



# **Accreditation Report**

**Monument Fire District  
16055 Old Forest Point, Suite 102  
Monument, Colorado 80132  
United States of America**

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by the  
Commission on Fire Accreditation International**

**This report represents the findings  
of the peer assessment team that visited the  
Monument Fire District  
on May 11-15, 2025**

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## **PREFACE**

To the citizens and the governing body of the agency: This report represents a thorough review of the organization to verify and validate how this agency is executing its stated mission in accordance with universally accepted practices for a contemporary fire and emergency services organization. Quality improvement can only be initiated and realized by those agencies that challenge themselves through a comprehensive self-assessment. This report documents that this agency is seeking organizational improvements and discovering elements of excellence. Please note that the recommendations by the peer assessment team are opportunities for improvement provided by professionals in the fire and emergency service industry. The Center for Public Safety Excellence (CPSE), the Commission on Fire Accreditation International (CFAI), its agents, or representatives, assume no responsibility for determining complete and total compliance of the agency based on the information contained in this report.

To the agency: This report describes the outputs and outcomes of your dedication and commitment to quality improvement. Your self-assessment, community risk assessment/ standards of cover, and strategic plan amount to years of work to understand your community, establish accountable goals, institute transparency, and factually comprehend what you did not know about your organization. The verification and validation of your agency by a team of peers represents a major accomplishment. The recommendations in this report are opportunities to become better and stronger in your community. Finally, take this report and communicate to your community the areas you identified during your self-assessment that were outstanding and those that represent improvement opportunities.

## **EXECUTIVE SUMMARY**

The Monument Fire District (MFD) is a career organization with 83 uniformed personnel, staffing 3 engines, 1 ladder, 1 squad and 1 battalion chief at 5 fire stations. All engines are staffed with three firefighters, the ladder truck is staffed with four firefighters, and the squad is staffed with two firefighters. All suppression apparatus are equipped to provide advanced life support (ALS). All ambulances are ALS equipped and staffed with cross-trained firefighter/emergency medical technicians (EMT) Basics and firefighter/paramedics. The agency operates 24 hours a day, 7 days a week with a minimum of 21 personnel. The number of personnel dedicated to community risk reduction/public fire education is one full-time officer. One full-time chief officer is dedicated to fire training.

The fire district represents 62 square miles and is located in a mountain basin in central El Paso County. The district combined the Tri-Lakes and Donald Wescott Fire Protection Districts in 2022. The historic Town of Monument is 60 miles south of Denver and borders Colorado Springs to the north. The 2020 census indicated a population of 41,000.

The Commission on Fire Accreditation International (CFAI) has completed a comprehensive review and appraisal of the Monument Fire District based upon the tenth edition of the accreditation model. The commission's goals are to promote organizational self-improvement and to award accreditation status in recognition of good performance. The peer assessment team's objectives were to validate the agency's self-assessment study, identify and make recommendations for improvement, issue a report of findings, and conclude if the agency is eligible for an award of accreditation.

The peer assessment team followed CFAI processes, and the Monument Fire District demonstrated that its self-study accreditation manual, community risk assessment/standards of cover (CRA/SOC), and strategic plan met all core competencies and criteria. The peer assessment team recommends accredited agency status for the Monument Fire District from the Commission on Fire Accreditation International.

The peer assessment team observed a strong commitment by the agency to the CFAI accreditation process and, in particular, to ensuring appropriate succession training for the accreditation manager position. As an agency seeking accreditation for the first time, the accreditation manager has a plan to engage others into the role of accreditation manager for future processes. The current accreditation manager has a support team and one of its members will be selected as their replacement for the next accreditation in five years. Several members of the agency are peer team members and will soon act as peer assessors for CFAI. These approaches ensure continuity, more direct access to quality improvement with similar organizations, and the engagement of a broader spectrum of the agency.

The peer assessment team had meetings with president of the board of directors and the president of the firefighters' association, local 4319. Individually and collectively, they expressed a long-standing interest in the process. There is clearly a commitment to continue to follow and support the implementation of identified opportunities for improvement. It can be anticipated that all representatives will be supporters and network participants as the full benefits of going through the self-assessment process are realized and built on in the future.

The peer assessment team identified opportunities for improvement that are provided below. These recommendations flowed from discussions, interviews, and a review of supplied documentation to support its self-assessment conclusions.

The following represents a synopsis of the recommendations that were made by the peer assessment team during the on-site visit. Additional details for each of these recommendations can be found in the Observations Section of this report. For each of the recommendations, the performance indicator from the model is provided, including notating if it is a core competency (CC).

## **Recommendations**

Recommendations were developed from the evaluation of criterion, core competencies, and performance indicators.

1. It is recommended that the agency investigate other risk assessment methods for determining risk factors and subsequent overall risk classifications. ([CC 2D.3](#))
2. It is recommended the agency incorporate outcome-based assessment measures into its annual program appraisals. (This recommendation applies to the following performance indicators: [CC 5A.7](#), [CC 5B.4](#), [CC 5C.4](#), [CC 5D.9](#), [CC 5E.3](#), [CC 5F.9](#), [CC 5G.2](#), [CC 5H.3](#), [CC 5K.3](#), [CC 8B.6](#), [CC 9B.13](#), and [CC 11 B.6](#))
3. It is recommended that the agency perform a study to identify and determine the adequate number of personnel to perform code compliance and reporting of fire and non-fire risks due to the growth of the community. ([CC5A.3](#))

4. It is recommended that the agency complete a workforce analysis of its public education division. ([CC 5B.2](#))
5. It is recommended that the agency identify in policy and through the annual training plans, the appropriate ongoing education required of staff with authority for fire investigations. ([CC 5C.3](#))
6. It is recommended that the agency complete a workforce analysis of its domestic preparedness program. ([CC 5D.2](#))
7. It is recommended that a continuity of operations plan be created and maintained to ensure the maintenance of essential operations. ([5D.6](#))
8. It is recommended that the agency conduct an analysis of the current structure of the EMS program and determine if additional personnel are needed to support operations, training, and program management. ([CC 5F.1](#))
9. It is recommended that the agency reevaluate minimum training requirements for staff who may engage in the response, management, or recovery from wildland firefighting incidents following nationally recognized standards. ([CC 5K.1](#))
10. It is recommended that the agency conduct a workforce analysis to evaluate the effectiveness of existing fleet mechanical processes and personnel. ([6D.5](#))
11. It is recommended that the agency conduct a formal and documented needs analysis annually prior to publishing the annual training plan. ([CC 8A.1](#))
12. It is recommended that the agency develop a formal resource tracking system to better maintain an accurate inventory of resources available to agency personnel. ([8C.6](#))
13. It is recommended that the agency complete a comprehensive review of all organizational documents, forms, standard operating procedures, general guidelines, and manuals to ensure that they are reviewed/revised at least every three years. ([CC 9C.3](#))
14. It is recommended that the agency evaluate its administrative structure, including duties and assignments, with a focus on developing a succession plan that allows for two-deep leadership in key positions to avoid disruptions to support or services. ([CC 9D.1](#))
15. It is recommended that the agency implement a performance evaluation process to ensure external agreements align with defined objectives. ([10B.3](#))
16. It is recommended that the agency perform a study to identify the benefits of implementing a safety officer during high-risk operations. ([11A.11](#))

The agency demonstrated its acute desire to immediately implement plans to address opportunities for improvement. The best example is that the agency is performing programmatic based program appraisals through budgeting of and quarterly reporting of all programs directly to the fire chief. Although the program appraisals currently in place are in need of improvement as identified in the recommendations, the fire chief demonstrated a desire to immediately implement plans to improve the agency's program appraisals.

The agency responded to a total of 3,931 emergencies in 2024 including: 708 fire calls (18.01 percent); 2,762 emergency medical service (EMS) calls (70.26 percent); and 461 miscellaneous calls (11.72 percent). Servicing these calls in 2024 resulted in a total of 8,598 unit movements, including 1,694 EMS transports.

In 2021, the Insurance Services Office (ISO) visited the district to rate its public protection classification. The outcome of the visit was a lowering of the public protection classification from Class 4/4Y to Class 3/3Y.

Monument Fire District adopted the National Fire Protection Association (NFPA) *Firewise USA* model due to the growing threat of wildland interface fires with an expanding population. With that initiative, substantial efforts have been dedicated to reduce the risk of destruction of wildfires through their chipping program to eliminate and reduce fuels that interface with structures. In addition, a progressive controlled burn program is utilized to reduce fuels that threaten the interface with the community. In addition, MFD has developed a notable succession plan for executive staff that rotates officers into fire administration. This rotation has enhanced the administrative abilities of chief offices and has allowed for the development of the critical skills necessary to ensure the administrative functions of the agency are well understood and not stove piped. These two initiatives are considered innovative practices for others to emulate.

## **OBSERVATIONS**

### **Category 1 — Governance and Administration**

The governing body and/or agency manager is legally established to provide general policies to guide the agency, approved programs and services, and appropriated financial resources. The Monument Fire District is legally established through the Colorado Revised Statutes 32-1-101, Special Districts Act. In 2022, the Tri-Lakes Monument Fire Protection District and the Donald Wescott Fire Protection District agreed to a partial services contract to consolidate. Both districts were legally established as a full services contract which legally established the MFD was completed in 2024. This finalized the consolidation of the two districts which are now doing business as the MFD. A seven member publicly elected board of directors govern the agency and meet monthly to ensure appropriation of financial revenue, guide the fire chief, approve hiring of additional personnel and ensure programs and services are delivered to the community.

The fire chief and legal counsel monitor federal, state, and local legislation that impacts fire districts. The agency has membership with the International Association of Fire Chiefs, the Colorado State Fire Chiefs and the Special Districts Association of Colorado. Affiliation with these entities provides real-time information about legislative impacts on the agency. Any changes requiring the agency to act will be presented to the board of directors for guidance. Board decisions will be in the form of a motion to approve or through written resolution.

The organizational structure aligns with or supports the agency's mission, purposes, goals, strategies and objectives. The fire chief, legal counsel, and administrative staff are responsible for keeping apprised of federal, state, and local legal requirements that may impact the fire district. This organizational structure supports the agency's mission, purpose, goals, and objectives which are clearly defined in numerous places, including the agency's website, strategic plan, organizational mission, vision, values document, annual report, and the monthly chief's report. Each document aligns and compliments the organizational structure.

Each year, at the beginning of the budget cycle, the agency evaluates the stated initiatives of the mission, purpose, goals and objectives with the administrative staff, International Association of Fire Fighters, Local 4319 and the board of directors. The board of directors evaluated the organizational chart, including operational and administrative staff to support additional positions, based on priority, during the budget presentations. The anticipated revenue, both in current and with consideration of future funding, staff make recommendations to the board of directors for adoption of future goals and objectives.

### **Category 2 — Assessment and Planning**

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

The Monument Fire District is unique as the legally defined service area is based on the district's evolving boundaries. The agency collects the distinct characteristics of its legally defined service area annually and adopts these findings to ensure organizational services reflect the community's needs. As annexation occurs, the inclusion or exclusion of individual residential homes, and other legal variables, influences the district's service area. For these reasons, the district submits a service area

map annually to the Colorado Department of Local Affairs with the approved annual budget and the establishment of the mill levy.

The service boundaries for other service responsibility areas, including mutual aid and service agreements, are identified, documented, and approved by the board of directors as needed. The district utilizes geographic information system (GIS) technology and historical response knowledge to develop service areas, and these areas are measured for performance and define the specific hazards and programs within the district.

The agency identifies and assesses the nature and magnitude of all hazards and risks within its jurisdiction. Risk categorization and deployment impact consider factors such as cultural, economic, historical and environmental values, as well as operational characteristics. The Monument Fire District collaborates with the Pikes Peak Office of Emergency Management to assess all-hazards risks, including natural and human-caused disasters. Using a weighted formula to determine risk levels, the agency utilizes a two-axis model to classify hazards into categories.

Emergency response data is collected through *FirstWatch* and analyzed with *ERSI ArcProGIS* within defined planning zones. Staffing, apparatus, and station placement align with the community risk assessment and standards of cover, ensuring the agency's five fire stations operate with the appropriate staffing daily. Response plans are integrated into the response matrix which categorizes risk types such as structure fire, wildland fire and emergency medical calls. The agency's response strategy is structured with four primary polygons that are further divided into sub-polygons to correlate with the municipal water availability and interstate and arterial highway presence to ensure resources are appropriately dispatched based on risks.

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

The assessment and planning processes for the Monument Fire District outlines the methodologies and strategies used to identify community needs, establish service level objectives, and ensure efficient and effective response capabilities. The agency utilizes GIS technology, *ESRI ArcProGIS*, and *FirstWatch* to monitor and evaluate response performance, ensuring accurate data analysis and informed decision-making. The agency collects and analyzes specific data to comprehensively understand the strategies needed for an effective and efficient overall response. The agency demonstrates a strong commitment to data-driven decision-making and continuous improvement.

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

Details of the analysis conducted for different risk categories and the development of response plans effectively evaluate the components of total response time, including call processing, turnout, and travel time. It was demonstrated that the agency collaborates with regional partners, specifically El Paso County, to enhance service delivery and ensure coordinated response efforts.

The agency would benefit from developing a broader risk assessment methodology to ensure that all call types and responses are tracked and reported properly. Although the department does a great job of capturing fire-specific risks and call types, other program areas are less emphasized. [It is recommended that the agency investigate other risk assessment methods for determining risk factors and subsequent overall risk classifications.](#)

### **Category 3 — Goals and Objectives**

The mission, vision and values of the agency are incorporated into a strategic plan. Once a strategic plan is in place and resources are available, the strategic plan provides direction, determines initiatives, and guides the goals and objectives of the agency. In advance of the Tri-Lakes Monument Fire Protection District and the Donald Wescott Fire Protection District consolidation, the fire district commissioned an outside consulting company to assist in producing a fire department master plan to provide direction, initiatives and the pathway to combine resources to better serve the rapidly growing community. The plan identified areas of improvement for consideration by the board of directors through internal and external stakeholder input. The master plan led to the strategic plan was adopted by the board of directors in 2021 and guides the goals and objectives of the agency.

Within the strategic plan, the agency's mission, vision, and values are well understood by the members of the agency and continues to provide the roadmap from which initiatives and the goals and objectives are measured. The strategic plan is reevaluated annually to ensure the agency meets the needs of the community, organization and board of directors.

The strategic plan defines the agency's general goals and S.M.A.R.T. objectives, directs its activities in a manner consistent with its mission and is appropriate for the community it serves. In 2021, the board of directors approved a five-year strategic plan that was developed from three sources, a 2019 master plan conducted by the outside consulting company, internal organizational input and external stakeholder workshops. Using S.M.A.R.T. objectives, the strategic plan directs all the agency's activities in a manner consistent with the adopted mission and is measured to be relevant and appropriate for the community served. The strategic plan is evaluated several times per year by the board of directors, the agency's executive team, the community, and the members in operations and administration. Then, annually, the agency ensures the initiatives identified in the strategic plan meet the objectives and if necessary, additional goals and objectives that surface through the community and board of director's input are placed into the strategic plan.

The agency uses a management process to implement its goals and objectives. The Monument Fire District uses a management process to implement its goals and objectives. The 2022-2026 strategic plan utilized the S.W.O.T. methodology which incorporated three sources to determine the agency's goals and objectives: the 2019 master plan, an internal stakeholder surveys and external stakeholder workshop. The information and feedback received were then validated by the executive team in a workshop that produced the 2022-2026 strategic plan.

The board of directors adopted the strategic plan after the board reviewed, commented, and validated the identified initiatives. Annually, the strategic plan continues to be reviewed through a management

process to review the goals and objectives to validate that the agency is meeting the needs of the community and the members who serve the board and community.

Processes are in place to measure and evaluate progress toward completion of goals and objectives and overall plan performance. The goals and objectives are re-examined and modified periodically. The strategic plan is reviewed and modified annually to ensure the goals and objectives are relevant and contemporary. Transparency and communication with every member of the organization is a priority of the fire chief. The executive team communicates the goals and objectives through monthly chief's meetings, monthly labor management meetings, monthly chief's report, the annual report, the budget process and budget presentations, monthly board meetings and the messaging board.

The agency regularly reviews system performance to re-examine and modify the goals and objectives through an annual appraisal of the strategic plan after monthly communications and continuous review. Goals and objectives that have been identified for improvement are modified to accomplish the initiative.

#### **Category 4 — Financial Resources**

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

The annual calendar year budget is based on organizational needs as directed by the agency's strategic plan. The strategic plan determines the goals and objectives of the community through the fire chief's engagement with staff, the community and board members. Operational needs are assessed over the course of the year, allowing for changes as identified by the fire chief and the approval of the board of directors. Administrative staff and operations personnel in charge of programs and or areas of responsibility are budget coordinators. These program managers submit budget worksheets to the division chief of administration following a defined budget schedule. The budget worksheets include the cost of material goods, justification for the purchases, any nexus to fire service standards, as well as a list of the total cost needed for the budget line. Each budget coordinator is also responsible for a five-year purchasing forecast.

The division chief of administration, in conjunction with the fire chief, meet to discuss the proposed level of funding for each budget line based on the anticipated revenue for the year. During the second and third quarters of the year, budget coordinators meet with the division chief of administration to review past expenses and future needs. Budget preparation meetings are conducted with the executive staff and operations personnel, as well as with the fire chief. This ensures the proposed budget aligns with the mission of the agency to ensure alignment with the goals and objectives of the strategic plan. Final approval of adopting the budget occurs in December by the board of directors via resolution. A resolution certifying the mill levies for the coming year for the agency's district is reviewed and approved. The adopted budget is then uploaded to the State of Colorado Department of Local Government portal.

Agency financial management demonstrates sound budgeting and control, proper recording, reporting and auditing. The agency's financial management is based upon modified accrual-based accounting. An annual audit is currently performed by an independent certified public accountant (CPA) and the annual audit is reported to the Office of the State Auditor and to the board of directors. The audit

ensures proper and sound budgeting and control and proper recording of all transactions. In addition, the audit provides reasonable assurance that the financial statements are free from material misstatement and to eliminate fraud or error. The auditor's report provides guidance on any changes in financial position for the years then ended in accordance with accepted accounting principles.

The agency has appropriate safeguards in place to ensure proper expenditure of funds and a high level of internal controls. Budgeted funds are coded by line item to match the approved current budget. Budget coordinators purchase items in their area of responsibility and all invoices are coded and verified by the director of administration to capture the shipment prior to payment. Purchase orders are created for any purchase over \$1,000 and approved by the fire chief. The agency's third-party vendor bookkeeper provides a monthly profit and loss summary to the fire chief, the board of directors, and the budget coordinators. Expenditures are compared to the budget on a current basis. Finally, the CPA reviews and approves the monthly financials on an ongoing basis.

Appropriately allocated financial resources support the organizational mission, stated long-term plan, goals and objectives and also maintain the quality of programs and services. To support the agency's mission and long-term plans, goals and objectives, the strategic plan is the road map to prioritize fiscal resources. The agency closely monitors forecasted revenue, primarily derived from property taxes and adjusting expenditures to maintain service levels. The agency strategically plans for long-term liabilities and capital expenses using dedicated worksheets and separate bank accounts for fleet, facilities, and equipment.

The agency limits debt to under two percent of its budget, covering lease payments on administrative offices, an engine, and a ladder truck. Annual assessments of facilities, equipment, and apparatus guide budgeting decisions, ensuring maintenance and replacement costs. The agency avoids using one-time funding for recurring expenses, relying on property tax revenue, specific ownership tax, and various fees. Grants and donations make up less than one percent of the budget. The agency adheres to Colorado's legal requirement of maintaining a three percent emergency reserve, due to the Colorado taxpayer bill of rights (TABOR) and maintains a contingency fund that is evaluated annually, to address budgetary restrictions and shortfalls.

## **Category 5 — Community Risk Reduction Program**

### **Criterion 5A – Prevention Program**

The agency operates an adequate, effective and efficient program as identified in the community risk assessment and standards of cover. The approach is comprehensive and includes both prevention and mitigation strategies such as life safety, hazard risk reduction, plan review, code compliance, and the detection, reporting and control of fire and non-fire risks.

The agency exhibits an adequate fire prevention program in its infancy. With the short proximity to consolidation, the Monument Fire District was compelled to develop its own programs. To accomplish this, the agency relies heavily on the planning review assistance from the agreement with neighboring Colorado Springs Fire Department Fire Marshal's Office to supplement commercial and high-risk occupancies within the district, yet the onus for inspections of these occupancies is the responsibility of the agency. The agency uses technology, *FirstDue* software, to assign low-risk category occupancy inspections to operational companies. Each company officer was provided with eight hours of training to provide the parameters of low-risk inspections to include the reporting requirements and data collection. [It is recommended that the agency perform a study to identify and](#)

[determine the adequate number of personnel to perform code compliance and reporting of fire and non-fire risks due to the growth of the community.](#)

Through the appraisal process, the agency has identified the need for more fire inspection personnel to adequately meet the demands of this growing municipality. The program manager has a projected request for additional personnel, noting that a total of three personnel in the community risk reduction (CRR) office would be beneficial, yet due to the rapid growth of the community, the ideal number should be five. Adding to this challenge are the recently passed state legislation requiring wildfire mitigation measures and integrating energy efficient buildings within the state of Colorado (*Wildfire Resiliency Code* and *Energy Code*). The requirements under these two pieces of legislation will greatly affect wildland urban interface CRR measures in addition to planning and building code enforcement in the district.

The annual program appraisal reports on outputs such as inspections performed but does not discuss the impacts of these actions. [It is recommended the agency incorporate outcome-based assessment measures into its annual program appraisals.](#)

### **Criterion 5B – Public Education Program**

A public education program is in place and directed toward reducing community risks in a manner consistent with the agency's mission and as identified within the community risk assessment and standards of cover. The agency demonstrates a strong commitment to public education as a means of reducing community risk. The Monument Fire District delivers a diverse range of hazards, including fire safety, fall prevention, cardio-pulmonary resuscitation, and wildfire mitigation, especially within its identified wildland urban interface (WUI). The agency's efforts are a combination of legacy programs and evolving risk reduction programs overseen by the division chief of community risk reduction and supported by a cross-functional team, with strategic input from district personnel. Public education programs are aligned with community risk assessments, which mainly focus on wildfire mitigation.

The agency is proactive in introducing new programs that are responsive to emerging risks. They have been effective in targeting WUI populations with relevant programs, including *Firewise*, and chipping services. The agency works in collaboration with community representatives and uses local data to inform initiatives. The programs are currently effective in their current scope but could be broadened. Current staffing is insufficient for growing public demand. Programs heavily rely on staff working overtime, limiting scalability. Staffing constraints are a barrier to growth and program sustainability. A more systematic integration of evaluation findings into program planning is suggested for strategic enhancement. [It is recommended that the agency complete a workforce analysis of its public education division.](#)

The annual program appraisal reports on outputs such as the number of public education programs performed but does not discuss the impacts of these actions. [It is recommended the department incorporate outcome-based assessment measures into its annual program appraisals.](#)

### **Criterion 5C – Fire Investigation, Origin and Cause Program**

The agency operates an adequate, effective, and efficient program directed toward origin and cause investigation and subsequent classification of fires, explosions, and other emergency situations that endanger life or property to drive community risk reduction activities. The Monument Fire District is

authorized under the State of Colorado Revised Statute Title 32 to conduct fire origin and cause investigations within its corporate boundaries. The agency has identified the division chief of community risk reduction as the fire marshal, with ultimate authority to manage all fire investigation activities. Company officers primarily handle fire investigations on low and moderate-risk fires. At the same time, the agency has delegated authority for high and extreme-risk fires to the Pike's Peak Regional Fire Investigation Unit (PPRFIU) through the use of a memorandum of understanding. All investigations follow National Fire Protection Association 921 (NFPA): *Guide for Fire and Explosion Investigations as the identified standard when conducting fire investigations*. The agency has a low volume of fire responses requiring investigation; however, it maintains a 100 percent investigation rate. The agency relies on regional resources for complex investigation services, which include the use of law enforcement from the El Paso County Sheriff's Office, federal resources from the Bureau of Alcohol, Tobacco, and Firearms for instances of high-dollar loss, suspected arson, or loss of life.

The agency does have a policy outlining authority and procedures for investigations, it is noted that there is an insufficient training plan for company officers to initiate and conduct fire investigations. Company officers are trained to the NFPA 1021: *Standard for Fire Officer Professional Qualifications*; however, they lack sufficient ongoing education to maintain their skill sets. [It is recommended that the agency identify in policy and through the annual training plans, the appropriate ongoing education required of staff with authority for fire investigations.](#)

The annual program appraisal reports on outputs such as the number of full-scale fire investigations performed but does not discuss the impacts of these actions. [It is recommended the agency incorporate outcome-based assessment measures into its annual program appraisals.](#)

#### **Criterion 5D – Domestic Preparedness Program**

The agency operates an all-hazards preparedness program that includes a coordinated multiagency response plan designed to provide the community preparedness and resiliency in response to terrorist threats or attacks, major disasters, and other large-scale emergencies occurring at or in the immediate area. The Monument Fire District has demonstrated that its domestic preparedness capabilities are aligned and reflect a multi-faceted approach to emergency preparedness. The agency emphasized interagency collaboration, adherence to national standards, and willingness to incorporate continuous improvement into an all-hazards approach to emergency management. Currently the agency does not have personnel to oversee the domestic preparedness efforts and lacks the staff to coordinate community response and resiliency. [It is recommended that the agency complete a workforce analysis of its domestic preparedness program.](#)

The agency effectively participates in El Paso County's all-hazards emergency operations plan and ensures coordination with local, state, and federal agencies. Compliance with the National Incident Management System, including role-specific incident command system and *Blue Card Command System* training, ensures standardized operational protocols during emergencies. The district also demonstrates strong resource mobilization capacity through mutual aid agreements.

The agency lacks a formal continuity of operations plan (COOP), which is recognized as a shortcoming and is being addressed through planning and organizational changes, to be completed in 2026. This is mainly due to the lack of staffing and resources needed to complete this. There are several other areas within this category in which the agency would benefit from additional staffing. [It](#)

[is recommended that the agency create and maintain a continuity of operations plan to ensure essential operations are maintained.](#)

The annual program appraisal reports on outputs such as total response times performed but does not discuss the impacts of domestic preparedness efforts. [It is recommended the agency incorporate outcome-based assessment measures into its annual program appraisals.](#)

### **Criterion 5E – Fire Suppression Program**

The agency operates an adequate, effective, efficient and safe fire suppression program directed toward controlling and/or extinguishing fires to protect the community from injury or death, and reduce property loss.

The Monument Fire District’s fire suppression program is highly effective. With a call volume nearing 4,000 annually, and five fire stations within the district, the agency delivers emergency responses, with adequate time, to the varying emergencies within the district. The predominance of calls occurs along Interstate 25, which transverses through the town of Monument. Fire Stations 1, 3 and 4 respond regularly to a variety of call types on Interstate 25. These stations are strategically placed for optimal response in the district as well as the downtown area, which provides for a high call volume. The agency created critical task analyses to align with call acuity within the district and capability of MFD with regard to resources, apparatus and personnel.

In addition to acknowledging and addressing the agency’s own response capabilities, the agency also relies on, and trains regularly, with neighboring agencies that respond automatic and/or mutual aid. The response cards provide for additional engines and a tender in responses to areas of the district that are not supplied by hydrants. The ability for auto and/or mutual aid to respond in conjunction to these incidents provides for a quick response with minimal delay. The planned relocation of Fire Station 3 will further optimize response to the busier areas of the district and based on analysis, will prove advantageous. The agency notes and acknowledges some communication issues that arise during auto-aid response with neighboring Air Force Academy Fire Department. However, this does not cause issues with response. Regular training is conducted to maintain proficiency in fire suppression discipline. The agency also routinely trains with the neighboring Black Forest Fire Department. Although minor administrative issues exist with the Colorado Pikes Peak Mutual Aid Agreement, the daily regional response roster ensures sufficient and expeditious response by partnering agencies occur within the district for wildland interface fires. These administrative issues are being addressed by MFD leadership. The annual program appraisal reports on outputs such as total response times performed but does not discuss the impacts of suppression efforts. [It is recommended the agency incorporate outcome-based assessment measures into its annual program appraisals.](#)

### **Performance Gap Analysis**

The following table represent the agency’s actual performance (baseline) versus the goal (benchmark). The gaps are provided in red (representing improvement opportunities), and green (when actual performance exceeds the goal).

2022-2024 Moderate Risk Fire Suppression Response Times				
1st/ERF	Urban/Rural	Baseline	Benchmark	Gap
1st Due	Urban	8:59	6:24	<b>02:35</b>
		n=29		
1st Due	Rural	13:28	10:24	<b>03:04</b>
		n=14		

It was verified and validated by the peer assessment team that the Monument Fire District had a statistically insignificant number of moderate fire suppression incidents requiring an effective response force (ERF) for 2022 - 2024, to provide a sufficient data set to study. Therefore, no performance gap analysis for the ERF is provided in this report.

**Criterion 5F – Emergency Medical Services (EMS) Program**

The agency operates an EMS program with a designated level of out-of-hospital emergency medical care that protects the community from injury or death. The Monument Fire District provides comprehensive emergency medical services to the residents and visitors of the town of Monument and the greater El Paso County area just north of Colorado Springs. Operating from five fire stations 24/7, the agency maintains three fully equipped ALS ambulances, staffed with a minimum of one firefighter-emergency medical technician and one firefighter-paramedic. Personnel assigned to these apparatus are licensed and qualified to provide care as prescribed under the State of Colorado Chapter 2 and under authority from medical direction from the El Paso County physician advisor group. Staff are capable of providing invasive drug therapies, advanced airway management, intravenous (IV) fluid administration, and both automatic and manual defibrillation. Non-paramedics are capable of delivering basic life support skills with some advanced training in “waiver skills” as authorized under guiding protocols, including IV fluids, simple medication administration, and the use of advanced airway adjuncts.

Each station has at least one paramedic assigned to designated suppression apparatus. Besides front-line apparatus, the agency maintains a response-ready reserve apparatus and plans to purchase a new ambulance in the near future. The EMS program is supported by administrative staff supervised by the battalion chief of training and EMS. In addition to the battalion chief, the agency employs a full-time EMS coordinator responsible for quality assurance reviews and an EMS educator whose primary focus is providing EMS education. This includes community programs and to response personnel, in addition to assisting with skill validations. Due to the nature of EMS and the volume of work, the program is operating at maximum capacity with little room for growth. [It is recommended that the agency conduct an analysis of the current structure of the EMS program and determine if additional personnel are needed to support operations, training, and program management.](#)

The annual program appraisal reports on outputs such as total response times performed but does not discuss the impacts of the EMS Program. [It is recommended the agency incorporate outcome-based assessment measures into its annual program appraisals.](#)

**Performance Gap Analysis**

The following table represent the agency’s actual performance (baseline) versus the goal (benchmark). The gaps are provided in red (representing improvement opportunities), and green (when actual performance exceeds the goal).

2022-2024 Moderate Risk EMS Response Times				
1st/ERF	Urban/Rural	Baseline	Benchmark	Gap
1st Due	Urban	8:58	6:04	<b>02:54</b>
		n=5522		
1st Due	Rural	11:04	10:04	<b>01:00</b>
		n=1544		
ERF	Urban	14:42	10:04	<b>04:38</b>
		n=3449		
ERF	Rural	15:35	12:04	<b>03:31</b>
		n=1042		

2022-2024 High Risk EMS Response Times				
1st/ERF	Urban/Rural	Baseline	Benchmark	Gap
1st Due	Urban	7:52	6:04	<b>01:48</b>
		n=138		
1st Due	Rural	9:14	10:04	<b>00:50</b>
		n=43		
ERF	Urban	16:40	10:04	<b>06:36</b>
		n=94		
ERF	Rural	16:39	12:04	<b>04:35</b>
		n=28		

**Criterion 5G – Technical Rescue Program**

The agency operates an adequate, effective, efficient and safe technical rescue program directed toward rescuing the community from any life-endangering causes (e.g., structural collapse, vehicle accidents, swift water or submersion, confined space, cave-in, trench collapse). The Monument Fire District demonstrates a well-developed, structured technical rescue program aligning with industry standards and regional requirements. The program meets the essential requirements, including documentation of risk assessment, resource deployment, and response baseline and benchmarks. However, enhanced clarity, additional performance data, and stronger outcome-focused metrics would benefit some areas.

The agency adequately identifies various technical rescue call types, including confined space, high angle, and water/ice rescue, and categorizes them into low, moderate, and high-risk categories that align with the community risk assessment. The description of available apparatus, specialized vehicles, staffing standards, and mutual aid agreements indicates adequate preparation and logistical support. The annual program appraisal does not offer objective data beyond the updated response time charts. [It is recommended the agency incorporate outcome-based assessment measures into its annual program appraisals.](#)

It was verified and validated by the peer assessment team that the Monument Fire District had a statistically insignificant number of moderate-risk or high-risk technical rescue incidents for 2022-2024, to provide a sufficient data set to study. Therefore, no performance gap analyses are provided in this report.

**Criterion 5H – Hazardous Materials (Hazmat) Program**

The agency operates an adequate, effective, efficient and safe hazardous materials program directed toward protecting the community from the hazards associated with the uncontrolled releases of hazardous and toxic materials.

The Monument Fire District's hazmat program is responsive and demonstrates a well-developed and structured program that complies with recognized industry standards and regulations. The agency meets essential requirements, including risk assessment documentation, resource deployment, response baseline, and benchmarks. However, enhanced clarity, additional performance data, and stronger outcome-focused metrics would benefit some areas.

The agency responds to hazardous materials incidents within the district and regionally with area partners, including El Paso County, Colorado Springs, and the Colorado State Patrol. The agency identifies and categorizes hazmat incidents into low, moderate, and high-risk categories that align with the community risk assessment. The description of available apparatus, specialized vehicles, staffing standards, and mutual aid agreements indicates adequate preparation and logistical support.

The most recent annual program appraisal did not include any outcome measures or objective data outside the data charts. [It is recommended the agency incorporate outcome-based assessment measures into its annual program appraisals.](#)

**Performance Gap Analysis**

The following table represent the agency’s actual performance (baseline) versus the goal (benchmark). The gaps are provided in red (representing improvement opportunities), and green (when actual performance exceeds the goal).

2022-2024 Moderate Risk Hazmat Response Times				
1st/ERF	Urban/Rural	Baseline	Benchmark	Gap
1st Due	Urban	10:14	5:44	04:30
		n=95		
1st Due	Rural	11:07	11:24	00:17
		n=29		

2022-2024 High Risk Hazmat Response Times				
1st/ERF	Urban/Rural	Baseline	Benchmark	Gap
1st Due	Urban	10:36	6:24	04:12
		n=96		
1st Due	Rural	12:44	11:04	01:40
		n=45		

It was verified and validated by the peer assessment team that the Monument Fire District had a statistically insignificant number of moderate or high risk hazmat incidents requiring an effective response force (ERF) for 2022 - 2024, to provide a sufficient data set to study. Therefore, no performance gap analysis for the ERF is provided in this report.

### **Criterion 5K – Wildland Fire Services Program**

The agency operates an adequate, effective, and efficient wildland fire program directed toward controlling and/or extinguishing wildland fires to protect the community from injury or death and to reduce property loss. The Monument Fire District operates a comprehensive wildland firefighting program that begins with a proactive, community-driven approach to fire safety. The program includes a recently produced *Community Wildfire Protection Plan*, made up of individual community risk assessments from throughout the district, which identifies mitigation priorities, preplanned evacuation routes and areas of refuge. The program is supported by a robust mutual aid system that is predefined and scheduled county-wide to utilize a regional response approach to high-risk wildland incidents. All operations personnel within the agency are required to maintain a minimum National Wildfire Coordinating Group (NWCG) Firefighter Type 2 qualification, with other personnel certified to Engine Boss and Strike Team Leader. All frontline suppression apparatus carries sufficient wildland firefighting equipment to engage in initial attack, capable of operating through the initial operating period on larger incidents. In addition to frontline apparatus, the agency operates one type-3 wildland unit and one type 6 unit. These units operate as cross-staffed units during normal operations and are up-staffed during red-flag days or as the agency identifies additional threats requiring additional staffing.

Notably, the agency is taking a proactive and progressive approach to wildland preparedness for its communities. The agency provides a seasonal chipping service to support the over 30 *FireWise* communities in its district. This program is staffed nearly year-round with overtime personnel each weekend, who travel from neighborhood to neighborhood to chip piles of limbs removed from trees within the wildland urban-interface areas. This service is provided free of charge and is being utilized to its maximum effectiveness. To ensure this program continues, as they view wildland as one of their highest risks, the agency leadership is exploring ways to staff the program with dedicated personnel.

While onsite, it was observed that the agency has a robust wildland preparedness and response program; however, many personnel lack the necessary qualifications to operate on incidents that extend beyond the initial operational period. This includes command staff who are not qualified as incident commanders according to the NWCG guidelines. [It is recommended that the agency reevaluate minimum training requirements for staff who may engage in the response, management, or recovery from wildland firefighting incidents following nationally recognized standards.](#)

Additionally, the program appraisals lacked sufficient qualitative data and objective information related to the agency's identified goals and objectives. [It is recommended the agency incorporate outcome-based assessment measures into its annual program appraisals.](#)

2022-2024 Moderate Risk Wildland Response Times				
1st/ERF	Urban/Rural	Baseline	Benchmark	Gap
1st Due	Urban	8:47	6:24	<b>02:23</b>
		n=28		
1st Due	Rural	15:00	9:04	<b>05:56</b>
		n=24		

It was verified and validated by the peer assessment team that the Monument Fire District had a statistically insignificant number of wildland incidents requiring an effective response force (ERF) for 2022-2024, to provide a sufficient data set to study. Therefore, no performance gap analysis for the ERF is provided in this report.

### **Category 6 — Physical Resources**

Development and use of physical resources are consistent with the agency’s established plans. A systematic and planned approach to the future development of facilities is in place. The Monument Fire District has adequate physical resources to sustain the current call volume. A plan is in place to expand facilities and augment response capability to grow commensurate with the present increase in population and infrastructure within the community. The plan includes completing the refurbishment and update of two fire stations, building a new Fire Station 3 to be strategically located for optimal response times within the busiest area of the community. The agency has an annual facility evaluation form that is filled out during a facility walk through to note any needed repairs or maintenance issues in the building.

Plans for fixed facilities, equipment, and apparatus are shared with and implemented through multiple sources. These include the division chief of administration and his group conferring with line firefighters to solicit feedback on apparatus specifications. Additionally, the agency’s administration works with the board of directors to plan schedules, budgets and prioritize rollout of station builds, station renovations, scheduled replacement of apparatus and acquisition of equipment to supplement each initiative.

The agency designs, maintains and manages fixed facility resources that meet the agency’s goals and objectives. The agency’s senior leaders confer with the community board to plan for the best implementation based on the community’s needs and budgetary constraints. With this effort in mind, the agency has updated Station 4, is finishing an update for Station 2 and will soon begin construction on a new Fire Station 3. The renovations and the new fire station established “hot, cold and warm zones” to provide separation and isolation from the biproducts of engine exhaust and barrier decontamination from gear and equipment. Common bunk rooms are being converted into individual quarters and updated bathrooms are being placed to maintain industry best practices.

The agency is routinely engaged in evaluating fixed facilities to discern suitability for the growing organization and community. This is the major factor for the agency re-locating and building a new Fire Station 3 to be more advantageous in meeting the needs of the community. The agency has also purchased a warehouse building near Fire Station 1 that will soon serve as the fire administration’s headquarters and the logistical warehouse. The agency anticipates moving into this facility by July 2025.

Apparatus resources are designed, purchased and maintained to adequately meet the agency's goals and objectives. The agency maintains a thorough record of all apparatus; both operational and support. The division chief of administration utilizes a spreadsheet that specifies apparatus age, mileage, maintenance records and scheduled replacement date. Previous administrations prioritized the purchase of two fire engines with larger (1,000 gallon) water tanks to supplement water supply in areas that do not have hydrants. The added weight on the chassis (2 full spring replacements on each apparatus within the first 7 years) as well as maneuverability and safety issues when on icy winter roads during response is a concern of the agency. The agency compensates for this by a planned replacement of these apparatus in July 2026, with two 750 water gallon capacity engines. With the purchase of these two new engines, the agency's reserve fleet will be enhanced.

The agency has all fire apparatus on a 10–15-year replacement schedule and all ambulances on a five-year replacement schedule. This schedule is adequate for the agency. The agency is actively involved in soliciting line personnel input during the design and specification processes. The agency must factor community-specific needs for these design specifications. The addition and strategic positioning of two water tender resources is part of this community-driven needs analysis. The plan and execution of the apparatus needs, condition and anticipated replacement is adequate and effectively managed throughout the agency.

The inspection, testing, preventive maintenance, replacement schedule and emergency repair of all apparatus are well established and meet the emergency apparatus service and reliability needs. The agency maintains a thorough and robust process for evaluating apparatus mechanical and repair needs. This is maintained through the agency's usage of the *PS Trax* system. This system enables the end user (apparatus engineer) to complete a full apparatus check and register any issues. Any issues show up immediately in the system and are flagged so that the division chief of administration can access, view and repair mechanical issues depending on priority of the need. The system also allows the division chief to close out the work order when maintenance is done.

The agency utilizes Front Range as their contract mechanic. The maintenance facility is located outside of Denver, necessitating a two- and half-hour drive to the shop for repairs and maintenance. Outside of nominal repairs, this is the normal process for apparatus repair and scheduled maintenance. The agency acknowledges the added burden and reflex time without local, in-house mechanics to resolve issues in a more expedited manner. [It is recommended that the agency conduct a workforce analysis to evaluate the effectiveness of existing fleet mechanical processes and personnel.](#)

Equipment and supplies are adequate and designed to meet the agency's goals and objectives. The agency demonstrates a concrete process for supplies and equipment. The supply program is maintained predominately through the agency's *PS Trax* system. Logistical personnel (managed by a lieutenant and civilian supply clerk) receive updates and orders for supplies and replace as needed. This allows for timely replacement and inventory management. This program is overseen by the division chief of administration. The division chief anticipates the need for a more robust system to manage this process when the division moves into the new warehouse facility co-housed with fire administration in July 2025.

Safety equipment is adequate and designed to meet agency goals and objectives. The agency maintains an adequate system for replacement and procurement of safety equipment. This system is maintained through the agency's *PS Trax* system. The use, need and replacement of safety equipment supplies is maintained in this system and enables an expeditious replacement of supplies. The agency conducts daily, monthly and annual inspections and inventory to stay abreast of industry best

practices and specific needs within the municipality. This adequate implementation and program execution continues presently but is re-evaluated regularly to ensure efficiency and anticipate any needed adjustments.

### **Category 7 — Human Resources**

General human resources administration practices are in place and are consistent with local, state/provincial and federal statutory and regulatory requirements. The Monument Fire District has demonstrated a detailed and well-structured assessment of the agency's human resources operations. The agency complies with local, state, and federal regulations. The agency's human resources is managed by the director of administration, with duties divided among chief officers to manage administrative tasks efficiently and with a focus on quality and staff welfare changes in policy and guidelines are communicated to staff through various channels, including handbooks, emails, meetings, and *Target Solutions* software.

Systems are established to attract, select, retain and promote qualified personnel in accordance with applicable local, state/provincial and federal statutory requirements. The agency is dedicated to maintaining a discrimination-free, harassment-free work environment and regularly reviews personnel policies to ensure compliance with labor laws. The agency demonstrates a commitment to fair and transparent recruitment and retention practices through structured hiring committees, competitive compensation benchmarking, and clear promotional processes. Personnel policies are comprehensive and effectively communicated, with annual reviews and mandatory training on workplace conduct, including harassment and discrimination.

Documented personnel policies and procedures are in place to guide both administrative and personnel behavior. The agency provides clear policies and procedures to staff, including general orders, standard operating procedures, and an employee handbook. All documents are housed in *Target Solutions*, the agency's training platform, which ensures easy access. The training and EMS battalion chief is responsible for delivering training and policy reviews. All staff must acknowledge and review policies within the system.

Human resources development and utilization is consistent with the agency's established mission, goals and objectives. Monument Fire District's Human resources program is comprehensive, legally compliant, and aligned with organizational goals. Continued development in staffing capacity, measurable evaluation tools, and diversity initiatives would enhance the already strong foundation of human resources practices within the agency.

A system and practices for providing employee/member compensation are in place. Employees' pay rates are negotiated between the fire chief and local 4319, with the wage schedule approved annually by the board of directors and posted on the career page. A broker reviews benefits yearly, with quotes shared with local 4319 and the fire chief. Open Enrollment occurs every November, and benefit details are communicated by the director of administration. Employees enroll using the *Ease* system, which also hosts benefit resources and summaries. A benefit guide is available on the career page. Compensation is reviewed annually through comparisons with similar districts, and wage data is used in negotiations with the fire chief.

## **Category 8 — Training and Competency**

A training program is established to support the agency's needs. The agency provides access to and guidance on educational programs that increase advancement potential and support the agency's needs. The Monument Fire District operates a training program that focuses on state and national standards for professional development and continuing education. The agency utilizes the National Fire Protection Association, Colorado Division of Fire Prevention and Control (CDFPC), National Registry of Emergency Medical Technicians (NREMT), National Wildfire Coordinating Group (NWCG), as well as local policies and procedures to identify specific training needs. These are utilized to formulate an annual training plan that is published prior to the beginning of the year.

While onsite, it was observed that while the agency has a sufficient annual training plan in place based upon identified standards, the agency is not adequately conducting a needs analysis or incorporating data regarding course completions to identify training needs beyond mandatory subjects. [It is recommended that the agency conduct a formal and documented needs analysis annually prior to publishing the annual training plan.](#)

Training and education programs are provided to support the agency's needs. To ensure high levels of training, the agency sends recruit firefighters through the Pike's Peak State College Career Fire Academy, where Monument Fire District instructors participate as adjunct instructors. The academy adheres to the appropriate national fire protection association guidelines and utilizes the curriculum developed by the international fire service training association. Upon completion of the academy, recruits earn international fire service accreditation congress (IFSAC) certifications as Firefighter 1 and 2, Hazardous Materials Operations, and Driver/Operator, as well as NWCG Firefighter 2. Personnel are required to be certified as an emergency medical technician-basic before attending the fire academy.

For incumbent training, the agency utilizes multiple avenues to maintain proficiency. This includes using platforms such as the *Vector Solutions* learning management system for video and lecture-based training, as well as for training tracking and compliance. Annual training is detailed in an annual training plan published by the battalion chief of training. For emergency medical services training, the agency employs an EMS educator who conducts in-person training based on the direction and requirements provided through state and national standards, as well as by their EMS program medical director.

To ensure the agency is prepared for succession planning, it has implemented a robust task book process. This process identifies a training plan and the required checkoffs for acting out of class/acting in charge (AIC) for positions ranging from firefighter to engineer, engineer to company officer, and company officer to battalion chief. Additionally, the agency provides regular training for the administrative staff to equip them with knowledge of other roles within the organization. It has also developed an executive battalion chief position, which is designed to give battalion chiefs the opportunity to experience the role that the fire chief provides within the organization, serving as the senior fire official. This on-the-job training and development are invaluable to the agency's succession planning.

A program appraisal to identify training efficiency and effectiveness will provide an excellent opportunity to assess the outcomes of the agency's training program. [It is recommended the department incorporate outcome-based assessment measures into its annual program appraisals.](#)

Printed and nonprinted training and education resources, library materials, media equipment, facilities and staff are available in adequate quantity, relevancy and diversity, and are current. The agency has demonstrated its commitment to training through staff and budgetary decisions. While the agency does not have a dedicated training facility, it has plans in process, awaiting approval and permits, to begin constructing a three-story, multi-use training facility to support all agency operations. Building plans have been completed and are now waiting for site plan approval to then receive permits. The agency aims to begin construction in early 2026, with completion by mid-year. In the interim, the agency has agreements with neighboring jurisdictions to utilize tower and drill grounds for conducting necessary training evolutions.

The agency has sufficient educational resources, largely available through electronic means; however, hard copies are available as needed. These resources are supported by instructional staff who maintain IFSAC certifications for Fire Instructor 1, 2, or 3. These staff members comprise the *MFD Training Committee* and are directly involved not only in instruction but also in the development of the annual training plan and updates to the curriculum. The training provided by committee members is conducted in various locations throughout the district, including fire stations, businesses, and vacant areas.

While the agency has a process in place for purchasing and maintaining training supplies and equipment, there is no formal procedure for tracking their usage or timing replacements for these resources. The battalion chief of training will address when the fire administration moves into their new facility; however, the timeline remains unclear. [It is recommended that the agency develop a formal resource tracking system to better maintain an accurate inventory of resources available to agency personnel.](#)

## **Category 9 — Essential Resources**

### **Criterion 9A – Water Supply**

The water supply resources are reliable and capable of distributing adequate volumes of water and pressures to all areas of agency responsibility. All areas meet fire flow requirements in accordance with applicable fire flow criteria. The agency manages water supply with a multi-faceted system. Throughout the district, there are eight water companies providing hydrant services in addition to rural areas in the periphery of the district that are not supplied with hydrant systems. The agency has compensated for this by strategically placing water tender apparatus resources at two of the outlying fire stations. This is accounted for in the agency's risk analysis and critical task analysis, acknowledging the need for sufficient tender resources to be deployed to these outlying rural areas.

The agency communicates frequently with the multiple community water providers to collect data and receive updates. This is facilitated by planned monthly meetings and frequent communications when the agency anticipates the need to use water for training, or the water companies advise of out-of-service hydrants or local service. The agency has adequate plans in their deployment models to augment tender resource assignment from auto or mutual aid agencies to sufficiently mitigate the rural fire response water supply needs.

### **Criterion 9B – Communication Systems**

The public and the agency have an adequate, effective and efficient emergency communications system. The system is reliable and able to meet the demands of major operations, including command

and control within fire/rescue services during emergency operations, and meets the needs of other public safety agencies. The Monument Fire District operates an 800 MHz radio system that is established by the Pike's Peak Regional Communications Network (PPRCN). Apparatus and stations are sufficiently equipped with base, mobile, and portable dual-band radios providing reliable communications throughout the district.

The agency utilizes the public safety answering point (PSAP) provided by the El Paso County Sheriff's Office at the El Paso County Regional Communications Center. The PSAP is staffed with five dispatchers, three call receivers, and two supervisors. The staff at the PSAP are trained to operate in all positions and rotate every week to maintain their skills. All dispatchers are emergency medical dispatch certified and maintain certifications every three years.

The leadership of the PSAP has identified the need to increase staffing and the operation of additional consoles to manage the volume from fire and EMS services. However, like many others, they are constrained by budget limitations and are unable to expand their services at this time. This is reflected in their call handling times and the reporting on NFPA 1225: *Standard for Emergency Services Communications* standards.

In the event of system failure, the PSAP has plans in place to transfer services to a backup center and be fully operational within 60 minutes. This backup center is co-located with the county E-911 center and is shared with three other PSAPs throughout the region.

A program appraisal to identify the efficiency and effectiveness of the regional communications system will provide an excellent opportunity to assess the outcomes of the agency's relationship with the regional communications center. [It is recommended the agency incorporate outcome-based assessment measures into its annual program appraisals.](#)

### **Criterion 9C – Administrative Support Services and Office Systems**

Administrative support services and general office systems are in place with adequate staff to efficiently and effectively conduct and manage the agency's administrative functions such as organizational planning and assessment, resource coordination, record keeping, reporting, business communications, public interaction and purchasing. Administrative support services are adequately staffed and supported through internal personnel and external partnerships in information technology (IT), legal, and public relations. The agency strongly emphasizes transparency, document retention, and community engagement, utilizing improved digital communication strategies and enhancing public records access.

Administrative services are appropriately scaled and professionally managed, leveraging both internal staff and external contractors to fulfill functions such as legal counsel, accounting, and public information. The agency emphasizes transparency and public engagement through consistent updates via its website and social media and ensures that public records and sensitive data are securely maintained and properly disposed of in accordance with state laws. While the agency has a solid system for managing and updating standard operating guidelines and documents, it recognizes the need to improve its routine review cycle to ensure policies remain current. [It is recommended to complete a comprehensive review of all organizational documents, forms, standard operating procedures, general guidelines, and manuals to ensure that they are reviewed/revised at least every three years.](#)

### **Criterion 9D – Information Technology**

Information technology resources are in place with adequate staff to efficiently and effectively conduct and manage the agency's information technology functions, such as hardware and software implementation and maintenance and data analysis. The Monument Fire District receives information technology services through a third-party vendor, GS Network Solutions. This vendor manages both hardware and software services, providing 24-hour support and remote access capabilities for troubleshooting and cybersecurity issues. The agency has one division chief who oversees administrative services and logistics, serving as the subject matter expert onsite to work with the information technology (IT) vendor. As the subject matter expert, the division chief handles inventory and asset management of devices used by the agency, while providing support for software used by operations personnel, such as *ESO* and *FirstDue*. Replacement of equipment and hardware is supported through the agency budget with sufficient funding and identified in the capital replacement plan.

The agency has a well-qualified IT vendor that handles much of the work through simple remote access and updates as necessary – the remainder of the work is dealt with through a single point of contact. This could be problematic should there be a sudden change in personnel operating within the administrative structure. [It is recommended that the agency evaluate its administrative structure, including duties and assignments, with a focus on developing a succession plan that allows for two-deep leadership in key positions to avoid disruptions to support or services.](#)

### **Category 10 — External Systems Relationships**

The agency's operations and planning efforts include relationships with external agencies and operational systems that affect or may influence its mission, operations and/or cost effectiveness. The Monument Fire District is committed to external agency relationships. As one of twenty-four fire departments in El Paso County, MFD partners with other agencies in the county to accomplish its service delivery to the community. The agency meets with external agencies regularly to find opportunities to improve operational efficiencies. A concerted and coordinated effort to improve and enhance external relationships was accomplished with the consolidation of the two fire districts into the MFD.

The merger allowed for greater administrative and operational efficiencies while improving overall service to the community. The agency continually evaluates the functional relationships of the regions departments and agencies to achieve the agency's defined and adopted goals and objectives. The agency has automatic, mutual aid and inter-governmental agreements with partner agencies in the county. These agreements not only provide for more efficient and effective services but are cost effective to the community.

The agency maintains current agreements with those external agencies which support the identified programs. Over the past three years, the agency performed a comprehensive review of all automatic and mutual aid agreements to ensure they align with current operational needs and response capabilities. This effort focused on evaluating response times, resource allocations, and coordination with neighboring agencies to improve overall emergency preparedness and responses to the agency. Through the review of current agreements, the agency identified and implemented areas for improvement, renegotiated agreements where necessary, and strengthened partnerships with regional fire and emergency service providers. These reviews have enhanced service delivery, reduced gaps in coverage, and fostered a more efficient and collaborative response network.

The agency maintains several mutual aid agreements and service contracts with external agencies. These agreements are reviewed regularly, as recommended every three years, and managed through a formalized process by each category manager. Historically, revisions have been handled informally via email or face-to-face meetings when changes were identified. The agency maintains several mutual aid agreements and service contracts with external agencies. These agreements were reviewed at the merger. Historically, prior to the merger, revisions have been handled informally via email or face-to-face meetings when changes were identified. Additionally, the agency has not conducted annual evaluations of external agency performance beyond tracking mutual aid responses, leaving the effectiveness of these agencies in supporting district goals unassessed. The agency plans to establish a formal review and revision process for agreements and implement annual performance evaluations to ensure external agencies effectively align with and support its objectives. [It is recommended that the agency implement a performance evaluation process to ensure external agreements align with defined objectives.](#)

### **Category 11 — Health and Safety**

The agency's occupational health, safety and risk management programs protect the organization and personnel from unnecessary injuries, loss, and liability. The Monument Fire District includes a full health screening for new hires. The agency also offers annual health exams through a contract with *Front Line Mobile Health*. The health and safety committee and administration offer this program a couple weeks out of the year. Starting in 2024, the agency implemented additional screenings for cancer and cardiac to agency personnel. Approximately eighty percent of the agency took advantage of this program in 2024. At present, the initiative is to alternate years between cancer and cardiac screenings and eventually to offer both screenings every year. The annual facility and apparatus walk-throughs and evaluation lists also allow for logging of any facility safety issues. The benefit of this is displayed by measures like the implementation of the hot, warm and cold zone construction in the renovated facilities and the building plans for Fire Station 3.

The agency acknowledges that although MFD trains and certifies field personnel in *Blue Card* command practices, current practices do not mandate the designation of a safety officer in fire incidents nor is it reflected in the agency's deployment models. The agency also acknowledges that it is industry best practice to implement this assignment to ensure safe fireground operations and provide a dedicated position for optimizing fireground operational safety. [It is recommended that the agency perform a study to identify the benefits of implementing a safety officer during high-risk operations.](#)

The agency has a wellness/fitness program for personnel. The agency specifies and communicates the provisions if employees/members do not comply with the wellness/fitness program. The division chief of administration actively works with the safety officer (chairperson of health and safety committee) to update all fire station gym equipment. The agency projects that all agency fire station gyms will have the same, new fitness equipment by the end of 2025. The safety officer has also created an area in *Target Solutions* where personnel can log individual exercise sessions. This is not mandatory but allows for some relative data collection. Presently, the agency utilizes the NWCG red card arduous pack test as an evaluative fitness record. The agency acknowledges that a more job-specific fitness testing process to evaluate individual personnel fitness would be preferable. The agency states that more research and discussion with labor and the local board would be needed on this topic.

The agency adheres to industry best practices in acknowledging and addressing personnel behavioral health. The agency utilizes a local behavioral health clinician to hold regular sessions and office hours for personnel. In addition to this, the clinician facilitates peer support training. There are currently nine peer support personnel available to provide services and referrals for agency personnel. Both the resources and implementation of wellness programs are adequate with corresponding acknowledgement of areas for growth.

A program appraisal to identify the efficiency and effectiveness of the agency's wellness and fitness program will provide an excellent opportunity to assess the outcomes of the member's compliance or lack of compliance with the wellness and fitness program. [It is recommended the agency incorporate outcome-based assessment measures into its annual program appraisals.](#)