

Castle Rock Fire and Rescue Department



Commission on
Fire Accreditation
International

An Internationally Accredited Fire Rescue Agency 2017-2022

November 2021 Monthly Report

Department News: Starlighting was Nov. 20th. To prepare to light the star, CRFD firefighters, known as the Keepers of the Star, climb the star to replace bulbs and to ensure the star will light at countdown. Also, the Castle Rock Fire Professional Firefighters Local 4116 held a chili supper as a fundraiser that supports the CRFD Explorer Program and the National Fallen Firefighters Foundation. Over 65 gallons of chili were sold, plus hot dogs, nachos, and dessert.



Vision - To Be The Best - at providing emergency and prevention services

Mission - High Customer Satisfaction - through quality preparation and excellent service

Values - Strength, Honor, Integrity, Excellence, Leadership, Dedication, Service

Operations Division:

Deputy Chief Rich Martin

Customer Service

Measurable Outcomes - Rating of 4 or better on customer survey cards 100% of the time
November 2021 ...100%

Of the 30 customer survey cards we received in November, all 30 were of the highest overall rating of 5. Some of the comments we received read; *"Your crew was wonderful, friendly, helpful and genuinely seemed to care and enjoy their jobs of helping people; we appreciated them very much!"* Another read; *"Someone went and got my phone for info and I was deeply surprised my retired hearing dog was allowed to come with me. We both were calmed. Thank you!"* Another read; *Paramedics calmly walked us through first medical emergency with daughter and eased fear & anxiety quickly. 911 dispatch was incredible. Grateful to live near these incredible first responders!"*

Call Statistics

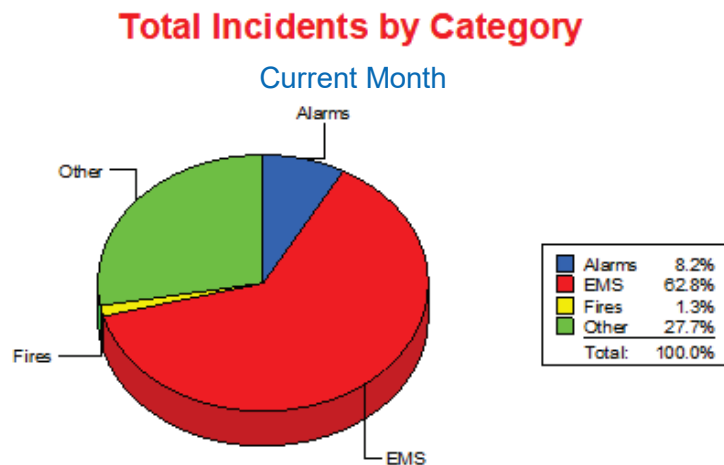
For the month of November, we responded to 519 calls for service. Last year at this time, we responded to 443 calls. This places our year to date calls at 5,517, which is 611 more calls or 11.1% higher than last year. Average calls per day for the month were 16.5.

Of the 519 calls for service in November, 316 of the calls were for EMS. We had 288 patient contacts and transported 223 patients. This time last year, we had 230 transports.

Fire Calls

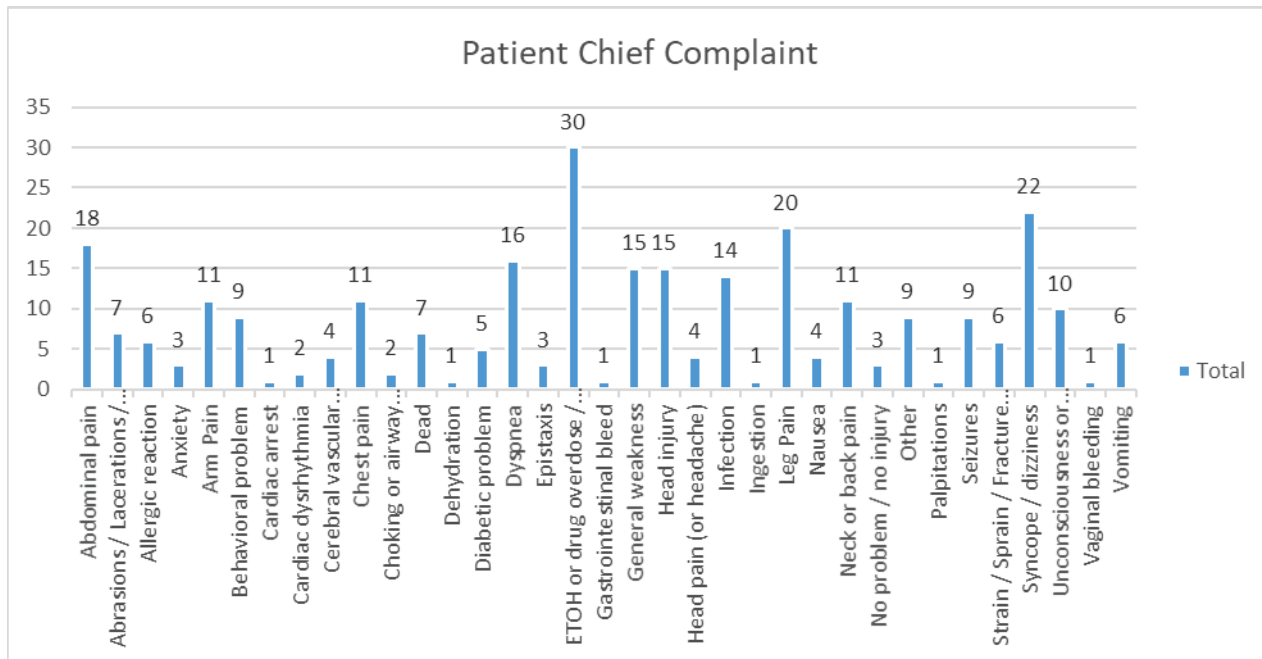
During the month of November, we ran 4 fire calls compared to 6 in November 2020. We had 38 alarm calls, which is 14 less than last year. Alarm calls are closely related to new commercial construction, where alarms are generated as new systems come on line.

The chart below indicates call proportions for the month of November:



Emergency Medical Service Calls

The most common EMS calls in November were for alcohol or drug issues with 30 patients. The second most common call type was for syncope/dizziness with 22 patients.



Measurable Outcomes

CRFD Paramedic on scene of all EMS calls 100% of the time
October 2021...100% November 2021...100%

Monthly alerts called by crews and follow-up

Cardiac Alerts	0	Transported to appropriate facility	N/A
Trauma Alerts	0	Transported to appropriate facility	N/A
Stroke Alerts	2	Transported to appropriate facility	100%
Sepsis Alerts	4	Transported to appropriate facility	100%

Correct treatment, destination, and procedures done 100%

Significant Incidents:

- **A Shift:** On 11/7, Battalion 151, Medic 151, Bureau 152, and Brush 151, responded to the area of I-25 and Sky View Lane for mutual aid with Larkspur Fire on an open area brush fire non-threatening.

- On 11/20, Battalion 151, Engine 155, and Medic 151 responded to the Meadows subdivision, on an entrapment call. A child was stuck in a baby swing at the park. The child was extricated, no medical needed.

Deputy Chief Commentary

Our call volume remains above last year's level at this time. We are currently 11.1% over last year.

We have some concerns with the lack of moisture and fuels that have become more susceptible to burn for potential for wildland fires. We are monitoring this as well as remaining in contact with Douglas County Office of Emergency Management. Should any action need to be taken, we will communicate it to everyone.

We continue to see a consistent rise in COVID incidence and positivity rates within the state, county and town. We remain current and are complying with orders and guidance at local, state, regional, and national levels with issues pertaining to the pandemic as they are updated and revised.

The ER or total divert in the southern metropolitan area continues to be extremely challenging. Consistently, there are no ICU or medical/surgical beds available at the facilities we are transporting to on a regular basis. The southern hospital zone that we coordinated with our neighboring departments in Douglas and Elbert Counties remains available for utilization when needed.

The Operations Division set three goals at the beginning of 2021 to accomplish. The goals the group decided on were:

- Sleep improvement
- Safety of our members on highway incidents, and
- Re-engaging in multi-company training.

With the combined work of everyone, I am proud to say that the team accomplished all three goals this year.

The Sleep Study Team has focused on education for our members. They will also be working with the Logistics Division to possibly look at a mattress selection for the stations as they are due for replacement. With the recommendation from the team, the department has purchased darkening blinds for all bedrooms at each station. These were ordered in July, and we are currently waiting on a delivery time due to the ongoing universal supply chain issues.

Lieutenant Osborn and DVC Bersagel-Briese presented their findings on highway incidents and any adjustments we may need to consider from the study at the annual program appraisal meeting. The group's recommendation is to add a second apparatus to all vehicle crashes, not just highway incidents. We will be implementing this change no later than March 1, 2022 to ensure that changes can be made with dispatch and training can be completed. Many thanks to Lt. Osborn and DVC Bersagel-Briese for their work on this!

Through the opportunities we were given at the Acme Brick facility, there were a variety of multi-company trainings that were completed by our members. Many thanks to everyone for the work and experience we gained through this opportunity.

The data we receive from Sky Ridge on cardiac and stroke alerts continues to show our times are well below the national standards. Our treatment continues to meet or exceed national standards. This is validated by the information on outcomes we receive from Dr. Luyten.

As part of our outcome based studies for continual improvement, we continue to focus on Cardiac, Sepsis, Stroke and Trauma alerts, from initial contact, through transport to the appropriate facility, hospitalization, and ultimately, discharge from a health care facility. We continue to work with our medical director to show these outcomes by utilizing The Modified Rankin Score, which scores a patient's ability to return to the lifestyle they had prior to their serious medical issue. We believe this data is the most comprehensive at this time for us to get the best information and continue to look at ways to improve patient care and outcome.

Annual physicals have largely been completed. There are a few members that have had scheduling challenges that will be taken care of by December 15th

In November, members were involved in physical fitness for a total of 247.5 hours.



2 separate motor vehicle crashes



Administration Division:

Fire Chief Norris Croom

Key Admin Issues

While the election results were not all that we hoped for, the passage of 2D, the TABOR timeout, is a great thing for the Town. If there are any future TABOR surpluses, these funds will be used for police, fire, and transportation, much like we have seen in the past with previous TABOR timeouts. As for 2A, we will continue to work with Town Manager Corliss and Town Council to determine a path forward as our resource needs remain unchanged.

As we begin to finish out the year, our budget still remains on track, and overall, we should still come in just under budget. We're still monitoring expenditures and supply chain issues to ensure we remain compliant with our financial policies as we move towards December 31st. Our 2022 budget should be approved by Council on December 7th, and Town Manager Corliss has recommended four positions (3 FF/Paramedics and one Shift Training Officer) in addition to our non-personnel requests for next year. We're also just about three months away from beginning the 2023 budget process, so, yes, budget really is a year-round process.

Part of the 2022 budget includes the new public safety performance pay system. Over the course of the year, we have been working with CRPD and HR to develop and now finalize this program. We met with HR in November to develop the final implementation plan, and specific information on this new plan will be forthcoming in December. We could not have done this without the phenomenal support and efforts from our HR team and Town Manager Corliss, and we are very grateful for all that they have done for our impacted members.

If by chance you have not heard, Town Council approved an additional one-time holiday for December 23rd as a way to thank all of the Town's employees for our continued efforts during the past year. A BIG thank you to Council for this recognition!

The Town also recognizes that employees were still not able to utilize their vacation time this year as we were still somewhat travel restricted earlier in the year. As was done last year, the Town is allowing personnel to carry over excess vacation time to be placed in their vacation bank for 2022. As it stands today, this time must be used by December 31, 2022 or it will be lost. We will closely monitor employee banks as we move through 2022 to try and make sure members get to use their earned time. Depending on how things go, we may have to address this again later next year. However, I appreciate the Town making this effort to further assist our members in these extraordinary times.

Fire Chief Commentary:

As we are constantly evaluating our programs and processes, this is done to ensure continuous improvement. Accreditation is the end result of this continuous improvement; it is not the process. After Asst. Chief Rollins approached me on this topic and then we discussed it in our annual program appraisal, we want to re-emphasize that in everything we do, we are striving for continuous improvement. We should remain focused and always be moving towards our Vision and Mission. If

we are able to maintain this, then we can achieve accredited status, but it is the continuous improvement that will make the overall difference for our department and our community.

Our community wildfire protection plan is going through one final review with Town staff, to include Town Manager Corliss, before sending to Council for consideration and possible adoption. Once adopted, we will begin work on implementation starting next year.

- As part of the startup to the CWPP, we met with the Escavera HOA to discuss opportunities to conduct some mitigation in this neighborhood. The HOA is very engaged, they have completed some mitigation on their HOA property, and are now looking to work with the Town to do the same on town property. After meeting with the HOA and reviewing their priority areas, we secured a mitigation contractor, and work is now beginning to complete the needed mitigation to tie in their work to Town property.

Starlighting was another huge success this year, and I thank everyone for all of their efforts. From set up and tear down to hosting the chili supper to a great fireworks display and everything else, I heard nothing but positive comments from town leadership and the public alike. The Town was able to use some AI to determine that there were approximately 26,000 people downtown during the prime time of 5-6 PM.

We are still discussing modifying our call types as they relate to wildland fires. We are working to align with South Metro's call types for wildland fires, so this is being reviewed for consideration. It also needs to be taken to the Elbert County Fire Chiefs as this would be a global change in how we operate. More info will follow as it becomes available.

Finally, Rick Patrick, Director of National Fire Programs at the United States Fire Administration, stopped by last month, and I had the opportunity to give him a tour of the district and discuss some of the challenges we face with growth, EMS, and wildland fire. He was very appreciative of the information as well as us taking the time to meet with him.



Chili Supper



Life Safety Division:

Division Chief Brian Dimock

Fire Marshal Commentary

During this month of Thanksgiving, I would like to take this time to thank the team that I have been given for all of their hard work and dedication over this past year with all the changes that have come our way. Some of these were our choice and many were not. Our team made the best of everything that they had to work with and are charging forward and for this I am very thankful.

As with everyone, the last 20 months have been pretty challenging with all the changes that this brought in and of itself. This team of professionals were faced with trying to complete items that require that they are consistently and constantly within the public realm.

Key Life Safety Issues –

The Life Safety Division of the fire department is a division that is not very well known to the public like the Operations Division that responds to emergency calls on the apparatus. This division works with developers, planners, and contractors to ensure that we have access, addressing, water, as well as fire and life safety items as these projects are being completed. It is equally important to this division that not only do we ensure that the public is safe, we also are looking out to ensure that the Operations Division is safe in their responses to calls for service.

During the month of November, there were a total of four complaints consuming roughly three hours of time. Two of the complaints were regarding vehicles in a fire lane, one was regarding construction materials in the street and sidewalk, and the fourth was resolving a matter that started back in July.

It is important to note that the major goal of the Life Safety Division is to complete all of the tasks requested; (not all inclusive) public education, plan reviews of development planning, concept plans, buildings, and fire protection systems; and to inspect new construction and sites, existing occupancies for code compliance; and to ensure the safety of the occupants, workers and responders who may need to respond to an emergency at the site. In addition, the division is involved in response and investigation assists to the Operations Division when requested, and provide a multitude of other services to the Town and its community members.

During the month of November, the Life Safety Division completed 753 calls for service that are described below. It is important to note that this is not a complete listing of all the items completed by the Division.

Fire Prevention Bureau – Code Enforcement / Inspection Activity:

Development and Construction activity continues to move forward at a very rapid rate. The following items were noted for November:

- 136 plan reviews were completed consuming 157.5 hours of time from the three reviewers.

Inspections activity, including construction and existing occupancy, continued strong during the month of November:

- 244 inspections were completed utilizing 177 hours. These were completed by the five members of the team. This included instruction for our newest member on some of the more unusual items that they may see.

Special Events activity continues to be busy in the fall months. We are seeing more events throughout the town and the amount of mobile food trucks has increased tremendously this year.

- There were 22 inspections and reviews of the special events using just under 16 hours of staff time, normally during the weekends and after-hours.

Overall: Maintaining fire and life safety during construction or at existing businesses is a priority within the Castle Rock Fire service area for the Life Safety Division. While this is not the only area that we monitor, this is one of the largest items that we come into contact with. During the month of November:

- A total of 180 occupancies were touched through inspections.
- The Life Safety Division logged just under 1,123 hours of total time during the normal duties of the day.

Unmanned Aerial Vehicles (UAV) –

One of the tools that is used within the Life Safety Division is the UAV's. We are constantly finding new uses within the emergency response fields. Although these look like any other UAV, these are the workhorse of this Division. They are very useful for construction site documentation, search and rescue operations, pre-fire inspections, fire operations, and wildland fire fighting. This is a very perishable skill and needs to be exercised as often as it can be.

- The UAV pilots logged a total of 42,200 feet of flight with a total flight time of 253 minutes. This was completed during the 43 flights that took place.

Responses/Investigations –

November increased our response assists and investigation entries. Although the number of entries were relatively the same, the amount of time spent on these items increased due to numerous other factors, i.e. severity of item, or the length of time needed to conduct the investigation.

- 5 response assist were logged to aid the Operations Division with items that they had, taking a total of 16.75 hours to complete.
- 11 investigation entries and 4 law enforcement entries pertaining to investigations and one of the members had court or other LE related activities, logging a total of 15.25 hours of time.

Public Education –

A total of 11 events took place during the month of November making contact with 245 citizens. A total of 18.5 hours were utilized in conducting public education and engaging in community risk

reduction. However, this does not include the hours of time that were used to coordinate, prepare and complete follow up items after the events and classes took place.

November Highlights for CRFD Public Education and Events:

- School visits in the community and group visits at stations
 - Met with different groups during month of November.
 - Groups included visits with area schools, [Wellspring S.T.A.R.S.](#) and [Freedom Service Dogs of America](#).
 - Our goal for these visits is for all individuals to walk away learning something that can possibly save their own life and to make the community safer.
 - Crews and educators utilize a department wide Public Education binder to give our audiences a consistent message during every interaction.
 - Cognitive development and developmental characteristics throughout the lifespan are utilized to tailor messages to different age groups, as well.
- Cardiopulmonary Resuscitation (CPR) classes
 - HeartSaver Total trainings with the Town of Castle Rock Water Department
 - HeartSaver Total is a course designed to prepare participants for the most common types of first aid emergencies and equips them with CPR skills for adults, children and infants. This comprehensive curriculum from the American Heart Association meets Occupational Safety and Health Administration (OSHA) requirements.
 - Upon completion of the HeartSaver Total training:
 - 100% of participants felt confident about using the skills the course taught them.
 - 100% of participants stated they “would now be able to respond in an emergency because of the skills they learned in the course.”
 - Feedback from participants:
 - “Hands on training is so helpful! Both instructors did an awesome job!”
 - “The shorter class from a full day down to half was wonderful.”
 - “Great content.”
 - BLS training with Castle Rock Police Department Explorer Post
 - This training is designed for healthcare professionals and other personnel who need to know how to perform CPR and other basic cardiovascular life support skills in a wide variety of in-facility and prehospital settings. Classes cover AED, ventilation devices, rescue breathing and two-person CPR techniques.
 - Upon completion of the BLS training:
 - 100% of participants felt confident about using the skills the course taught them.
 - 100% of participants stated they “would now be able to respond in an emergency because of the skills they learned in the course.”

- Feedback from participants:
 - “I appreciated the feedback we received from the instructors throughout the course.”
 - “The amount of hands on learning we were able to do was very helpful.”
- PulsePoint Education and Awareness
 - PulsePoint is a 911-connected app that immediately informs you of emergencies occurring in your community and can also request your help when CPR is needed nearby. These alerts are in real-time and simultaneous with the dispatch of medical care, allowing everyday citizens to be the help until help arrives.
 - 543 PulsePoint App users following CRFD on the app enabled CPR alerts during the month of November.
 - Download the FREE [PulsePoint app](#) and follow Castle Rock Fire and Rescue today!

Car Seat Education

- Crews and administrative staff assisted with the completion of 22 car seat checks during the month of November.
 - These car seat checks were comprised of 18 rear-facing seats and 4 booster seats.
 - Car seat checks were performed at our 5 stations throughout the month.
- Car seat checks provide an essential opportunity to educate parents/guardians in how to install and properly use these life-saving seats for their children.
- Community Member feedback:
 - “Beyond all our expectations! Thank you!”
 - “The techs helped me practice how to use the car seat correctly. Now I feel I can safely install the car seat alone and know what to look for.”
 - “Thank you so much!”
 - “Excellent service, thank you!”
- Of the car seat education that was provided during the month of November:
 - 100% of respondents “would recommend this service to friends and family.”
 - 100% of respondents indicated they are “better educated in child passenger safety after this experience.”



Training Division:

Division Chief Oren Bersagel-Briese



Division Chief Commentary

November saw the end of our formally organized training effort at the Acme property, and we concluded with a great series of live-fire trainings in the main office building. There is no substitute for good live-fire evolutions, and we appreciated all of the great efforts to make those drills valuable. There was also a lot of help from all levels of the organization, and we are appreciative of the support to pull off this kind of training. On the last day, we burned the building to the ground; which gave us another great opportunity to witness fire growth and development...and to see first-hand the amount of survivable space that might exist in a building after it has been well involved for a long time.

Following a lot of work by our Legal Department, we were able to roll out a waiver form that now allows crews to train at non-town-owned facilities. This has been a hindrance to training efforts over the past few years, and we are extremely thankful for Legal's support in finding a way to allow these trainings to take place. In leveraging this new opportunity, B-shift was able to hold a multi-company, multi-agency drill at the new building on Home Street that featured long hose stretches, working with automatic-aid partners, division supervision, and searches.

The biennial Acting Lieutenant School was completed in mid-November, with several members now ready to begin their ALT task books. This year's school featured classes on leadership, strategy and tactics, peer support scenarios, how to have hard conversations, administrative support, and other aspects of the organizations. We'd specifically like to thank everyone that helped with the class by providing their time investment in the future leadership of the department. After the classes, we have been meeting with the new ALTs and their LT mentors to issue task books...so expect to start seeing them soon in the front of the trucks!

With the recent update in the job descriptions, EMS training has formally moved under the Training Division. We were able to have a meeting with Lt. Moore to talk about opportunities to support and help his efforts in delivering the monthly trainings, and we look forward to finding ways to bolster this already successful program. Speaking of EMS training, we appreciate Lt. Moore's coordination of this month's EMS training on capnography.

Early in the month, crews spent time with the sales reps from MSA going over the new packs. Following that, crews have been doing a lot of training with the new packs in preparation for a January in-service date. November also featured a great department-wide training put on by FF Nate Peery at the new Encore building, where crews discussed elevator operations and building-specific S/T considerations. This month was also home to the latest round of SimsUShare trainings for the

shifts, focused on multi-family operations. We'd like to thank all of the instructors that put on those different trainings!

While Capt. Hood is detailed up to the academy through mid-December, the schedule allowed for him to spend time at the department working on CRFD training and certification needs, planning the transition academy, and connecting with various crews. We anticipate that the new members will be able to come on line in mid-January.

In November, crews trained more than 2,425 hours on a wide range of topics to stay operationally prepared including COTF dog skills, EMS topics, driver/operator, engine and truck company operations, forcible entry, hose work, incident command, ground ladders, professional development, size-up, physical fitness, search and rescue, and much more.

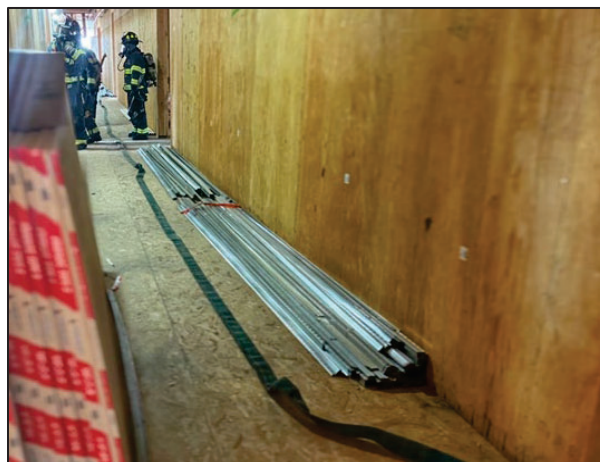
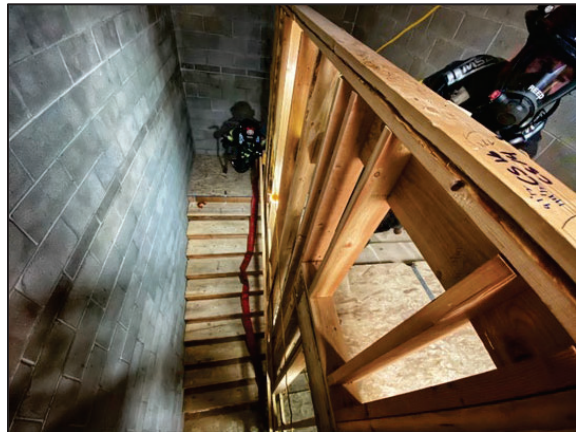
Project Progress Report

We are currently working on the following projects:

FTC Projects
WMFR academy and transition academy
MSA in-service training program
Acme brick site

Global Technology Team
Colorado Fire Comm. Training Subcommittee
CMCB

Drills with South Metro Fire at Home St.





Live-fire evolutions at Acme



Chief Croom helping out at live-fire evolutions at Acme



Live-fire evolutions at Acme



Live-fire evolutions at Acme



Live-fire evolutions at Acme



Live-fire evolutions at Acme

Logistics Division: **Division Chief Jim Gile**

Division Chief Commentary

The Logistics Division has continued to work on various projects as we come to the final month of the year. We have worked cooperatively with Douglas County Sheriff's radio technician in order to get both mobile and portable updates done to all of our department radios. This included adding CRPD channel 5 to the C-bank, and making some further Bluetooth tweaks from lessons learned in the MSA trainings that crews have been doing.



Additionally, Logistics and Equipment Support Technician (LEST) Keegan and I have been working on compiling all of the SCBA data needed for the PSTrux SCBA module. We hope to have this go live at or near the same time as the SCBA's. Some things you will notice in the module, your daily SCBA checks will need to be documented. Any time a bottle is filled you will need to document it, and any deficiencies found will also need to be documented. These changes will bring us in line with how we do checks on apparatus and medical bags and with updated NFPA standards. We also worked with the R&D Team and Hazmat Team to secure 50 gallons of non-PFAS foam. This allows us to remove from service all of the PFAS containing foam that was carried on the apparatus. We submitted to CDPHE for the state sponsored takeback program and have been accepted into that program. This will allow us to dispose of the PFAS containing Class B foam we had in stock and on apparatus at no charge to us; this equates to 175 gallons total.



We continue work on various station projects that we are attempting to get done by the end of the year. These included ceiling repair at Station 151 kitchen. The repairs have been done and paint is scheduled. We had also identified cement side walk replacement in front of Station 154, a wooden fence and gate replacement around the yard and fuel/generator enclosure. We are still working on these with Town Facilities, but we are having difficulty getting contractors for bids. Other projects such as the Station 154/155 door raise, are going to have to push to 2022. This is due to difficulty getting a contractor and structural steel being difficult to get. We will put this out on a RFP after the first of the year for a hopeful spring time start.



Station 151 kitchen ceiling repair

LEST Keegan continued his work in support of department operations. This month, he finished performing annual NFPA fit testing of our new MSA G-1 masks. He has also been working on scheduling the annual testing required by NFPA for equipment next year. He continues to be available to help in moving apparatus around or chasing parts for Ben when needed. LEST Keegan continues to care for the day to day supplies and logistics needs of the department. He also moved Class B foam from each station to the small garage at Station 153 for storage until CDPHE makes arrangements to pick it up.



Sr. Emergency Vehicle Technician (EVT) Ben Jennings continues to take care of the needed repairs and maintenance of all of our heavy apparatus, and some of our light apparatus. He has recently been working on the fleet of aerial apparatus. He has been working on Quint 155 due to the emergency repairs needed, as well as preventative maintenance service and aerial service and inspection. Ben also had a number of parts he had pre-ordered for various write-ups, and he is taking care of these while the unit is in the shop. We also have reserve Quint 159 out to a vendor for suspension work and some needed body work as

well. Due to some very nice weather, Sr. EVT Jennings has been able to complete work that is required to be done outside due to space limitations in the shop. As with all other trades, supplies and parts are an issue for him as well. Sr. EVT Jennings also continues to work with Lt. Richardson and Boise Mobile Equipment on the two Type VI brush trucks in process there.

There have also been some additions and changes at the PSTF South that everyone should be aware of, CRPD has moved their Training and Logistics personnel into the office space on the North side of building. Please be aware that we are not the only ones in the building anymore when parking or visiting the PSTF Complex. With the parking struggles we continue to have, please avoid parking apparatus in the drive of the South building. You will also see the parking lot has been reconfigured and restriped.

Division Project Report

PSTF South building projects

Cell and MDC replacement

First Net Cellular project

Sierra Wireless gateway pilot

New staff vehicle orders for next year

Station 154 & 155 door raise project

SCBA replacement project

COVID-19 logistics and supply

CPSE Self-Assessment Manual

New BC spec for 2021

New Type VI spec. for 2021

New air/light trailer spec for next year

HAAS alerting system (the system that alerts drivers of emergency vehicles in the area) totals for November are 2,022. Year to date is 26,571 and the total since we began the program is 123,769. Castle Rock Fire and Rescue was the first agency in Colorado to implement the system

Accreditation and Emergency Management:

Assistant Chief Craig Rollins

On November 30th, the department conducted its annual program appraisal. As part of this appraisal, we discussed the terminology around accreditation and how it relates to CRFD. Over the past 12 years, we have viewed accreditation as a process, when in fact, accreditation results from the continuous improvement model and the philosophy that we have adopted. Continuous improvement mirrors our vision of "Being the Best at providing emergency and prevention service," it is an ongoing, iterative process that never stops. Achieving and maintaining an accredited status is a validation that our daily operations and activities will move us closer to our vision of "Being the Best" and enable us to be successful in our mission of providing "High Customer Satisfaction through quality preparation and excellent service."

Other points of discussion were adding an additional suppression apparatus to Motor Vehicle Crashes (MVC), potential new call types led by Lt. Osborn and DVC Briese, and response plans for structure fire and wildland fire incidents. I want to thank Lt. Osborn (representing the Safety Team) and Lt. Moore (representing the Compliance Team) for their efforts. Because of their time and dedication, we can have evidence-based discussions about how to best utilize our resources and ensure the safety of our members.

November saw continued work on both the self-assessment and risk assessment documents. The self-assessment document continues to move forward. Most categories have a first draft completed. However, with the election behind us, we need to ensure that any references to the ballot measures reflect the results. Data quality continues to be a pain point in updating the risk assessment. Various data sources have required additional time to verify, validate, and correct. The expected data for the Risk Assessment is the end of the year.

On the emergency management side, COVID still requires ongoing attention, research, and status meetings. With the election's outcome, the department will not be able to hire a dedicated emergency manager in 2022, and there are still several documents that are due for an update or initial draft. Lastly, the 2021 Starlighting was, by all accounts, a great success. There were no significant incidents (Fire/EMS/Law) that occurred within the event footprint. Only a few lost children/partners which were resolved within a few minutes.