

# 2021 Mid Year Organizational Review

Presented July 2021

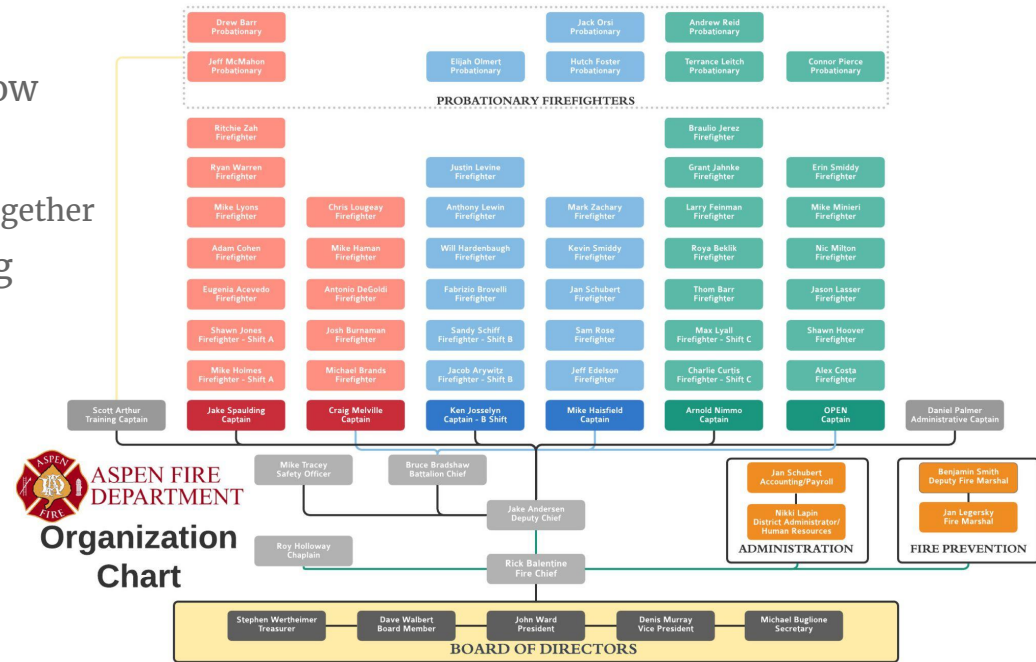


# Fire Chief Opening Statement



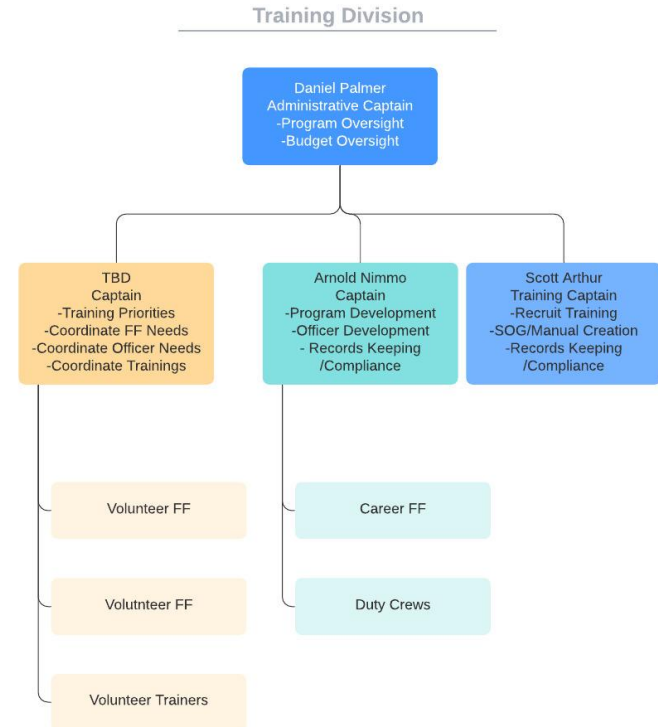
# Organizational Development

- Updated Organizational Chart
- Defined Chain of Command / Information Flow
- Shifted Volunteer Program
  - Creates level playing field, first-in, working together
- Officer Certification Program - Standardizing
- Internal Communications Plan & Process
  - Rollout - SOG, quiz, closed loop
  - Update Log
  - Meeting Minutes (Email, E.R., FF's/Admin)



# Employee Development

- Officers Development Program
  - Taskbook: Career/Volunteer
- Inclusive Career/Volunteer Training Program by Firefighters for Firefighters
- Medical Response SOG - Aspen Ambulance District & Pitkin County Communications
- Vol./Career FF's Apparatus (Engine) Committee
- SOG & Policy Creation
  - POV, Uniform, Radio Communications, Accountability System, Purchasing
- Employee Development Road Map - Officers
- N-40 FirePlace Design Committee Includes Staff/Vols/AFP Board representation





# Training – Member Requirements

## Required training to maintain membership:

- 36 hours Minimum Annually
  - 18 hours minimum of scheduled Monthly trainings
  - 18 hours of mixed scheduled Monthly trainings, scheduled monthly In-Service trainings and/or various other In-Service trainings offered by the department or the on duty officers
- Any Extra Hours or Outside / Miscellaneous trainings are added to the Points System as bonus points



# Training – 2021 January through June



76.5 hours of scheduled monthly training and monthly In-Service training offered.

Various other In-Service trainings offered:

- 18.5 hours of Firefighter Training
- 8 hours of EMS Training
- 79 hours of Driver/Operator Training
- 10 hours of Hazardous Materials Training
- 6 hours of Officer Training

Total of 121.5 hours of other In-Service training provided within the department.



# Training – Interagency



Other In-Service training opportunities that were put on by the department with other agencies attending:

- EMT class – 80 hours
- Large Animal Rescue class – 16.5 hours
- Airport Live Fire Cross Training – 15 hours
- Haz Mat class – 24 hours
- Swiftwater Rescue Refresher – 20 hours (in conjunction with RFFR)

Total of 140.5 hours of interagency training

Total number of hours offered that meet the minimum requirements – 338.5 hours

# Training – Recruits

**RECEIVED FEMA SAFER GRANT of \$1.3 MILLION  
FOR VOLUNTEER RECRUITMENT/RETENTION**

8 Recruits have completed:

- 52 hours of classroom instruction
- 10 hours of practical instruction
- 8 hours of FFI practical test (including 6 proctors and 2 assistants from in house)
- 24 hours of HazMat class and practical test (including 10 proctors from in house)
- 62 station shifts completed with training on-going with the duty crew

32 written tests were offered and passed through Colorado Department of Fire Prevention and Control for New Recruits and Current Members

Includes:

- Firefighter I
- Firefighter II
- HazMat Awareness/Operations
- Driver/Operator
- Driver/Operator Tender
- Fire Instructor

# Training – EMS

*With the addition of Delta and Echo level medical calls to our response groups, the monthly EMS training offering was adjusted from 1 hour per month to 2 hours per month. The intention is to expand that to 3 hours/month next quarter*

*The program is designed to provide all needed continuing education requirements for both National Registry and Colorado State recertification so no member is required to go outside the department for CE hours*

This included:

- 6 hours of ambulance familiarization and driving with Aspen Ambulance District personnel
- 6 hours of specialized Intramuscular injection training to meet the new medical protocols for use of Epinephrine and Narcan by our EMT level responders. This allowed Aspen Fire to help with administering of COVID-19 vaccines.

# Training – Wildland Fire

- 3 Refreshers were provided including one for Aspen Ambulance personnel – 3 hours each
- S130/190 class provided with RFFR that included personnel from RFFR and Aspen Ambulance – 40 hours + 14 hour field practical
- S215 Wildland Urban Interface class provided with RFFR – 17 hours + 7 hour field practical
- Personnel assisted Upper Colorado River Interagency personnel with the prescribed burn in Collins Creek
- Wildland Safety and Evacuation program was developed for valley Police Departments
- This program was presented in 8 different sessions to Aspen PD, 1 session to Basalt PD and 1 session to Snowmass Village PD





# Training

Total number of training hours for Aspen Fire personnel as of June 30, 2021

2,906

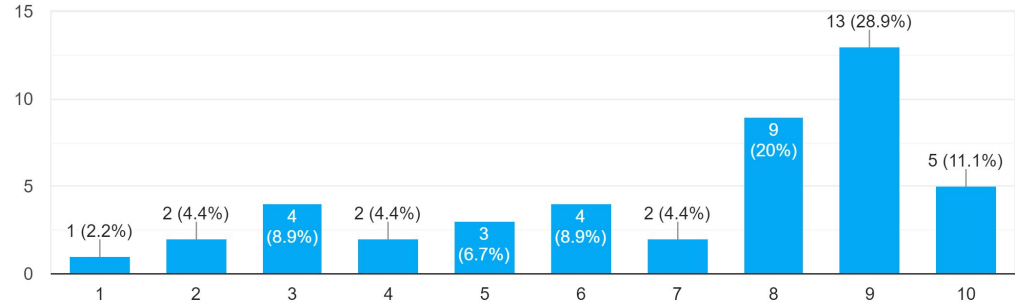


# Training – Mid Year Member Survey

Survey Results from July 2021

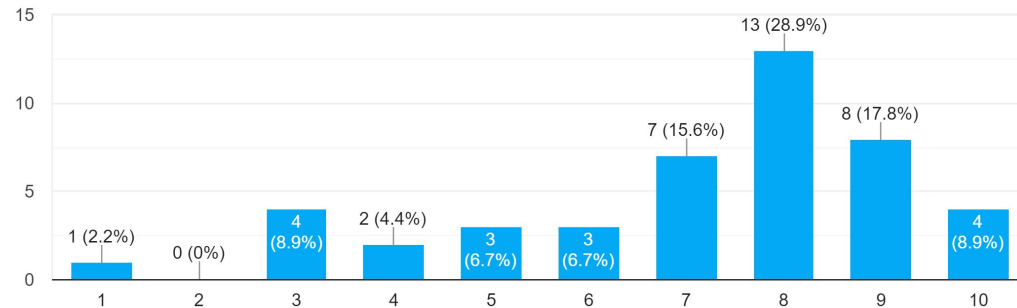
How satisfied are you with the amount of job related training and education provided to you?

45 responses



How satisfied are you with the quality of the trainings?

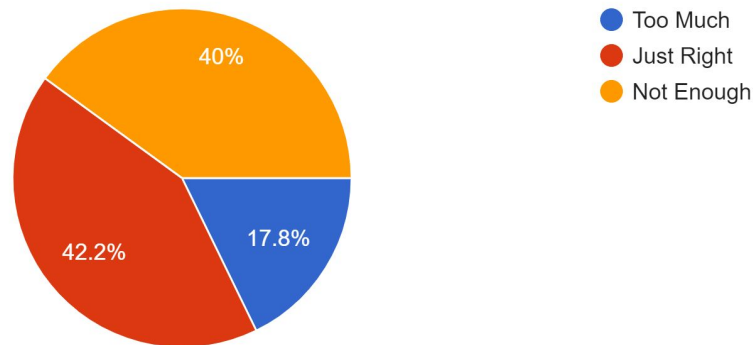
45 responses



# Training – Mid Year Member Survey

Survey Results from July 2021

How do you feel about the amount of training and education provided?  
45 responses



# Wildfire Programs

- Wildfire Adapted Community Mapping Project & Curbside Assessments
- Full Wildfire Risk Assessments/Website Scheduler
- Presentations
  - Starwood HOA
  - Red Mountain Ranch HOA
  - Pitkin Senior Center
- Represent AFD on the North West IMT
- Represent the North West IMT on the State Task Book Work Group
- Courses (previous slides)
- PANO AI Pilot Program - Operational
- Messaging - media, outreach, etc.
- Large scale proposals - In progress





## Most Recent Inspections

**Address:** 145 MUSIC SCHOOL CIR

**Inspector:**  
**Inspection Date/Time:** 7/23/2021, 5:27 PM  
**Risk Level:** Low Risk

**Address:** 4200 McLain Flats Rd

**Inspector:** Jake Spaulding  
**Inspection Date/Time:** 7/21/2021, 3:18 PM  
**Risk Level:** Unevaluated

**Address:** 4990 McLain Flats Rd

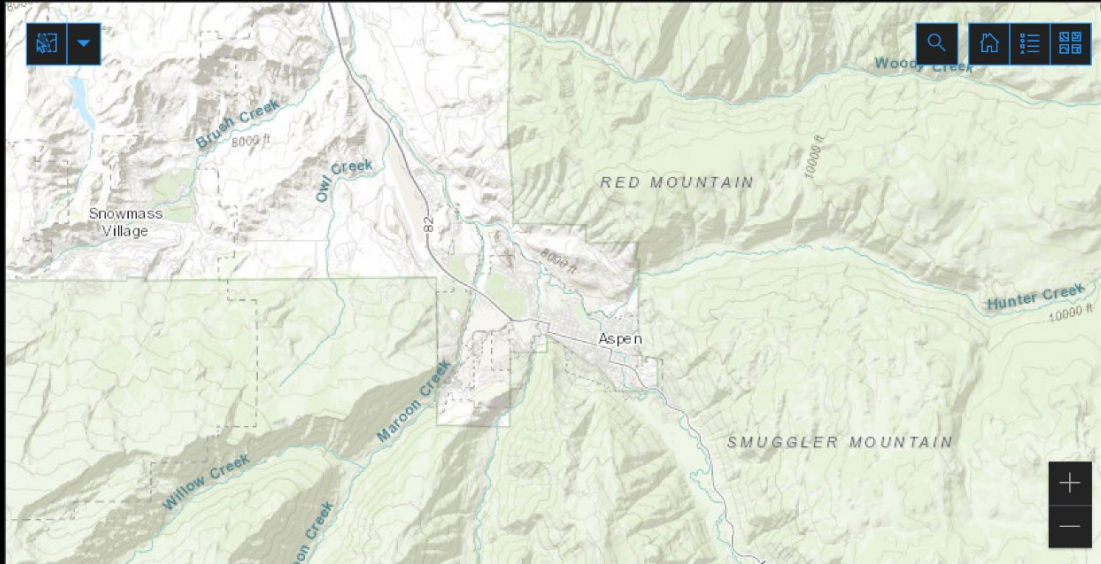
**Inspector:** Jake Spaulding  
**Inspection Date/Time:** 7/21/2021, 3:17 PM  
**Risk Level:** Unevaluated

**Address:** 900 Trentaz Dr

**Inspector:** Jake Spaulding  
**Inspection Date/Time:** 7/21/2021, 2:38 PM  
**Risk Level:** Unevaluated

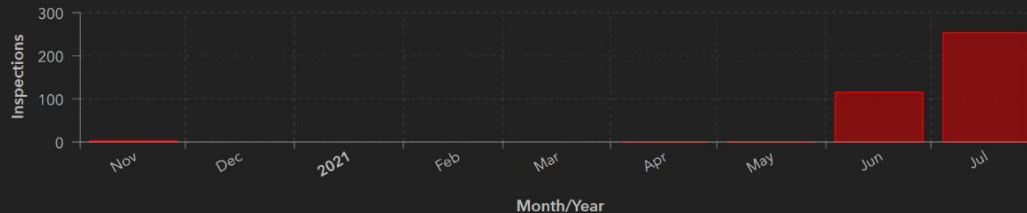
**Address:** 63 Kessler Dr

**Inspector:** Jake Spaulding  
**Inspection Date/Time:** 7/21/2021, 2:37 PM  
**Risk Level:** Unevaluated



County of Pitkin & City of Aspen, Bureau of Land Management, Esri, HERE, Garmin, USGS, NGA, EPA, USDA, NPS Powered by Esri

## Inspections by Month/Year



Inspections This Month

 **249**

Inspections Last Month

 **118**

**347**  
Inspections This Year

# Interagency Cooperation

- Valleywide Auto-aid & Major Incident Response
- Mountain Area Mutual Aid Coordinators
  - Eagle River, Greater Eagle, Vail Fire, Aspen Fire
- Interagency Medical Response - Aspen Ambulance District and Pitkin County Communications
- Interagency Medical Training Plan - AAD
- Interagency Trainings
  - Aviation Training
  - PD Wildfire Evacuation Training x 4
  - PD Basic Wildfire training x 4
  - Wildland Urban Interface
  - Joint Initial(130/190) & refresher wildfire training with Roaring Fork Fire Rescue / Aspen Ambulance
  - CPR and first aid Brush Creek camp with AAD, APD and Pitkin County Public Health
  - IAP - EOC/IMT
- Collins Creek Prescribed Burn
- UCR/Pitkin County Per Season Wildfire Exercise
- Large Animal Rescue, working on educating agricultural owners on evacuation strategies for livestock in the event of a wildfire
- PANO AI Pilot Program



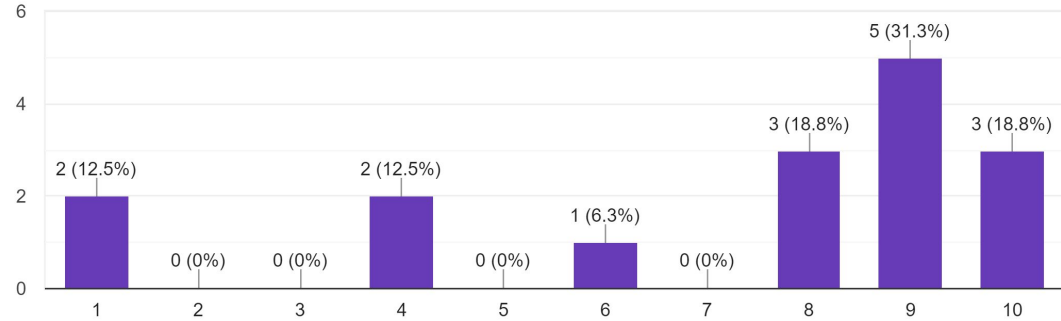


# Agency Partners – Mid Year Survey Outside Agencies

Survey Results from July 2021

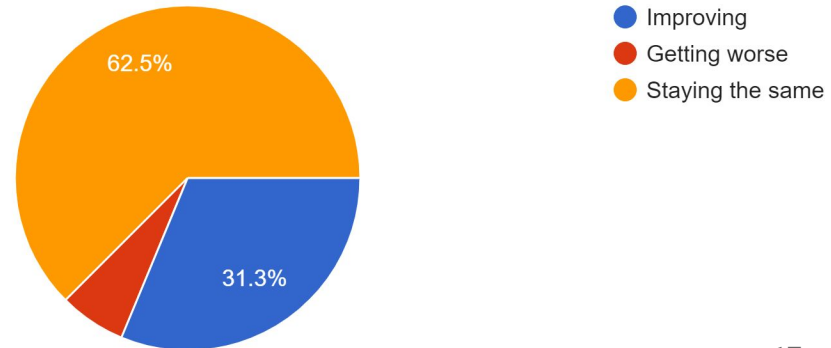
Please rate your agencies relationship with Aspen Fire.

16 responses



How is your relationship with Aspen Fire progressing?

16 responses

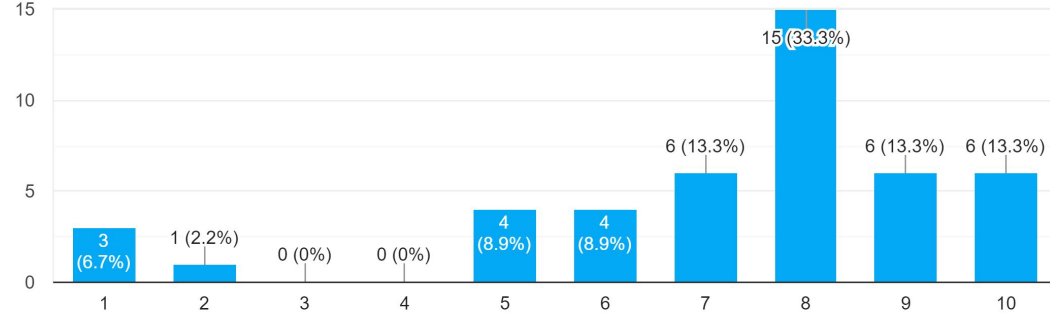


# Agency Partners – Mid Year AFD Member Survey

Survey Results from July 2021

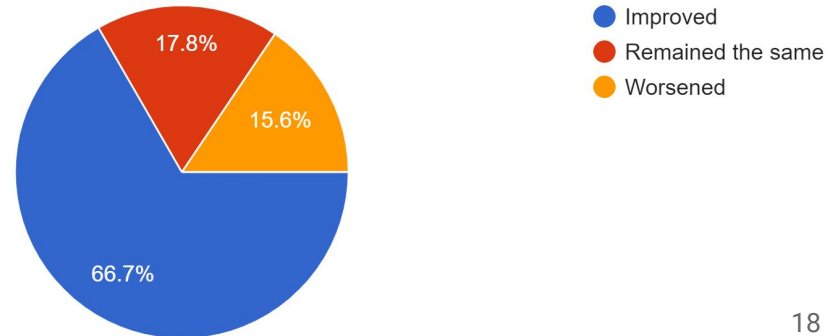
How well do we cooperate with our partnering agencies?

45 responses



Over the past six months AFDs relationship with our partnering agencies has ...

45 responses



# Industry Response Standards – KPI's NFPA 1710 & 1720

## FIRE & EMS

- Turnout Time = Dispatch to En-Route
  - Fire = 90% of calls within 80 seconds
  - EMS = 90% of calls within 60 seconds
- Travel Time = En-Route from Station to Scene with crew of 4
  - Crew of 4 - 90% of calls within 4 minutes
- Total Response Time = Dispatch to Initiating Control Actions with crew of 4
  - Crew of 4 - 90% of calls within 7 minutes
- Initial Full Alarm ERF = Matching responding resources to risk 1710
  - 1720 Urban = Crew of 15 within 9
  - 1720 Suburban = Crew of 10 within 100

# Incident Response 2021 vs. 2020

	2020	2020	2021		
	Jan - Dec	Jan - Jun	Jan - Jun	+/- Over 2020	% +/- Over 2020
OCO	1542	666	773	107	16%
ALL-CALL	120	52	76	24	46%
EMS	33	20	64	44	220%
MUTUAL AID	11	2	8	6	300%
NO RESPONSE <i>(This includes Alarm Tests, Controlled Burns, Filtered False, Other Agency and Informational Pages)</i>	342	156	218	62	40%
TOTALS	2048	896	1139	243	27%

# 2021 ALL-CALL RESPONSE KPI'S

JANUARY through JUNE

TOTAL # ALL-CALLS: 76

AVERAGE TURNOUT TIME: 4:42  
(ESCI 2020 Study 07:30)

AVERAGE TRAVEL TIME: 5:43  
(ESCI 2020 Study 13:41)

# Calls with Turnout Under 80 Seconds	16	21% of Calls
# Calls with Turnout Under 2 Minutes	25	33% of Calls
# Calls with Turnout Under 3 Minutes	58	76% of Calls

# 2021 ALL CALL RESPONSE KPI'S

## FIRE ONLY

JANUARY through JUNE

TOTAL # ALL CALLS: 15

AVERAGE # APPARATUS PER CALL: 2

AVERAGE # PERSONNEL PER CALL: 8

\*Note: This does not include  
personnel cancelled enroute

# CALLS CANCELLED/DOWNGRADED: 4

AVERAGE TURNOUT TIME: 3:05  
(ESCI 2020 Study 09:28)

# Calls with Turnout Under 80 Seconds 3 20% of Calls

# Calls with Turnout Under 2 Minutes 7 47% of Calls

# Calls with Turnout Under 3 Minutes 10 67% of Calls

AVERAGE TRAVEL TIME: 7:39  
(ESCI 2020 Study 15:12)

# Calls with TRAVEL TIME  
within 4 MINUTES with CREW OF 4 5 33% of Calls



# 2021 ALL CALL RESPONSE KPI'S FIRE ONLY

JANUARY through JUNE

AVERAGE RESPONSE TIME  
ALL UNITS:

14:04

RESPONSE TIME (TRT) WITHIN	# RESPONDERS	# CALLS MEETING CRITERIA	% OF CALLS
NFPA 1710			
7 Minutes	4	5	33%
10 Minutes	4	8	53%
15 Minutes	4	14	93%
9 Minutes	15	1	7%
NFPA 1720			
10 Minutes	10	1	7%
11 Minutes	15	1	7% 23

# 2021 RESPONSE KPI'S

## EMS ONLY

JANUARY through JUNE

TOTAL # EMS CALLS: 60

AVERAGE # APPARATUS PER CALL: 1

AVERAGE # PERSONNEL PER CALL: 3

\*Note: This does not include  
personnel cancelled enroute

# CALLS CANCELLED/DOWNGRADED: 5

AVERAGE TURNOUT TIME: 2:55

# Calls with Turnout Under 60 Seconds 17 28% of Calls

# Calls with Turnout Under 2 Minutes 33 55% of Calls

# Calls with Turnout Under 3 Minutes 43 72% of Calls

AVERAGE TRAVEL TIME: 4:05

# Calls with TRAVEL TIME  
within 4 MINUTES with CREW OF 4 5 8% of Calls 24

# 2021 RESPONSE KPI'S

## EMS ONLY

JANUARY through JUNE

AVERAGE RESPONSE TIME: 6:58

RESPONSE TIME WITHIN	MINIMUM # RESPONDERS	# CALLS MEETING CRITERIA	% OF CALLS
7 Minutes	4	6	10%
10 Minutes	4	7	12%
15 Minutes	4	10	17%
7 Minutes	3	16	27%
10 Minutes	3	17	28%
15 Minutes	3	17	28%
7 Minutes	2	30	50%
10 Minutes	2	40	67%
15 Minutes	2	46	77% <sub>25</sub>

# Morale/Member Satisfaction/Retention



- Updated Organizational Chart - All members are valuable!
- Employee Satisfaction Survey
- Recruitment and Retention
- 4th of July
- Family Night
- Events
- Strategic Plan
  - Wellness Initiatives
- Hearts and Minds - FF Fitness
- Peer Support Group
- EAP Program

# Mid Year Member Survey

## Participation

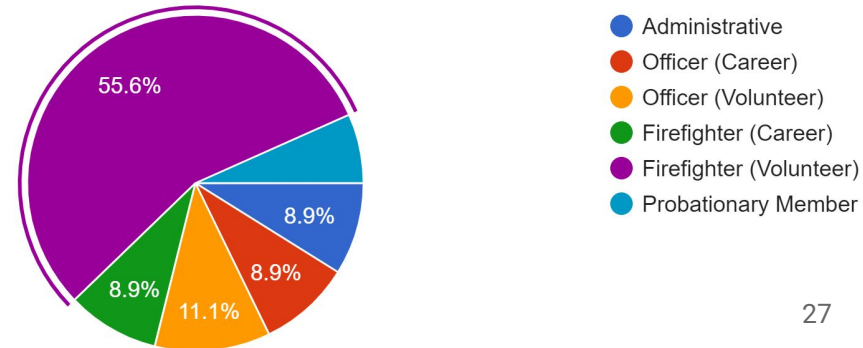
Survey Results from July 2021

# Career Officers	7	# Volunteer Probies	8
# Career Firefighters	6	# Volunteer Auxiliary	1
# Volunteer Officers	4	# Administrative Staff	3
# Volunteer Firefighters	27	# Members on LOA/MLA	5
<b>CURRENT TOTAL STAFF MEMBERS</b> 61			

### 74% Member Participation

What is your position with Aspen Fire?

45 responses



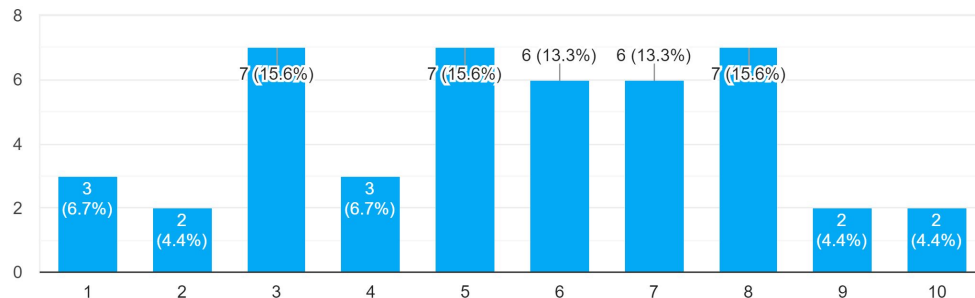
# Mid Year Member Survey

## Leadership – Board of Directors

Survey Results from July 2021

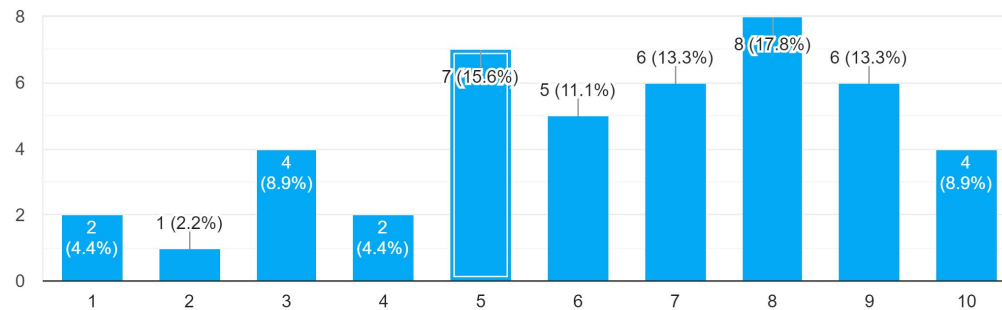
How supported do you feel by the Board of Directors?

45 responses



How would you rate the level of fiscal responsibility of the Board of Directors?

45 responses





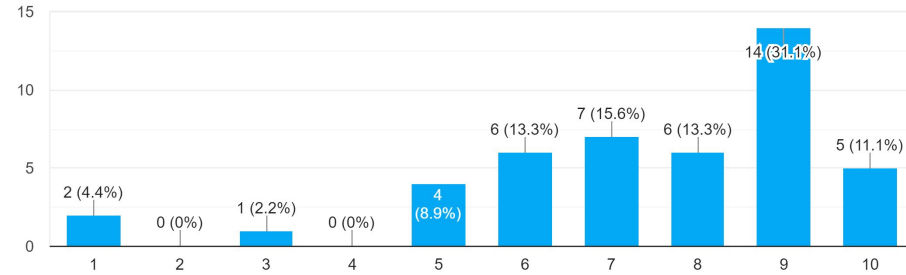
# Mid Year Member Survey

## Leadership – Fire Chief

Survey Results from July 2021

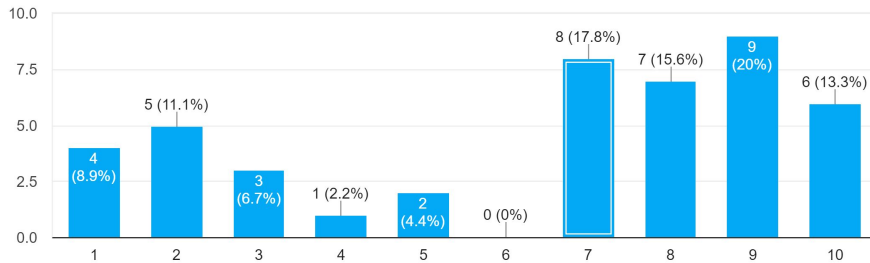
How would you rate the level of involvement by the Fire Chief?

45 responses



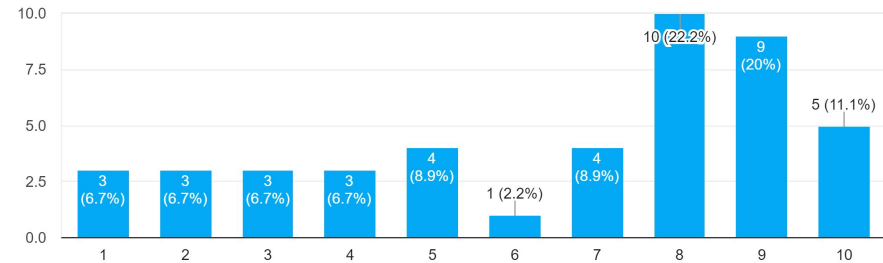
How supported do you feel by the Fire Chief?

45 responses



How would you rate the performance of the Fire Chief in the past six months?

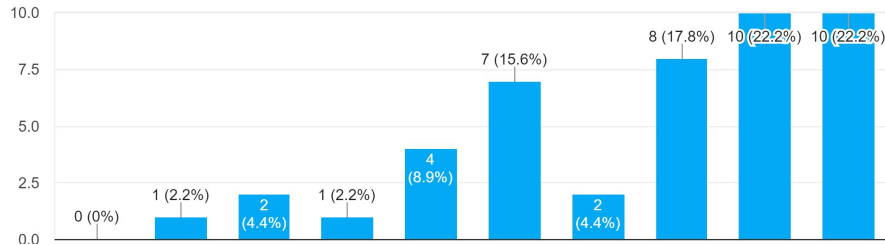
45 responses



# Mid Year Member Survey Leadership – Deputy Chief & Direct Supervisor

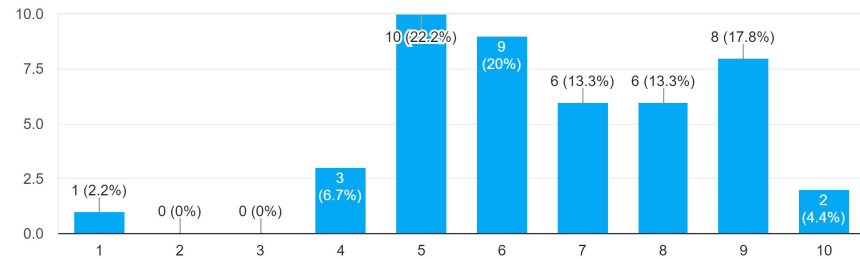
How supported do you feel by the Deputy Fire Chief?

45 responses



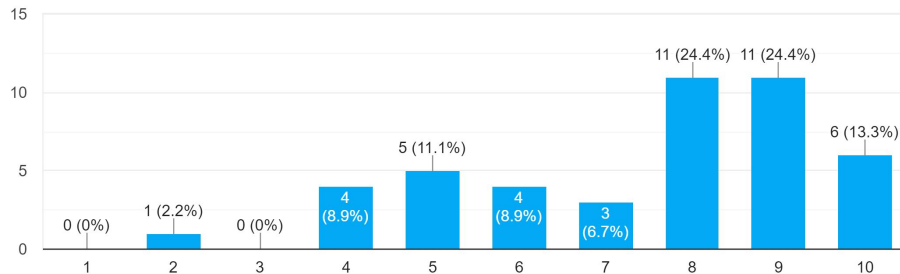
How would you rate the level of involvement by the Deputy Fire Chief?

45 responses



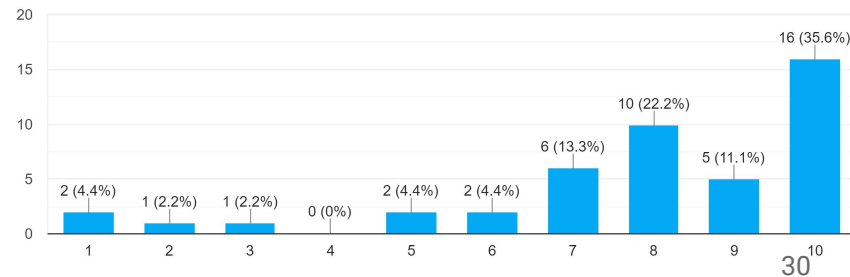
How would you rate the performance of the Deputy Fire Chief in the past six months?

45 responses



How supported do you feel by your Direct Supervisor?

45 responses



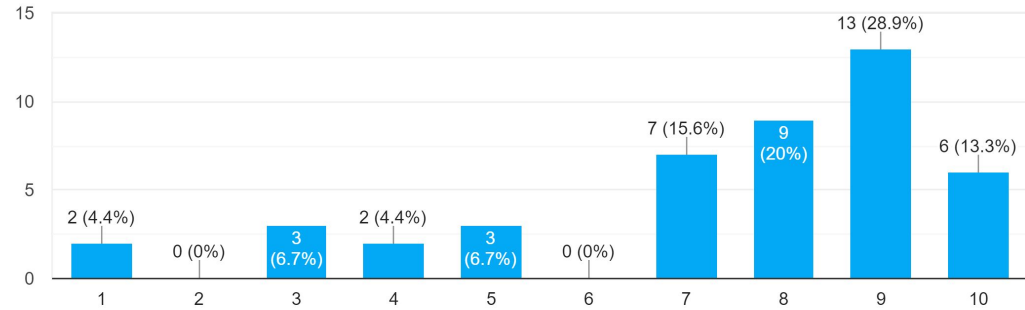
# Mid Year Member Survey

## Benefits

Survey Results from July 2021

How satisfied are you with the benefits provided by the district?

45 responses



# Mid Year Member Survey Benefits

## Top 3 benefits members appreciate:

- Health Insurance 27
- Retirement/Pension 14
- Parking 13
- Fitness Wellness Allowance 8
- Gym 5
- PTO 4
- H.S.A. 4
- Training/Education 3

*Other mentions: H.R.A., camaraderie/team, stipends, EAP, paycheck, bathrooms, ARC access, humor, community support, flexibility, subsidized housing, golf access, paid opportunities, dinners/meals, all of them, ability for staff to work from home as needed, job security*

## Other benefits members would like to see:

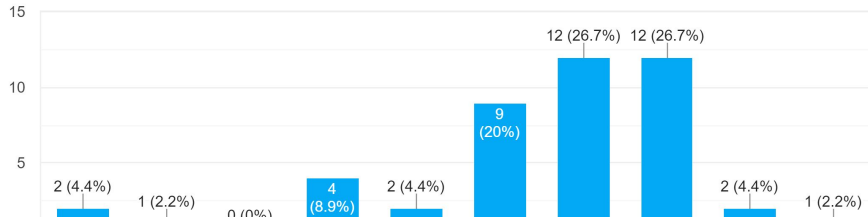
- Short/Long Term Disability 9
- Affordable Housing 7
- Increased Retirement/Pension 6
- Volunteer Housing/Stationkeeper 5
- More fitness/ski pass/gym/  
Caribou club programs and access 3
- Increased PTO 2

*Other mentions: Comp time, APCA housing priority, better insurance, continuous flexibility, everyone paid, day care, yearly COLA salary increases, member recognition on all levels, gas allowance, city market cards and similar perks for volunteer to offset costs of volunteering, bonuses*

# Mid Year Member Survey Communication

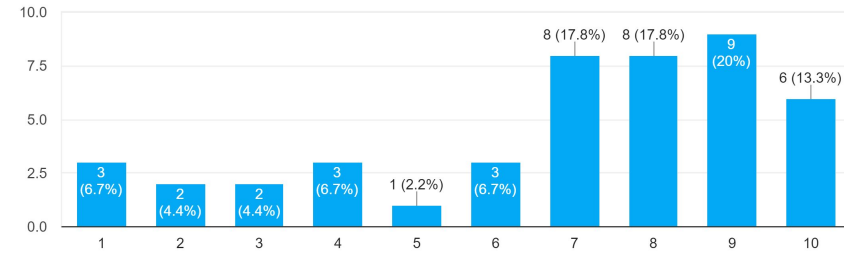
How satisfied are you with communication within the department?

45 responses



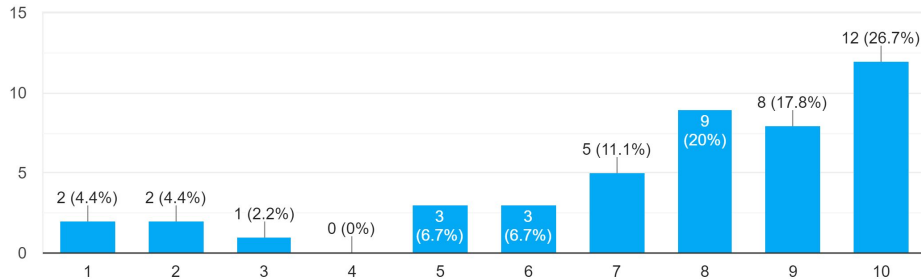
How well do you feel your team communicates between each other?

45 responses



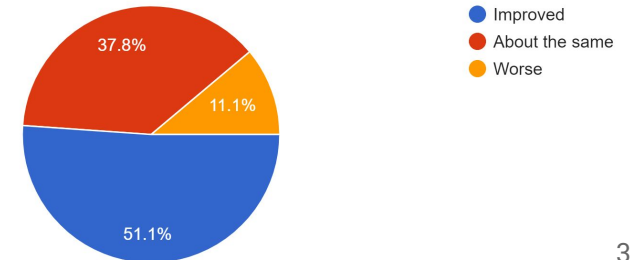
How satisfied are you with communication from your Direct Supervisor?

45 responses



How do you feel the communication has been in the past six months?

45 responses



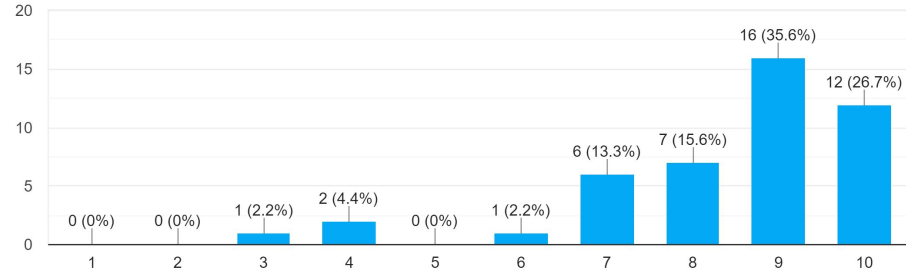
# Mid Year Member Survey

## Safety

Survey Results from July 2021

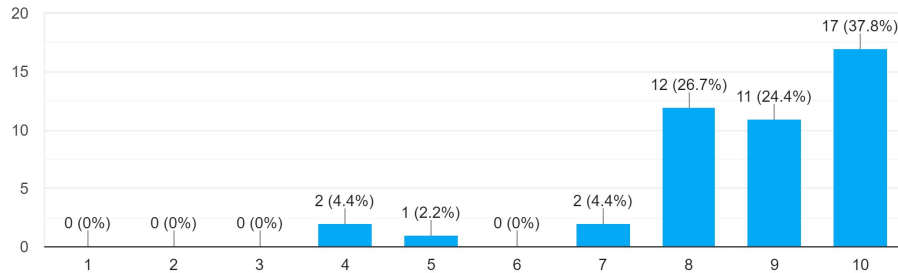
Rate our facilities.

45 responses



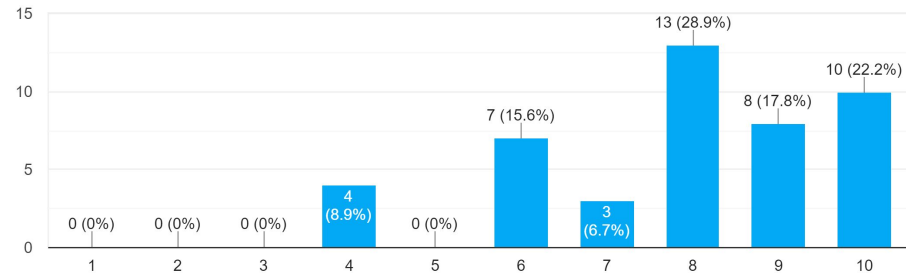
How often do you feel safe while performing your duties?

45 responses



Rate the equipment used to perform your duties.

45 responses



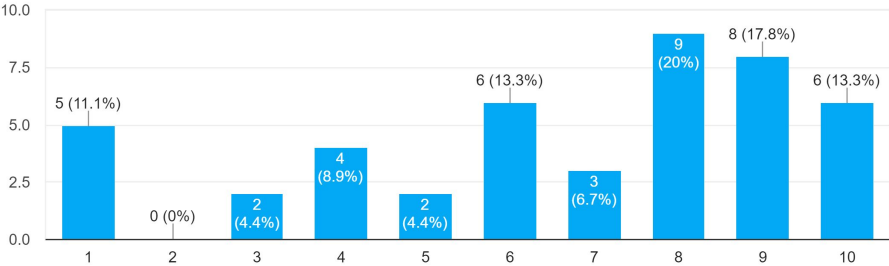


# Mid Year Member Survey

## Member Satisfaction

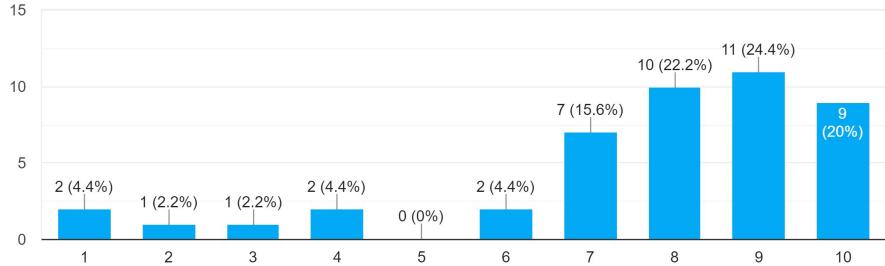
I feel valued within the organization.

45 responses



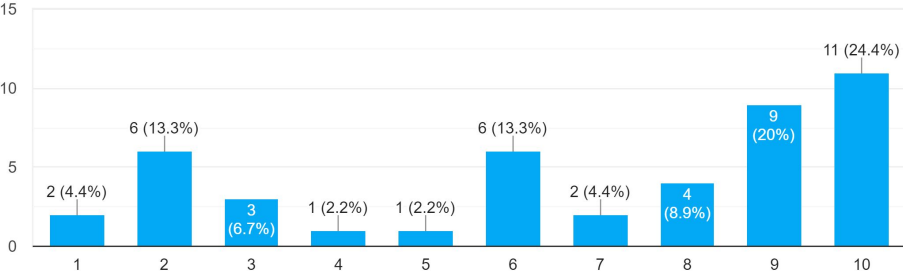
I feel respected by my peers.

45 responses



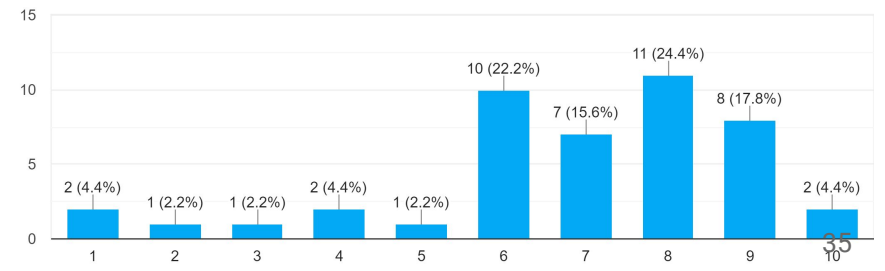
I feel like I belong to this organization.

45 responses



How would you rate the level of professionalism within the organization?

45 responses

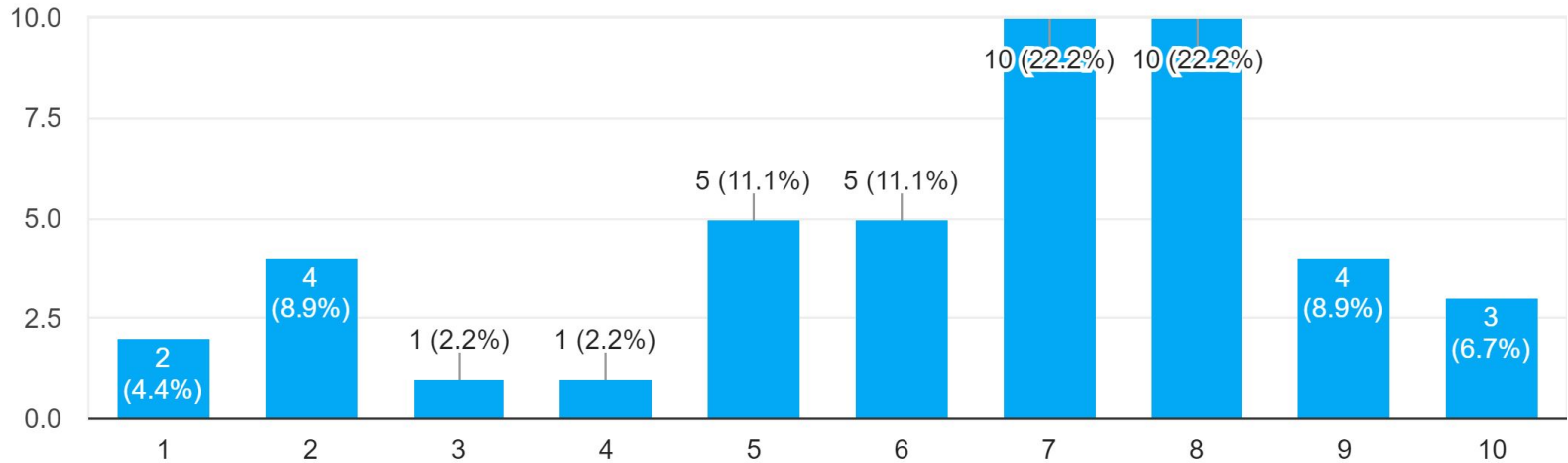


# Mid Year Member Survey

## Member Satisfaction

Please rate the current morale of the organization.

45 responses

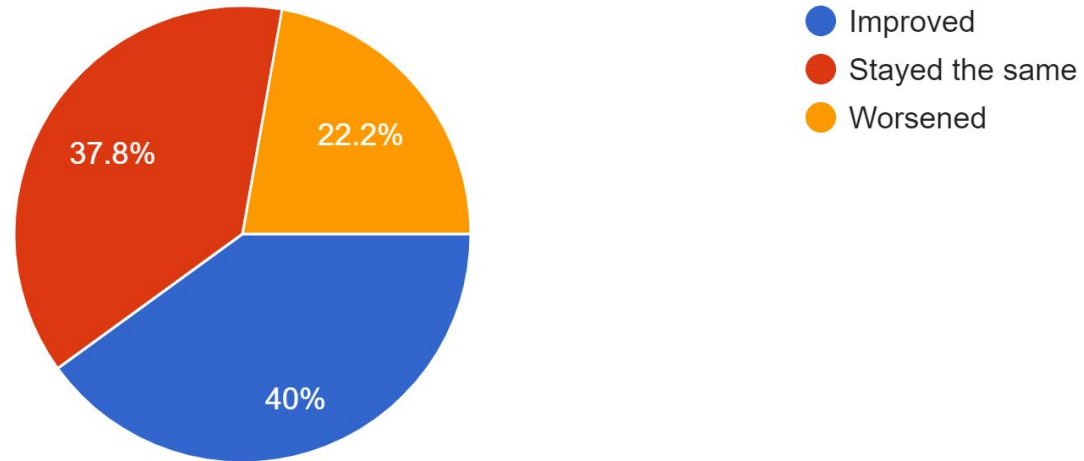


# Mid Year Member Survey

## Member Satisfaction

Compared to six months ago, how do you feel morale has changed?

45 responses

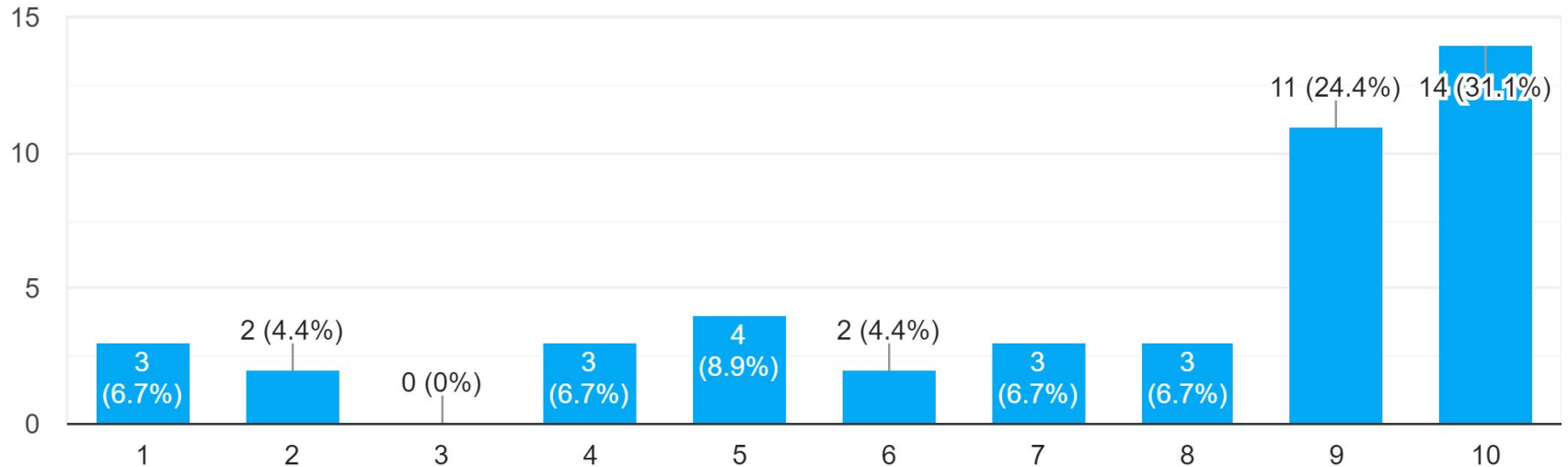


# Mid Year Member Survey

## Member Satisfaction

How likely are you to refer people to become a volunteer or a career staff member at Aspen Fire?

45 responses

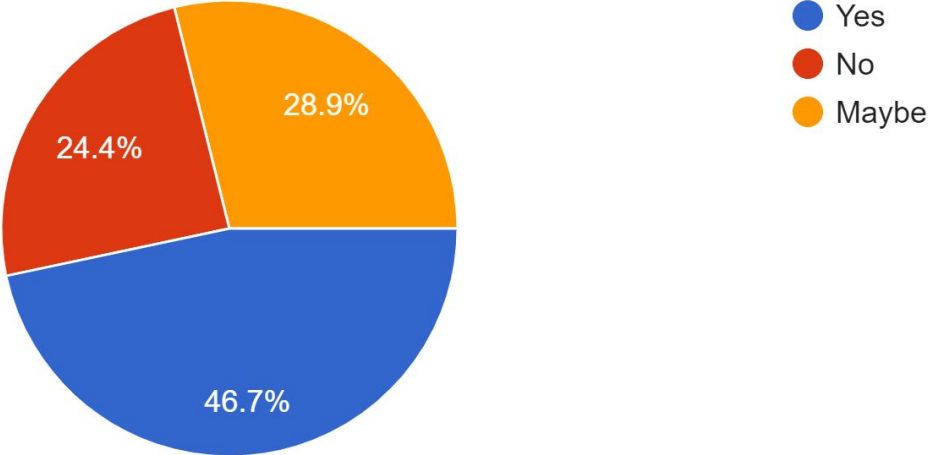


# Mid Year Member Survey

## Member Satisfaction

Do you feel that the Volunteer Shifted Program successfully balances the needs of the community, the organization and the individual volunteer?

45 responses



# Community Outreach

- Social Media
- Radio
- Events
- PIO Group
- Deputy Fire Marshal
- Community Education/Outreach initiatives
- Jr FF Program - Strategic Plan
- Saturday Farmer's Market
- July 4th Participation
- INTERAGENCY 9-11 20th Anniversary
- Upcoming Event
- Wildfire Mitigation Assessments



# Fiscal Responsibility

- 2022 Draft Budget first reading at AFD Board of Directors August meeting
- Reduce Cost/Maintain Service
  - Automation - uniforms, reports
  - Skeleton Admin
    - Shift programs (Fire/EMS Training, Facilities/Fleet, Wildland/ICS)
  - Information stream consolidation
    - Exploring options with FDSU
  - Exploring energy efficient vehicle program
  - Electric company solar credits
- Safety committee/cost containment
- FEMA SAFER Grant of \$1.3 Million for Recruitment and Retainment of Volunteer Firefighters

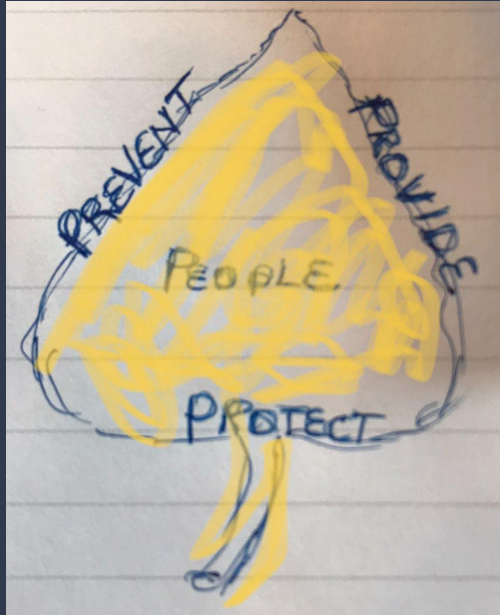
## 2018 Mill Levy Funds Allocations

- FF/Responder Housing: FirePlace currently on schedule and within budget.
- Emergency Fire/Disaster Fund Currently \$251,859
  - Emergency costs associated with unforeseen events in emergency situations outside of planned budgetary items. ie. COVID expenditures, OT backfill and other costs associated with natural/manmade disasters or other large incidents.
  - Emergency Disaster Declaration(s)
- District Staffing
  - Addition of full-time, 24/7 operational personnel including both paid and volunteer responders.
- Maintaining and training adequate career and volunteer firefighters.
- Volunteer Benefits (Recruitment and Retention)
- Capitalization Plan: 20 year CAP PLAN updated yearly
  - Upgrading and maintaining emergency equipment and existing fire stations



# Moving Forward

# Strategic Plan



- Initiative 1 - Officer/Leadership Development
  - 1A - Create and Implement Officer Development Program
  - 1B - Develop and communicate command structure
  - 1C - Evaluate and Revise Job Descriptions
- Initiative 2 - Program Development
  - 2A - Enhance Wildfire Program
  - 2B - Develop Certification/Qualification Matrix
  - 2C - Enhance Public Education
  - 2D - Enhance EMS
  - 2E - Health and Wellness
- Initiative 3 - Capital Asset Management
  - 3A - Review/Amend Apparatus Replacement Program
  - 3B - Review/Revise Facilities Plan
  - 3C - Develop Small Equipment Management Program
  - 3D - Develop IT Program
- Initiative 4 - Staffing
  - 4A - Hiring and Retention Program
  - 4B - Admin Support Program
  - 4C - R & D Operational Staffing Program
- Initiative 5 - Cooperative Enhancements
  - 5A - Interagency Service Delivery Options
- Initiative 6 - Organizational Development
  - 6A - Define Organizational Capabilities
  - 6B - Develop Fireground Command System
  - 6C - Communications Plan
  - 6D - Standards of Cover
  - 6E - Update/Create SOGs and Policies
  - 6F - Develop Transition Plan for Combination Department

# Fire Chief Closing Statement





**ASPEN FIRE DEPARTMENT**

# Organization Chart

