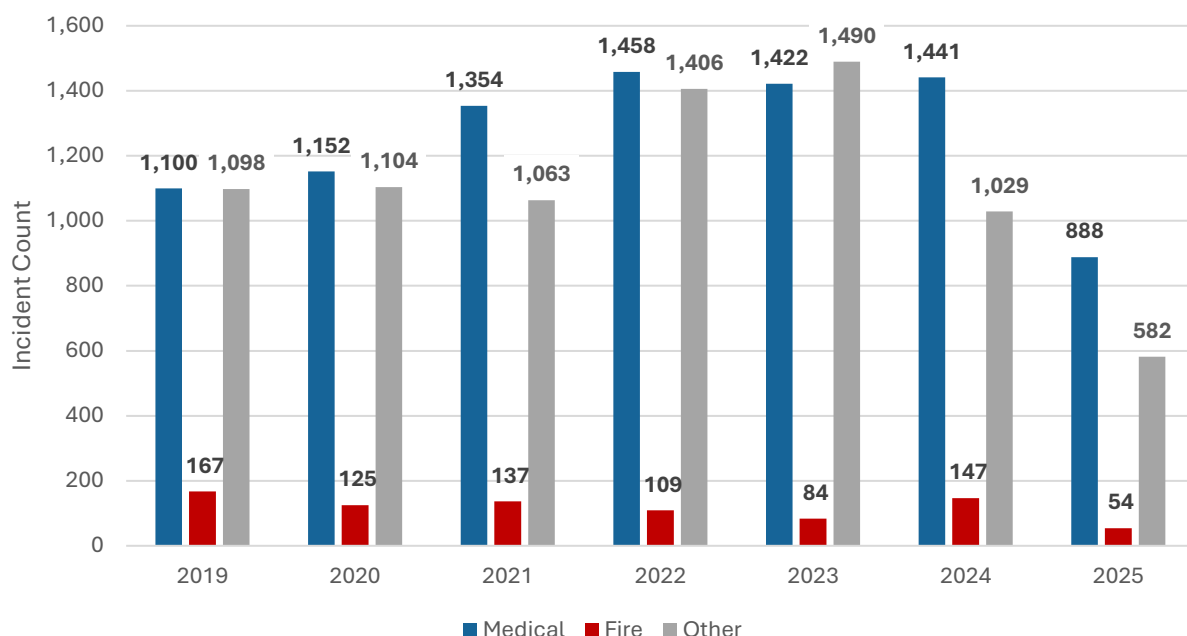
EFR responded to over 17,000 incidents in the past six and a half years, between January 2019 and July 2025. Emergency medical responses (EMS) were the most common incident types, encompassing 50.6% of the total, as shown in the following figure.

**Figure 64: Response by Incident Type**

| Incident Type Description | Percent of Total |
|---------------------------|------------------|
| EMS                       | 50.6%            |
| Service                   | 18.4%            |
| False Alarms              | 9.3%             |
| MVC                       | 6.4%             |
| Canceled                  | 5.9%             |
| Other Fires               | 3.3%             |
| Hazmat                    | 3.1%             |
| Rescues                   | 0.9%             |
| Structure Fires           | 0.9%             |
| Severe Weather            | 0.6%             |
| Wildland Fires            | 0.5%             |

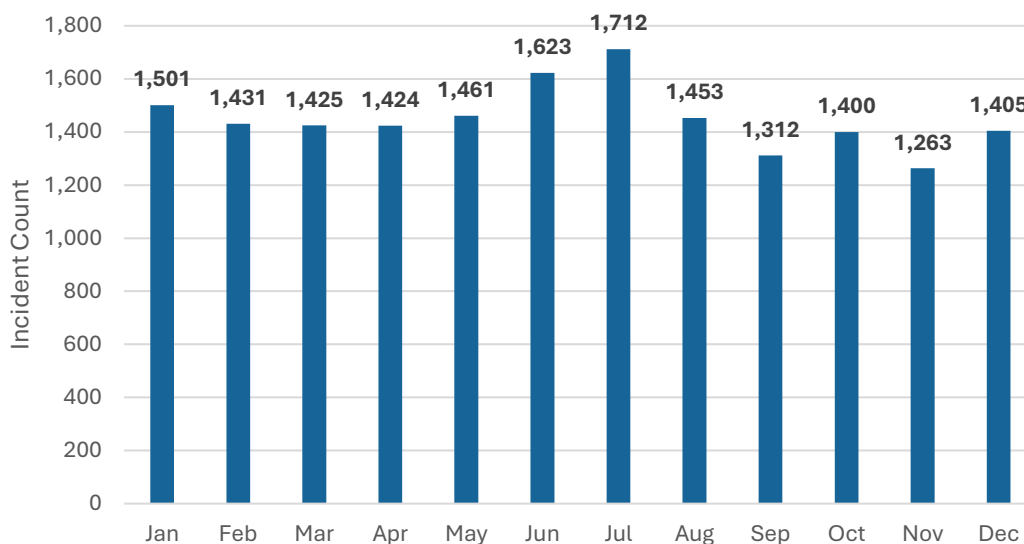
The response workload by general incident type during the study period shows an overall increasing pattern of about 25%, driven primarily by growth in medical incidents. The following figure indicates that medical calls remain the dominant incident type, rising by approximately 31% from 2019 to their peak in 2024, and are on pace to peak in 2025. In contrast, fire incidents show a declining trend, dropping by roughly 12% from 2019 to 2024. Other incidents fluctuate, with a notable rise between 2021 and 2023 before decreasing again in 2024, resulting in a net decrease of about 6% from 2019 to 2024. Overall, the trends highlight consistently growing demand for medical response while fire and other incident types remain more variable.

Figure 65: Response Workload History

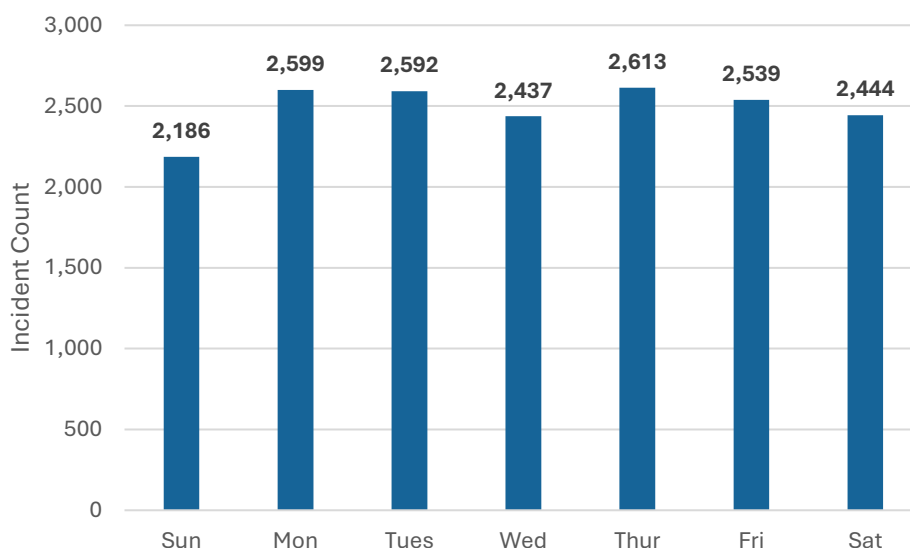


## TEMPORAL ANALYSIS

The monthly response workload during the study period shows a clear seasonal pattern, with activity rising in the summer and dipping in the spring and fall months. The following figure indicates that July is the busiest month, with incident volume peaking at 1,712 calls, representing a 14% increase above the annual monthly average. This spike aligns with recurring summertime activity and likely correlates with a major seasonal event. In contrast, the least busy months occur between February and May, when monthly totals remain consistently lower and more stable.

**Figure 66: Monthly Response Workload**

The response workload by day of the week shows high demand variation throughout the work week, with Thursdays being the busiest day. Sundays are the least busy day, as shown in the next figure.

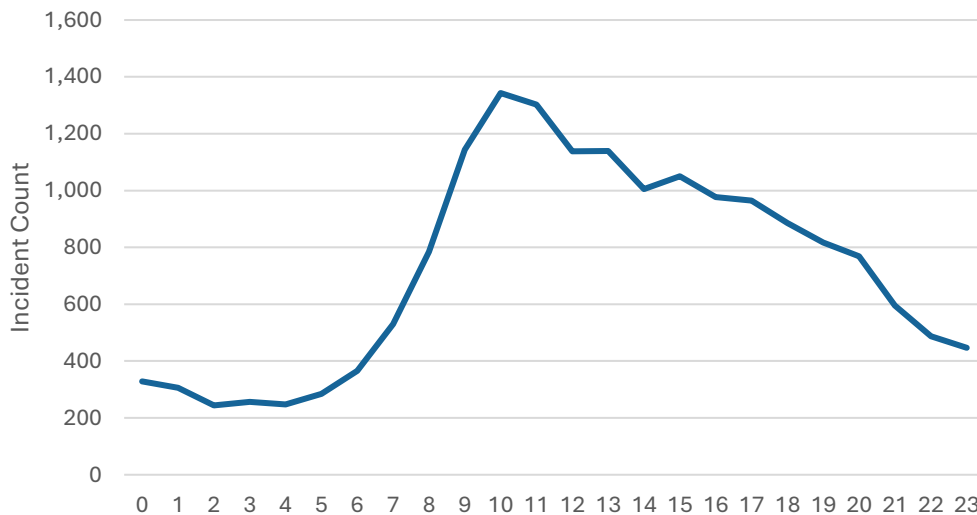
**Figure 67: Daily Response Workload**

Combining the month and day of week dimensions in a color frequency table can help identify seasonal patterns throughout the study period, allowing EFR to quickly assess when resources are most heavily used. The following figure shows that July consistently experiences elevated call volumes across all days of the week, reinforcing it as the peak demand period. Other months display a more typical weekday pattern, with higher activity from Monday through Friday and noticeably lower volumes on weekends.

**Figure 68: Incident Demand by Month and Day of Week**

|              | Sun          | Mon          | Tues         | Wed          | Thur         | Fri          | Sat          | Total         |
|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|
| 1            | 190          | 231          | 220          | 222          | 211          | 227          | 200          | 1,501         |
| 2            | 166          | 215          | 222          | 205          | 199          | 222          | 202          | 1,431         |
| 3            | 185          | 187          | 223          | 210          | 213          | 214          | 193          | 1,425         |
| 4            | 193          | 199          | 221          | 188          | 206          | 213          | 204          | 1,424         |
| 5            | 161          | 218          | 217          | 220          | 229          | 228          | 188          | 1,461         |
| 6            | 229          | 213          | 258          | 212          | 218          | 238          | 255          | 1,623         |
| 7            | 221          | 257          | 248          | 244          | 267          | 246          | 229          | 1,712         |
| 8            | 194          | 249          | 210          | 185          | 209          | 194          | 212          | 1,453         |
| 9            | 174          | 180          | 194          | 178          | 211          | 175          | 200          | 1,312         |
| 10           | 164          | 202          | 210          | 200          | 234          | 207          | 183          | 1,400         |
| 11           | 134          | 217          | 178          | 175          | 191          | 182          | 186          | 1,263         |
| 12           | 175          | 231          | 191          | 198          | 225          | 193          | 192          | 1,405         |
| <b>Total</b> | <b>2,186</b> | <b>2,599</b> | <b>2,592</b> | <b>2,437</b> | <b>2,613</b> | <b>2,539</b> | <b>2,444</b> | <b>17,410</b> |

The response workload by time of day shows a clear and predictable daytime activity pattern for EFR, with incidents closely aligning with when the community is most active. The following figure indicates that call volume begins increasing between 6 a.m. and 9 a.m., coinciding with morning routines and commuting. Activity then peaks around 10 a.m. This elevated demand remains steady through the afternoon before declining sharply after 7 p.m. The pattern highlights a strong daytime workload that underscores the importance of staffing and resource alignment during core business and commuting hours.

**Figure 69: Hourly Response Workload**

Analyzing call volume using a color frequency table by time of day and day of week helps identify patterns in service demand, revealing peak periods when incidents are most likely to occur. The next figure is a visual tool that aids in recognizing trends such as increased calls on weekdays in the morning during business hours.

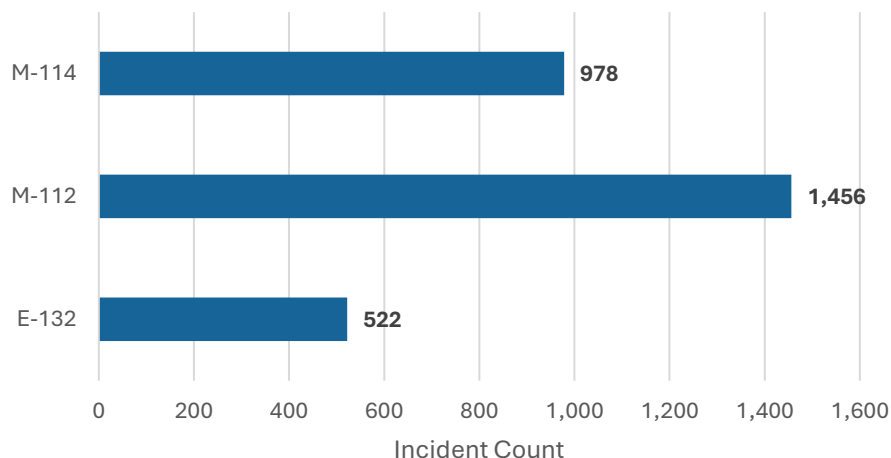
**Figure 70: Incident Density by Time of Day and Day of Week**

|              | Sun          | Mon          | Tues         | Wed          | Thur         | Fri          | Sat          | Total         |
|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|
| 0            | 57           | 42           | 47           | 29           | 43           | 43           | 67           | 328           |
| 1            | 48           | 35           | 34           | 48           | 41           | 53           | 47           | 306           |
| 2            | 39           | 22           | 41           | 31           | 25           | 39           | 47           | 244           |
| 3            | 48           | 33           | 27           | 25           | 37           | 41           | 45           | 256           |
| 4            | 38           | 41           | 39           | 25           | 28           | 37           | 39           | 247           |
| 5            | 44           | 46           | 47           | 40           | 36           | 42           | 29           | 284           |
| 6            | 37           | 57           | 54           | 56           | 46           | 68           | 48           | 366           |
| 7            | 78           | 95           | 71           | 65           | 84           | 72           | 65           | 530           |
| 8            | 88           | 134          | 105          | 140          | 119          | 112          | 87           | 785           |
| 9            | 117          | 221          | 163          | 161          | 211          | 155          | 116          | 1144          |
| 10           | 114          | 256          | 215          | 169          | 248          | 195          | 146          | 1343          |
| 11           | 117          | 209          | 223          | 183          | 231          | 188          | 151          | 1302          |
| 12           | 136          | 174          | 190          | 149          | 165          | 174          | 150          | 1138          |
| 13           | 139          | 156          | 183          | 178          | 171          | 147          | 165          | 1139          |
| 14           | 112          | 138          | 176          | 145          | 150          | 144          | 140          | 1005          |
| 15           | 136          | 134          | 143          | 190          | 145          | 134          | 168          | 1050          |
| 16           | 137          | 143          | 131          | 154          | 130          | 131          | 151          | 977           |
| 17           | 123          | 140          | 150          | 132          | 130          | 134          | 156          | 965           |
| 18           | 117          | 121          | 125          | 125          | 135          | 143          | 120          | 886           |
| 19           | 116          | 113          | 112          | 95           | 137          | 113          | 131          | 817           |
| 20           | 107          | 110          | 102          | 96           | 100          | 122          | 132          | 769           |
| 21           | 100          | 66           | 87           | 78           | 83           | 87           | 94           | 595           |
| 22           | 67           | 67           | 55           | 70           | 63           | 82           | 83           | 487           |
| 23           | 71           | 46           | 72           | 53           | 55           | 83           | 67           | 447           |
| <b>Total</b> | <b>2,186</b> | <b>2,599</b> | <b>2,592</b> | <b>2,437</b> | <b>2,613</b> | <b>2,539</b> | <b>2,444</b> | <b>17,410</b> |

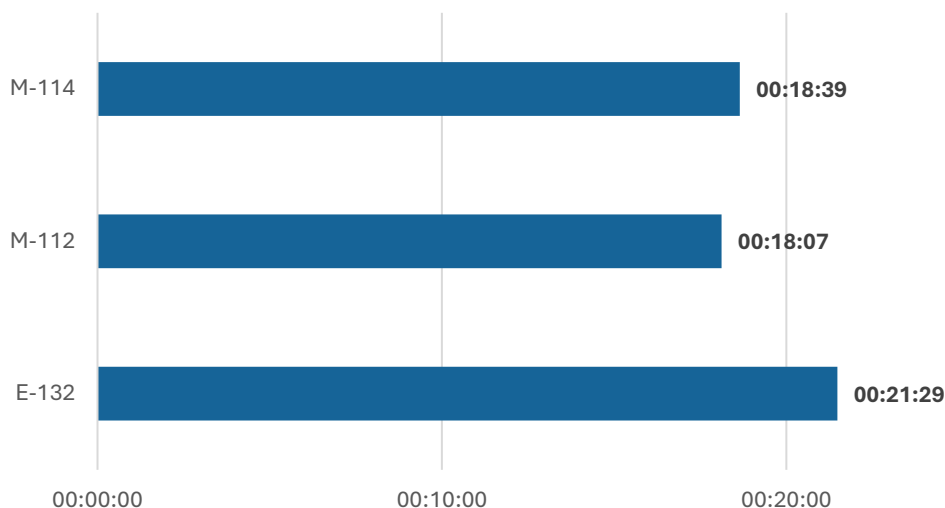
## RESPONSE UNIT WORKLOAD

The workload of each EFR response unit is illustrated in the following figure. It is important to note that certain incident types, such as structure fires and severe motor vehicle collisions, often necessitate a multi-unit response. The engines that were staffed during the entire study period were Engines 132, Medic 112, and Medic 114. These units account for the highest call volumes.

**Figure 71: Unit Response Workload**



The amount of time spent on-scene directly influences firefighter workload and the availability of resources for subsequent or concurrent incidents. Fire-related responses typically require longer scene times compared to other incident types due to the complexity and duration of operations. Among the frontline apparatus, the medic units record the highest average time on-scene, indicating a heavier operational workload. The following figure illustrates the average on-scene time for each first-due unit during the study period.

**Figure 72: Average Unit Time on Scene**

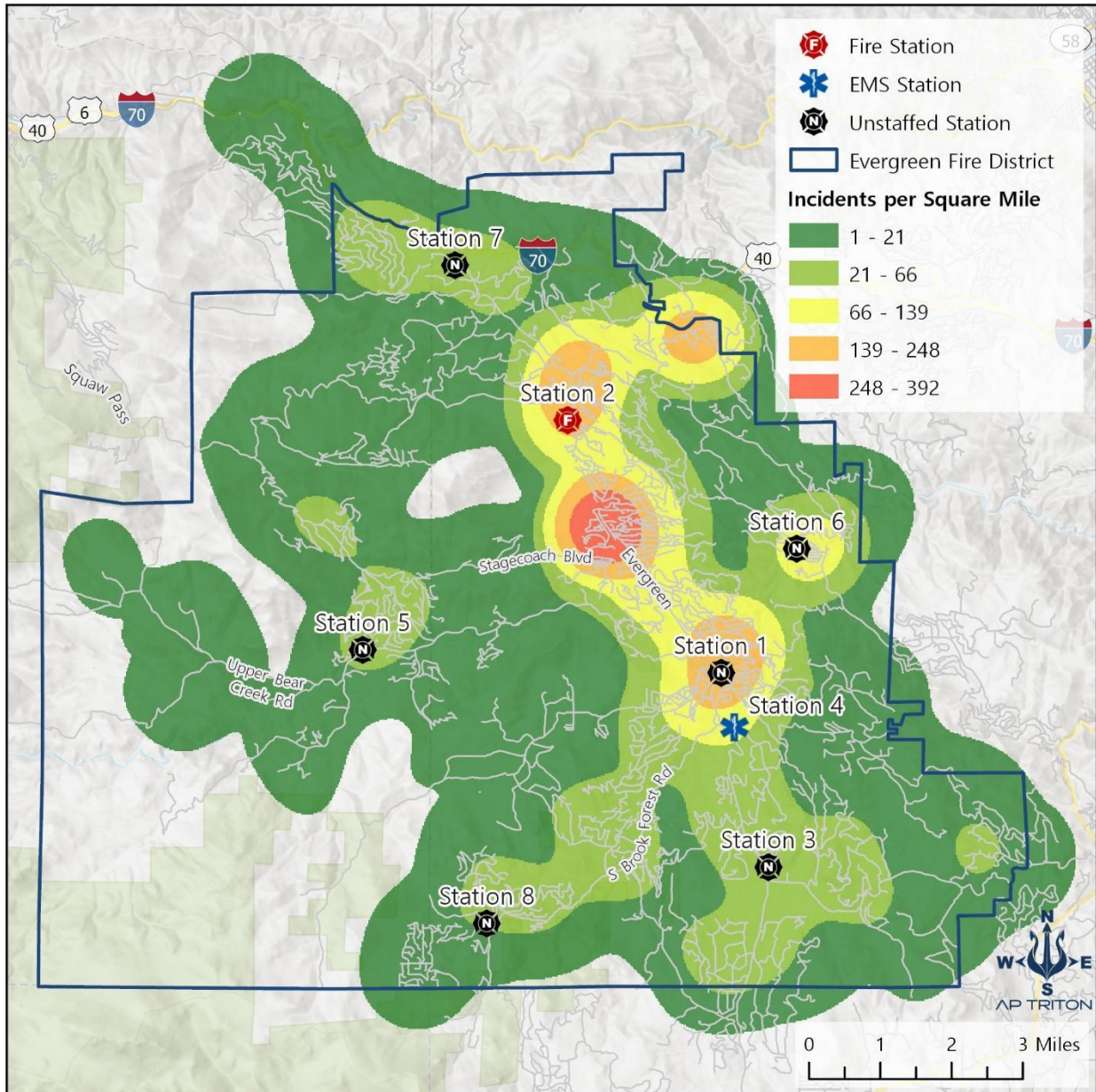
## SPATIAL ANALYSIS

Identifying high-call concentration areas helps locate neighborhoods or intersections with statistically significant clusters of high or low values. Clusters of high values can inform resource allocation and strategic placement of fire stations, apparatus, and personnel. Areas with concentrated call volume may experience longer response times if not adequately staffed or covered, which can affect outcomes during emergencies. It is also useful when evaluating where the prevention programs may have the most impact.

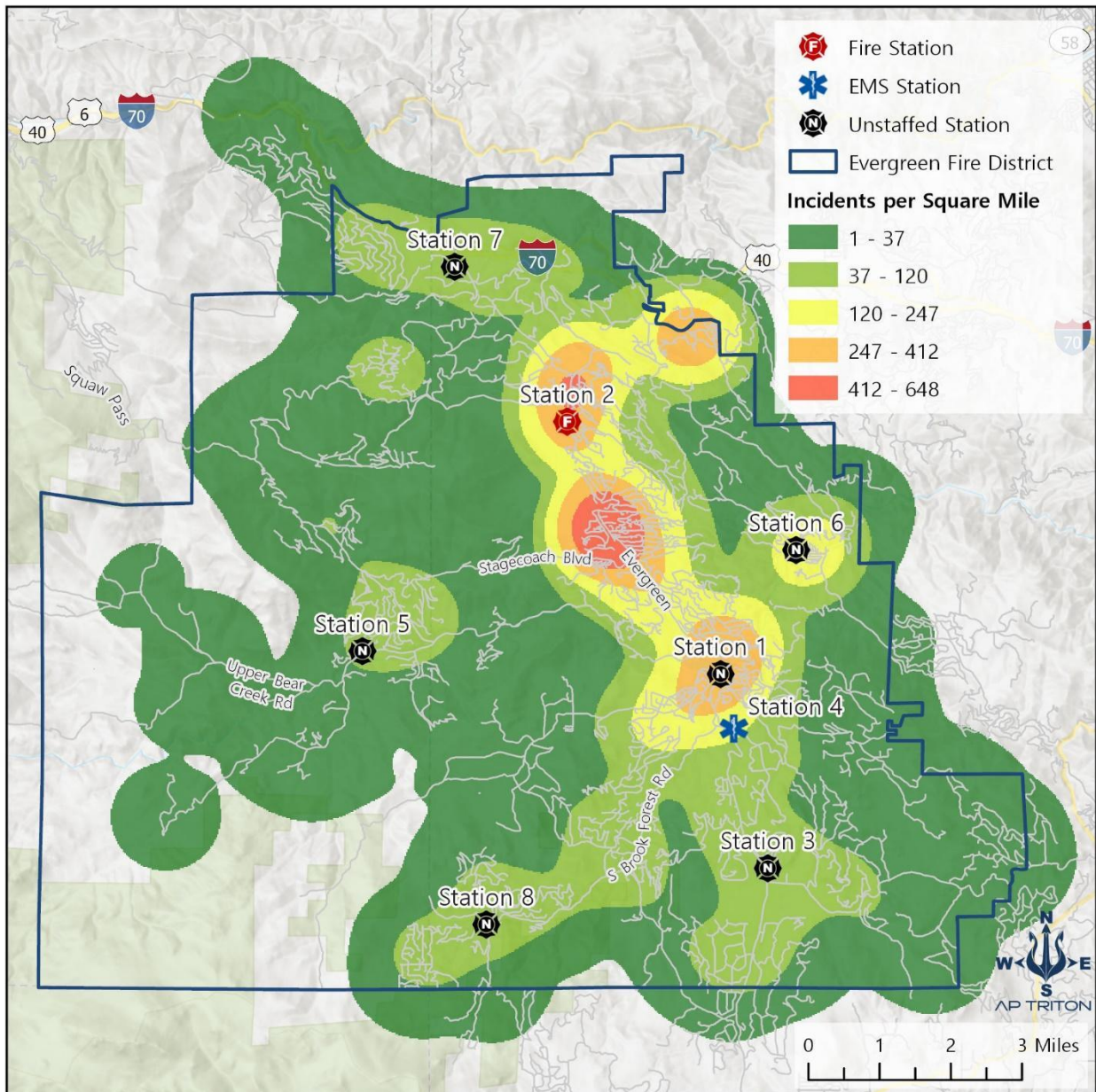
A quality control review identified a key limitation in the available datasets. Latitude and longitude coordinate information is available from the CAD system; however, the CAD data does not contain incident type information. Conversely, the ImageTrend RMS provides complete incident type classifications for the entire study period but does not include spatial coordinates, preventing a full-period spatial analysis using ImageTrend alone. To address this, ImageTrend incident types were linked to CAD coordinates only for the period where both datasets could be matched (5/1/2023–7/31/2025), allowing a spatial analysis of incident types for that timeframe. For the earlier portion of the study (1/1/2019–4/30/2023), nature code classifications were used instead. Although nature codes provide high-level emergency response categories, they do not always reflect on-scene findings and are therefore limited to this earlier period. The following spatial analysis includes 5,722 emergency calls from the CAD data, while ImageTrend contains 3,020 emergency calls, further highlighting differences in dataset structure and availability.

The response workload for all emergency incidents during the study period reveals a cluster of activity between Station 1 and Station 2, with additional clusters concentrated around each station, as shown in the following figure. Station 2 is EFR's only staffed station, which aligns with the higher density of incidents in its immediate area.

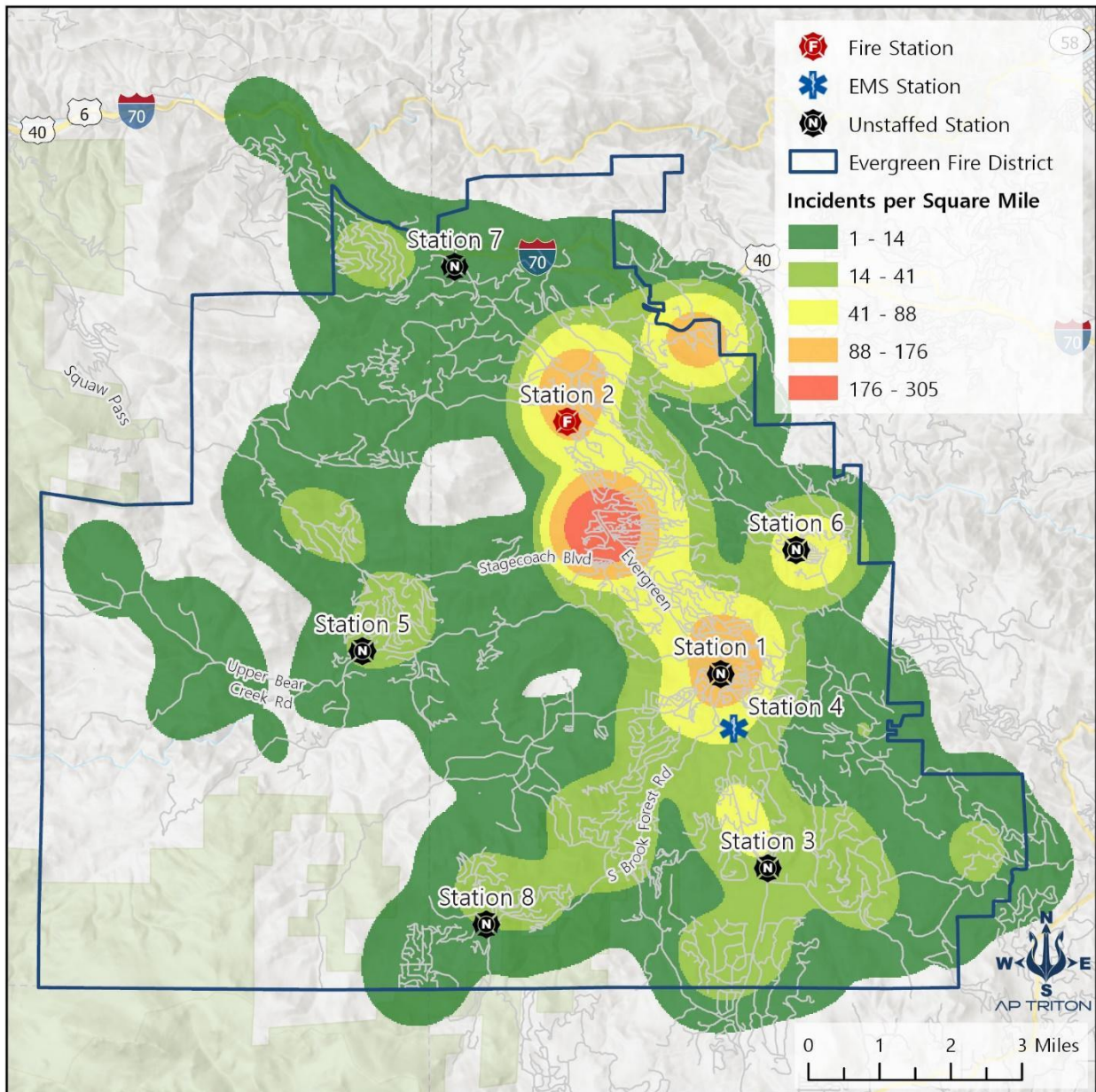
**Figure 73: ImageTrend All Emergency Incidents Call Concentration**



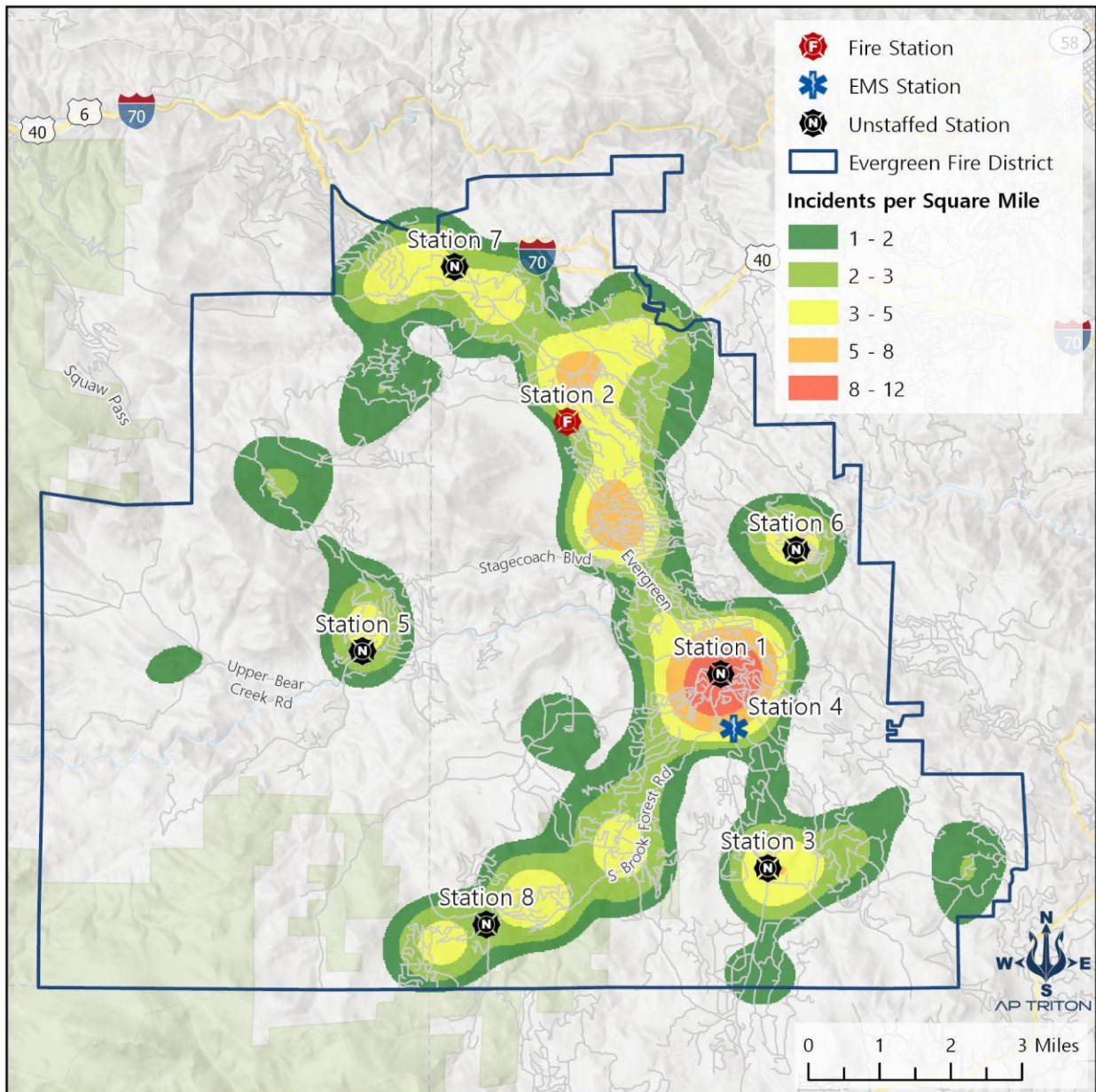
A similar clustering pattern appears in the CAD nature code call distribution, though with a slightly stronger concentration of incidents around Station 2 compared to Station 1. This is shown in the next figure.

**Figure 74: CAD All Emergency Incidents Call Concentration**

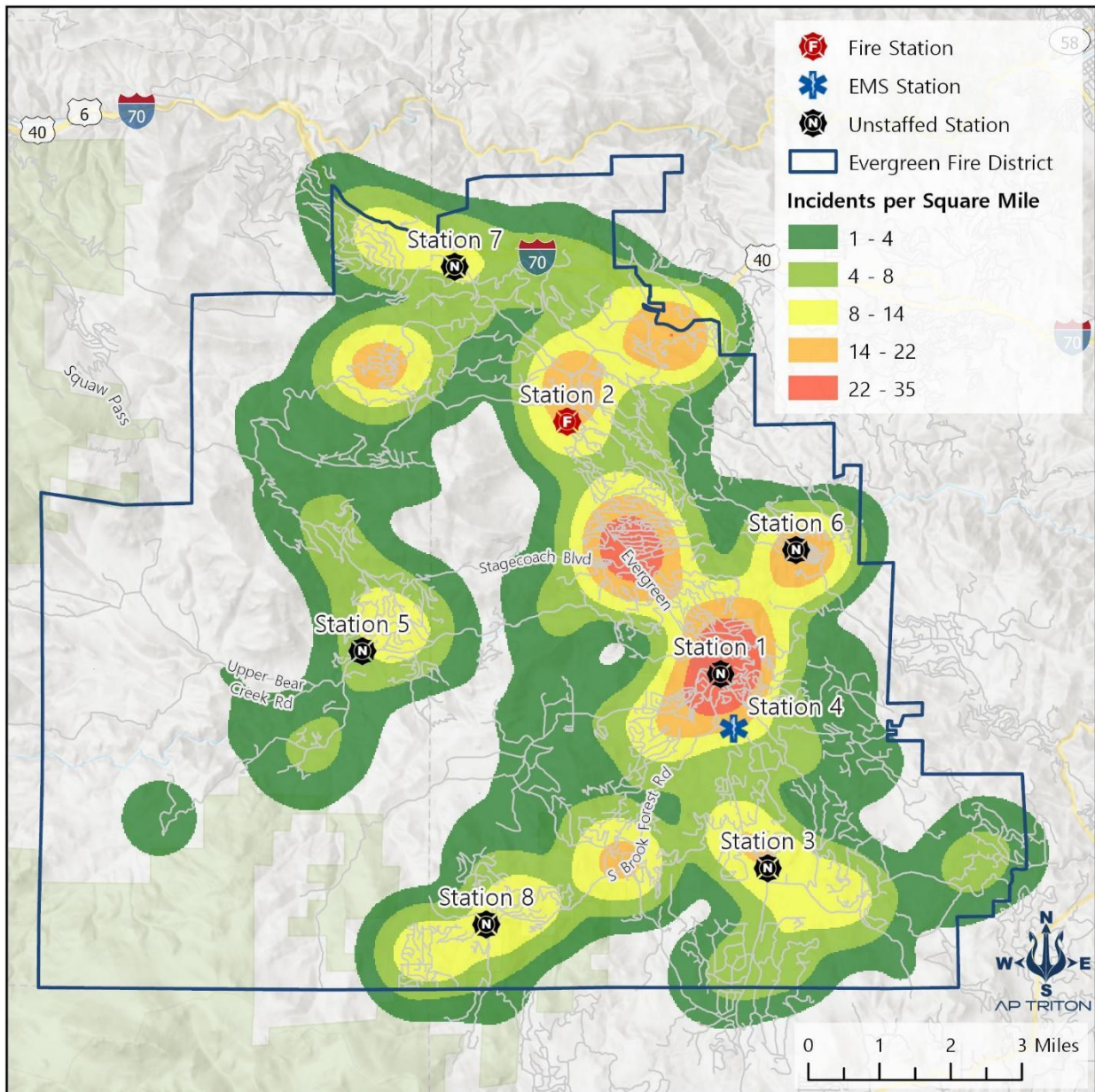
Medical incidents account for most of EFR's call volume and are the primary factors behind the district's geographic call concentrations. The following figure illustrates that the highest demand for medical responses is concentrated in areas with higher population density between Stations 1 and 2. Because medical incidents overwhelmingly shape overall demand, the CAD call concentration map mirrors this same pattern and is therefore not included in this document.

**Figure 75: ImageTrend Medical Emergency Incidents Call Concentration**

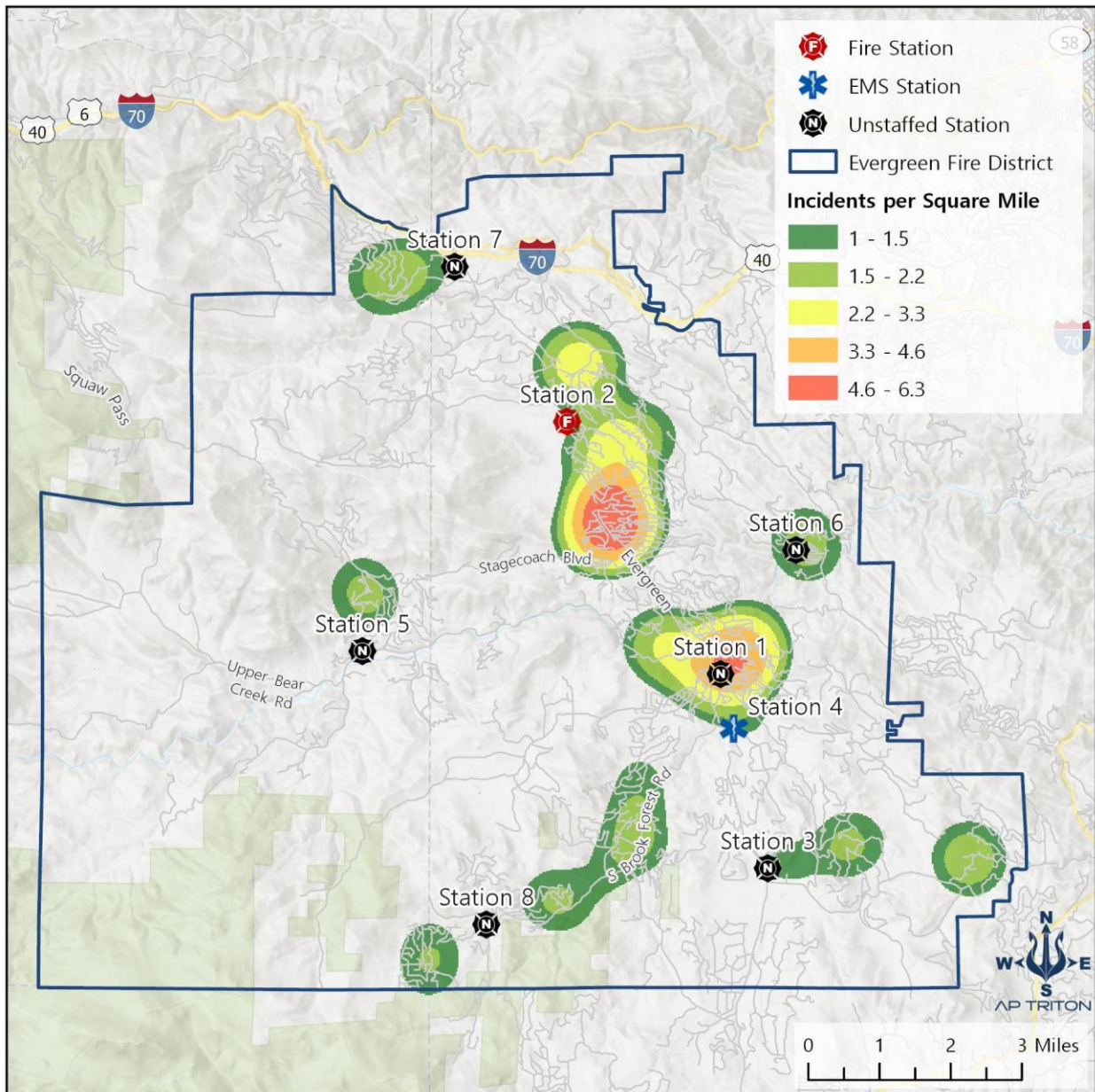
The next image shows that most of the fire incident call types are most heavily concentrated within Station 1's district, with additional secondary hotspots extending north toward Station 2 and south toward Station 8. Notably, Station 1 does not regularly staff an apparatus and does not house a ladder truck, despite being located in the area of highest fire demand.

**Figure 76: ImageTrend Fire Emergency Incidents Call Concentration**

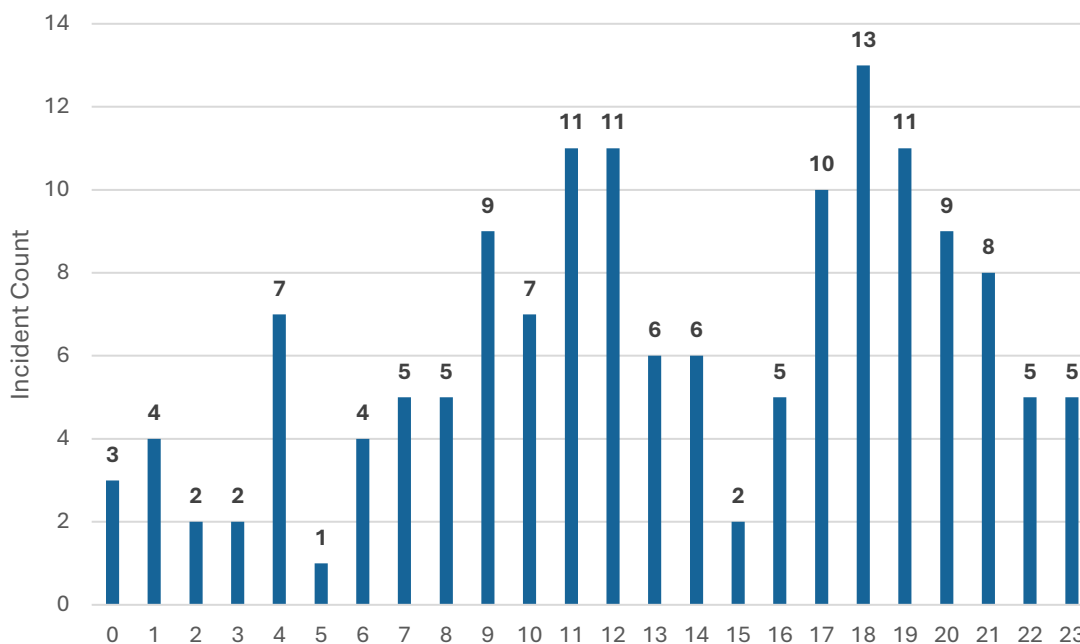
When compared to the CAD fire emergency call concentration map, both datasets highlight the same primary demand zones, but the CAD dataset displays broader and more intense clusters. This difference likely reflects the larger volume of incidents captured in the CAD system, resulting in a more comprehensive representation of fire-related call activity than ImageTrend alone.

**Figure 77: CAD Fire Emergency Incidents Call Concentration**

While structure fires may not be the most frequent type of incident, they pose a significant risk to the community and necessitate a substantial response from specially trained firefighters due to their complexity and inherent dangers. The following figure shows that EFR's structure fires are primarily concentrated around Station 1, which does not house a ladder apparatus, and in the area between Stations 1 and 2, where the district's ladder apparatus is located.

**Figure 78: ImageTrend Structure Fire Call Concentration**

The time of day when a structure fire occurs significantly impacts the level of risk. Structure fires between midnight and early morning carry a higher risk of loss of life due to delayed detection while occupants are asleep, limiting their ability to escape. These incidents also present additional challenges for emergency response, such as reduced visibility and potential staffing limitations. The next figure shows that most EFR structure fires occur between 11 a.m. and 8 p.m., with a peak of 13 structure fires at 6 p.m. This pattern aligns with periods of higher community activity, when fires are more likely to be detected quickly and reported. These numbers are from the incident type category from the ImageTrend RMS only.

**Figure 79: Structure Fires by Time of Day**

Frequent response addresses are considered high-risk for response workload because they are statistically more likely to experience a critical emergency in the future, can create a strain on operation resources, and are typically vulnerable populations or buildings. The next figure outlines the addresses EFR responded to calls most often during the study period.

**Figure 80: Frequent Response Addresses**

| Address                   | Facility                               | Count |
|---------------------------|----------------------------------------|-------|
| 31719 Rocky Village Drive | Rocky Mountain Village Estates         | 928   |
| 31250 John Wallace Road   | Green Ridge Meadows Apartment Building | 895   |
| 2987 Bergen Peak Drive    | Life Care Center of Evergreen          | 492   |
| 31383 Frost Way           | Elk Run Assisted Living                | 472   |
| 1802 Bergen Parkway       | EFR Station 2                          | 424   |
| 1055 El Rancho Road       | Vista El Rancho Apartment Complex      | 248   |
| 2508 Witter Gulch Road    | Residential                            | 196   |
| 4994 Grouse Court         | Residential                            | 156   |
| 952 Swede Gulch Road      | Walmart                                | 155   |
| 28188 Fireweed Drive      | Residential                            | 155   |

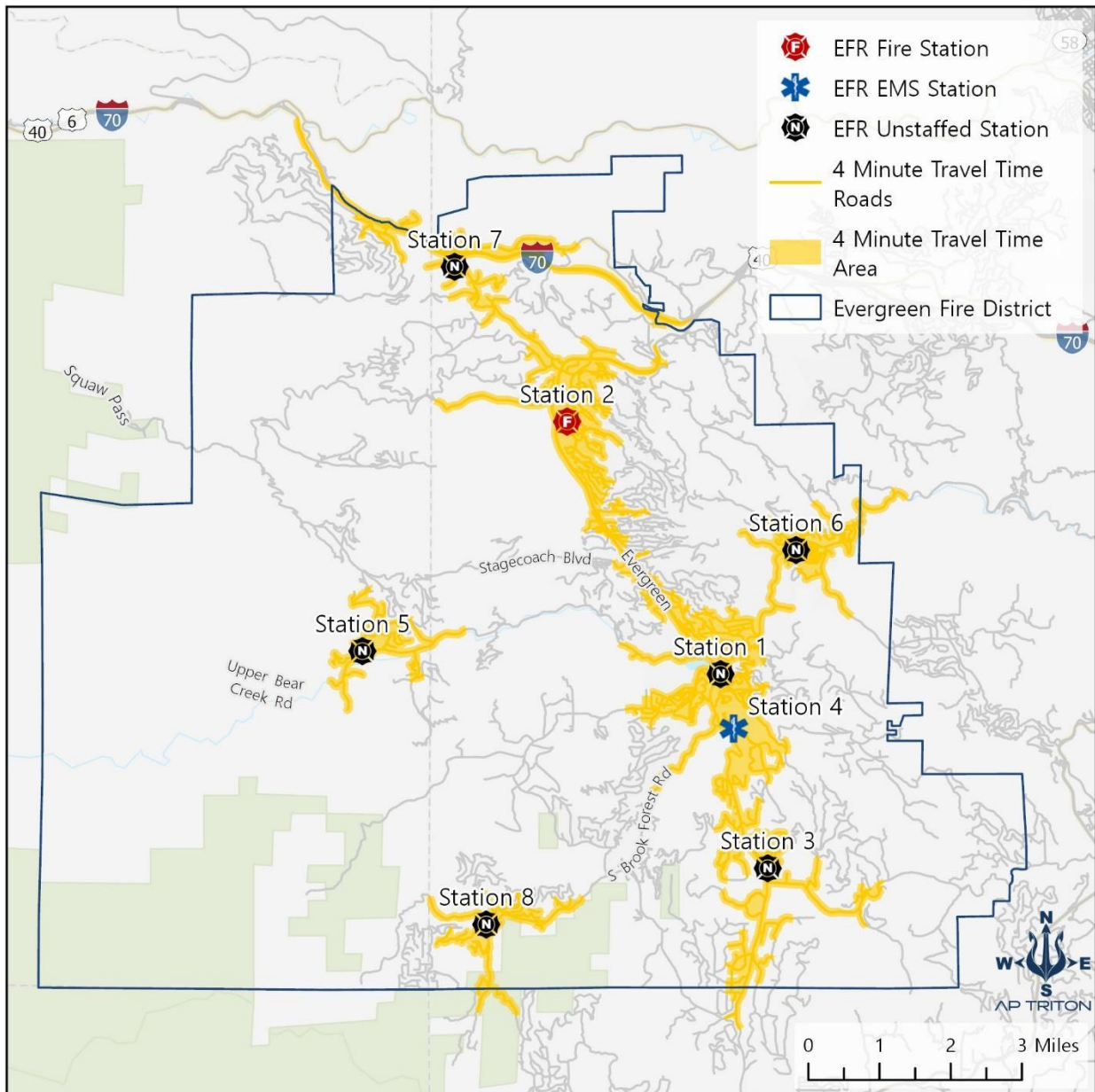
## RESOURCE DISTRIBUTION

Several key performance metrics can help evaluate the effectiveness of resource distribution. A broad deployment of resources improves the speed of initial response across a service area, which is commonly referred to as distribution. However, the arrival of the first unit is only one part of an effective emergency response. It is equally critical to ensure there are enough units available to address the volume, type, and severity of incidents. Having sufficient resources arrive on scene quickly to manage emergencies effectively is known as concentration. Understanding the relationship between unit locations and call volume is essential for balancing workloads and optimizing overall response performance.

EFR operates eight fire stations, but only Station 2 is staffed daily with two career firefighters and two paramedics. The remaining stations are unstaffed and each houses at least one Type 1 engine or pumper, with the exception of Station 4, which contains ambulances and is staffed by two full-time paramedics.

Modeling travel time based on the street network is critical to fire response because it provides a realistic estimate of how quickly units can reach an incident. Unlike simple distance measures, network-based models account for actual road conditions, speed limits, traffic patterns, and barriers such as rivers or highways. This allows departments to identify coverage gaps, optimize station locations, and improve response times, ultimately enhancing public safety and saving lives.

Based on a 4-minute travel time, 44% of the fire district incident demand is covered, assuming apparatus are responding from their assigned stations. While the majority of stations are not staffed full-time, travel time remains a critical performance measure because it reflects the inherent geographic capability of the district's station locations. Even in a volunteer or partially staffed system, shorter travel distances improve overall response time once crews are assembled, reduce reliance on more distant stations, and help identify areas where longer travel times may pose elevated risk. The following figure illustrates the 4-minute modeled travel time.

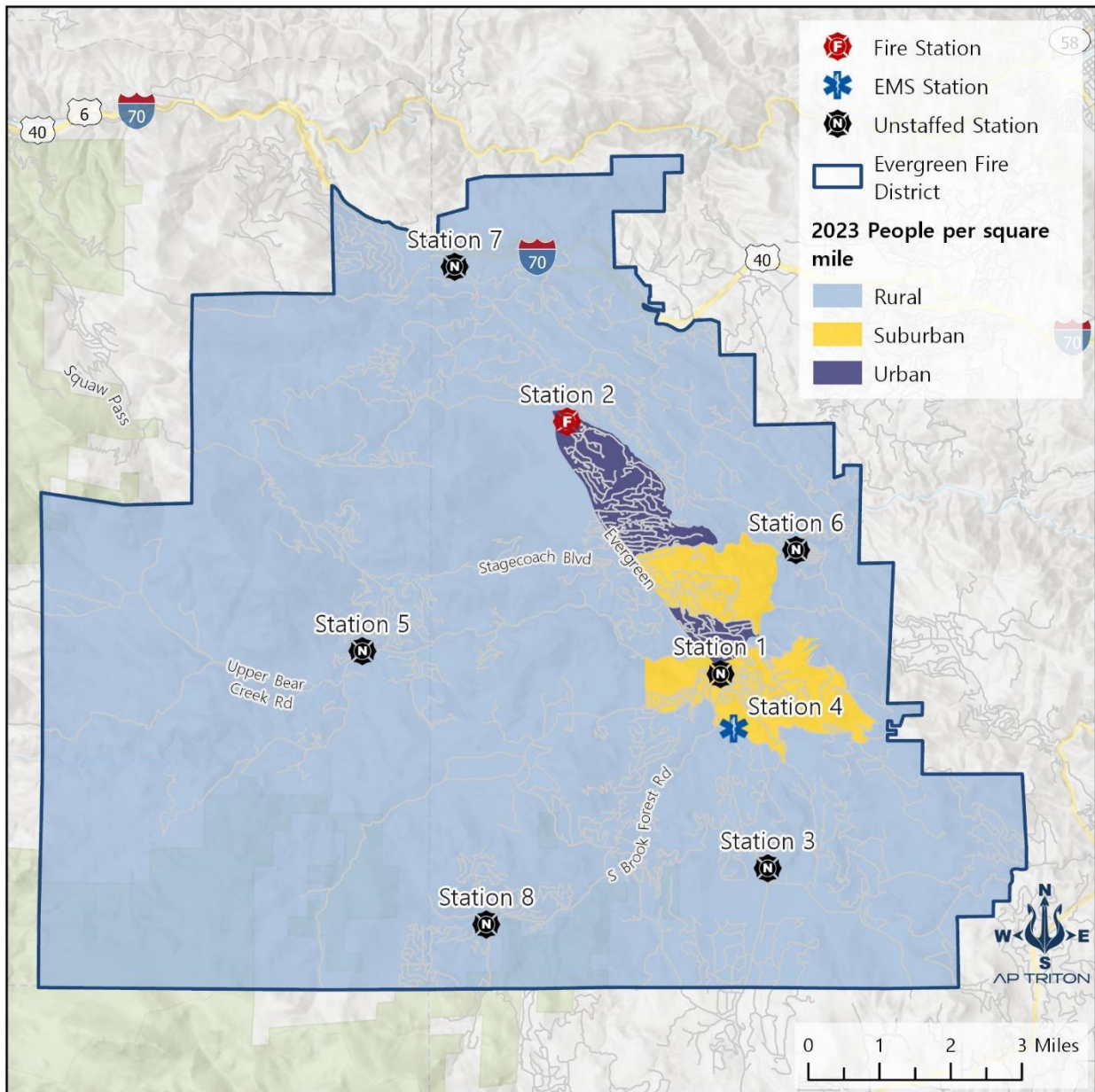
**Figure 81: 4-Minute Travel Model<sup>2</sup>**

<sup>2</sup> Although the map does not show EMS resources at Station 2, EMS has been located at Station 2 since 2024 and should be considered part of the current deployment model.

## EFFECTIVE RESPONSE FORCE CAPABILITY ANALYSIS

Effective Response Force (ERF) is the number of personnel and apparatus required to be present on the scene of an emergency incident to perform critical tasks effectively to mitigate the incident without unnecessary loss of life or property. For volunteer departments, the NFPA 1720 Standard establishes ERF benchmarks that vary by population density to reflect differences in community risk and response capability.

The standard requires a minimum of 15 firefighters in urban areas (population density over 1,000 people per square mile) within 9 minutes, 90% of the time; 10 firefighters in suburban areas (500–1,000 people per square mile) within 10 minutes, 80% of the time; and 6 firefighters in rural areas (fewer than 500 people per square mile) within 14 minutes, 80% of the time. These benchmarks help ensure that volunteer and combination fire departments can assemble an effective response force within timeframes appropriate to community density, resource availability, and travel distance. The next figure illustrates the distribution of urban, suburban, and rural population areas within EFR's fire district.

**Figure 82: Population Density Areas**

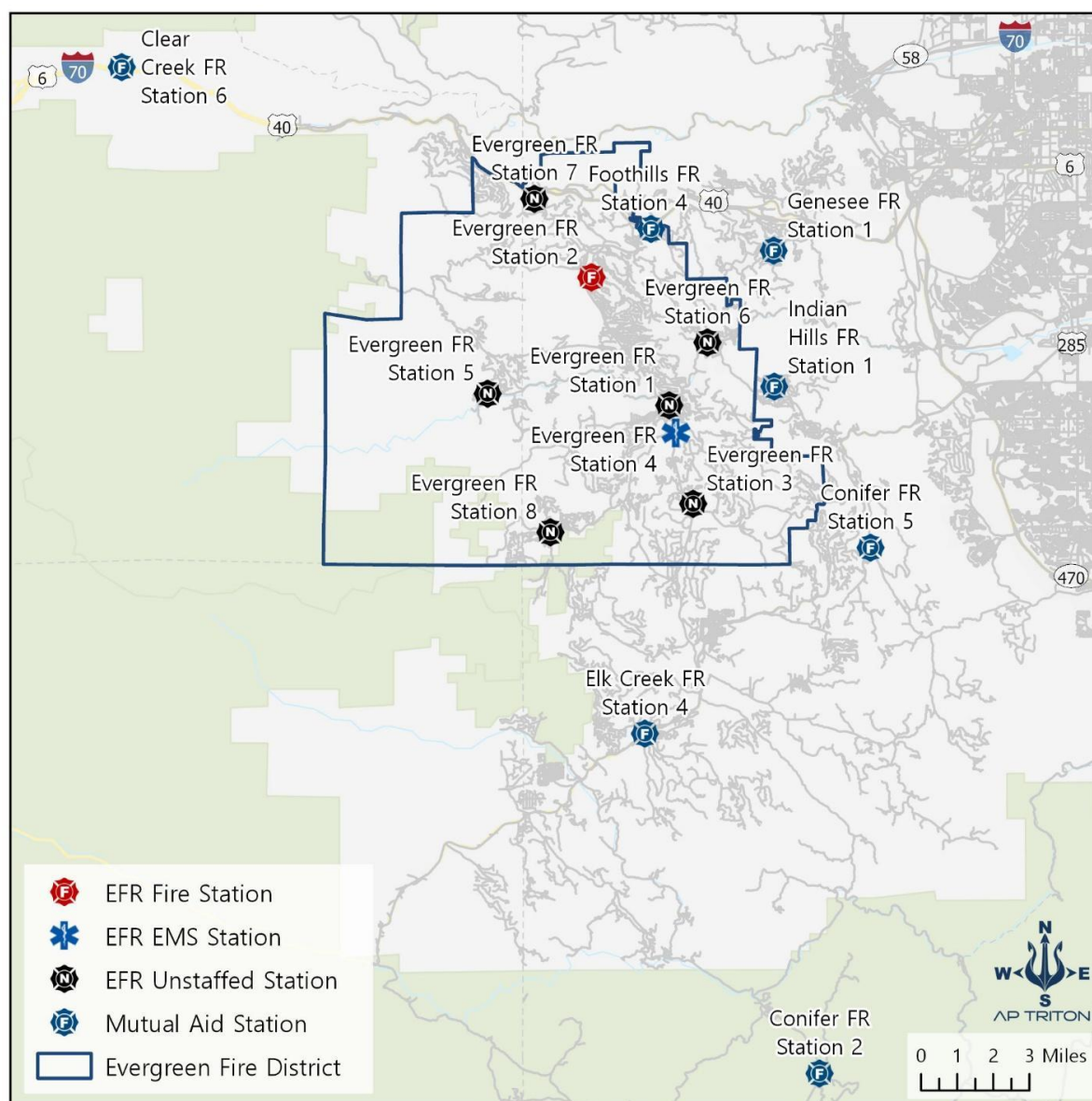
Evergreen Fire/Rescue relies on volunteer firefighters for emergency response, maintaining a minimum of 2 career firefighters on duty each day. However, this staffing level is insufficient to meet the ERF requirement of deploying at least 15 firefighters to urban population density areas and 10 firefighters to suburban population density areas. To meet these operational demands, Evergreen Fire/Rescue must depend on mutual aid from neighboring fire departments. Without this external support, the district cannot independently fulfill ERF staffing and safety requirements.

## Impact of Mutual Aid

Fire mutual aid is a system where neighboring fire departments assist each other during emergencies that exceed the capacity of a single agency. To achieve effective response force performance objectives, Evergreen Fire/Rescue depends on support from adjacent agencies during large or complex incidents, such as structure or wildland fires.

Evergreen Fire/Rescue reciprocates by providing aid to its neighboring agencies when requested. According to Evergreen Fire/Rescue data, 1.9% of the incidents were recorded as providing assistance. The next figure illustrates the locations of the mutual aid agencies, whose collaborative partnerships enhance operational capacity, improve response times, and ultimately strengthen community safety.

**Figure 83: Mutual Aid Stations**



Automatic aid and mutual aid are both forms of inter-agency support during emergency responses, but they differ significantly in how and when assistance is dispatched. Automatic aid is pre-arranged through agreements that allow neighboring fire departments to respond automatically to incidents across jurisdictional boundaries, as if they were part of the same department. This ensures that the closest units, regardless of agency, are dispatched immediately, minimizing response delays. In contrast, mutual aid is requested after units arrive on scene and determine that additional resources are needed, which introduces a delay in assembling a full response. This difference directly impacts a department's ability to meet the ERF. Automatic aid improves the likelihood of meeting ERF benchmarks by reducing response times and ensuring adequate staffing, while mutual aid may hinder it due to the inherent delay in mobilizing resources.

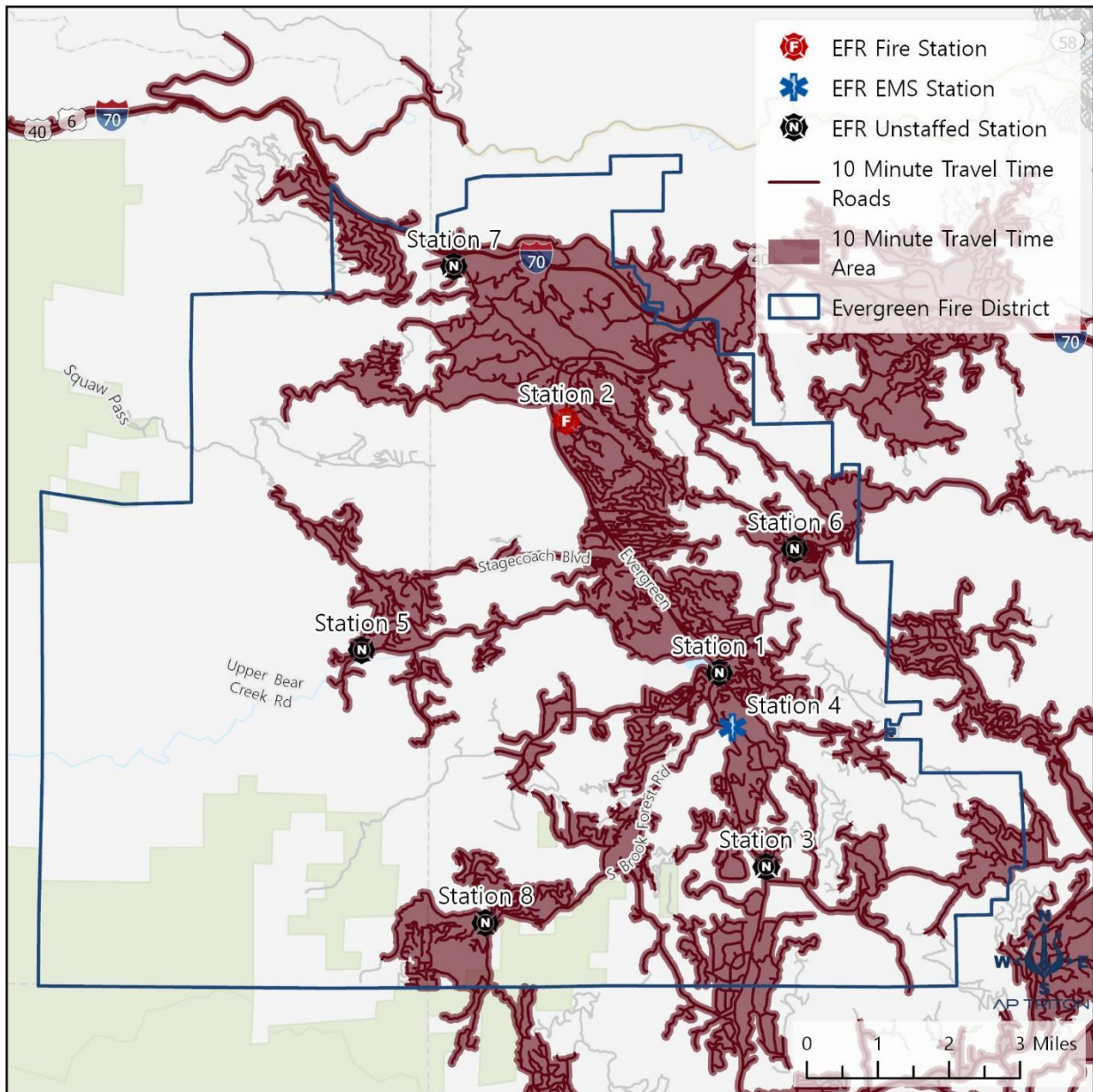
Currently, the effective response force established by EFR utilizes mutual aid to ensure sufficient apparatus and firefighters for the identified critical tasks. Mutual Aid is received from Genesee Fire Rescue, Foothills Fire Rescue, Clear Creek Fire Authority, Indian Hills Fire Rescue, Conifer Fire Rescue, and Elk Creek Fire Rescue, as shown in the next figure. Mutual aid can delay the response time needed to accomplish critical tasks, as units are not automatically dispatched alongside EFR units. AP Triton notes that EFR is unable to meet staff's stated ERF performance objectives unless all units are dispatched via automatic aid simultaneously.

**Figure 84: Mutual Aid Agency Capabilities**

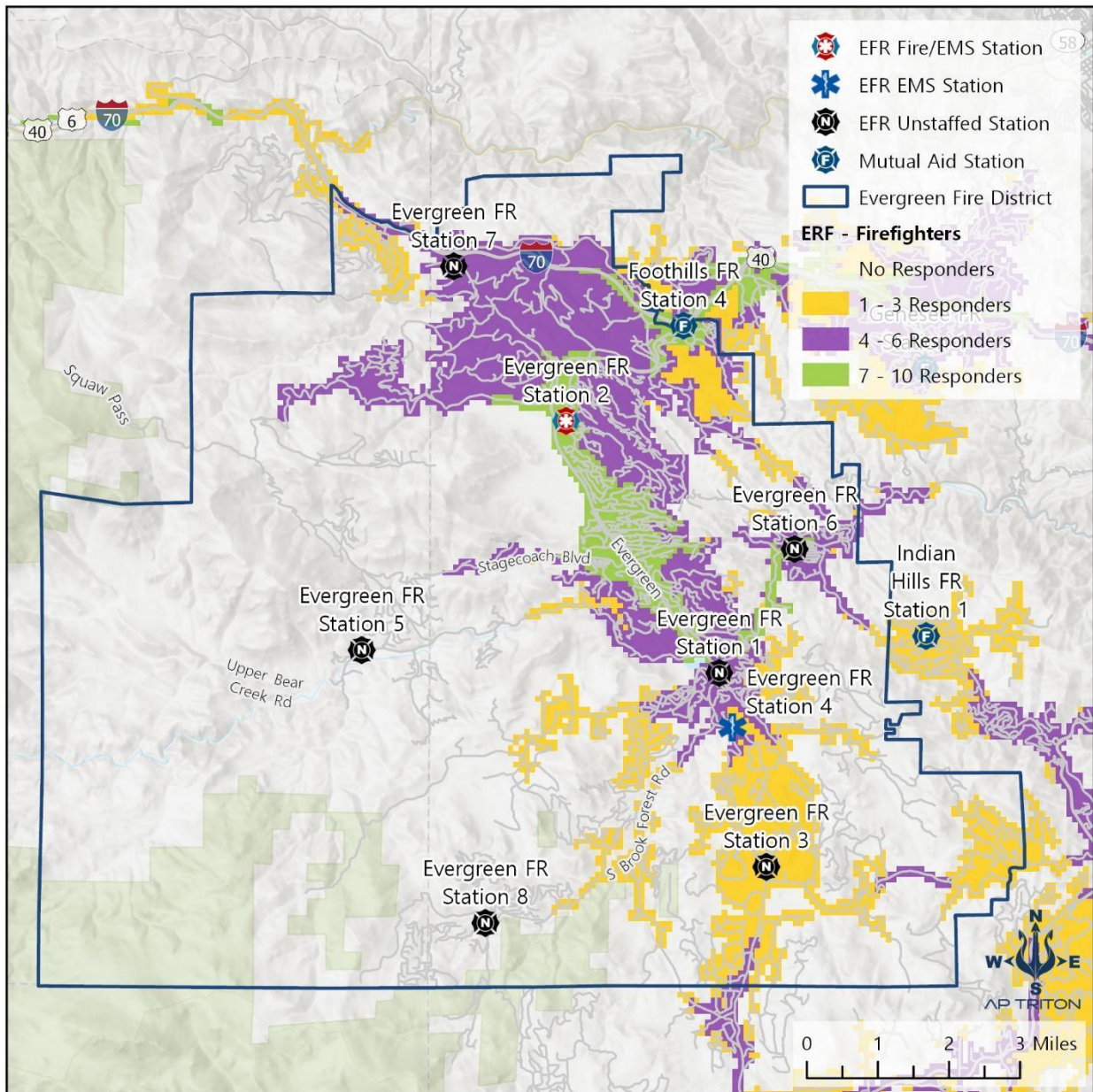
| Dept.                         | Station | Station Address                                  | Engines         | Aerials | Staff | Aid Type |
|-------------------------------|---------|--------------------------------------------------|-----------------|---------|-------|----------|
| Genesee FR                    | 1       | 23455 Currant Drive<br>Golden, CO 80401          | 4               | 1       | 2     | MA/AA    |
| Foothills FR                  | 4       | 28812 Rainbow Hill Rd<br>Evergreen, CO 80439     | 5               | 0       | 2     | MA/AA    |
| Clear Creek<br>Fire Authority | 6       | 681 County Road 308<br>Dumont, CO 80436          | 6               | 0       | 8     | MA/AA    |
| Clear Creek<br>EMS            | 6       | 681 County Road 308<br>Dumont, CO 80436          | 1*<br>Ambulance | 0       | —     | MA/AA    |
| Indian Hills FR               | 1       | 4476 Parmalee Gulch Rd<br>Indian Hills, CO 80454 | 1               | 0       | 2     | MA/AA    |
| Conifer FR<br>East            | 5       | 7939 S Turkey Creek Rd<br>Morrison, CO 80465     | 5               | 0       | 2     | MA/AA    |
| Conifer FR<br>West            | 2       | P.O. Box 183<br>Buffalo Creek, CO 80425          | 2               | 0       | 1     | MA/AA    |
| Elk Creek FR                  | 4       | 11993 Blackfoot Road<br>Conifer, CO 80433        | 5               | 0       | 3     | MA/AA    |

\*Ambulance not engine.

The concentration analysis assesses Evergreen Fire/Rescue's capacity to assemble sufficient personnel and equipment at an incident within targeted response times. According to NFPA 1720, the effective response force (ERF) requires at least 15 firefighters in urban areas within 9 minutes, 90% of the time, 10 firefighters in suburban areas within 10 minutes, 80% of the time, and 6 firefighters in rural areas within 14 minutes, 80% of the time. Evergreen Fire/Rescue's service area is approximately 97.6% rural, 1.6% suburban, and 0.8% urban, based on U.S. Census block group data. The next figure shows Evergreen Fire/Rescue's suburban 10-minute travel time standard throughout the entire response zones.

**Figure 85: Apparatus Coverage, 10 Minute Travel**

Critical tasking refers to the essential actions or assignments that firefighters must perform at a fire scene to effectively and safely control the incident. These tasks depend on the type and complexity of the incident, as they determine how many personnel are needed and how they should be deployed. Based on the NFPA 1720 volunteer department ERF requirements, 15 firefighters are needed for urban areas, 10 firefighters for suburban, and 6 for rural. With the help of mutual aid agencies, EFR can deploy up to 10 firefighters in the mostly rural fire district, however, 15 firefighters in the urban areas can never be reached, as illustrated in the following figure.

**Figure 86: Effective Response Force—Firefighter Coverage**

Only portions of the district are currently able to meet the minimum requirement of 10 firefighters in suburban areas. Notably, there are coverage gaps near hot spot areas around Station 2 and Station 4. These gaps present challenges in assembling an effective response force within the target response time, increasing risk in areas where population growth and housing density are on the rise.

## INSURANCE SERVICES OFFICE RATING REVIEW

The Insurance Services Office (ISO) is a private organization that evaluates the structural fire suppression capabilities of communities across the United States to support property insurance underwriting and assigns a score ranging from exemplary fire protection to little or no fire protection. Their Public Protection Classification (PPC) program assigns scores based on Emergency Communications, Fire Department, Water Supply, and Community Risk Reduction efforts, yielding a numerical rating from Class 1 (best) to Class 10 (no recognized protection).

ISO's PPC ratings are a valuable planning and benchmarking tool for fire departments and are often used to justify investments in staffing, training, equipment, and infrastructure. Communities with better ISO ratings are more likely to receive favorable property insurance premiums.

### Evergreen Fire Protection District Classification

As of ISO's most recent evaluations (effective September 1, 2018), Evergreen Fire/Rescue (EFR) received the following classifications:

- **EFR Fire Protection Service Area (FPSA):** ISO Class 3
- **Evergreen Fire Department Service Area (FDS):** ISO Class 4/10W

The Class 3 rating applies to the main Evergreen FPSA service area, with the "3" applying to properties within 5 road miles of a recognized fire station and 1,000 feet of a creditable water source (e.g., hydrant or alternative supply).

The Class 4/10W rating applies to certain portions of the broader Evergreen Fire Department service area (FDS), with similar conditions: Class 4 for well-served areas and Class 10 for properties more than 5 road miles from a recognized fire station and without adequate water access. Class 10W is property-specific. Not all properties in the 5-to-7-mile area around the responding fire station will qualify. The difference between Class 10 and 10W is that the 10W-graded risk or property is within 1,000 feet of a creditable water supply. Creditable water supplies include fire protection systems using hauled water in any of the split classification areas.

## Credit Summary and Improvement Opportunities

EFR's Class 3 PPC rating was supported by a total score of 79.28 out of 105.5 points under ISO's Fire Suppression Rating Schedule (FSRS). Key elements included:

**Figure 87: ISO Earned & Available Credits for EFR**

| ISO Evaluation Category  | Earned Credit | Available Credit |
|--------------------------|---------------|------------------|
| Emergency Communications | 10            | 10               |
| Fire Department          | 33.74         | 50               |
| Water Supply             | 34.21         | 40               |
| Divergence               | -3.61         | —                |
| Community Risk Reduction | 4.94          | 5.5              |
| <b>Totals:</b>           | <b>79.28</b>  | <b>105.5</b>     |

Key strengths:

- Full credit for Emergency Reporting, Telecommunicators, and Dispatch Circuits.
- Strong performance in Fire Department Training (7.29/9) and Operational Considerations (2.00/2).
- Substantial credit for Water Supply (34.21/40), including hydrant inspections and flow testing.

Areas for improvement:

- **Deployment Analysis:** 6.48 out of 10
- **Company Personnel:** 5.82 out of 15
- **Reserve Ladder Trucks:** 0.00 out of 0.5

The Class 4/10 rating for the larger FDS area reflected a lower total score of 68.11 out of 105.5 points, with the Fire Department component scoring 31.74/50. This lower classification was affected by reduced credit for Deployment Analysis (3.25/10), Company Personnel (6.02/15), and Water Supply (22.75/40), as well as divergence penalties.

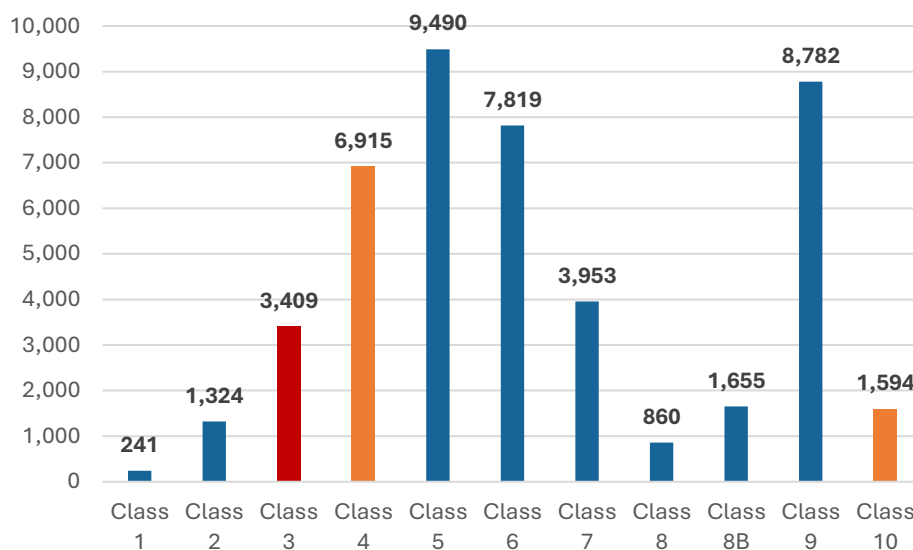
Additionally, the Brook Forest Water System and Fire Station 4 were not recognized in the ISO analysis, which likely impacted the overall classification.

## Regional Comparison and Significance

While EFR's Class 3 positions the district above average among fire departments nationwide, ISO's published distribution data shows that Class 3 is among the most common high-performing ratings nationally, offering a competitive benchmark for fire protection quality. The Class 4/10 rating in certain areas signals disparities in infrastructure coverage and provides a data-backed case for targeted improvements to fire station coverage and water supply access.

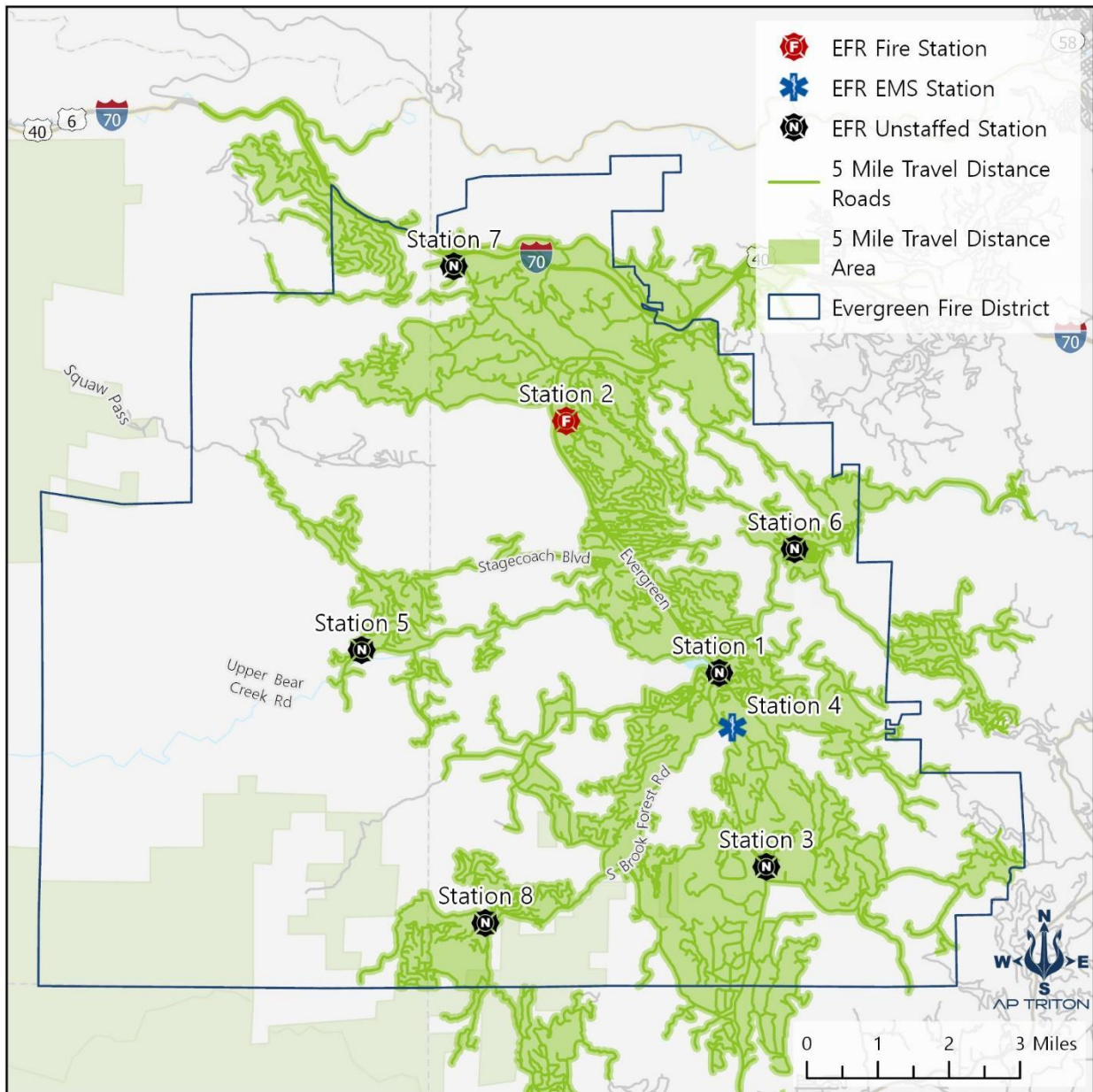
The following figure illustrates the ratings distribution across all fire departments nationwide at the time of the 2018 review, highlighting the number of departments in each classification. The Class 3 classification places EFR in the top 10% of ISO rated departments in the United States.

**Figure 88: ISO Classifications Nationwide**

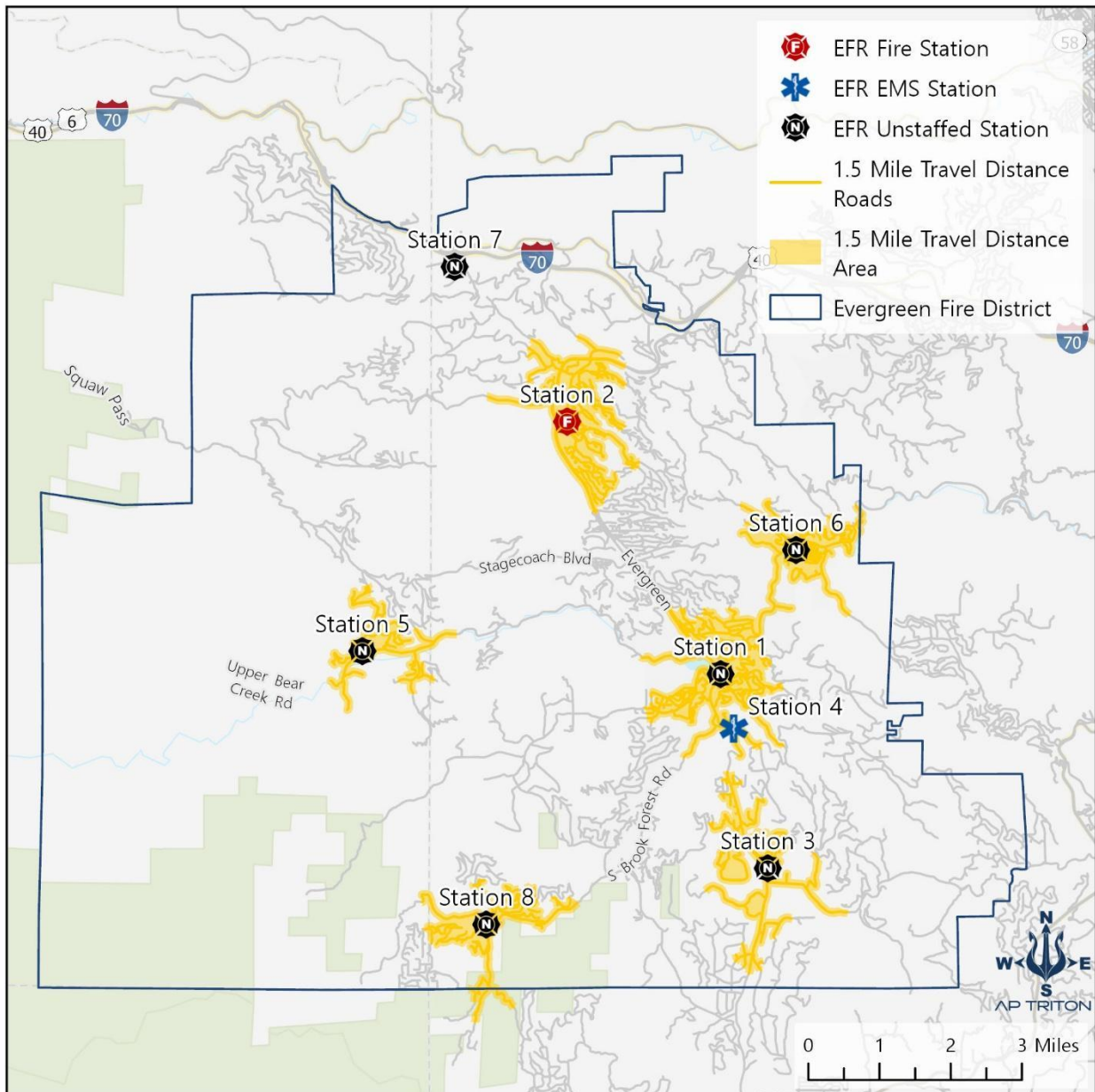


ISO uses geographic distribution to assess whether a fire department has units strategically located to meet initial response needs within expected travel distances. Unlike the NFPA, which uses travel time, ISO evaluates service areas based on miles or total road distance.

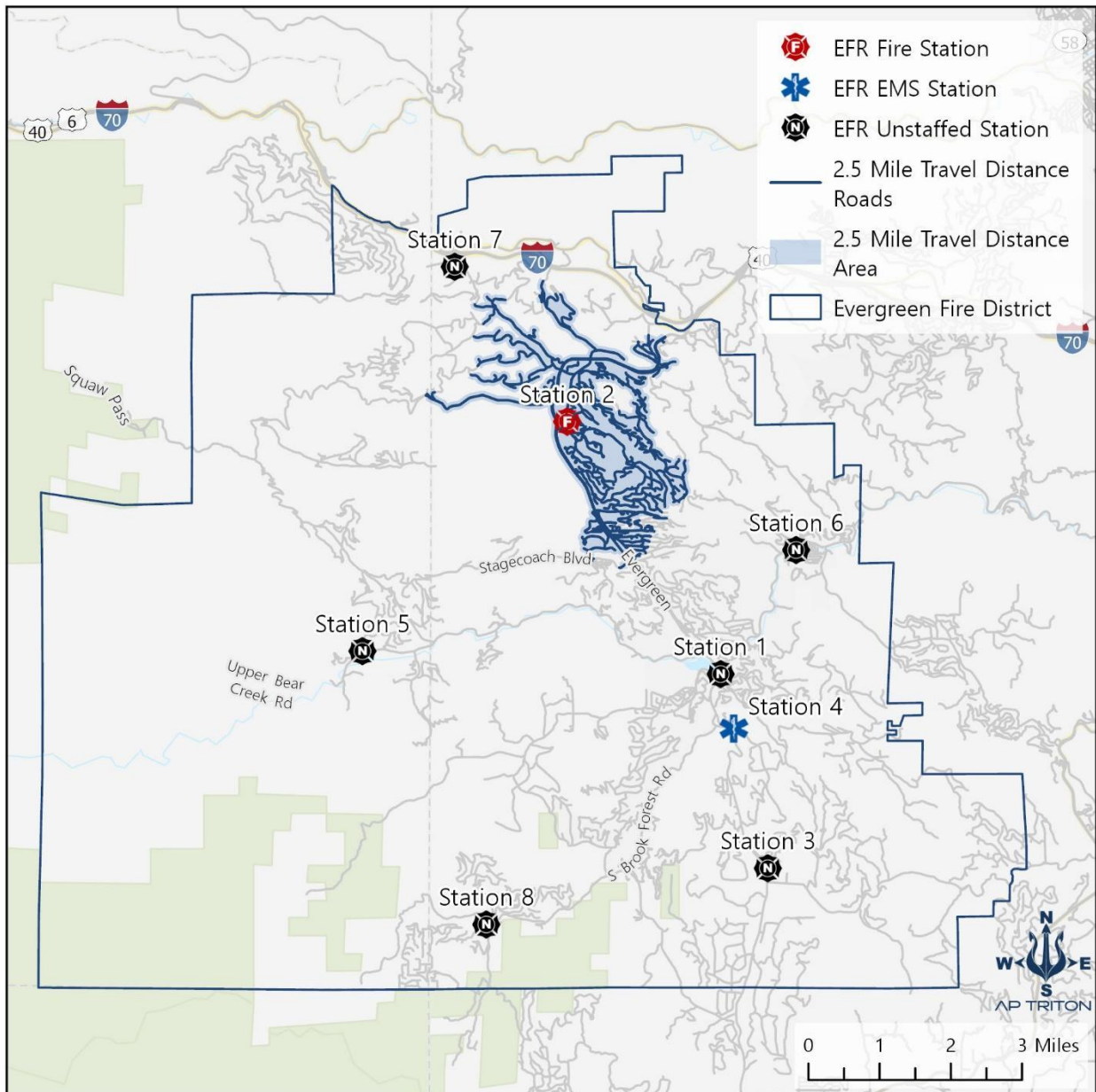
ISO requires a structure within 5 road miles of a recognized fire station to be considered a “protected” property for ISO scoring and insurance purposes. For a volunteer department like EFR, it is advantageous to understand the overall picture and the services provided by a staffed unit in the station. The following figure illustrates the 5-mile travel distance across the district.

**Figure 89: 5-Mile Travel Model**

For full credit in an ISO Fire Suppression Rating Schedule, buildings within the jurisdiction must be located within 1.5 road miles of an engine company and 2.5 road miles of a ladder (truck) company. EFR currently has one staffed engine company at Station 2 and unstaffed engine companies at all stations except Station 4 and 7. However, an analysis of the road network travel distances reveals that a significant portion of the jurisdiction falls outside the 1.5-mile engine company coverage threshold, which may negatively impact ISO scoring for engine distribution, as shown in the next figure.

**Figure 90: 1.5-Mile Travel Model**

ISO requires that buildings meeting certain criteria, such as being over three stories or exceeding 3,500 square feet, must be within 2.5 road miles of a ladder company to receive full credit. EFR ladder coverage is provided through a volunteer-staffed truck company at Station 2. The next figure shows the current ladder coverage does not reach much of the jurisdiction, especially in the populated area of downtown Evergreen near Station 1. EFR must rely on timely mutual aid from surrounding agencies to ensure specialized coverage.

**Figure 91: 2.5-Mile Travel Model**

## RESOURCE RELIABILITY

Analyzing the workload at the unit level can provide insights into the actual performance of individual units and crews and the potential stress levels that firefighters and apparatus are experiencing. Units are most effective when available at their fire station or within their response district. If a unit is already engaged in an incident when another incident is reported, a unit from a farther location must respond, leading to increased response times.

Unit Hour Utilization (UHU) measures the percentage of time a unit is unavailable due to being assigned to an incident during a calendar year. The higher the percentage, the less time the unit has to respond to another incident. This is especially important for agencies like EFR that track performance at the 90th percentile, as a unit with over 10% utilization cannot meet the 90% on-time response goal within its response zone. The UHU analysis considers only response incidents and excludes other activities such as training and station duties. The next figure shows that most staffed emergency response units remain below the recommended 10% threshold across the study period, but notable exceptions occur with Medic 112 exceeds 10% UHU in every year after 2020, peaking at 12.8% in 2022, and Engine 132 surges to 10.5% in 2025. These trends suggest increasing workload pressures on specific units that may warrant operational review or redistribution of demand.

**Figure 92: Unit Hour Utilization**

| Unit  | 2019 | 2020 | 2021  | 2022  | 2023  | 2024  | 2025  |
|-------|------|------|-------|-------|-------|-------|-------|
| E-132 | 1.7% | 1.5% | 1.4%  | 2%    | 1.6%  | 3.3%  | 10.5% |
| M-112 | 9.6% | 9.2% | 11%   | 12.8% | 11.1% | 10.7% | 12.2% |
| M-114 | 9.2% | 8.6% | 10.2% | 10.7% | 11.4% | 9.5%  | 8.9%  |

## Concurrency

Concurrency refers to multiple emergency incidents occurring simultaneously, requiring a coordinated response from available units. It is a crucial measure of system demand and resource strain. When concurrency is high, it raises the likelihood that one or more units will be unavailable for new emergencies, potentially delaying response times and diminishing service reliability. Understanding and monitoring concurrency helps fire departments evaluate whether they have adequate staffing, apparatus, and station coverage to manage peak call volumes without compromising response effectiveness. It also supports strategic planning, resource allocation, and mutual aid agreements.

The following figure shows the number of times that one or more incidents occurred concurrently during the study period.

**Figure 93: Concurrent Incident Percentage**

| Concurrent      | Count  | Percent |
|-----------------|--------|---------|
| Single Incident | 12,033 | 68.5%   |
| 2 Incidents     | 4,346  | 24.7%   |
| 3 Incidents     | 1,184  | 6.7%    |

Another factor in unit workload is the number of units assigned to a specific incident. The following figure shows the percentage of incidents for which the specified number of response units was assigned. Majority of EFR incidents (74%) have one or two responding fire or medic units assigned per incident.

**Figure 94: Number of Apparatus per Incident**

| Apparatus per Incident | Count | Percent |
|------------------------|-------|---------|
| 1                      | 6,910 | 39.9%   |
| 2                      | 5,905 | 34.1%   |
| 3                      | 3,318 | 19.2%   |
| 4                      | 773   | 4.5%    |
| 5 or more              | 413   | 2.4%    |

The reliability of a station crew's response within its assigned area is crucial not only for managing incidents but also for its response time performance. When busier units are on assignments, other stations must address incidents outside their response zones. This is particularly relevant during fire events that require multiple units from various stations.

Many departments use geographic positioning and in-vehicle technology to assist CAD systems in dispatching the closest unit but monitoring the percentage of incidents handled by a station within its own area remains an important measure of whether resources are sufficient in each response zone. EFR's reliability results show notable variation across stations, highlighting the inherent challenges of maintaining consistent coverage within a volunteer-based system. Station 4, the full-time medically staffed unit, demonstrates more stable reliability compared to Station 2, which operates as a combined fire engine and medical unit. Sustained low reliability can delay initial response times and increase reliance on mutual aid to assemble an effective response force.

Figure 95: Annual Reliability by Fire Station

| Year | Fire Station 2 | Fire Station 4 |
|------|----------------|----------------|
| 2019 | 65.7%          | 82.1%          |
| 2020 | 58.4%          | 82.7%          |
| 2021 | 61.9%          | 86.7%          |
| 2022 | 62.6%          | 81.5%          |
| 2023 | 67.1%          | 85.1%          |
| 2024 | 69.9%          | 84.3%          |
| 2025 | 60.9%          | 86.4%          |

## UNDERSTANDING NFPA 1710 & 1720 STANDARDS FOR FIRE DEPARTMENT PERFORMANCE

### Applicability of NFPA 1710 and NFPA 1720

NFPA 1710 is specifically designed for career fire departments that employ full-time personnel. In contrast, NFPA 1720 applies to volunteer or combination departments, placing emphasis on personnel availability rather than fixed staffing and time requirements. Both standards serve as benchmarks to guide communities in setting realistic fire service performance objectives.

### Purpose and Use of NFPA 1710 and NFPA 1720

NFPA 1710 and NFPA 1720 are consensus-based standards developed by the National Fire Protection Association (NFPA). Their primary goal is to help fire departments establish measurable objectives for emergency response. NFPA 1710 targets career fire departments staffed by full-time personnel and sets specific, quantitative benchmarks for response times, staffing levels, and deployment. For instance, NFPA 1710 requires the first engine company to arrive within four minutes of travel time, 90% of the time, and mandates a minimum of four firefighters per apparatus. Furthermore, it specifies that a full effective response force of 15–17 firefighters should arrive within eight minutes for a single-family residential fire.

On the other hand, NFPA 1720 is tailored to volunteer and combination fire departments, where staffing availability is inherently variable. Instead of imposing rigid time and staffing requirements, NFPA 1720 emphasizes performance objectives based on actual personnel turnout and community risk profiles. Departments following this standard define response zones and set achievable goals, such as having eight firefighters on scene within ten minutes, 90% of the time. NFPA 1720 also encourages continuous measurement and documentation of volunteer availability to support realistic planning.

## Guidance for Use in Communities

In practice, communities should apply NFPA 1710 when evaluating career fire departments, while NFPA 1720 is appropriate for assessing volunteer or mixed staffing models. Although both standards are recommendations unless adopted by local governments, they offer a technical basis for risk assessment, resource allocation, and accountability in fire service delivery.

**Figure 96: Comparison of NFPA 1710 and NFPA 1720**

| Feature                        | NFPA 1710                                                        | NFPA 1720                                                                   |
|--------------------------------|------------------------------------------------------------------|-----------------------------------------------------------------------------|
| <b>Applicable To</b>           | Career fire departments (full-time, paid personnel)              | Volunteer or combination fire departments                                   |
| <b>Focus</b>                   | Fixed staffing and time requirements                             | Personnel availability and operational objectives                           |
| <b>Response Time Goal</b>      | First engine within 4 minutes travel time, 90% of the time       | Example: 8 firefighters within 10 minutes, 90% of the time                  |
| <b>Staffing Requirement</b>    | Minimum 4 firefighters per apparatus; 15–17 for residential fire | Staffing goals based on community risk and volunteer turnout                |
| <b>Performance Measurement</b> | Quantitative, standardized benchmarks                            | Flexible, based on local data and availability                              |
| <b>Purpose</b>                 | Ensure rapid, consistent response with full-time crews           | Adapt to variability of volunteer resources while maintaining effectiveness |

NFPA 1710 provides strict, measurable standards for career departments, whereas NFPA 1720 offers adaptable guidelines for volunteer-based organizations. EFR should select the standard that reflects its staffing model and population density, using it as a benchmark to evaluate readiness, allocate resources, and improve public safety outcomes. Staffed companies are to be evaluated based on turnout time, first unit travel time, and first unit response time in accordance with NFPA 1710. The deployment of a full effective response force should follow the urban, suburban, and rural recommendations outlined in NFPA 1720.

## RESPONSE PERFORMANCE

The speed and effectiveness with which a fire department arrives at the scene of an incident after receiving a call is a crucial measure of operational efficiency and community safety. Analyzing response performance enables fire departments to identify strengths and weaknesses in their operations, resource allocation, and station placement.

Assessing overall performance requires understanding the five elements of an incident. Some elements, like call processing time and turnout time, can be improved through tactical management techniques such as training and policy. Other elements, like travel time, are usually managed using a strategic approach, including station location, apparatus deployment, and road network accessibility.

EFR operates as a combination department, so response performance for the partially staffed units is compared to NFPA 1720: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments, 2020 Edition. Additionally, the dispatch center performance was assessed according to NFPA 1225: Standard for Emergency Services Communications (2022 Edition), which replaced NFPA 1221. All response components are evaluated at a specific percentile to measure system reliability, as shown in the following figure of performance goals for both staffed and volunteer response models.

**Figure 97: Summary of Performance Goals**

| Incident Interval                                                                                                        | Performance Goals                                                                                                                                                                                                            |
|--------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Call processing time:</b> Time from acceptance at the dispatch center until notification of response units.           | Within 60 seconds, 90% of the time (NFPA 1225).                                                                                                                                                                              |
| <b>Turnout Time:</b> Time from notification of response personnel until the initiation of movement towards the incident. | Within 6 minutes, 90% of the time.                                                                                                                                                                                           |
| <b>First Unit Travel Time:</b> Time from initiation of response until the arrival of the first unit at the incident.     | Varies by population density:<br>Urban (> 1,000 people/mi <sup>2</sup> ): ≤ 9 minutes, 90%.<br>Suburban (500–1,000 people/mi <sup>2</sup> ): ≤ 10 minutes, 80%.<br>Rural (< 500 people/mi <sup>2</sup> ): ≤ 14 minutes, 80%. |
| <b>First Unit Response Time:</b> Time from dispatch until the arrival of the first unit at the incident.                 | Same as above.                                                                                                                                                                                                               |
| <b>Full ERF Time:</b> Time from dispatch until all units initially dispatched arrive at the incident.                    | Varies by population density:<br>Urban: 15 firefighters within 9 minutes, 90% of the time.<br>Suburban: 10 firefighters within 10 minutes, 80% of the time.<br>Rural: 6 firefighters within 14 minutes, 80% of the time.     |

Considering NFPA Standards 1720, NFPA 1225, and EFR's performance goals, all response time elements are assessed at a specific percentile to gauge system reliability. Percentile analysis sorts all response times from shortest to longest, finding the point where a certain percentage of responses meet the standard. For example, the 90th percentile value shows that 90% of responses happened at or below that time, with only 10% exceeding it. This method offers a consistent, statistically sound measure of performance across various incident types and operational conditions.

Percentiles differ greatly from averages. The average is found by adding all response times and dividing by the number of responses (mean). Measuring and reporting average response times is not recommended because it fails to capture the number and severity of instances where response times exceed the defined performance goal.

EFR transitioned its RMS from Emergency Reporting to ImageTrend in May 2023. Because priority response codes are not available in the Emergency Reporting dataset, the performance analysis must be split by RMS. Incident data from January 1, 2019, through April 30, 2023, are derived from Emergency Reporting, while data from May 1, 2023, through December 31, 2024, come from ImageTrend. The performance analysis includes only emergency responses, no-aid-given incidents, and calls occurring within the EFR service area. To ensure data quality, the interquartile range method was applied to identify and remove statistical outliers. Performance results are reported by general incident type, grouped into the following three categories:

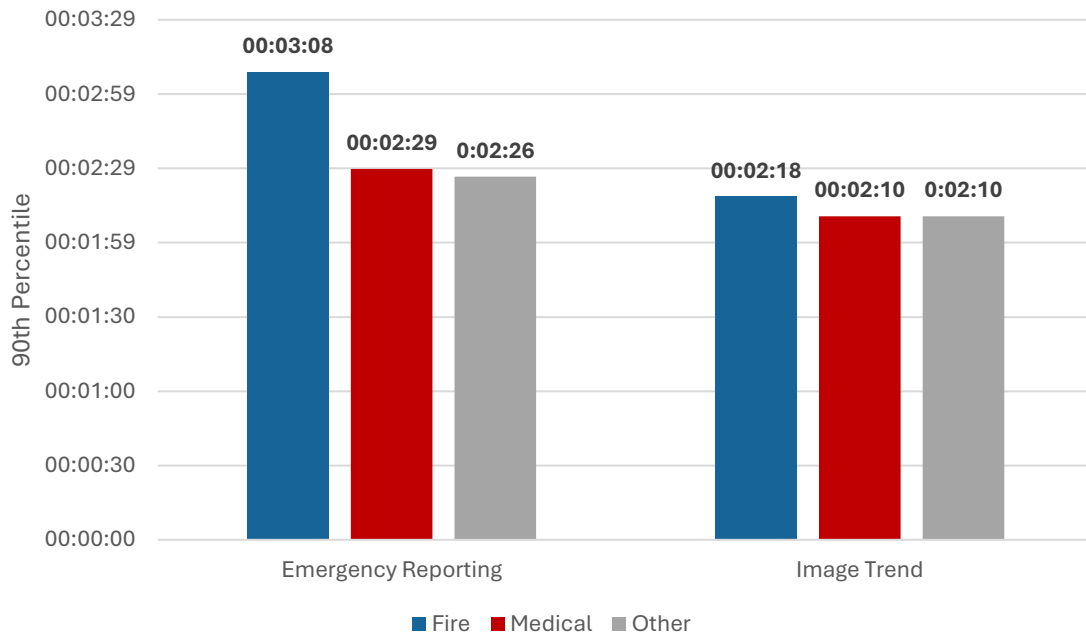
- **Fire:** Response to a report of structure or wildland fire.
- **Medical:** All EMS or medical incidents.
- **Other:** Non-fire or medical incidents to which the district responded.

## Call Processing

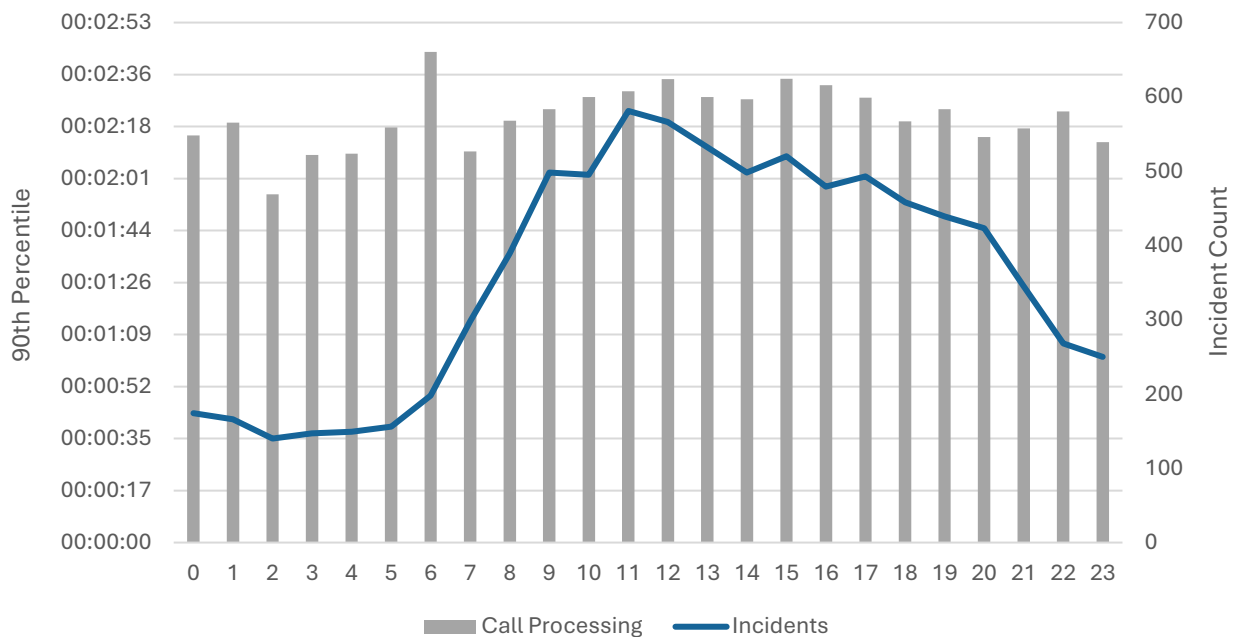
The dispatch center for EFR is responsible for the ring and dispatch times at the beginning of the incident cycle for all first responder agencies. Ring time is measured from when the phone in the dispatch center starts to ring until a dispatcher answers. The NFPA 1225 requires that the ring time be less than 15 seconds, 90% of the time and less than 20 seconds, 95% of the time.

The dispatch time is the period from a dispatcher's acceptance of a call until the first unit is dispatched. Dispatchers must quickly gather accurate information about the incident's nature and location, identify the necessary resources, and continuously update information about the emergency while the units respond. The NFPA 1225 standard indicates that a high-priority incident should be processed within 60 seconds, 90% of the time.

Combined, ring time and dispatch time make up the call processing time. Because ring time occurs before call-taker involvement, it is not influenced by human performance; therefore, dispatch time is the primary metric used to evaluate call center efficiency for fire service performance. The following figure shows that call processing performance during the study period did not meet NFPA guidelines, though results appear to improve after the transition to ImageTrend RMS. This improvement may reflect enhanced data accuracy and completeness in the newer system rather than a change in call center performance.

**Figure 98: Call Processing Time 90<sup>th</sup> Percentile by Incident Type**

The dispatch center is staffed 24 hours a day, but the workload from incident demand can affect call processing performance. For EFR, call processing times remain consistent with incident demand despite high call volumes. The next figure displays the 90th percentile call processing time by hour of the day.

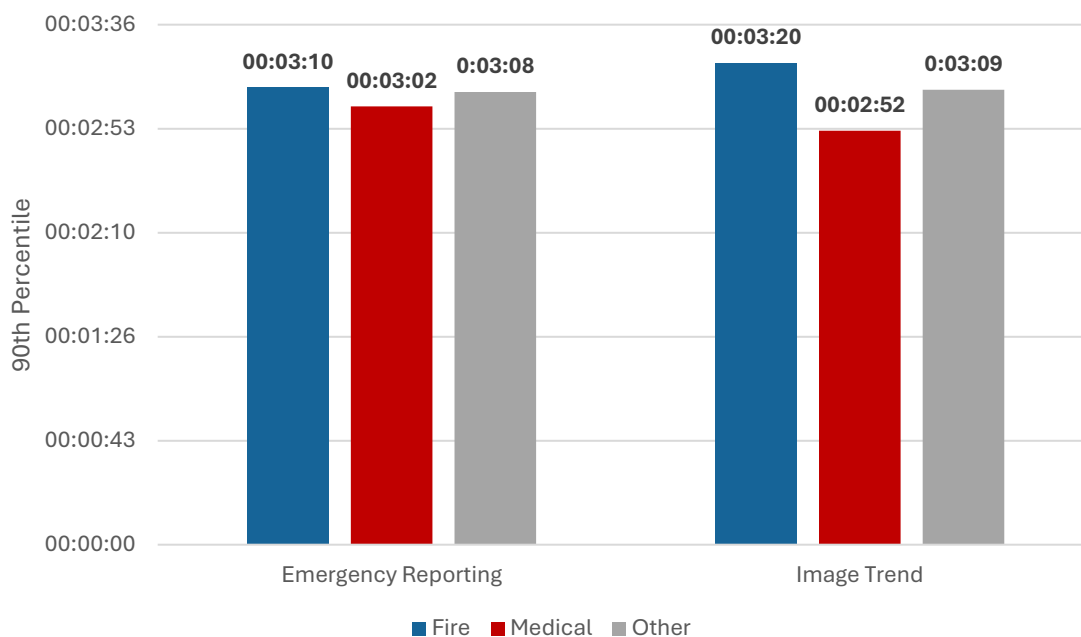
**Figure 99: Call Processing Time 90<sup>th</sup> Percentile by Time of Day**

## Turnout Time

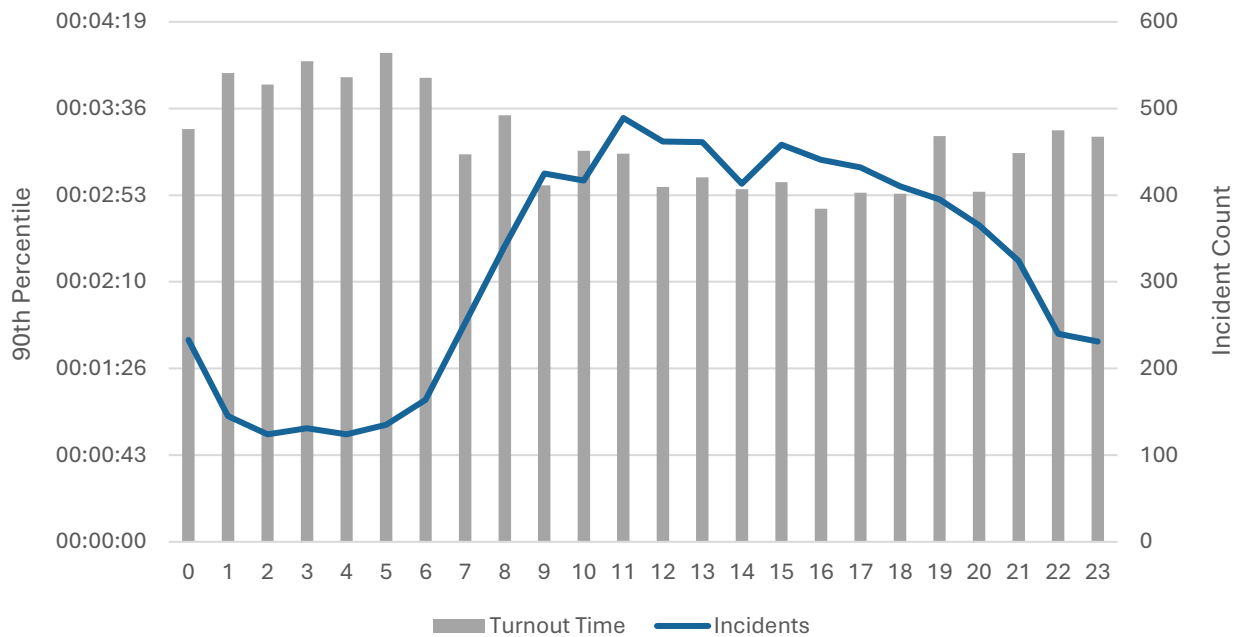
Turnout time is the period between when personnel are notified by the dispatch center of an incident and when the apparatus starts moving toward the incident location. Volunteer departments aim for the NFPA 1720 standard of 6 minutes, 90% of the time. This standard recognizes that volunteers often respond from home, work, or other locations instead of being on duty at the station. Turnout performance can be improved through efficient alerting systems, regular training, and procedures that speed up assembly and response once personnel arrive.

Overall, EFR staffed apparatus have a turnout time of 02:46 minutes at the 90th percentile, which is well below the 6-minute benchmark. When looking at first unit dispatched turnout by incident type, medical incidents have the fastest turnout times for both RMS, as shown in the following figure. This pattern suggests that crews mobilize more quickly for medical calls, which typically require less preparation and equipment than fire-related incidents.

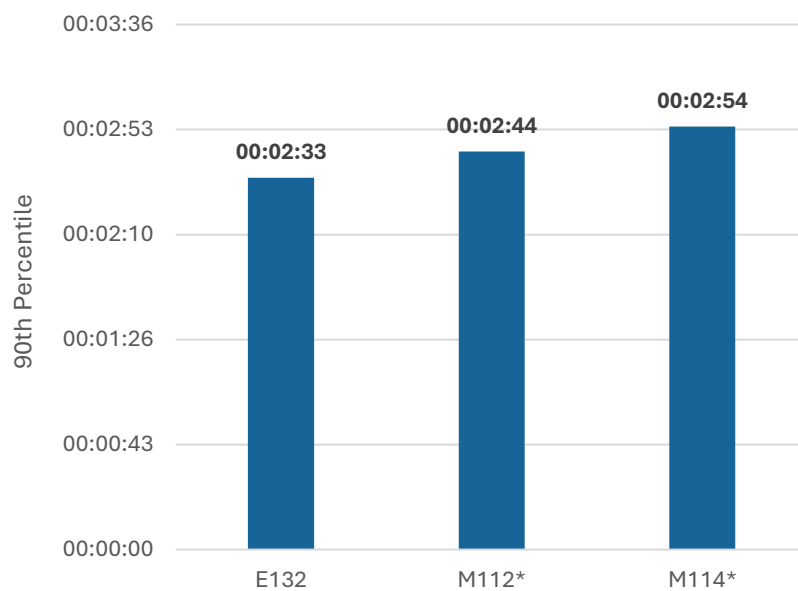
**Figure 100: First Unit Turnout Time 90<sup>th</sup> Percentile by Incident Type**



EFR ensures at least two staffed firefighters are on duty 24/7 at Station 2 to respond immediately. When an incident occurs, volunteers must first travel to the station before the apparatus can respond to the scene. Consequently, crews may be resting at night, which could affect response turnout times. As expected, turnout times are noticeably longer at night compared to daytime. The next figure shows the 90th percentile for first unit turnout time by time of day.

**Figure 101: First Unit Turnout Time 90<sup>th</sup> Percentile by Time of Day**

For individual unit response times, NFPA standards are not met, but some first-due units have better turnout times than others. Engines 132, Medic 112, and Medic 114 are staffed daily, likely to indicate better turnout times for staffed units and longer turnout times for volunteer apparatus. The next figure shows the 90th percentile turnout time by unit.

**Figure 102: Turnout Time 90th Percentile by Unit**

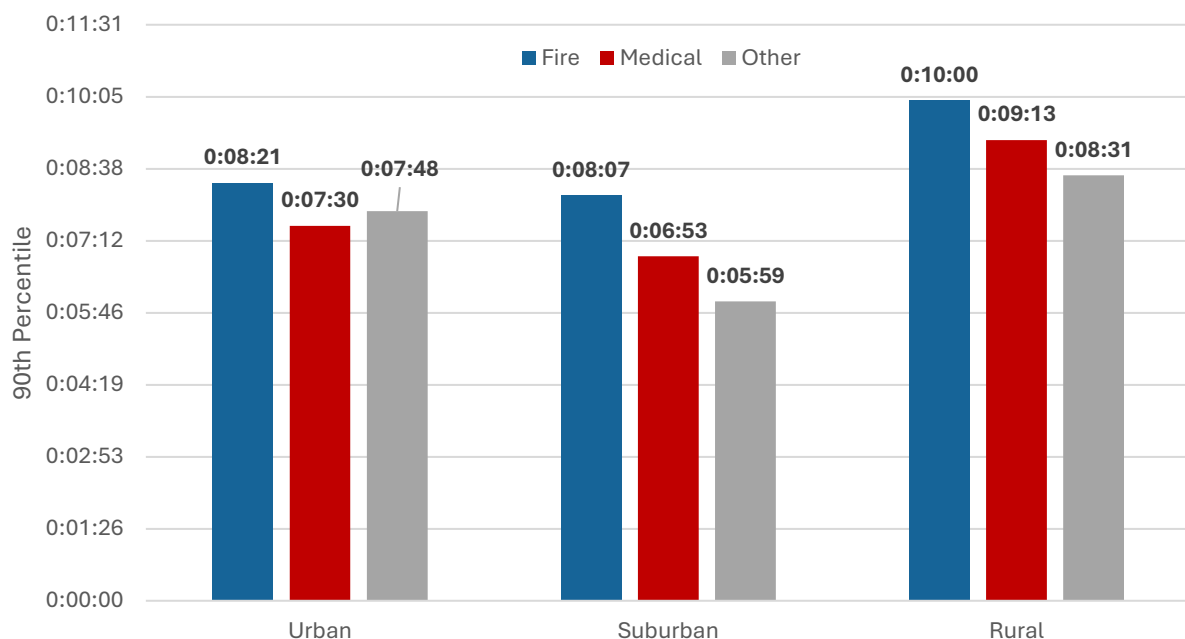
\*Medic unit

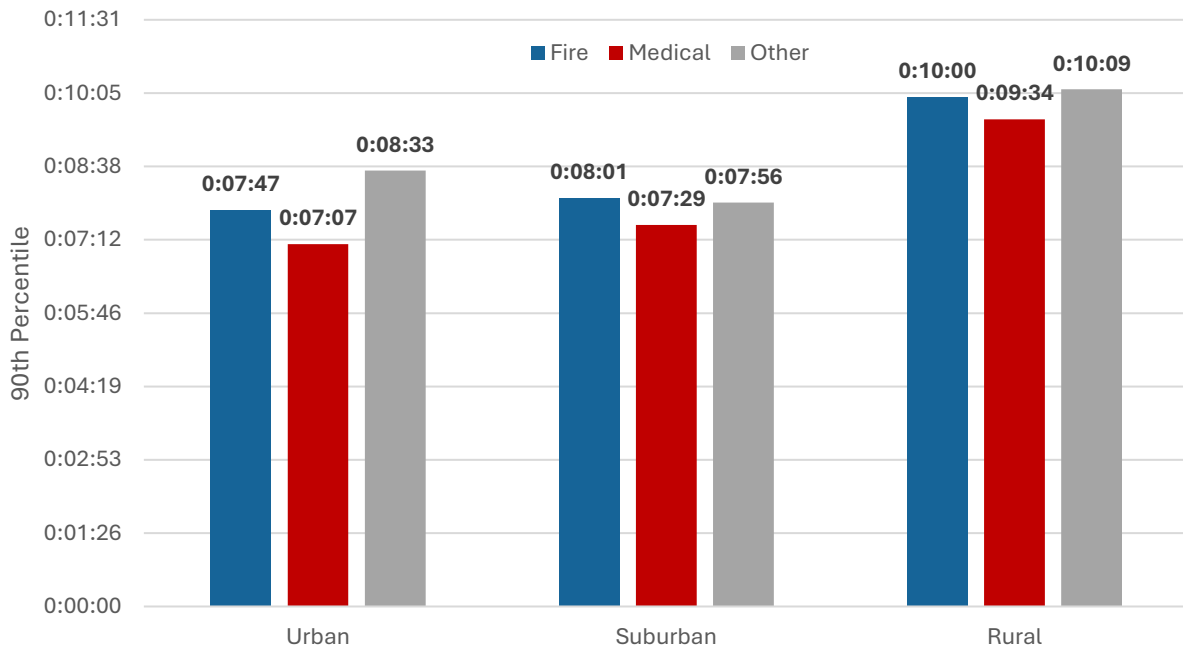
## Distribution and Initial Arriving Unit Travel Time

Once an apparatus is en route to an incident location, the time it takes to arrive is crucial because it directly affects the start of lifesaving efforts. Faster travel times can greatly improve outcomes for structure fires, medical emergencies, and rescues, where seconds can determine between minor or major property damage or life and death. Travel time is influenced by several factors, including the distance from the fire station to the incident, road conditions, traffic congestion, and the layout or accessibility of the road network. According to NFPA 1720 and the district's established travel time standards, the first response unit should reach the scene within 10 minutes in suburban areas and 14 minutes in rural areas, measured from the moment the apparatus begins responding until it arrives on scene.

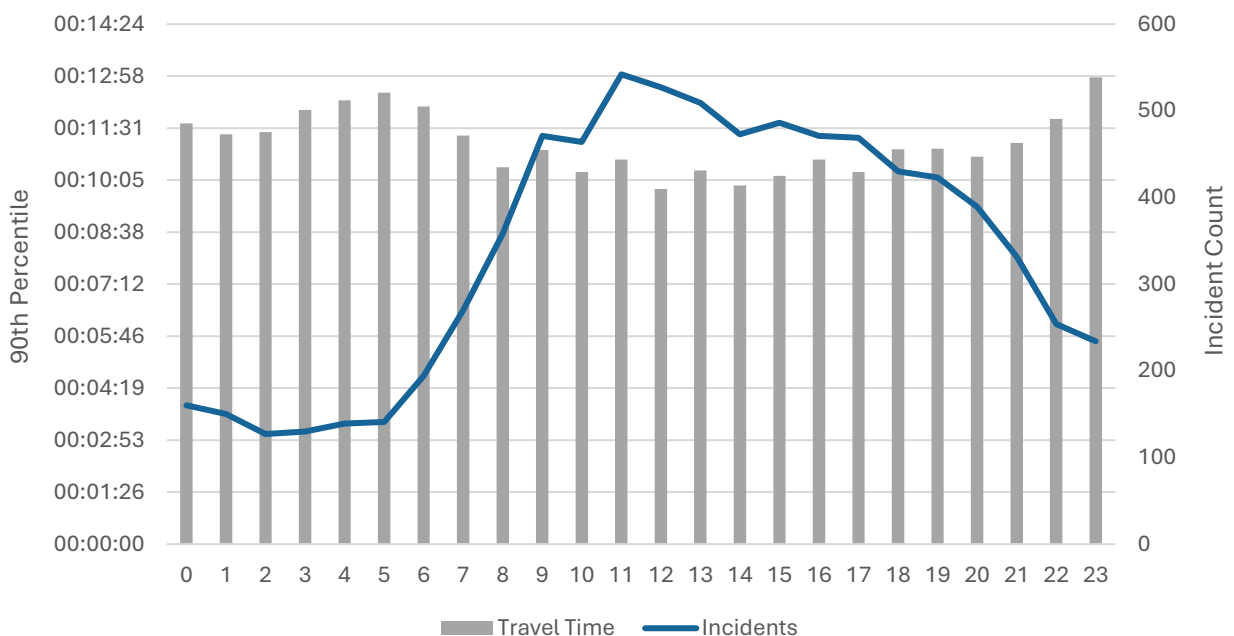
The following figure shows the 90th percentile travel times for the first arriving unit across all priority incidents and incident types, organized by population density area and RMS category. EFR's travel times meet NFPA 1720 benchmarks across all incident types, with urban and suburban areas recording similar travel performance and rural areas being the slowest.

**Figure 103: Emergency Reporting First Arriving Unit Travel Time 90<sup>th</sup> Percentile by Incident Type**



**Figure 104: ImageTrend First Arriving Unit Travel Time 90<sup>th</sup> Percentile by Incident Type**

Travel time can vary significantly based on the time of day. Morning and evening rush hour traffic often hinders response times, while concurrent incidents might necessitate dispatching units from distant stations or neighboring agencies to respond. The following figure illustrates the relationship between the 90th percentile travel time performance and hourly call volume. EFR maintains nearly consistent travel time performance throughout the day, with slightly better performance during the day.

**Figure 105: First Unit Travel Time 90<sup>th</sup> Percentile by Time of Day**

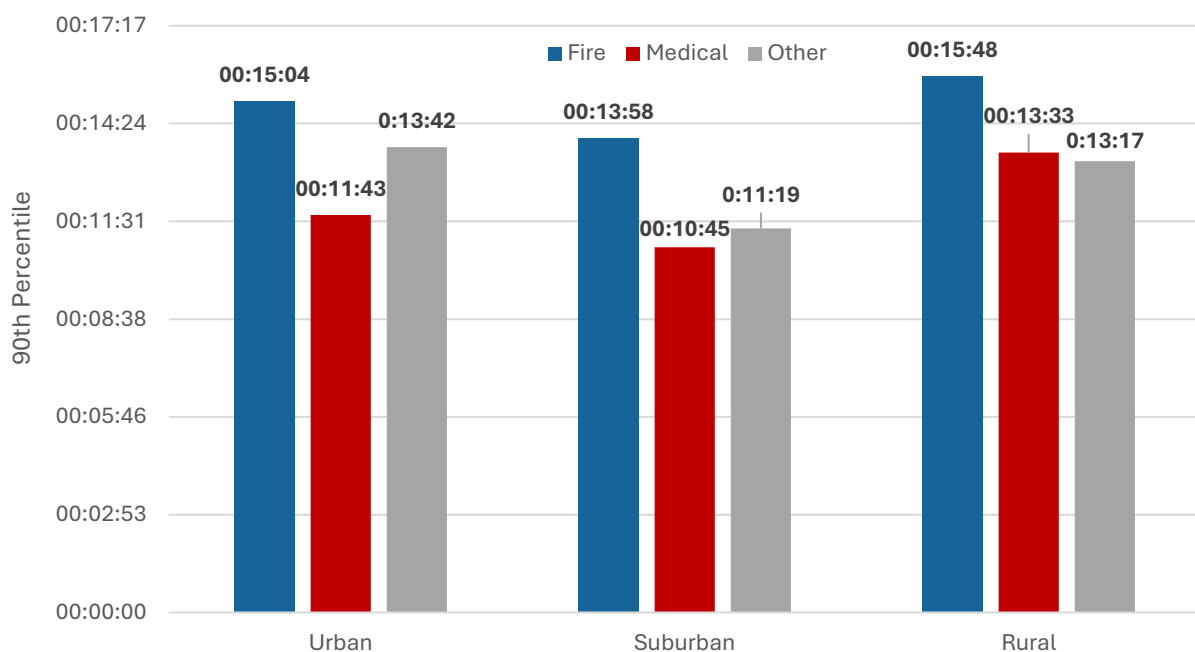
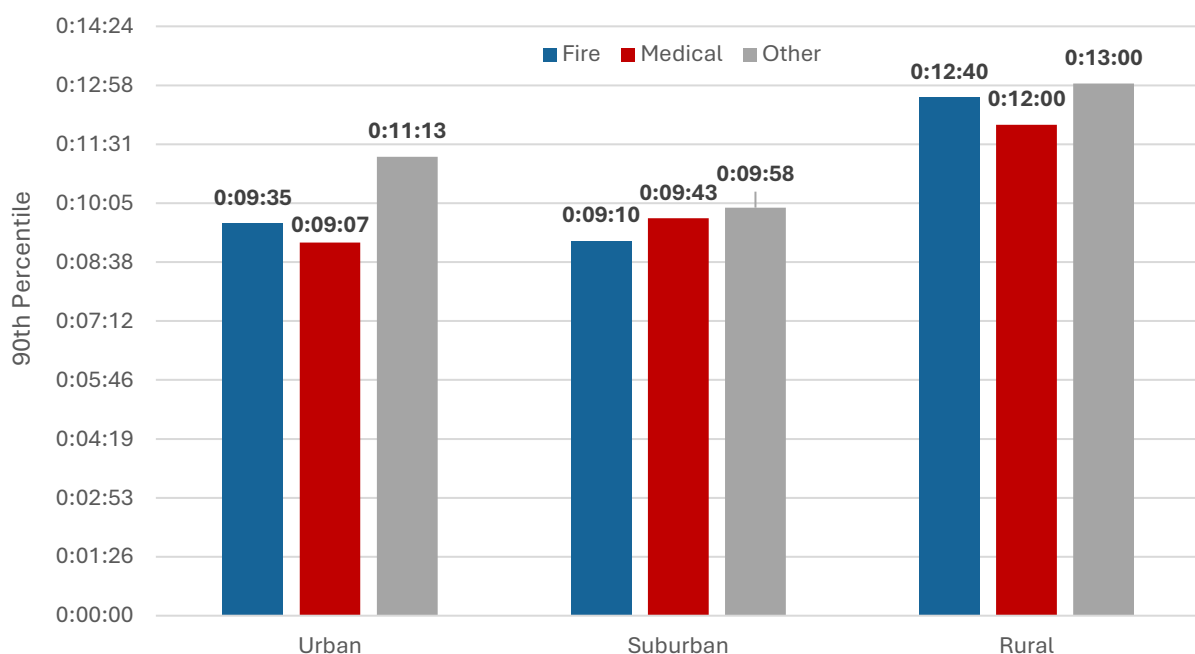
When evaluating performance by percentile, it is important to recognize the size of the datasets and how a small dataset can be highly sensitive to outliers. In this case, rural medical incidents account for most incidents and provide a more reliable representation of overall performance. Other incident types comprise around half of the incident data points and fire a smaller fraction, compared to medical incidents. When analyzing performance at the 90th percentile by incident type and focusing solely on emergency responses, calls related to small datasets often appear to have elevated response times. AP Triton does not believe this is the case for the study period, but just a few slower or more distant responses can significantly affect the percentile outcome in smaller datasets.

## Total Unit Response Time

Total response time is the period from when dispatch receives an emergency call to when the first fire unit arrives at the scene. This measure includes call processing, turnout, and travel times. Total response time is an important indicator of a fire department's ability to quickly reach emergencies and begin lifesaving or property-saving efforts. A fast and efficient response can greatly improve outcomes during structure fires, medical emergencies, and rescues, where every second matters.

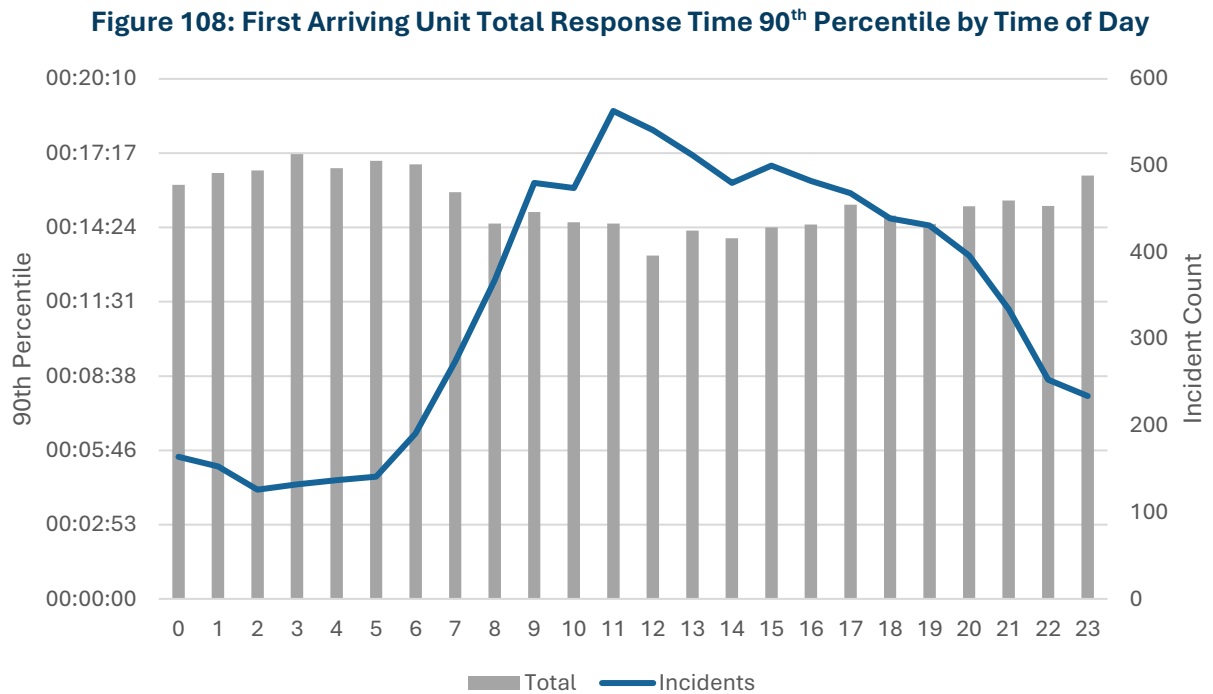
Several factors can affect total response time. Delays in call processing at dispatch, longer turnout times, heavy traffic, long travel distances, and poor road access can all lead to slower responses. Staffing levels, unit availability, and ongoing incidents can also influence how quickly a unit can be dispatched and arrive on scene.

According to the NFPA 1720 standard, the goal for the total response time for career departments matches travel time: to have the first arriving unit on scene within 9 minutes in urban areas and 10 minutes in suburban areas, 90% of the time. The following figure shows the 90th percentile total response time for the first arriving unit by incident type. EFR's total response times meet NFPA benchmarks for rural areas across both RMS datasets. They do not meet the benchmarks for urban or suburban areas, with the exception of suburban areas in the ImageTrend RMS, where performance falls within the required standard. This pattern suggests that while station placement and travel distances are generally effective for serving the district's lower-density areas, the district may face challenges meeting response expectations in more populated zones where incident frequency is higher and rapid arrival is more critical.

**Figure 106: Emergency Reporting First Arriving Unit Total Time 90<sup>th</sup> Percentile by Incident Type****Figure 107: ImageTrend First Arriving Unit Total Time 90<sup>th</sup> Percentile by Incident Type**

Analyzing total response time by incident priority, type, and time of day offers valuable insights into a department's operational performance. High-priority incidents, such as fires and life-threatening medical calls, require the fastest responses. Evaluating these incidents separately assists in determining whether the district is meeting expectations when it matters most.

Examining performance trends by time of day can reveal when resources are most strained, such as during peak traffic hours or when staff are sleeping. The following figure shows the 90th percentile total response times by time of day, which remains consistent throughout the day, similar to the travel time performance. The travel time response component is likely the driving factor behind the total response time performance.

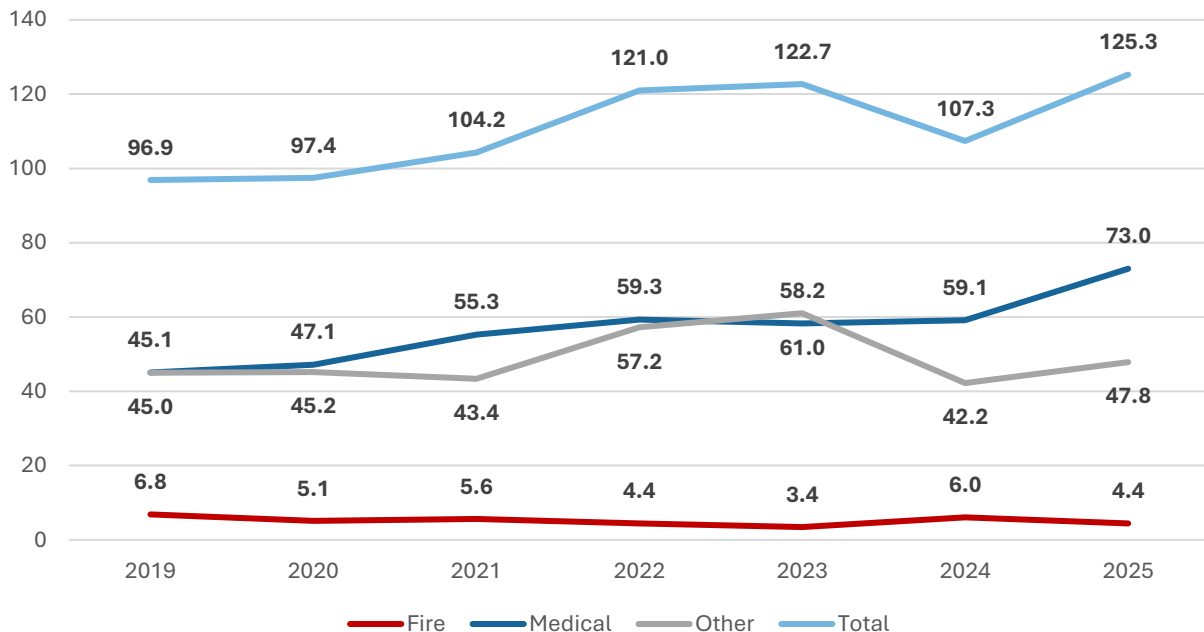


# POPULATION GROWTH & SERVICE DEMAND PROJECTIONS

The most significant predictor of future workload is population, as population growth is closely tied to the demand for emergency services. As more people live, work, and travel within a jurisdiction, the likelihood of medical emergencies, fires, rescues, and service calls naturally increases. Higher population density also correlates with more complex environments, such as high-rise buildings, multifamily housing, and traffic congestion, which can strain fire department resources and extend response times.

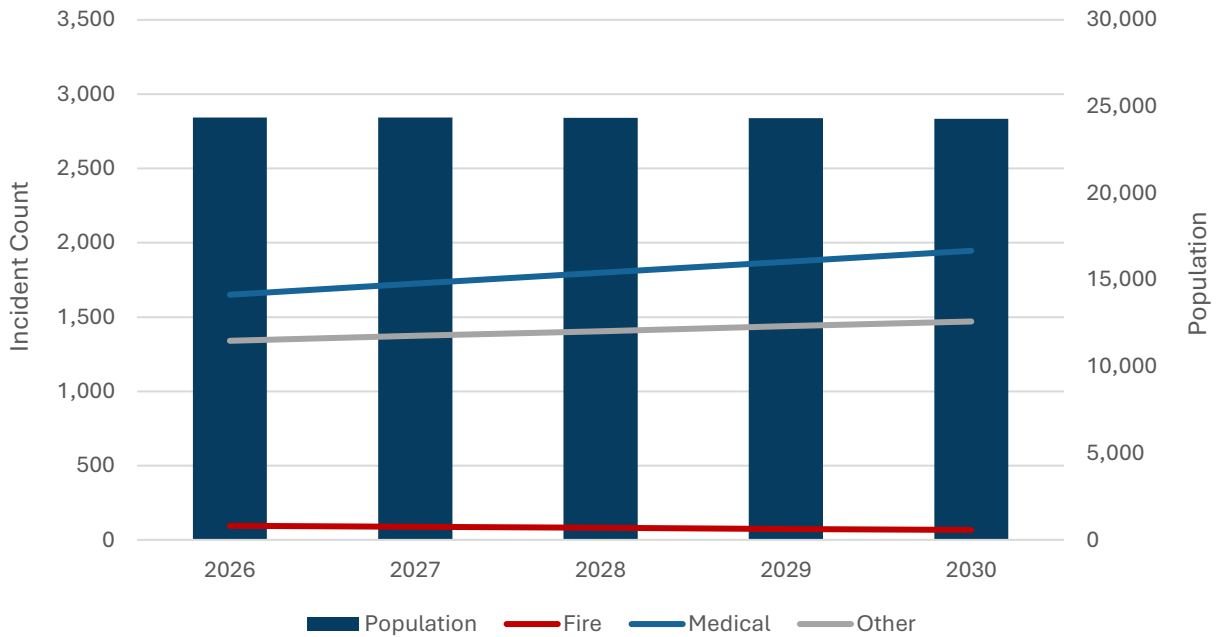
According to the Esri population for the fire district boundary, the population in Evergreen, Colorado at the decennial count was 24,438. Population estimates for the remaining years during the study period indicate that EFR experienced a -0.4% decrease in population from 2019 to 2025. However, incident demand has increased by 27% throughout the study period, resulting in a rising utilization rate of the fire department per 1,000 population. The following figure displays the utilization rate by incident type.

**Figure 109: Utilization Rate by Incident Type**



As the population in the United States ages, the need for emergency services and the demand for alternative treatment methods will rise. The projected population for Evergreen is anticipated to decrease by 0.2% through 2030. However, projected service demand based on population trends and current utilization rates will remain high, regardless of the anticipated population decline, as illustrated in the following figure.

**Figure 110: Population and Workload Projections**



---

## **Section III:**

### **Plan for Maintaining & Improving Response Capabilities**

---

# PERFORMANCE OBJECTIVES REVIEW

This Standards of Cover presents a detailed picture of EFR's current performance. However, this is just a starting point for the agency to pursue improved performance. EFR will benefit from an ongoing data analysis system to maximize the information presented. The approach should demonstrate performance in a meaningful and actionable way to leadership and create performance transparency for elected officials and residents.

Designing an analysis system is time-intensive, requiring capital and talent. Leaders must understand and engage in data analytics. EFR will also need to identify and assign someone with a penchant for data analytics, statistics, databases, and mathematics, regardless of the technology used.

## Managing Performance Objectives

Managing performance objectives and measuring how an organization provides service requires a combination of data-driven approaches, personnel training, and operational adjustments as needed. The following critical methodologies allow an organization to develop performance measures to improve service and capabilities:

- **Key performance indicators** and metrics measure specific data, such as call processing, turnout, and travel times. Other metrics include the effectiveness of fire suppression efforts during incidents, rescue operations, and customer satisfaction.
- **Benchmarking** allows an organization to compare performance between fire departments of similar size and functioning (same type of services). These benchmarks can also use NFPA standards or other recognized standards.
- **Predictive analytics and risk assessments** provide data to use Geographic Information Systems (GIS) to analyze fire patterns and high-risk zones and determine fire station locations for quicker response. Conducting commercial building fire and life safety inspections based on occupancy risk helps prioritize visits by trained fire department personnel. Community risk reduction identifies and addresses risks using a data-driven approach to enhance community engagement with prevention and mitigation programs.
- **Training and certification programs** provide regular drills, live-fire exercises, or simulation-based training designed to train new firefighters and to deliver continuing education to current staff. Leadership and decision-making training for strategic planning, incident management, and personnel administration provides more advanced skills to command staff.

- **Records management systems** and real-time data monitoring allow an organization to track incidents, response times, equipment usage, training records, inspections of commercial properties, fire investigations, public engagement, and other programs deemed essential to the organization.

## DYNAMICS OF FIRE IN BUILDINGS

Most fires within buildings develop slowly unless influenced by highly flammable material. Ignition, the beginning of a fire, starts the sequence of events and may take several minutes or even hours until a visible flame appears. This smoldering stage is hazardous, especially when people are sleeping, as large amounts of highly toxic smoke can be generated.

Once flames appear, the sequence of events accelerates rapidly. Combustible materials near the heat ignite, heating and igniting other adjacent materials if sufficient oxygen is present. Heated gases accumulate at the ceiling, some flammable and highly toxic, underscoring the need for swift action. The flammable gases at the ceiling and other combustible materials in the room reach ignition temperature, leading to an event called “flashover.” During a flashover, the gases and materials ignite simultaneously, causing everything in the room to burn. It typically occurs five to eight minutes after flames appear in typically furnished and ventilated buildings. The goal of any fire agency is to apply water to the fire before a flashover occurs, highlighting the critical role of early intervention.

Although modern building codes make fires in newer structures less frequent, today’s energy-efficient construction (designed to retain heat during winter) also confines the heat of hostile fires. Additionally, research has shown that modern furnishings generally ignite more quickly and burn hotter due to synthetics.

In the 1970s, scientists at the National Institute of Standards and Technology (NIST) found that building occupants had about 17 minutes to escape after a fire broke out before being overcome by heat and smoke. Today, that estimate is as short as three minutes. This underscores the necessity of effective early warning (smoke alarms), early suppression (fire sprinklers), and firefighters arriving on the scene as quickly as possible.

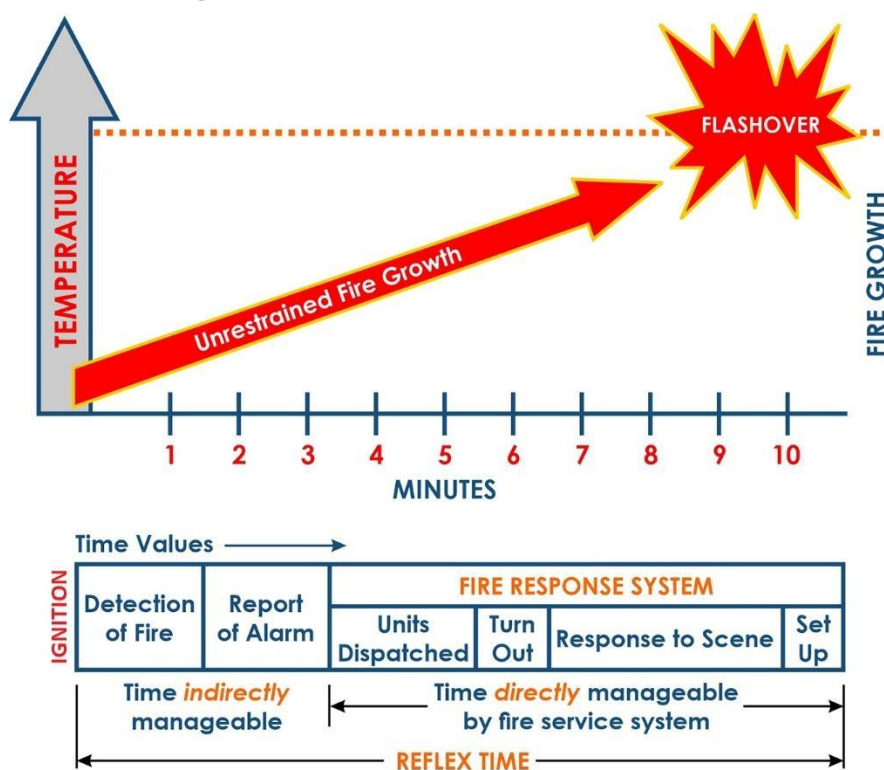
The prompt arrival of at least four personnel is critical for structure fires. Federal regulations (CFR 1910.120) mandate that personnel entering a burning building must be in groups of two. Before personnel can enter to extinguish a fire, at least two personnel must be on the scene and ready to begin search and rescue operations if the fire attack crew becomes trapped, following the "two-in, two-out" rule. However, if victims are known to be trapped inside, a rescue attempt can proceed without additional personnel ready to intervene outside the structure. Not all four personnel need to arrive on the same response vehicle; many fire departments rely on multiple units arriving to initiate an interior fire attack.

Preventing flashover is crucial, as is controlling a fire before it damages the structural framing of a building. The materials used in modern construction are often less fire-resistant than older, heavier structural materials. Roof trusses and floor joists are now commonly made with lighter materials that weaken more easily under fire. "Lightweight" roof trusses can fail after five to seven minutes of direct flame impingement, while plywood I-beam joists can fail after as little as three minutes of flame contact, creating a dangerous environment for firefighters.

The building contents have much greater potential for heat production than in the past. The widespread use of plastics in furnishings and other building contents rapidly accelerates fire spread and increases the water needed to control a fire effectively. All these factors make the early application of water essential to a successful fire outcome.

The following figure illustrates the sequence of events during the growth of a structure fire.

Figure 111: Fire Growth versus Reflex Time



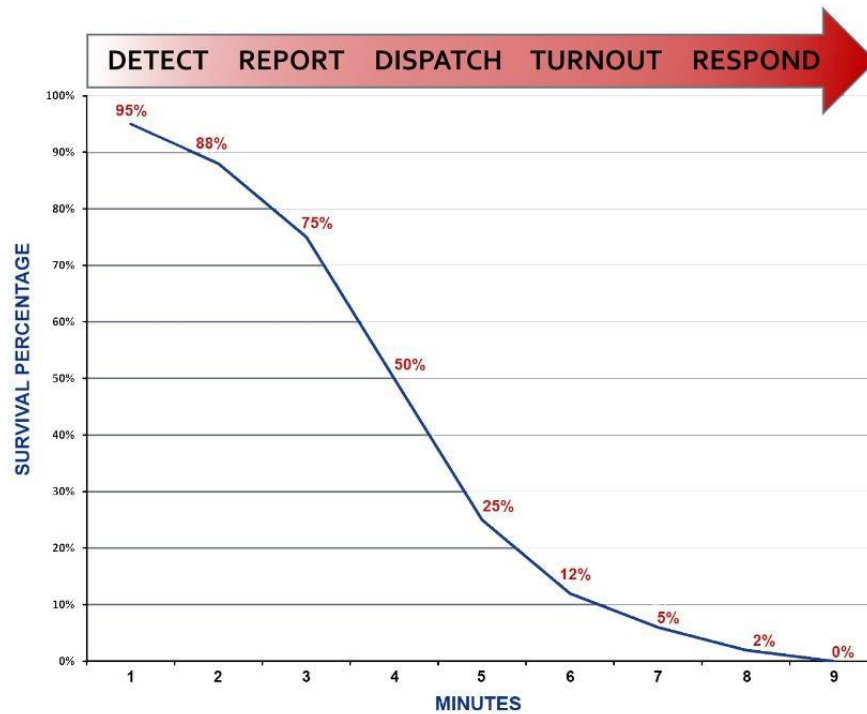
Any fire department faces a significant challenge in applying water in a timely manner to prevent flashover. However, studies of historical fire losses can demonstrate, it is a critical objective.

## EMERGENCY MEDICAL EVENT SEQUENCE

Cardiac arrest is the most significant life-threatening medical event in emergency medicine today. A victim of cardiac arrest has mere minutes to receive lifesaving care to have any hope of resuscitation. The American Heart Association (AHA) has issued a set of cardiopulmonary resuscitation guidelines designed to streamline emergency procedures for heart attack victims and increase the likelihood of survival.

The AHA guidelines emphasize the importance of rapid cardiac defibrillation for cardiac arrest victims. Survival chances decrease by 7% to 10% for every minute between collapse and defibrillation. Consequently, the AHA recommends that cardiac defibrillation be administered within five minutes of cardiac arrest.

As with fires, the sequence of events that lead to emergency cardiac care can be graphically illustrated, as in the following figure.

**Figure 112: Cardiac Arrest Sequence**

The opportunity for recovery from cardiac arrest drops quickly as time progresses. The stages of medical response are similar to those for fire response, with research emphasizing the importance of rapid cardiac defibrillation and administering certain medications to improve the chances of successful resuscitation and survival.

## People, Tools, & Time

Time is crucial in achieving an effective outcome in an emergency event, but it is not the only factor. Delivering enough properly trained and appropriately equipped personnel within the critical period completes the equation.

## MEDICAL EMERGENCIES

The urgency of the response varies depending on the nature of the medical emergency. While many medical emergencies are not time-critical, situations involving severe trauma, cardiac arrest, or conditions that may lead to cardiac arrest require a rapid response.

Equally vital is deploying adequate personnel, each with a specific role at the scene. For instance, in a cardiac arrest scenario, the ideal team would consist of six members:

- **Two for CPR:** To ensure continuous chest compressions.
- **Two for advanced medical equipment setup and operation:** To manage defibrillation and other necessary interventions.
- **One for documenting actions:** To keep accurate records of the procedures performed.
- **One for patient care direction:** To oversee and direct the overall response efforts.

The real test of performance in a medical emergency is the time it takes to provide the personnel and equipment needed to manage the patient's condition effectively, not merely the time it takes for the first responder to arrive.

## FIRE EMERGENCIES

Fire emergencies demand even more strategic resource management. The accurate performance measure is the time it takes to deploy enough personnel to initiate water application to the fire. This is the only practical method to counter the escalating internal temperature and prevent flashover. It is important to note that the arrival of a single person with a portable radio does not constitute "arrival" in the context of fire department intervention.

By focusing on rapidly deploying adequately trained and equipped personnel, fire and medical emergency responses can be significantly improved, leading to better outcomes and increased survival rates.

# ESTABLISHMENT OF PERFORMANCE OBJECTIVES

## ADOPTION OF PERFORMANCE OBJECTIVES

Establishing clear objectives or standards is essential for effective system evaluation. Although national and state guidelines exist, the authority in charge decides which standards to use. For Evergreen Fire/Rescue, it is important to distinguish between career (staffed) and volunteer (unstaffed) units when choosing standards. NFPA 1710 outlines strict criteria for career departments, while NFPA 1720 is flexible for volunteer organizations. EFR should select the standard that fits its staffing and population, using it to measure readiness, resource allocation, and safety. Staffed units follow turnout and response time metrics per NFPA 1710; effective response forces must meet NFPA 1720 benchmarks based on area type.

Emergency incidents have several time segments. By focusing on these, agencies can gauge impacts on total response time, though not all performance is time-based—quality and prevention also matter. Most metrics are time-related, but once mastered, agencies should explore other evaluation methods.

EFR's first step is identifying key performance metrics. AP Triton supplies data, but specific metrics are chosen by the Board. This document should guide those decisions. Time metrics should align with service goals; for example, urban medical calls may have a seven-minute benchmark for the first due unit.

Evaluating performance involves understanding each incident's lifecycle, with measurable segments like call processing and turnout time improved through training and policy, while travel time depends on strategic factors like station placement. Defining total time requirements helps set benchmarks for each segment, and the following figure lists performance metrics for emergency incidents along with relevant standards and notes.

Figure 113: Incident Segments and Metrics

| Incident Segment                      | Benchmark                                                                                                         |                                                                                                                                                                             |
|---------------------------------------|-------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| State of Normalcy                     |                                                                                                                   |                                                                                                                                                                             |
| Discovery of Event                    |                                                                                                                   |                                                                                                                                                                             |
| 9-1-1 Notification                    |                                                                                                                   |                                                                                                                                                                             |
| Primary PSAP Call Answer              | 15 Sec 90 <sup>th</sup> Percentile<br>20 Sec 95 <sup>th</sup> Percentile                                          |                                                                                                                                                                             |
| Call Processing/Transfer Time         | 30 Sec 90 <sup>th</sup> Percentile                                                                                |                                                                                                                                                                             |
| Alarm Transfer Time                   | Needed for organizations that are not primary PSAP                                                                |                                                                                                                                                                             |
| Call Processing Time                  | 60 Sec 90 <sup>th</sup> Percentile (priority)                                                                     |                                                                                                                                                                             |
|                                       | NFPA 1710                                                                                                         | NFPA 1720                                                                                                                                                                   |
| Turnout Time                          | 120 Sec 90 <sup>th</sup> Percentile (Day)<br>180 Sec 90 <sup>th</sup> Percentile (Night)                          | Within 6 minutes, 90% of the time                                                                                                                                           |
| Travel Time (1 <sup>st</sup> Due)     | 4 Min 90 <sup>th</sup> Percentile                                                                                 | <b>Urban:</b> ≤ 9 minutes, 90%<br><b>Suburban:</b> ≤ 10 minutes, 80%<br><b>Rural:</b> ≤ 14 minutes, 80%                                                                     |
| Travel Time (2 <sup>nd</sup> Due)     | 8 Min 90 <sup>th</sup> Percentile                                                                                 |                                                                                                                                                                             |
| Travel Time Effective Response Force  | 8 Min 90 <sup>th</sup> Percentile (Low or Moderate Risk)<br>10 Min 10 Sec 90 <sup>th</sup> percentile (High Risk) | <b>Urban:</b> 15 FF within 9 minutes, 90% of the time<br><b>Suburban:</b> 10 FF within 10 minutes, 80% of the time<br><b>Rural:</b> 6 FF within 14 minutes, 80% of the time |
| Action Initiation/Patient Contact     |                                                                                                                   |                                                                                                                                                                             |
| Mitigation/Treatment                  |                                                                                                                   |                                                                                                                                                                             |
| EMS travel to Destination             | 30–80 minutes per National Institutes of Health (NIH)                                                             |                                                                                                                                                                             |
| Ambulance patient offload time (APOT) | < 30 Min 90 <sup>th</sup> Percentile                                                                              |                                                                                                                                                                             |
| Recovery                              |                                                                                                                   |                                                                                                                                                                             |
| State of Normalcy                     |                                                                                                                   |                                                                                                                                                                             |
| Unit Hour Utilization (UHU)           | No standard exists, however 25–30% is generally accepted threshold for firefighters on 24-hour shift.             |                                                                                                                                                                             |

The time segment performance standards are evaluated as a percentile. This will allow EFR to compare its performance against other agencies and the standard with a similar statistical technique.

EFR should consider the following standards from NFPA 1720. In urban areas with more than 1,000 people per square mile, the benchmark is a 9-minute response time, achieved 90 percent of the time. In suburban areas with 500 to 1,000 people per square mile, the benchmark increases slightly to a 10-minute response time, achieved 80 percent of the time. Rural areas, defined as fewer than 500 people per square mile, have a benchmark of 14 minutes, also achieved 80 percent of the time. For remote areas, where travel distances or terrain make standard response times impractical, the authority having jurisdiction is responsible for setting a locally appropriate benchmark. The data in the following figure is from the performance section of the report that provides the total response time for the first arriving unit at the 90<sup>th</sup> percentile.

**Figure 114: First Arriving Unit Total Response 90<sup>th</sup> Percentile**

| Incident Type | First Arriving Unit Total Response Time (mm:ss) |
|---------------|-------------------------------------------------|
| Fire          | 12:59                                           |
| Medical       | 12:01                                           |
| Other         | 11:24                                           |

Establishing response standards and performance goals should be viewed as a strategic planning tool for community loss control. EFR is encouraged to initiate the process of developing response standards that can align with its ability to meet, and ultimately improve, response times.

## OSHA

OSHA states that “once firefighters begin the interior attack on an interior structural fire, the atmosphere is assumed to be Immediately Dangerous to Life or Health (IDLH) and paragraph 29 CFR 1910.134(g)(4) [two-in/two-out] applies.” OSHA defines interior structural firefighting “as the physical activity of fire suppression, rescue or both inside of buildings or enclosed structures which are involved in a fire situation beyond the incipient stage.” Any structural fire beyond the incipient stage is considered to be an IDLH atmosphere by OSHA.

## NFPA 1710

An effective fire response force that adheres to established standards, such as the National Fire Protection Association (NFPA) Standard 1710, is recommended to provide effective, efficient, and safe protective services to help prevent fires, reduce risk to lives and property, deal with incidents that occur, and help prepare for anticipated incidents. This standard outlines the minimum initial response requirements for resource deployment for fire suppression based on occupancy type.

- **Single-Family Dwelling:** The initial full alarm assignment to a structure fire in a typical 2,000 ft<sup>2</sup> (186 m<sup>2</sup>), two-story, single-family dwelling without a basement and with no exposures must provide for a minimum of 16 members (17 if an aerial device is used).
- **Garden-Style Apartment:** The initial full alarm assignment to a structure fire in a typical 1,200 ft<sup>2</sup> (111 m<sup>2</sup>) apartment within a three-story, garden-style apartment building must provide for a minimum of 27 members (28 if an aerial device is used).
- **Open-Air Strip Mall:** The initial full alarm assignment to a structure fire in a typical open-air strip shopping center ranging from 13,000 ft<sup>2</sup> to 196,000 ft<sup>2</sup> (1,203 m<sup>2</sup> to 18,209 m<sup>2</sup>) in size must provide for a minimum of 27 members (28 if an aerial device is used).
- **High-Rise:** The initial full alarm assignment to a fire in a building with the highest floor greater than 75 ft (23 m) above the lowest level of fire department vehicle access must provide for a minimum of 42 members (43 if the building is equipped with a fire pump).

Critical task analyses also apply to non-fire-type emergencies, including medical, technical rescue, and hazardous materials emergencies. Numerous simultaneous tasks must be completed to handle an emergency effectively. The district's ability to quickly muster needed numbers of trained personnel to make a difference is critical to successful incident outcomes.

## NFPA 1720

NFPA 1720's core goal is to establish clear, measurable standards for how volunteer and combination fire departments organize and deploy resources so they can provide timely, effective, and safe emergency response to the public.

NFPA 1720 establishes response time objectives for volunteer and combination fire departments by dividing communities into population-based categories. Each category has a target response time and a required percentage of compliance. The standard defines response time as the interval from dispatch to arrival on scene of the first unit or the full effective response force, depending on the measurement.

In urban areas with more than 1,000 people per square mile, the benchmark is a 9-minute response time, achieved 90 percent of the time. In suburban areas with 500 to 1,000 people per square mile, the benchmark increases slightly to a 10-minute response time, achieved 80 percent of the time. Rural areas, defined as fewer than 500 people per square mile, have a benchmark of 14 minutes, also achieved 80 percent of the time. For remote areas, where travel distances or terrain make standard response times impractical, the authority having jurisdiction is responsible for setting a locally appropriate benchmark. The standard also includes a category for special risks, such as high-hazard facilities, where the response time objective is 15 minutes, achieved 90 percent of the time.

These benchmarks are designed to reflect the realities of volunteer and combination staffing models while still providing measurable expectations for service delivery. They serve as planning tools, performance targets, and evaluation criteria for departments seeking to assess or improve their operational capability.

## EMS

As discussed previously, EFR receives its emergency medical services oversight through a physician medical director, who is responsible for supervising clinical care, approving treatment protocols, credentialing providers, and ensuring compliance with state standards.

Operational oversight is managed at the EFR level. EFR coordinates staffing, training, and daily operations across divisions, while the elected Board of Directors provides financial governance and accountability. At the state level, the Colorado Department of Public Health and Environment certifies EMS medical directors and enforces statewide standards.

Altogether, Evergreen's EMS oversight is a multi-layered system: physician-led for clinical care, district-led for operations and finances, and state-led for certification and coordination.

In closing, the relationship between deployment of resources, response time, and positive outcomes is circular. If fire district response times and effective response force assembly times are low, it is more likely that sufficient resources have been deployed, which is associated with more positive outcomes from risk events. Conversely, if response times and effective response force assembly times are high, it is more likely that insufficient resources have been deployed, which is associated with more negative outcomes.

# RECORDS MANAGEMENT

A long-term plan to sustain and enhance service delivery by addressing data integrity, utilizing technology, and applying a methodology for ongoing performance measurement needs a strategic, phased approach that aligns with organizational goals and adapts to changing customer expectations.

## IDENTIFICATION OF DATA INTEGRITY ISSUES

Ensuring data integrity is fundamental to creating a reliable performance measurement system. For EFR, this means performing a thorough audit of the current data in the Records Management System (RMS) to spot inaccuracies, inconsistencies, and missing details. Common problems include duplicate records, wrong timestamps, incomplete incident reports, or wrongly classified data entries. These issues often come from inconsistent data entry practices, lack of standard procedures, or outdated system settings. Finding these problems is essential because bad data can cause misleading performance metrics, poor decisions, and reduced public trust.

Beyond technical errors, data integrity issues can also arise from human factors such as inadequate training, unclear data entry protocols, or lack of accountability. Tackling these root causes involves a mix of policy enforcement, staff education, and system improvements. By systematically identifying and documenting data integrity problems, EFR can prioritize corrective actions and create a foundation for more accurate and reliable data. This approach not only enhances the quality of performance evaluations but also supports compliance with regulations and boosts the overall credibility of the organization.

## TECHNOLOGY AND PROCESS IMPROVEMENTS

To ensure long-term service excellence, EFR should leverage modern technology and streamline operational processes. The RMS should have the capabilities to integrate with Computer-Aided Dispatch (CAD) and Geographic Information Systems (GIS). These integrations enable seamless data flow, minimize manual entry errors, and offer a more comprehensive view of incidents and resource deployment. Additionally, implementing mobile data terminals or field reporting tools can enable responders to input data in real-time, thereby improving both accuracy and speed.

Process improvements should also focus on automation and analytics. Implementing automated alerts for data anomalies, scheduled performance reports, and predictive analytics can help EFR anticipate service demands and allocate resources more efficiently. Adopting cloud-based platforms can improve data accessibility, scalability, and disaster recovery capabilities. These technological upgrades, combined with streamlined workflows and ongoing staff training, will not only enhance operational efficiency but also enable the organization to adapt to future challenges with agility and confidence.

## **CONTINUOUS PERFORMANCE MEASUREMENT METHODOLOGY REPORT**

### **RMS Usage Policies**

Establishing clear and consistent RMS usage policies is essential for the success of any performance measurement strategy. These policies specify how data should be entered, accessed, and reported throughout the organization. By standardizing terminology, coding practices, and data entry procedures, EFR ensures that all personnel use the same procedures. This consistency is vital for producing reliable data that can be used to evaluate performance, spot trends, and support operational decisions.

RMS usage policies help minimize errors and data discrepancies that can weaken the accuracy of performance metrics. When personnel at EFR understand the expectations for data handling, it reduces the chances of incomplete or inaccurate records. These policies also aid training and onboarding by providing a clear framework for new staff to follow. In the end, well-defined RMS policies foster a culture of accountability and precision, which is vital for effective performance measurement.

# COMPLIANCE METHODOLOGY

The preceding sections of this report include various comprehensive analyses of the historical performance of EFR. Consistent and ongoing analyses of EFR's operational performance will prove beneficial to the district's leadership and policymakers.

It was clear that the EFR Fire Chief and staff are committed to a continual and routine process of evaluating the actual operational performance of the district and comparing the results against national standards and best practices. A periodic review of EFR's records management system reports should be done to ensure compliance and data reliability.

Part of this process should include enhancing operations personnel's data collection procedures and a quality management (QM) program that incorporates regular reviews of electronic incident reports. The overall results of a QM program should be documented and reported to all personnel and policymakers.

## COMPLIANCE MODEL

Following a systematic process can assist EFR in achieving its compliance standards. The following six-step compliance model is presented here for EFR's consideration.

**Figure 115: Six-Step Compliance Model**



### *Phase 1—Establish or Review Performance Measures*

Complete the initial Standards of Cover process. Conduct a full review of the performance measures every five years:

- Identify services provided.
- Define levels of service.
- Categorize levels of risk.

- Develop performance objectives and measures:
  - By incident type.
  - By geographic demand zone.
  - Distribution (first on scene).
  - Concentration (arrival of full first alarm).

### ***Phase 2—Evaluate Performance***

Performance measures are applied to the actual service provided:

- System-level.
- First-due area level.
- Unit level.
- Full effective response force (ERF).

### ***Phase 3—Develop Compliance Strategies***

Determine issues and opportunities:

- Determine what needs to be done to close the gaps.
- Determine if resources can/should be reallocated.
- Seek alternative methods to provide service at the desired level.
- Develop budget estimates as necessary.
- Seek additional funding commitment as necessary.

### ***Phase 4—Communicate Expectations to Agency***

Communicate expectations throughout Evergreen Fire/Rescue:

- Explain the method of measuring compliance to personnel who are expected to perform services.
- Provide feedback mechanisms.
- Define the consequences of non-compliance.

Train personnel:

- Provide appropriate levels of training/direction for all affected personnel.
- Communicate consequences of noncompliance.
- Modify (remediate) business processes, business application systems, and technical infrastructure as necessary to comply.

### ***Phase 5—Validate Compliance***

Develop and deploy verification tools and/or techniques that different divisions of EFR can use on an ongoing basis to verify that they are meeting the requirements:

- Monthly evaluation:
  - Performance by unit.
  - Overall performance.
  - Review of performance by division/section management.
- Quarterly evaluation:
  - Performance by unit.
  - Performance by first-due.
  - Overall performance.
  - Review of performance by executive management.

### ***Phase 6—Make Adjustments & Repeat the Process***

Review changes to ensure that service levels have been maintained or improved. Develop and implement a review program to ensure ongoing compliance:

- Annual review and evaluation:
  - Performance by unit.
  - Performance by first-due.
  - Overall performance.
  - Review of performance by the EFRD Board of Directors.
  - Adjustment of performance standards by the Board of Directors as necessary.
- A five-year update of Standards of Cover:
  - Performance by unit.
  - Performance by first-due.
  - Full effective response force.
  - Overall performance.
  - Adoption of performance measures by the Board of Directors.

Establish management processes for future changes in the Evergreen Fire/Rescue service area.

# FINDINGS

The following findings are based on AP Triton’s comprehensive evaluation of Evergreen Fire/Rescue (EFR), incorporating data analysis, stakeholder input, and community expectations. These observations highlight critical operational strengths, current challenges, and areas of opportunity across key service areas. While not all findings necessitate immediate action, they collectively inform the recommendations that follow and offer a strategic foundation for enhancing EFR’s service delivery, resource allocation, and long-term planning efforts.

These findings suggest that EFR is operationally strong and regionally integrated, but faces coverage gaps, workforce sustainability issues, and specialized capability limitations. Addressing these challenges through targeted staffing, infrastructure investment, and enhanced training/partnerships will position EFR to maintain high-quality service delivery while adapting to population growth and increasing wildfire risk.

Here’s a structured set of findings based on this study organized into strengths, challenges, and opportunities across the major service areas to provide a strategic foundation for

## OPERATIONAL STRENGTHS

- Comprehensive All-Hazards Mission
  - EFR delivers fire suppression, EMS, wildland firefighting, technical rescue, and hazmat response.
  - Strong community risk reduction programs (inspections, code enforcement, education), especially given the staffing limitations.
- Hybrid Workforce Model
  - Blend of career, part-time, seasonal, and volunteer personnel (129 total staff, including 84 volunteers).
  - Demonstrates strong community engagement and cost-effective staffing.
- EMS Excellence
  - Five ALS ambulances with paramedic-level care available district-wide.
  - Robust QA/QI program, medical director oversight, and compliance with state standards.
- Training & Preparedness
  - Nine-month recruit academy, specialized rescue training, and NFPA-certified instructors.

- Strong facilities (burn tower, smoke building, drill grounds) and digital recordkeeping.
- 9,114 training hours logged in 2024.
- Communications Infrastructure
  - Jeffcom 911 dispatch center with advanced CAD, AVL, MDT, and ProQA systems.
  - Regional interoperability and redundancy measures ensure reliability.
- ISO Rating Performance
  - Class 3/3X PPC rating in the main service area (top 10% nationally).
  - Strong water supply credit and full marks for emergency communications.

## CURRENT CHALLENGES

- Limited Station Staffing
  - Only 2 of 8 stations are routinely staffed, creating coverage gaps.
  - Class 4/10 ISO ratings in outlying areas highlight disparities in service reliability.
- Volunteer Reliance & Workforce Sustainability
  - Heavy dependence on volunteers may strain consistency and long-term sustainability.
  - Recruitment and retention challenges likely as median age rises in the community.
- Deployment & Personnel Shortfalls
  - ISO scoring shows weaknesses in deployment analysis (6.48/10) and company personnel (5.82/15).
  - Reserve ladder truck capacity scored 0/0.5, limiting aerial response capability.
- Technical Rescue Limitations
  - No in-house capacity for confined space, trench, or high-angle rescues.
  - Reliance on mutual aid partners for specialized incidents.
- HazMat Capability Gaps
  - No Technician-level or WMD-certified personnel.
  - Current posture limited to defensive operations, requiring external support for complex incidents.
- Infrastructure Recognition Issues
  - Brook Forest Water System and Station 4 not recognized in ISO analysis, reducing credit.

## OPPORTUNITIES FOR IMPROVEMENT

- Expand Station Staffing & Coverage
  - Explore staffing additional stations to reduce ISO Class 10 areas.
  - Explore phased career staffing or hybrid staffing models to balance cost and coverage.
- Enhance Workforce Development
  - Maintain current volunteer recruitment/retention programs.
  - Develop succession planning and incentives for career staff to stabilize workforce.
- Improve Deployment & Personnel Metrics
  - Increase minimum staffing per company to improve ISO scores.
  - Evaluate apparatus distribution and reserve fleet investments (e.g., ladder truck).
- Strengthen Technical Rescue & HazMat Capabilities
  - Invest in technician-level training for select personnel.
  - Formalize regional partnerships with Alpine Rescue, West Metro, and hazmat teams to ensure rapid response.
- Leverage Technology & Data
  - Expand AVL/MDT coverage to all front-line apparatus.
  - Continue integration of CAD/RMS data for performance measurement and predictive analytics.
- Community Risk Reduction Expansion
  - Build on strong inspection and education programs to address WUI wildfire risks.
  - Increase public engagement in preparedness and mitigation initiatives.
- Strategic Infrastructure Recognition
  - Work with ISO to ensure all water systems and stations are properly credited.
  - Use ISO findings to justify capital investments in water supply and station siting.

# STRATEGIC RECOMMENDATIONS

These strategic recommendations for Evergreen Fire/Rescue (EFR), aligned with the analyses in the Standards of Cover and are mindful of community expectations. These recommendations are organized by service area, and they are presented with some that can be pursued in the short term while others may be deferred until resources and economic conditions allow.

## DEPLOYMENT

### Recommendation A-1: Improve Deployment Analysis

#### Description

EFR should increase the minimum staffing levels for each company and refine alarm assignment protocols. By enhancing both the number of personnel available and the efficiency of dispatch procedures, the district aims to optimize resource allocation during emergency responses.

#### Desired Outcome

The intended result is a closer alignment with Insurance Services Office (ISO) benchmarks, which are used to evaluate fire protection services. Achieving this alignment is expected to lead to improved insurance ratings for the community, reflecting the district's commitment to high standards in fire safety and emergency response.

#### Financial Implications

Implementing these changes will result in higher personnel costs due to the need for additional staff. However, these expenses may be offset by potential savings for residents and businesses through lower insurance premiums, as improved ISO ratings can reduce insurance costs.

### **Recommendation A-2: Infrastructure Recognition**

#### **Description**

EFR should work to ensure that the Insurance Services Office (ISO) accurately recognizes and credits the community's existing water systems and fire stations during their evaluations. By focusing on proper documentation and communication with ISO, the district seeks to maximize the rating benefits available from current infrastructure without requiring substantial new investments.

#### **Desired Outcome**

The intended outcome is an improved ISO rating achieved by receiving full credit for the water distribution systems and fire station facilities already in place. This approach allows the district to enhance its insurance rating standing efficiently and cost-effectively.

#### **Financial Implications**

The financial impact associated with this recommendation is minimal, as it primarily involves administrative efforts. No major capital expenditures or operational increases are anticipated, making this a cost-effective strategy for improving the community's ISO rating.

### **Recommendation A-3: Phased Staffing Expansion**

#### **Description**

EFR should consider implementing a hybrid staffing approach at select fire stations. The hybrid model would incorporate both career firefighters and volunteer personnel, allowing for a flexible and efficient allocation of human resources based on station needs and service demand.

#### **Desired Outcome**

The primary objective is to address and reduce Class 10 service gaps within the community. By expanding coverage through a combination of career and volunteer staff, the district aims to enhance overall response capability and ensure more comprehensive service throughout the area.

#### **Financial Implications**

Adopting the hybrid staffing model is expected to result in moderate personnel costs. The integration of volunteer staff helps to offset expenses associated with full-time career positions, making this approach a more cost-effective alternative to exclusively increasing full-time staffing levels.

## WILDLAND-URBAN INTERFACE & COMMUNITY RISK REDUCTION

### Recommendation B-1: Wildfire Preparedness

#### Description

EFR should strengthen wildfire preparedness efforts within the community, particularly in Wildland-Urban Interface (WUI) zones. The approach emphasizes expanding mitigation programs to proactively manage vegetation and reduce potential fuel sources, increasing public education initiatives to inform residents about wildfire risks and prevention strategies, and enhancing pre-fire planning to ensure effective response in the event of a wildfire.

#### Desired Outcome

The primary goal is to reduce the risk of wildfires and minimize potential community loss. By implementing comprehensive mitigation, education, and planning measures, the district aims to create a safer environment for residents living in WUI areas and improve the community's overall resilience to wildfire events.

#### Financial Implications

To implement these wildfire preparedness programs, annual costs are projected to range between \$100,000 and \$250,000. While these programs require ongoing investment, they offer the potential for significant savings by helping to avoid the extensive damages and losses that can result from uncontrolled wildfires.

### Recommendation B-2: CRR Program Expansion

#### Description

Evergreen Fire/Rescue has established a solid foundation in Community Risk Reduction through its existing fire inspection program, school outreach, and public education initiatives. However, increasing wildfire frequency, changing climate conditions, and continued development in the Wildland-Urban Interface (WUI) require a more comprehensive and proactive approach.

This proposal recommends expanding the CRR program to include a dedicated WUI wildfire mitigation and preparedness component. The expanded program would integrate risk assessment, community engagement, defensible-space outreach, and targeted mitigation projects.

### Desired Outcome

The expanded Community Risk Reduction program is intended to lower Evergreen's wildfire vulnerability by strengthening mitigation efforts and increasing resident involvement in preparedness. By promoting defensible space, home-hardening, and fuels-reduction work, the program enhances district-wide resilience while expanding public participation in evacuation readiness, Ready-Set-Go practices, and Firewise USA activities. Improved WUI risk mapping and parcel-level assessments will support more efficient, data-driven prioritization of mitigation efforts, and stronger partnerships with local government, HOAs, community groups, and state and federal agencies will help leverage grants and shared resources. Together, these efforts aim to reduce structure loss, improve firefighter safety, and shift the community from reactive response to proactive wildfire risk reduction.

### Financial Implications

The financial impact will depend on the level of staffing and programming selected, as well as potential offsets and funding opportunities from state and federal mitigation grants. Depending on grant success and partnerships, the net annual cost could be significantly reduced. The cost of expanding the CRR is estimated to range from \$5,000 to \$100,000 annually with the high-end including specialist staff. The investment is expected to yield long-term savings by reducing wildfire suppression costs, property loss, and recovery expenses.

## EMERGENCY MEDICAL SERVICES (EMS)

### Recommendation C-1: Workforce Sustainability

#### Description

To ensure the continued reliability and effectiveness, EFR should consider implementing targeted recruitment and retention incentives specifically for paramedics and Emergency Medical Technicians (EMTs). These incentives are designed to attract qualified professionals to the district and encourage current staff to remain in their positions, addressing workforce challenges and supporting the growing demand for EMS services within the community.

#### Desired Outcome

The main objective is to establish and maintain a stable EMS workforce, but the ability to cross-staff between fire and EMS could enhance effective response force for both disciplines. By offering competitive incentives, the district aims to retain experienced personnel and recruit new staff as needed, ensuring adequate coverage and consistent service delivery as community needs evolve.

### Financial Implications

The cost of implementing these incentive packages is estimated to range from \$50,000 to \$100,000 annually. While this represents an ongoing investment, the anticipated reduction in turnover rates will help minimize associated costs, ultimately supporting the district's long-term sustainability and operational efficiency.

## Recommendation C-2: Deployment Optimization

### Description

EFR should leverage data collected through Computer-Aided Dispatch (CAD) and Records Management Systems (RMS) to enhance the strategic deployment of ambulances throughout the service area. By analyzing response patterns and call distribution, the district can refine ambulance positioning to better align with anticipated service demands.

### Desired Outcome

The primary goal is to increase the reliability and efficiency of EMS response. Optimizing ambulance locations enables faster dispatch times and improved coverage, ensuring that emergency medical services are consistently available when and where they are needed most.

### Financial Implications

The financial impact of this initiative is minimal, as it primarily involves software optimization rather than significant new expenditures. By improving the efficiency of ambulance deployment, the district expects to reduce fuel consumption and overtime costs, contributing to overall operational savings.

## Recommendation C-3: Community Paramedicine

### Description

EFR should maintain and support the preventive care and wellness programs (ECARES) designed to decrease the overall volume of EMS calls. By focusing on proactive health management, paramedics will engage with the community to address health concerns before they escalate into emergencies. These initiatives may include wellness checks, chronic disease management, and patient education, all aimed at promoting healthier lifestyles and reducing the need for emergency medical interventions.

### Desired Outcome

The intended outcome is to achieve improved patient health and well-being across the community. Through these preventive measures, the district aims to lessen the burden on EMS resources, ensuring that emergency medical services remain available for critical situations while enhancing the quality of care provided to residents.

### Financial Implications

The estimated annual cost for maintaining these community paramedicine programs ranges from \$75,000 to \$150,000. Although this represents a significant investment, the potential for healthcare system savings exists by reducing emergency call rates and associated expenditures, ultimately supporting both the district's efficiency and the broader healthcare infrastructure.

## TECHNICAL RESCUE

### Recommendation D-1: Capability Expansion

#### Description

EFR should consider providing advanced training to personnel, elevating them to technician-level proficiency for specialized rescue operations. The focus is on equipping staff with the necessary skills and knowledge to handle complex technical rescues effectively, thereby reducing reliance on outside agencies for such incidents.

#### Desired Outcome

The primary goal is to enhance the district's in-house rescue capabilities. By developing a team of technician-level responders, the district aims to respond more efficiently and effectively to specialized rescue situations, ensuring a higher level of service and safety for the community.

#### Financial Implications

The projected costs for implementing this training range from \$25,000 to \$50,000 annually. These expenses cover the necessary instruction and resources required to achieve and maintain technician-level competencies among personnel.

### Recommendation D-2: Formalize Partnerships

#### Description

EFR should establish formal agreements with Alpine Rescue and West Metro. By creating these official partnerships, the district will ensure a structured and dependable approach to working with external agencies during specialized rescue incidents. Formalizing these collaborations will clarify roles, responsibilities, and protocols, setting clear expectations for joint operations and mutual support.

#### Desired Outcome

The primary objective is to secure a reliable and rapid response capability for specialized incidents. By having established agreements in place, the district can confidently rely on Alpine Rescue and West Metro for timely assistance, ultimately enhancing community safety and operational effectiveness during complex rescue situations.

### Financial Implications

The financial impact of formalizing these partnerships is minimal, as the associated costs are primarily administrative. This approach leverages existing resources and expertise, avoiding significant new expenditures while strengthening the district's specialized response capabilities.

#### Recommendation D-3: Cross-Training

##### Description

EFR should implement a multi-disciplinary training program for district personnel. By cross-training staff in various specialized rescue disciplines, the district seeks to increase the versatility and adaptability of its workforce. Such training ensures that team members are equipped with a diverse set of skills, enabling them to handle a wide range of emergency scenarios more effectively.

##### Desired Outcome

The primary goal of this initiative is to cultivate a broader skill base among district personnel. With cross-trained responders, the district can deploy teams that are capable of addressing multiple types of rescue incidents. This approach enhances operational flexibility and ensures that the district is better prepared to meet the evolving needs of the community.

### Financial Implications

The anticipated costs associated with establishing and maintaining the cross-training program are estimated to range from \$20,000 to \$40,000 annually. These expenses cover instructional fees, training materials, and any necessary resources to support the ongoing development of personnel across multiple rescue disciplines.

## HAZARDOUS MATERIALS

#### Recommendation E-1: Technician-Level Training

##### Description

EFR should consider the development of a dedicated cadre of hazardous materials (hazmat) technicians within the district. By establishing a group of personnel who are specially trained to operate at the technician level, the district aims to build internal capacity for managing hazardous materials incidents. This initiative will ensure that staff possess the expertise required to respond effectively to complex hazmat situations, minimizing the need to depend on outside agencies for specialized support.

### Desired Outcome

The primary goal of forming an in-house team of hazmat technicians is to reduce the district's reliance on external organizations during hazardous materials emergencies. With a well-trained technician group, the district will be able to respond more quickly and efficiently to incidents, enhancing both the safety of responders and the public. This increased self-sufficiency supports the overall mission of providing reliable and comprehensive emergency services to the community.

### Financial Implications

The annual costs associated with implementing and sustaining the technician-level training program are projected to be between \$30,000 and \$60,000. These expenses include fees for specialized instruction, procurement of training materials, and resources necessary to ensure ongoing proficiency among hazmat technicians. The investment is intended to build long-term district capacity for handling hazardous materials incidents.

## Recommendation E-2: Regional Collaboration

### Description

EFR should enhance mutual aid agreements with neighboring agencies and organizations. By strengthening these agreements, the district will be able to coordinate more effectively with regional partners during hazardous materials incidents and other complex emergencies. Improved collaboration will facilitate the sharing of resources, personnel, and expertise, which is critical when facing incidents that exceed the district's internal capabilities.

### Desired Outcome

The desired outcome of this initiative is to improve the district's ability to respond to complex incidents that require specialized skills or additional resources. Strengthen regional collaboration ensures that the district can quickly access mutual aid and support, leading to more effective incident management and improved safety for both responders and the public.

### Financial Implications

Implementing this recommendation is expected to result in minimal direct costs. The primary investments involve time and effort dedicated to developing, maintaining, and periodically reviewing mutual aid agreements, rather than significant financial expenditure.

### Recommendation E-3: Equipment Enhancement

#### Description

EFR should invest in advanced personal protective equipment (PPE) and state-of-the-art detection devices for hazardous materials incidents. The goal is to ensure that hazmat technicians are equipped with the latest technology to identify and manage hazardous substances more effectively. Enhanced PPE and detection equipment are essential for maintaining the highest levels of safety for responders while enabling them to address a broad range of hazardous materials situations with greater confidence and accuracy.

#### Desired Outcome

The primary objective of this recommendation is to achieve safer and more efficient hazardous materials responses. By equipping personnel with improved protective gear and specialized detection tools, the district seeks to minimize responder risk and enhance operational effectiveness during hazmat emergencies. This, in turn, contributes to overall public safety and supports the district's mission to deliver comprehensive emergency services.

#### Financial Implications

Implementing this equipment enhancement initiative will require a significant capital investment, estimated between \$100,000 and \$250,000. These costs are associated with the purchase of advanced PPE and detection technologies necessary to elevate the district's response capabilities to current standards and best practices.

## TRAINING DIVISION

### Recommendation F-1: Administrative Support

#### Description

EFR should consider the addition of clerical staff or the implementation of automation solutions specifically for managing training records. The aim is to streamline the administrative workload associated with tracking, updating, and maintaining these records, ensuring that all documentation is accurate and up-to-date.

#### Desired Outcome

The anticipated outcome of this recommendation is improved efficiency and compliance within the district. By enhancing administrative support, either through personnel or technology, the district seeks to facilitate smoother operations and ensure adherence to training requirements and regulatory standards.

### Financial Implications

The financial impact of this initiative is projected to be approximately \$50,000 annually. This estimate accounts for either the cost of hiring additional administrative staff or investing in software solutions designed to automate training record management.

## Recommendation F-2: Expand Multi-Agency Drills

### Description

EFR should increase the frequency of joint exercises conducted with neighboring departments/districts. By expanding the number of multi-agency drills, the district aims to foster more regular collaboration and hands-on practice with partner agencies.

### Desired Outcome

The primary objective of this recommendation is to enhance interoperability with adjacent districts. More frequent joint exercises are expected to improve coordination, communication, and operational effectiveness during mutual aid responses and large-scale incidents.

### Financial Implications

The estimated financial commitment for this initiative ranges from \$20,000 to \$40,000 annually. These costs are associated with planning, coordinating, and executing the expanded schedule of training exercises.

## Recommendation F-3: Succession Planning

### Description

EFR should consider the development of officer training tracks within the district. This initiative is designed to formally structure professional development opportunities for officers, ensuring they are equipped with the necessary skills and knowledge for future leadership roles.

### Desired Outcome

The desired outcome of implementing officer training tracks is to cultivate a pool of prepared future leaders. By establishing clear pathways for advancement and targeted skill-building, the district aims to ensure continuity in leadership and maintain high standards of operational effectiveness.

### Financial Implications

The financial impact of this succession planning initiative is estimated to be between \$30,000 and \$50,000 annually. These costs encompass the development and delivery of training programs designed to support officer progression and leadership preparedness.

## COMMUNICATIONS

### Recommendation G-1: Technology Expansion

#### Description

EFR should enhance the district's technological capabilities by equipping all apparatus with Mobile Data Terminals (MDTs) and Automatic Vehicle Location (AVL) systems. The implementation of these technologies is intended to ensure that every operational vehicle is connected and capable of transmitting relevant data in real time.

#### Desired Outcome

The primary goal of expanding technology in this manner is to achieve full coverage across the fleet, leading to improved situational awareness for personnel. With MDTs and AVL systems in place, teams can access critical information more efficiently, enhancing both communication and operational effectiveness during emergency responses and routine activities.

#### Financial Implications

The estimated financial commitment for this technology expansion is a capital investment ranging from \$250,000 to \$500,000. These costs are associated with the procurement, installation, and integration of MDTs and AVL systems into district apparatus.

### Recommendation G-2: Station Alerting Systems

#### Description

EFR should modernize the district's alerting infrastructure. Upgrading the current systems is intended to enhance the way dispatch notifications are delivered to stations, ensuring that personnel receive timely and accurate alerts.

#### Desired Outcome

The primary objective of modernizing station alerting systems is to enable faster and more reliable dispatching. By improving the speed and dependability of alerts, response times can be reduced, and communication between dispatch and field teams can be strengthened.

#### Financial Implications

Implementing this recommendation will require a capital investment estimated between \$100,000 and \$200,000. These costs are associated with upgrading the alerting technology and infrastructure across the district's stations.

### Recommendation G-3: Data Integration

#### Description

EFR should continue the integration of Computer-Aided Dispatch (CAD) and Records Management System (RMS) platforms. The ongoing effort to connect these systems is intended to streamline the flow of operational data throughout the district, facilitating more efficient sharing and retrieval of information.

#### Desired Outcome

The primary objective of CAD/RMS integration is to improve the district's ability to measure performance and apply predictive analytics. By having seamless access to comprehensive data, leadership and personnel can more accurately assess operational outcomes and anticipate future needs, ultimately supporting enhanced decision-making.

#### Financial Implications

The continued integration of CAD and RMS systems is expected to involve annual software expenditures ranging from \$50,000 to \$100,000. These costs reflect licensing, maintenance, and potential updates required to maintain interoperability and data exchange capabilities.

## PERFORMANCE

### Recommendation H-1: Resource Reliability

#### Description

EFR should focus on monitoring the availability of response units and adopting dynamic deployment strategies, leveraging data from the Computer-Aided Dispatch (CAD) and Records Management System (RMS) platforms. By utilizing real-time and historical data, these strategies are designed to reduce periods when units are out of service, ensuring that resources are positioned effectively to meet fluctuating demands within the service area.

#### Desired Outcome

The primary goal of these efforts is to achieve higher reliability of first-due units, thereby enhancing the district's ability to provide consistent coverage, especially during times of peak demand. Improved reliability ensures that the closest and most appropriate units are available to respond promptly to emergency calls, minimizing response times and increasing overall public safety.

### Financial Implications

The implementation of these monitoring and deployment strategies is expected to incur minimal direct costs. However, software optimization and ongoing analytics support will require an annual investment estimated between \$25,000 and \$50,000. This funding will support the necessary enhancements to the district's technology infrastructure to maintain effective unit tracking and deployment capabilities.

#### Recommendation H-2: Response Performance

### Description

EFR should establish a methodology for continuously measuring performance. This should include tracking the time required to complete specific tasks and utilizing predictive analytics to assess and improve operations. By implementing these measurement strategies, the district can better understand and enhance its overall response capabilities.

### Desired Outcome

The goal of adopting these data-driven approaches is to achieve measurable improvements in response times and operational efficiency. Through systematic analysis of performance data, the district aims to identify areas for enhancement, streamline workflows, and ensure that resources are utilized effectively during emergency situations.

### Financial Implications

To support these initiatives, the district will invest in analytics tools with an anticipated annual expenditure ranging from \$50,000 to \$100,000. This investment is expected to be offset by potential savings resulting from reduced overtime and more efficient allocation of resources.

## CRITICAL TASKING & ALARM ASSIGNMENTS

#### Recommendation I-1: Staffing Alignment

### Description

EFR should increase on-scene personnel to enable the simultaneous completion of critical tasks during emergency responses. By aligning staffing levels more closely with operational needs, the district can ensure that multiple essential activities are carried out concurrently, rather than sequentially. This approach aims to maximize efficiency and effectiveness during incident management.

### Desired Outcome

The intended result of increasing on-scene staffing is to achieve faster and safer resolution of incidents. With additional personnel available, the district can reduce response times for key functions, minimize operational risks, and enhance overall safety for both responders and the community. This staffing alignment is expected to support improved outcomes during emergency situations.

### Financial Implications

Implementing this recommendation will result in increased personnel costs, estimated at \$250,000 to \$500,000 annually. These expenses reflect the need for additional staff resources to fulfill the requirements of concurrent task completion at emergency scenes.

## Recommendation I-2: Alarm Assignment Review

### Description

EFR should adjust dispatch protocols to ensure that the district is able to respond effectively to a wide range of incidents. By reviewing and modifying the current alarm assignment procedures, the goal is to better match resources to the specific needs of each event, particularly those that are complex or require additional support.

### Desired Outcome

The primary objective of this initiative is to guarantee that adequate resources are dispatched to manage complex incidents. Through improved alarm assignment protocols, the district aims to enhance its ability to respond to challenging situations, thereby increasing operational effectiveness and ensuring that critical needs are met during emergency responses.

### Financial Implications

The financial impact of this recommendation is expected to be minimal, as it primarily involves administrative effort. No significant additional costs are anticipated, since the changes pertain to protocol adjustments rather than new equipment or staffing expenditures.

## Recommendation I-3: Performance Monitoring

### Description

EFR should continually measure task completion times at emergency scenes. By systematically tracking how long it takes to complete key operational tasks, the district can gather valuable data on its performance during incident responses.

**Desired Outcome**

The primary objective of ongoing performance monitoring is to identify any gaps in response efficiency and effectiveness. With this information, the district can implement targeted improvements to enhance outcomes for both responders and the community.

**Financial Implications**

Implementing this recommendation will require investment in software and analytics tools to facilitate the collection and analysis of performance data. The estimated annual cost for these resources ranges from \$25,000 to \$50,000.

# PATH FORWARD

## Short-Term (1–3 years)

In the short term, the focus will be on expanding staffing to ensure adequate personnel are available for effective emergency responses. Additional efforts will be directed toward improving ISO recognition, which will help enhance the district's standing and credibility. Strengthening the EMS workforce recruitment and retention is a priority, aiming to build a more robust team of emergency medical responders. Finally, modernizing communications systems will be undertaken to support efficient information flow during critical incidents.

## Mid-Term (3–5 years)

The mid-term strategy includes investing in bolstering firefighting capabilities. The district will advance its rescue capabilities by providing technician-level training for specialized rescue and hazardous materials operations, reducing the current reliance on external regional partners for complex incidents. Wildfire mitigation initiatives will be implemented to reduce risk and improve readiness. Additionally, community paramedicine programs will be expanded to better serve local healthcare needs.

## Long-Term (5+ years)

The long-term vision centers on organizational excellence and total system integration to ensure district-wide reliability through hybrid staffing model that utilizes career and volunteer personnel. Personnel will remain at the forefront of the profession through advanced training tracks and formalized succession planning to cultivate future leaders. The final milestone in this strategic evolution is achieving an ISO Class 2 rating, a distinction that would reflect the district's commitment to providing an exemplary level of fire protection and emergency services to the community.

---

## **Section IV:**

# **APPENDICES**

---

# APPENDIX A: TABLE OF FIGURES

|                                                                           |    |
|---------------------------------------------------------------------------|----|
| Figure 1: EFR Organizational Chart (December 1, 2025) .....               | 4  |
| Figure 2: EFR Staffing by Division .....                                  | 5  |
| Figure 3: Study Area .....                                                | 7  |
| Figure 4: Automatic and Mutual Aid Departments.....                       | 8  |
| Figure 5: Automatic and Mutual Aid Fire Stations.....                     | 9  |
| Figure 6: Revenues & Expenditures (FY 2021–FY 2025).....                  | 16 |
| Figure 7: Revenues & Expenditures Summarized (FY 2021–FY 2025).....       | 17 |
| Figure 8: Summary of EFR Station .....                                    | 22 |
| Figure 9: Criteria Utilized to Determine Fire Station Condition.....      | 23 |
| Figure 10: EFR Administrative Office .....                                | 24 |
| Figure 11: EFR Station 1.....                                             | 25 |
| Figure 12: EFR Station 2.....                                             | 26 |
| Figure 13: EFR Station 3.....                                             | 27 |
| Figure 14: EFR Station 4.....                                             | 28 |
| Figure 15: EFR Station 5.....                                             | 29 |
| Figure 16: EFR Station 6.....                                             | 30 |
| Figure 17: EFR Station 7.....                                             | 31 |
| Figure 18: EFR Station 8.....                                             | 32 |
| Figure 19: Criteria Used to Determine Apparatus & Vehicle Condition ..... | 34 |
| Figure 20: EFR Emergency Response Inventory (2025) .....                  | 35 |
| Figure 21: EFR Command .....                                              | 36 |
| Figure 22: EFR Other Apparatus .....                                      | 36 |
| Figure 23: Critical Task Analysis—Risk Level Description .....            | 39 |
| Figure 24: Critical Task Analysis—Low Fire Risk.....                      | 41 |
| Figure 25: Alarm Assignments—Low Fire Risk Incident .....                 | 41 |
| Figure 26: Critical Task Analysis—Moderate Fire Risk .....                | 42 |
| Figure 27: Alarm Assignments—Moderate Fire Risk Incident.....             | 42 |
| Figure 28: Critical Task Analysis—High Fire Risk.....                     | 43 |
| Figure 29: Alarm Assignments—High Fire Risk Incident .....                | 43 |
| Figure 30: Critical Task Analysis—Maximum Fire Risk.....                  | 44 |
| Figure 31: Alarm Assignments—Maximum Fire Risk Incident .....             | 44 |

|                                                                                  |    |
|----------------------------------------------------------------------------------|----|
| Figure 32: Critical Task Analysis—Low EMS Risk.....                              | 45 |
| Figure 33: Alarm Assignments—Low Fire EMS Incident.....                          | 45 |
| Figure 34: Critical Task Analysis—Moderate EMS Risk .....                        | 46 |
| Figure 35: Alarm Assignments—Moderate EMS Risk Incident.....                     | 46 |
| Figure 36: Critical Task Analysis—High EMS Risk.....                             | 47 |
| Figure 37: Alarm Assignments—High EMS Risk Incident .....                        | 47 |
| Figure 38: Critical Task Analysis—Maximum EMS Risk.....                          | 48 |
| Figure 39: Alarm Assignments—Maximum EMS Risk Incident .....                     | 48 |
| Figure 40: Critical Task Analysis—Low Wildland Risk.....                         | 49 |
| Figure 41: Alarm Assignments—Low Wildland Risk .....                             | 49 |
| Figure 42: Critical Task Analysis—Moderate Wildland Risk .....                   | 50 |
| Figure 43: Alarm Assignments—Moderate Wildland Risk .....                        | 50 |
| Figure 44: Critical Task Analysis—High Wildland Risk .....                       | 51 |
| Figure 45: Alarm Assignments—High Wildland Risk.....                             | 51 |
| Figure 46: Critical Task Analysis—Low Technical Rescue Risk .....                | 52 |
| Figure 47: Alarm Assignments—Low Technical Rescue Risk .....                     | 52 |
| Figure 48: Critical Task Analysis—Moderate Technical Rescue Risk .....           | 53 |
| Figure 49: Alarm Assignments—Moderate Technical Rescue Risk.....                 | 53 |
| Figure 50: Critical Task Analysis—High Technical Rescue Risk.....                | 54 |
| Figure 51: Alarm Assignments—High Technical Rescue Risk .....                    | 54 |
| Figure 52: Critical Task Analysis—Maximum Technical Rescue Risk.....             | 55 |
| Figure 53: Alarm Assignments—Maximum Technical Rescue Risk Incident .....        | 55 |
| Figure 54: Critical Task Analysis—Low HazMat Risk.....                           | 56 |
| Figure 55: Alarm Assignments—Low HazMat Risk Incident .....                      | 56 |
| Figure 56: Critical Task Analysis—Moderate HazMat Risk .....                     | 57 |
| Figure 57: Alarm Assignments—Moderate HazMat Risk Incident.....                  | 57 |
| Figure 58: Critical Task Analysis—High HazMat Risk.....                          | 58 |
| Figure 59: Alarm Assignments—High HazMat Risk Incident .....                     | 58 |
| Figure 60: Critical Task Analysis—Maximum HazMat Risk.....                       | 59 |
| Figure 61: Alarm Assignments—Maximum HazMat Risk Incident .....                  | 59 |
| Figure 62: Example of a First-Due Single-Unit Response Standard .....            | 63 |
| Figure 63: Example of a First Alarm Response (3 Engines, 1 Ladder, & 1 BC) ..... | 63 |
| Figure 64: Response by Incident Type .....                                       | 66 |
| Figure 65: Response Workload History.....                                        | 67 |

|                                                                                    |     |
|------------------------------------------------------------------------------------|-----|
| Figure 66: Monthly Response Workload .....                                         | 68  |
| Figure 67: Daily Response Workload .....                                           | 68  |
| Figure 68: Incident Demand by Month and Day of Week .....                          | 69  |
| Figure 69: Hourly Response Workload .....                                          | 69  |
| Figure 70: Incident Density by Time of Day and Day of Week .....                   | 70  |
| Figure 71: Unit Response Workload .....                                            | 71  |
| Figure 72: Average Unit Time on Scene.....                                         | 72  |
| Figure 73: ImageTrend All Emergency Incidents Call Concentration .....             | 73  |
| Figure 74: CAD All Emergency Incidents Call Concentration .....                    | 74  |
| Figure 75: ImageTrend Medical Emergency Incidents Call Concentration .....         | 75  |
| Figure 76: ImageTrend Fire Emergency Incidents Call Concentration .....            | 76  |
| Figure 77: CAD Fire Emergency Incidents Call Concentration .....                   | 77  |
| Figure 78: ImageTrend Structure Fire Call Concentration .....                      | 78  |
| Figure 79: Structure Fires by Time of Day.....                                     | 79  |
| Figure 80: Frequent Response Addresses .....                                       | 79  |
| Figure 81: 4-Minute Travel Model .....                                             | 81  |
| Figure 82: Population Density Areas.....                                           | 83  |
| Figure 83: Mutual Aid Stations .....                                               | 84  |
| Figure 84: Mutual Aid Agency Capabilities.....                                     | 86  |
| Figure 85: Apparatus Coverage, 10 Minute Travel .....                              | 87  |
| Figure 86: Effective Response Force—Firefighter Coverage .....                     | 88  |
| Figure 87: ISO Earned & Available Credits for EFR.....                             | 90  |
| Figure 88: ISO Classifications Nationwide.....                                     | 91  |
| Figure 89: 5-Mile Travel Model .....                                               | 92  |
| Figure 90: 1.5-Mile Travel Model .....                                             | 93  |
| Figure 91: 2.5-Mile Travel Model .....                                             | 94  |
| Figure 92: Unit Hour Utilization .....                                             | 95  |
| Figure 93: Concurrent Incident Percentage .....                                    | 96  |
| Figure 94: Number of Apparatus per Incident .....                                  | 96  |
| Figure 95: Annual Reliability by Fire Station .....                                | 97  |
| Figure 96: Comparison of NFPA 1710 and NFPA 1720 .....                             | 98  |
| Figure 97: Summary of Performance Goals .....                                      | 100 |
| Figure 98: Call Processing Time 90 <sup>th</sup> Percentile by Incident Type ..... | 102 |
| Figure 99: Call Processing Time 90 <sup>th</sup> Percentile by Time of Day.....    | 102 |

|                                                                                                                    |     |
|--------------------------------------------------------------------------------------------------------------------|-----|
| Figure 100: First Unit Turnout Time 90 <sup>th</sup> Percentile by Incident Type.....                              | 103 |
| Figure 101: First Unit Turnout Time 90 <sup>th</sup> Percentile by Time of Day .....                               | 104 |
| Figure 102: Turnout Time 90 <sup>th</sup> Percentile by Unit .....                                                 | 104 |
| Figure 103: Emergency Reporting First Arriving Unit Travel Time 90 <sup>th</sup> Percentile by Incident Type ..... | 105 |
| Figure 104: ImageTrend First Arriving Unit Travel Time 90 <sup>th</sup> Percentile by Incident Type.....           | 106 |
| Figure 105: First Unit Travel Time 90 <sup>th</sup> Percentile by Time of Day .....                                | 106 |
| Figure 106: Emergency Reporting First Arriving Unit Total Time 90 <sup>th</sup> Percentile by Incident Type .....  | 108 |
| Figure 107: ImageTrend First Arriving Unit Total Time 90 <sup>th</sup> Percentile by Incident Type .....           | 108 |
| Figure 108: First Arriving Unit Total Response Time 90 <sup>th</sup> Percentile by Time of Day.....                | 109 |
| Figure 109: Utilization Rate by Incident Type .....                                                                | 110 |
| Figure 110: Population and Workload Projections .....                                                              | 111 |
| Figure 111: Fire Growth versus Reflex Time .....                                                                   | 116 |
| Figure 112: Cardiac Arrest Sequence .....                                                                          | 117 |
| Figure 113: Incident Segments and Metrics .....                                                                    | 120 |
| Figure 114: First Arriving Unit Total Response 90 <sup>th</sup> Percentile .....                                   | 121 |
| Figure 115: Six-Step Compliance Model.....                                                                         | 126 |