



Grand Junction Fire Department

2022 Program Appraisals

Excellence in Service Through: • Professionalism • Integrity • Empathy



**Taking Care of
People and Property**

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Instructions for filling out the assigned program:

Introduction: Provide a brief one-paragraph summary of the program and the service provided.

Type of appraisal: Appraisals shall be completed at a minimum of an annual basis.

Appraisal completed by: Individual / individuals assigned to oversee the program. It can be multiple individuals that provide feedback.

Date appraisal completed: Self-explanatory

Rating Score

- 1 – Fails as a program – Does not meet industry standards.
- 2 – Needs improvement – Meets minimum industry standards
- 3 – Satisfactory program – Meets most industry standards
- 4 – Excellent program – Meets and exceeds industry standards.

Equipment Needs (Future)

Provide a list of what equipment is needed to make the program operate more effectively and efficiently. If equipment is mandatory due to a specific regulation state it within this area. The cost associated with the purchase of the equipment is required as well.

Personnel Needs (Future)

State what certifications are needed to operate under this program and also what type of training if any is being requested. Describe if the current manning is sufficient and if not how many personnel are needed.

Inputs / Resources

Financial resources: Operating budget for the program. When completing make sure to compare to the previous year's budget and show an increase or decrease.

Physical resources: Evaluation of equipment assigned to the program.

Apparatus availability: Evaluation of the percentage of time that resources are available to respond to calls or are out of service. This applies only to emergency response vehicles and not staff vehicles.

Human resources: Number of staff assigned to each program that is being evaluated.

Essential resources: Mission-critical equipment that is required for each program.

Outputs

Provide a summary of the outputs of the program and compare them to the previous year to show an increase or decrease in outputs.

Outcome / Impacts

What were the impacts of the outputs of the program?

Conclusions

Summary of issues identified that need to be addressed during the next evaluation period for the program.

Next Steps (Future)

Provide a summary of what needs to be accomplished before the next evaluation cycle. Establish a timeline for when the project shall be completed and also list who is responsible for completing the project. This description shall include the cost associated with the project as well.

Community Outreach Program

Introduction: The Grand Junction Fire Department's Community Outreach Program is responsible for a variety of programs covering public information, public education, public relations, community risk reduction, and special projects supporting training, internal communications, and CPSE accreditation. Core functions of community outreach include Sound Off Education and high-risk elementary schools, Youth Fire Intervention, digital outreach through social media and the website, public information and public relations through local media and partnerships, hands-only CPR and bleeding control education, online fire extinguisher training, collaborative wildfire outreach and mitigation through Two Rivers Wildfire Coalition. The Community Outreach Office also supports internal outreach through production training videos, internal communication projects, and data analysis for CPSE accreditation and department insights.

Type of appraisal: Annual Q1 Q2 Q3 Q4

Appraisal completed by: Ellis Thompson-Ellis and Dirk Clingman

Date appraisal completed: 1/01/2023

Rating Score

- 1 – Fails as a program – Does not meet industry standards.
- 2 – Needs improvement – Meets minimum industry standards
- 3 – Satisfactory program – Meets most industry standards**
- 4 – Excellent program – Meets and exceeds industry standards.

Rating Score: 3

EQUIPMENT NEEDS

\$700 for volunteer holiday outreach engagement supplies

\$3,500 Outreach OT to staff parades, large events

\$80 Large cooler for events

\$600 customized GJFD pop-up tent

\$200 Step & Repeat replacement

1 I-Pad Stand at a cost of \$28.00

Photography monopod at a cost of \$34.00

200 Smoke detectors at a cost of \$200.00 (Community Outreach will pursue grants and donations from non-profits to fund this program)

Open house supplies to include educational handouts and community events giveaways at a cost of \$300.00

PERSONNEL NEEDS

The current capacity of the Community Outreach Office is struggling to meet the needs of external and internal communications, community outreach, community risk reduction,

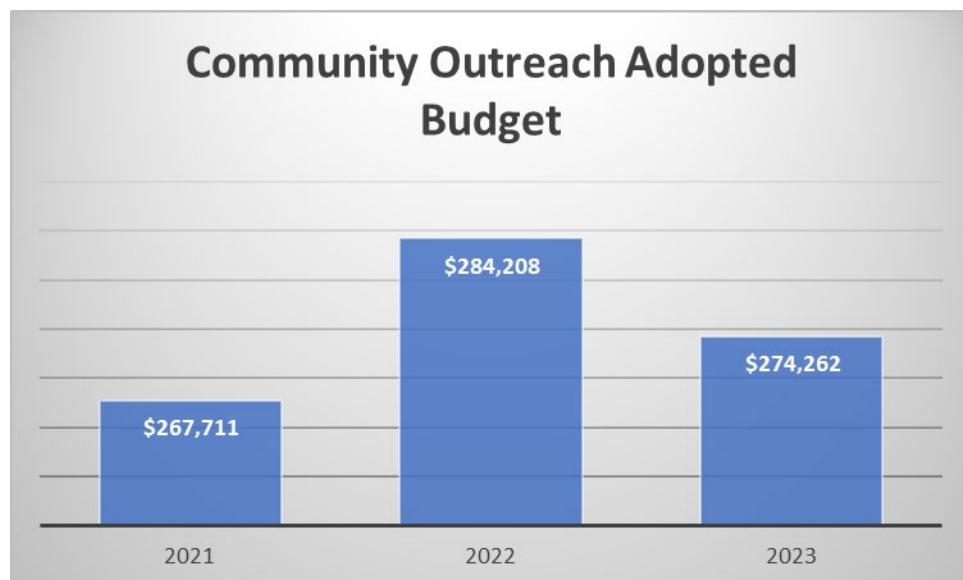
supporting recruiting, supporting data analysis and accreditation. Need to divide communications/outreach and CRR/Data analysis with the addition of two staff to meet the current needs demonstrated in 2022.

Trained and able Public Safety Volunteers to transport, set up, and break down the Safety House.

Trained and able Public Safety Volunteers to conduct post-fire neighborhood outreach. Well-defined expectations for departmental involvement in community events.

INPUTS/RESOURCES

Financial Resources: The agency's total operating budget for Community Outreach (Public Info / Education) for F/Y 2023 is \$274,262. This is a decrease of 3.49% from the F/Y 2022 budget which was \$284,208. Overall, during the three-year budget period an increase of 2.44% was noted between F/Y 2021-2023.



Physical Resources: Significant assets included:

- 2017 Dodge Durango
- 2 Motorola Radios
- 2 Sets of PPE including: branded helmets, safety vest.
- 50 CPR Inflatables
- Safety House with Trailer and industrial dolly for transporting/loading
- 2 Surface Laptops
- 42 First Alert Smoke Alarms
- Bleeding Control Class Tools
- DJI Mini 3 Pro Drone

Apparatus Availability: The Community Outreach Program does not have any emergency response vehicles that needed to be evaluated.

Human Resources:

Public information needs to be integrated at the command staff level, and SOP recommendations on incidents requesting a PIO should be trained on. Public information should be a part of quarterly Captain's meetings.

Overtime for shift-level employees to assist with large community events is needed. Two additional personnel are needed in outreach to effectively meet the needs of Public information/Community Outreach and CRR/Data analysis.

With new stations being built, it is desirable to begin exploring agency-wide support for station based CRR and outreach involvement. This would require supportive planning and a change in training and expectations to support CRR and outreach based on the specific needs of each station's area.

Community Outreach will continue working with School District 51 to provide targeted fire safety education at schools serving high-risk populations.

Essential Resources:

Community Outreach is a program-based service of GJFD. Thus, essential programmatic resources include those that support:

- Fire extinguisher training-online
- Fire safety education programs for Mesa County Valley School District 51
- Youth Fire Intervention program
- Wildfire Community Risk Reduction
- GJFD Public Information
- GJFD Community Event Coordination
- GJFD Public Relations including social media
- GJFD internal communications including bi-monthly Internal Communications newsletter and monthly Turnout video answering staff questions.
- GJFD Outreach Drone program

OUTPUTS:

In 2022, the Community Outreach division continued to place a strong emphasis on communication through social media and the delivery of virtual programs.

A summary of the Department's social media presence is listed below:

- 2022- Facebook followers increased , Total Followers: 16,661 (+4%). Total reach: 159,822 (+11%)
- 2022- Next-door: 13,334 (+16%) members. Total impressions: 198,967 (+46%)
- 2022- Instagram Followers: 2,727 (+18%). Total Reach: 78,645 (+309%)
- 2022- Twitter Followers: 1,189 (-41%)

The Community Outreach Office participated in multiple collaborative community partnerships to include:

- School District 51
 - Applied for and received a Walmart grant of \$500 to purchase smoke alarms for School District 51 students.
 - Participated in two Problem-Based Learning Projects focusing on supporting public safety agencies and wildland conservation and fire mitigation for Pomona Elementary.
- City of Grand Junction
 - 2 acres mitigated along No Thoroughfare Trail, protecting 15 homes and 1 business. 3 City Departments participated in planning and labor.
 - 17 weeks of mitigation work from COSWAP/SWIFT crew grant-valued at \$184,212 for XX acres. Partnered with 7 City departments and 3 external organizations, and a private landowner.
- Grand Junction Regional Communication Center & GJPD
 - Assisted GJPD with several video production projects including a Health and Wellness presentation for the National IACP Conference and the creation of an Officer Involved Shooting Video template.
- Two Rivers Wildfire Coalition
 - Received \$85,000 BLM funding for cost-share mitigation on private land over the next 5 years.
 - Collaborative mitigation projects completed with CPW, CSFS, Mesa County.
 - Hosted NFPA assessing Structural Ignition Potential Class with 27 students from region, 12 from Mesa County to assist with home ignition zone assessments.

Special projects were also a priority for the Community Outreach Division during 2020. Those special projects included:

- Completing 9 training videos to support the development of a digital training manual and SharePoint site.
- CPSE Accreditation Support including data analysis, writing, editing, planning, and organizing collaborative input in the process and attending Accreditation hearing.

OUTCOMES/IMPACTS:

346 (+25%) certificates of completion for online fire extinguisher training were issued for passing an online knowledge test after the virtual training.

Presented fire and life safety education at **five of five priority schools for grades 2-3** Youth Fire Intervention held **5 interventions with all showing gains in knowledge**.

Secured \$85,000 in BLM Community Assistance Funds to help support cost-share mitigation at the neighborhood level over the next 5 years.

Hosted 5 virtual learning network sessions reaching 80 people, with 8 partner organizations.

Hosted NFPA Assessing Structural Ignition Potential Class with 12 local students and 15 students from western Colorado (~\$10,800 value paid for by Colorado State Forest Service)

GJFD and River's Edge West co-hosted a mitigation field trip for ~60 5th graders at Pomona Elementary's problem-based learning to cover how mitigation impacts wildfire behavior, ecology, and socially vulnerable populations.

Data analysis efforts contributed to a **recommendation for CPSE Accreditation**.

GJFD continues to grow **social media presence** to impart life safety education, share emergency updates, and to entertain and engage our community.

Hosted 28 station tours reaching 695 people.

Hosted 4 hands-only CPR and one stop the bleed class reaching 70 people.

Participated in 11 different public events reaching ~9,709 people (water fest, non-CRR school visits, open house, arbor day, spooktacular, parades.)

CONCLUSIONS:

The Community Outreach Office will continue to focus on **programs related to youth fire setting, wildfire, school's programs, and community events**, and offering digital alternatives to traditional education programs where practical.

Focus on **communications** related to pre-determined monthly safety topics.

Community Outreach will evaluate its programs through **database tracking of impacts and outcomes for priority programs**.

Programs will be reported on biannually to determine if changes are needed. Pre- and post-test data will be comprehensive, collected, and utilized for future program development.

Formal training in Community Risk Reduction must be made a priority during fire academy and should be revisited by current staff annually. Training will be developed and implemented for department personnel to support selected curriculum and ensure consistency of messaging.

NEXT STEPS FOR 2023:

Work with GJFD Wildland team and City Departments to complete 1-2 mitigation projects on City Property. Specialist Thompson-Ellis managing.

***Status:** Estimated completed by Q4, 2023.*

Work with GJPD & other partners to complete 17 weeks of mitigation work with COSWAP/SWIFT crew grant & complete work to meet the need of BLM Community Assistance Grant.

Status: *Estimated completed by Q4, 2023.*

Work with Two Rivers Wildfire Coalition to bring cost-share mitigation and support to two neighborhoods in GJFD service area.

Status: *Estimated completed by Q4, 2023.*

Create a sustainable marketing strategy for recruiting that includes targeting marketing prior to jobs becoming available and caters to both new employees and lateral hires.

Status: *Estimated completed by Q4, 2023.*

Expand and document GJFD's use of drones and establish SOPS for the operational use of drones.

Status: *Estimated completed by Q4, 2023.*

Continue to expand GJFD's school outreach and reimplement online crews' involvement in the school program and ensure sustainable funding for smoke alarms to distribute at schools.

Status: *Estimated completed by Q4, 2023.*

Create a sustainable strategy for completing the GJFD Annual Report in the first Quarter.

Status: *Estimated completed by Q4, 2023.*

Emergency Management Program

Introduction: The Grand Junction Fire Department serves as the Office of Emergency Management for the City of Grand Junction. The City of Grand Junction has adopted all-hazards plans to help prepare for emergency response to both man-made and natural disasters. These plans include City Emergency Operations Plan (EOP) and the Mesa County Hazard Mitigation Plan, and the National Incident Management System (NIMS). The City also maintains a Pandemic Flu Emergency Response Plan, Winter Storm Plan, and Dam Safety Plan, and is completing the Continuity of Operations Plan (COOP).

Type of appraisal: Annual Q1 Q2 Q3 Q4

Appraisal completed by: Deputy Chief Gus Hendricks

Date appraisal completed: 12/30/2022

Rating Score

1 – Fails as a program – Does not meet industry standards.

2 – Needs improvement – Meets minimum industry standards.

3 – Satisfactory program – Meets most industry standards.

4 – Excellent program – Meets and exceeds industry standards.

Rating Score: 2

EQUIPMENT NEEDS:

Accountability Tracking System Software Renewal- \$1500

PERSONNEL NEEDS:

The workload can be better managed with the addition of an Administrative Assistant role. This position will work to perform updates to the managed City plans and provide administrative support when writing and updating plans.

INPUTS/RESOURCES:

Financial Resources: The Northwest Regional All-Hazards Emergency Management Region no longer support the funding for County or Municipality accountability tracking software as used by the State of Colorado Department of Homeland Security. Continuing to fund this accountability program by the Agency, an annual fee will be paid by the Agency beginning in 2023. The annual cost will be approximately \$1,500.00 for this accountability system and will need to be budgeted in all subsequent budgets.

Physical Resources:

Emergency Management Program significant assets included:

- Salamander Personnel Emergency Identification and Tracking System

Apparatus Availability:

The Emergency Management Program does not have a designated vehicle. The vehicles used for Emergency Management functions belong to the current assigned Deputy Chief or are scheduled for use from the few Fire Administrative staff vehicles. If this position no longer falls under the responsibility of the Deputy Chief, a dedicated vehicle will need to be provided.

Human Resources:

The organization currently has one Deputy Chief whose duties include Emergency Management for the City of Grand Junction.

Essential Resources:

Essential resources include the City Emergency Operations Plan (EOP), the Mesa County Hazard Mitigation Plan, and the National Incident Management System (NIMS).

OUTPUTS:

In 2022, Emergency Management made progress on the updates to the City of Grand Junction Pandemic Flu Emergency Response Plan for all departments. The City Continuity of Operations Plan (COOP) is expected to be completed and approved in 2023.

It is a goal of emergency management to begin providing emergency management training for City Council members every two years as new council members are elected beginning with the new council that will be in place in April 2023.

OUTCOMES/IMPACTS:

In 2020-2022, policies and procedures for each department were reviewed as part of the Pandemic Flu Emergency Response Plan which enabled the City as a whole to provide uninterrupted services for the community during COVID. The information obtained for the Pandemic Flu Emergency Response Plan will be used to complete the City COOP. The City Public Information group was successful in providing timely and actionable information for the community related to City functions and services. The Logistics and materials sourcing

division was successful in gathering supply needs for the City, purchasing, and storing all necessary equipment even amid shortages and backorders. The structure of ICS allowed for the successful reallocation of resources to support city functions, citizens, employees, and local businesses. The agency was strategically ready to respond to new information and community needs.

In 2022, one representative from the department worked with Mesa County Emergency Management to update the Mesa County Community Wildfire Protection Plan. This work will continue in 2023.

CONCLUSIONS:

Emergency Management policies and procedures provided a framework for the City to continue to successfully navigate the COVID-19 pandemic from 2020 through 2022. While the COOP and emergency management training still need to be completed, overall Emergency Management proved to be a successfully managed program for the City in 2022.

NEXT STEPS FOR 2022:

The Continuity of Operations Plan will be completed in 2023 and adopted with lessons learned from the 2020-2022 pandemic.

***Status:** Project in progress and an update will be provided when completed.*

Emergency Management Training will be offered to City Council and department directors on a two-year cycle.

***Status:** Project in progress and an update will be provided when completed.*

A GJFD representative will continue to provide input to the Mesa County Community Wildfire Protection Plan update in 2023.

***Status:** Project in progress and an update will be provided when completed.*

With results from the AP Triton Staffing Study, Emergency Management will evaluate recommendations for additional administrative personnel and incorporate Emergency Management duties into a new administrative position. Shifting the duties of Emergency Management from the Deputy Chief to a new position will increase the capacity for Emergency Management moving forward.

***Status:** Project in progress and an update will be provided when completed.*

Emergency Medical Services Program (EMS Division)

Introduction: The Grand Junction Fire Department's Emergency Medical Services Division is responsible for assuring adequate response for approximately 80% of the department's call volume. In addition to response, the Division maintains training, certifications, and procedures for our providers. The Division consists of an EMS Chief, an EMS Training Officer, and 3 EMS Officers. These employees oversee 130+ responders who provide emergency medical services to our citizens. The Department functions under the oversight of the Mesa County EMS System and the Medical Director for the County.

Type of appraisal: Annual Q1 Q2 Q3 Q4

Appraisal completed by: Interim EMS Chief Mark McIntire

Date appraisal completed: 2/6/2022

Rating Score:

1 – Fails as a program – Does not meet industry standards.

2 – Needs improvement – Meets minimum industry standards

3 – Satisfactory program – Meets most industry standards

4 – Excellent program – Meets and exceeds industry standards.

Rating Score: 2

EQUIPMENT NEEDS:

Three Type 1 ambulances (one is a replacement), all three ambulances will need a full equipment package.

A new narcotic tracking system that will be the same for engines and ambulances

Additional EMS training equipment to enhance the ability to provide quality EMS training:

- 1 Adult ALS Training Mannequin—Approximate cost of \$6,500
- 1 Pediatric ALS Training Mannequin—Approximate cost of \$2,000
- 2 Cardiac Rhythm Generators—Approximate cost of \$1,065 each

Total cost for training equipment would be approximately \$10,630

Updated, more user-friendly, and more efficient inventory tracking system

Shelving, space, and security adequate to move all EMS Supply inventory to fire administration.

PERSONNEL NEEDS:

Addition of 18 full-time Firefighter/Paramedics—this could be accomplished through a combination of hiring for vacancies and supporting Paramedic training with current employees.

Hiring Firefighter and Firefighter/Paramedic personnel to backfill for the transitioning EMS Only employees

Hire to fill the third SAM Officer Position

Hire a Logistics Technician

Hire an EMS Logistics Technician

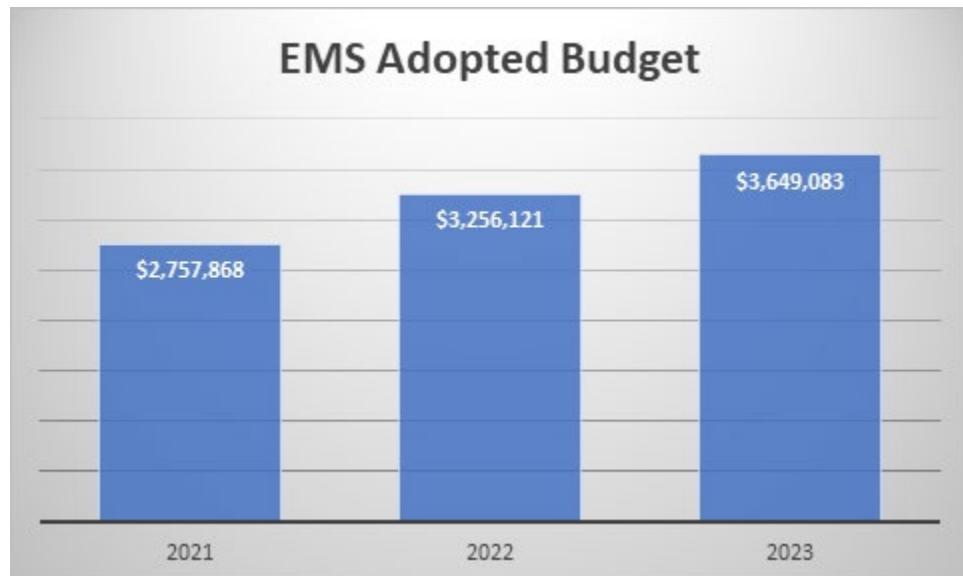
Hire to fill the vacant EMS Only positions and create over-hire positions for EMS

Hire to fill part-time EMS Only positions

Hire an EMS Senior Administrative Assistant

INPUTS/RESOURCES:

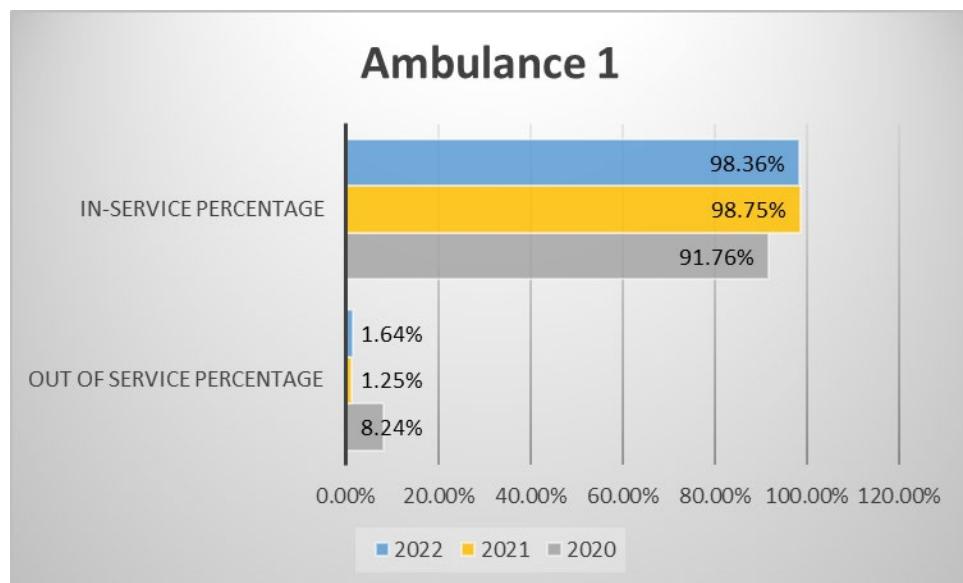
Financial Resources: The agency's total operating budget for the EMS program for F/Y 2023 is \$3,649,083. This is an increase of 12.07% from the F/Y 2022 budget which was \$3,256,121. Overall, during the three-year budget period an increase of 32.32% was noted between F/Y 2020-2022.



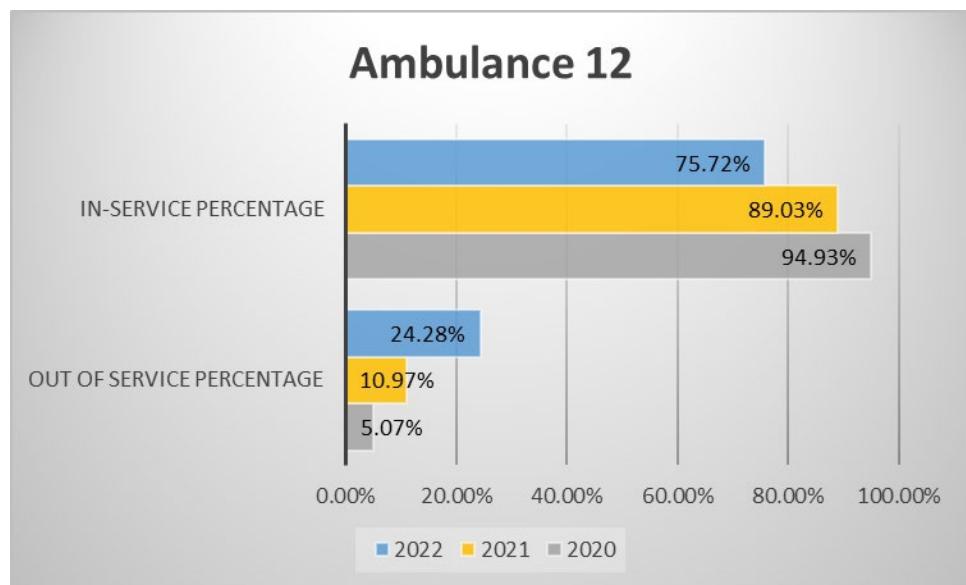
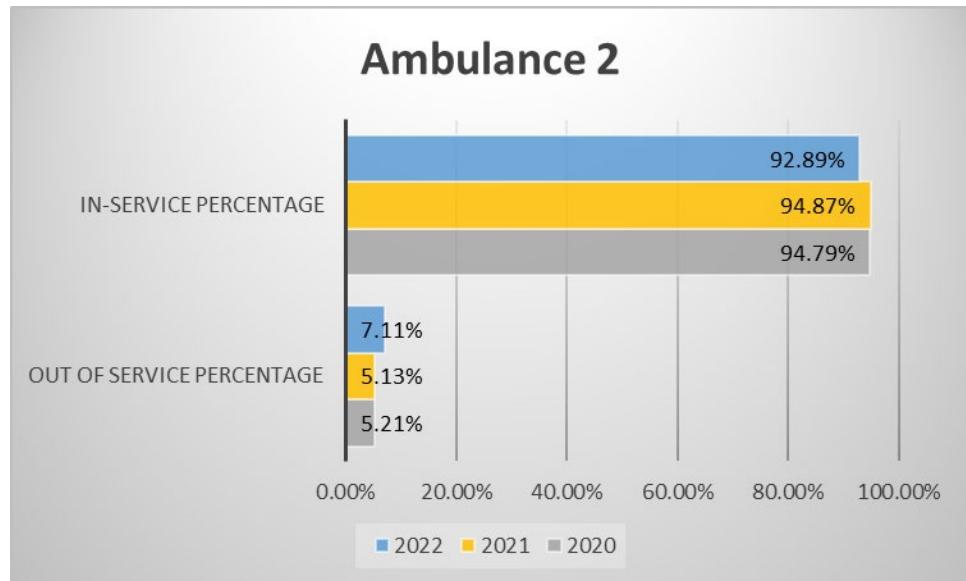
Physical Resources: Significant assets included:

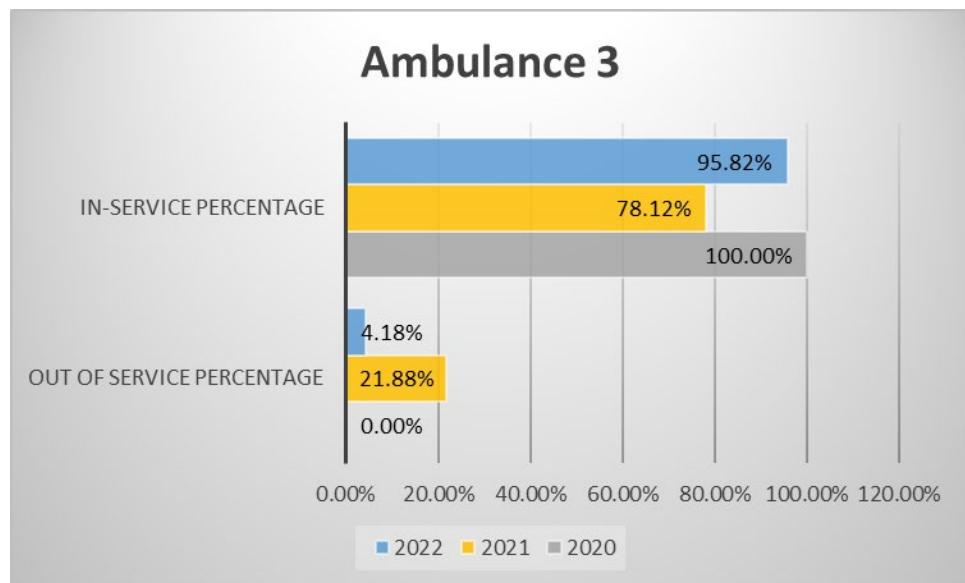
- ALS equipped Type 1 Ambulance
- 2 ALS-equipped Type 3 Ambulances
- 7 ALS-equipped Engines
- 1 ALS equipped 100ft Aerial apparatus
- 1 ALS equipped 75ft Aerial apparatus
- ALS equipped Ford F150 Medic Unit
- 1 BLS-equipped Dodge Ram Battalion Chief unit
- 2 Type 3 Brush Trucks equipped for backcountry ALS response
- 1 Type 6 Brush Truck equipped for backcountry BLS response
- 1 Heavy Rescue equipped for backcountry ALS response
- 19 X-Series Cardiac monitors
- 19 EMS Supply Kits
- 19 Pediatric EMS Supply Kits
- 19 Oxygen Equipment Kits
- 4 Backcountry EMS Supply Kits

Apparatus Availability: The Emergency Medical Services Program utilizes seven front-line fully staffed fire apparatus and three reserve apparatus to provide services to the community. The department conducted a three-year evaluation of the percentage of time that an apparatus is available to respond to calls and the percentage of time that the apparatus is out of service due to maintenance. These percentages are based on 8,760 hours in a year (365 days X 24 hours).

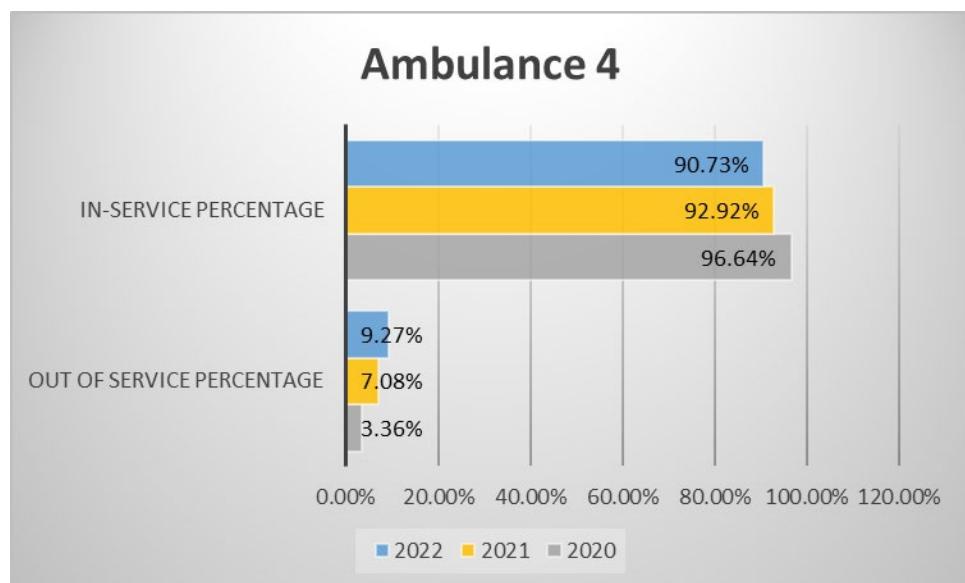


*Ambulance 1 was replaced with a new unit in late 2019. The old ambulance 1 was transitioned into reserve status.

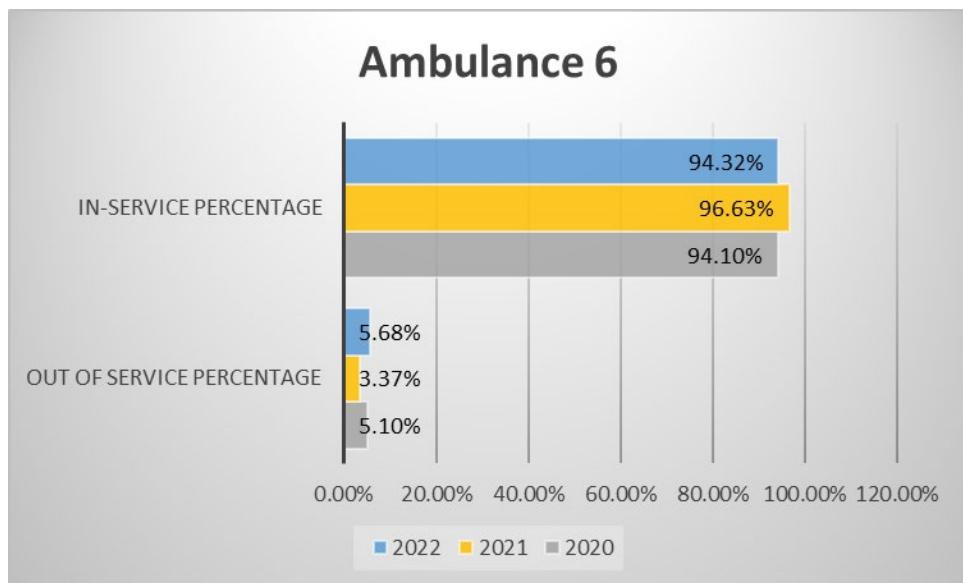




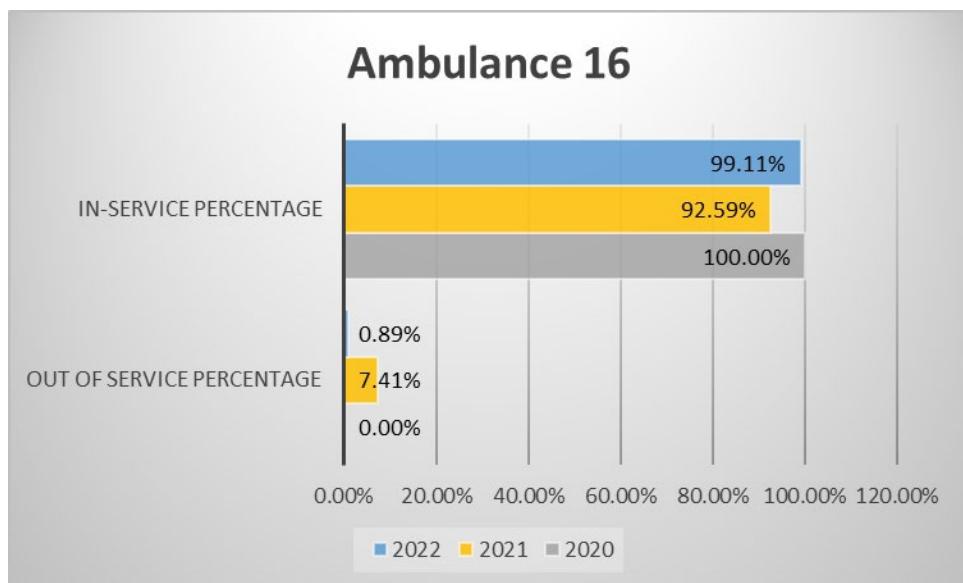
*Ambulance 3 was replaced with a new unit in late 2020. The old ambulance 3 was transitioned to reserve status.



*Ambulance 4 was placed into service when it was relocated from fire station 1 in 2020 (ambulance 11) to station 4 due to an increase in EMS call demands.

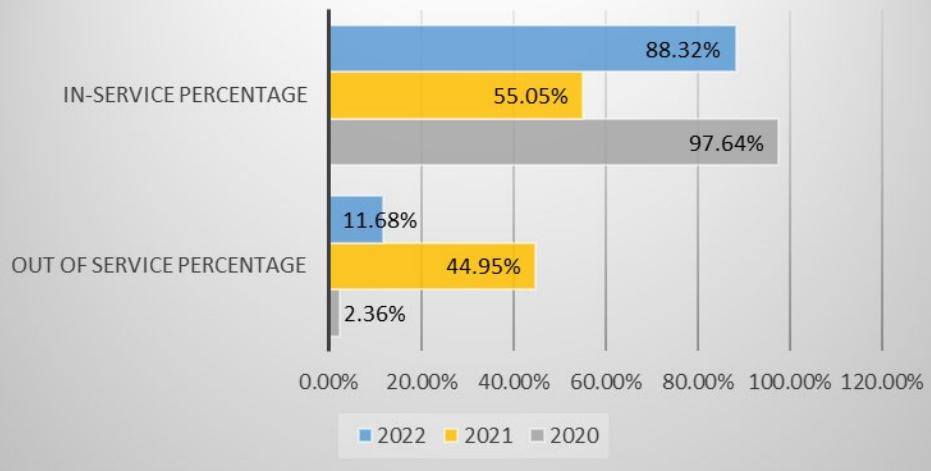


*Ambulance 6 was placed into service at station 6 when it opened in late 2020.

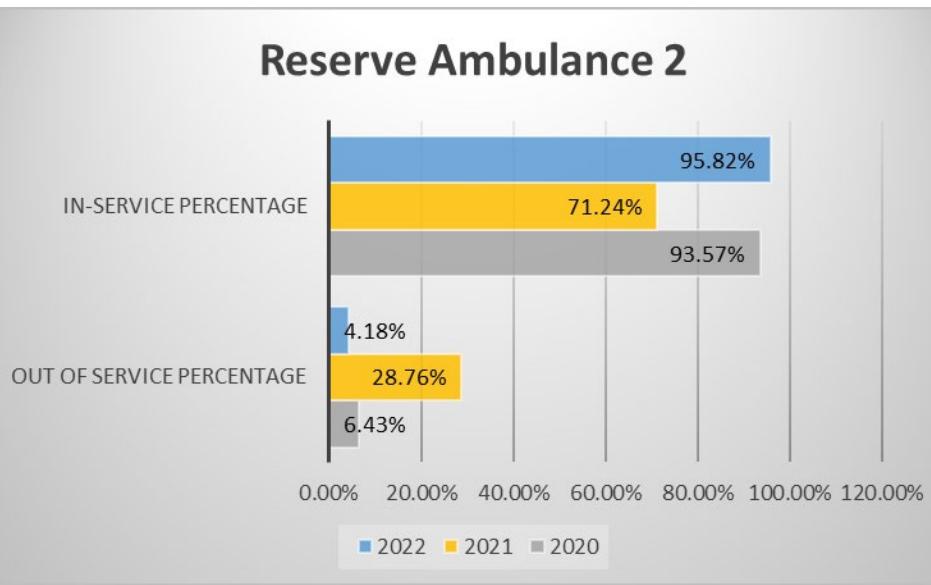


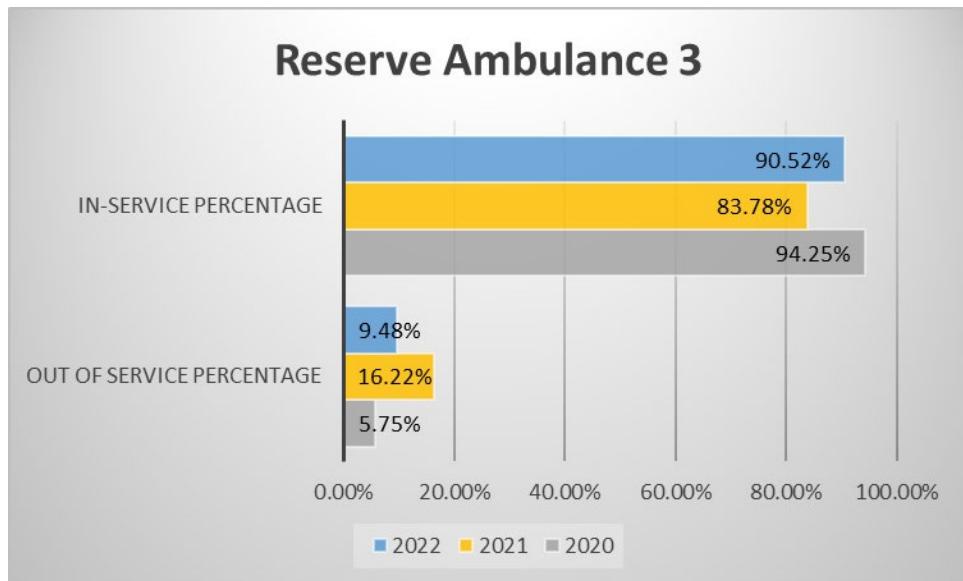
*Ambulance 16 is the impact car that covers various areas of the City during the day.

Reserve Ambulance 1



Reserve Ambulance 2





Human Resources:

The Grand Junction Fire Department currently relies on a combination of ALS and BLS ambulances staffed with two personnel. These personnel are currently a mixture of Firefighters and EMS-only operations staff. The ambulances are supplemented by fire engines/trucks that may be staffed at either the ALS or BLS level depending on personnel availability. The EMS system is further supplemented by an EMS Officer who is an ALS provider. The department currently employs the following personnel:

- 34 Firefighter/Paramedics
- 63 Firefighter/EMTs
- 4 EMT Basics
- 3 Paramedics
- 18 Captains (17 BLS and 1 ALS)
- 18 Engineers (All BLS)
- 1 EMS Officer
- 1 EMS Training Officer
- 3 Battalion Chiefs

The department has 8 Firefighter/EMT personnel currently training to be Paramedics.

Supervision of the EMS System within the Department is provided by the EMS Chief. The providers of the GJFD function under the Medical License of the Mesa County EMS Director, Dr. Glen Burkett.

Essential Resources:

Internal Standard Operating Procedures

Mesa County EMS Protocols

Mutual Aid Agreements with surrounding agencies

Mesa County EMS Dispatch equipped with EMD

Mesa County EMS Resolution

Mesa County EMS Rules

ImageTrend Report Writing Software

OUTPUTS:

In 2022 the Grand Junction Fire Department responded to 16,464 medical calls for service. This is a 3.26% increase from 15,943 medical calls for service in 2021.

OUTCOMES/IMPACTS:

Moving Ambulance 16 to ALS and changing to the Impact Car model dropped the call volume for the 911 ambulances and improved the efficiency of the system. 12-hour shifts for Ambulance 16 were approved by the administration and they moved to this schedule on February 20, 2022, which increased employee satisfaction and allowed for easier scheduling of the unit.

Eight Firefighters are currently attending Paramedic school to help supplement a current shortage of ALS providers. An additional 11 providers are scheduled to attend school in 2023 thanks to a grant by the State of Colorado.

Internal EMS trainings at both the ALS and BLS level were provided to assist employees with maintaining certifications.

An EMS Training Officer position was hired.

The EMS budget was increased which eased some of the financial issues of the division.

The relationship with Mesa County EMS and the Medical Director has been improved.

Two individuals were promoted to the rank of Safety and Medical Officer; one position is on hold.

The department will receive three ambulances in early 2023. These will be used as a new ambulance at Station 8, a replacement unit for the most unreliable front-line unit, and as the new Impact Car.

The department received a grant from the State of Colorado to partially fund the purchase of a new ambulance. This ambulance is on order but will probably not be received until late 2023 or early 2024.

CHALLENGES:

The FLSA 207k Exemption issue among EMS-only personnel caused them to be moved to 12-hour shifts starting in 2023. This move will cause a 30% pay reduction for each employee and will impact their retirement. This has dropped morale among the employee classification and has caused one employee to resign and two others to move to the fire side of the department.

A shortage of ALS personnel created high rates of overtime and limited the number of engine shifts for the Firefighters/Paramedics. We also lost two paramedics to the SAM Officer promotion. In 2023, we will lose 3 additional paramedics to promotions of Engineer and Engine 8 Captain.

Although the Impact Car has proven to be a successful addition to the fleet, a shortage of personnel has caused large amounts of overtime to be used to keep it in service. Although it is planned to place a second Impact Car in service in February 2023, further staffing shortages will not allow a full unit to be placed in service. The second car will only be in service 3-4 days per week until early summer of 2023.

A lack of EMS training supplies created issues in providing quality EMS training for the crews.

Supply Chain issues with both vehicles and equipment/medical supplies are creating inventory problems for the department and driving up costs.

Citizens of the City and the Rural Board have requested an ambulance be put into service at Station 5. This is an unplanned addition to our deployment model and is slated to go into service sometime in 2023.

There is an increasing lack of reliability within the reserve ambulance fleet. This will be somewhat helped with the addition of an ambulance to the fleet in early 2023. The addition will be of the most unreliable current front-line ambulance, so it is unknown how

much this will improve fleet reliability. It will increase the number of available reserves, however.

The department experienced a 4.1% increase in EMS call volume in the year 2022. This added additional stressors to an already stressed system.

The department did not budget to replace the EMS Only personnel transitioning to 12-hour shifts. This has left 6 vacant positions that cannot be hired for until 2024.

The vacancy of the Logistics Technician position has created a heavy burden on EMS Administrative staff. This burden has decreased the ability of staff to function in their assigned roles.

CONCLUSIONS:

Immediate hirings need to take place to fill the Impact Car vacancies. In addition, the department should explore adding additional over-hire positions to the EMS side along with hiring a cadre of part-time EMS Only staff.

The third EMS Officer position needs to be transitioned to SAM officer.

The relationship with the Mesa County EMS system has been improved, but still needs further improvement.

The ALS shortage has been addressed but the department is still multiple ALS providers short of being fully staffed. Further hirings/promotions need to take place to immediately address that need.

The department should explore with City Administration the possibility of immediately hiring to replace the transitioning EMS Only employees.

The department needs to hire the Logistics Technician position as soon as possible to ease the burden the vacancy has placed on administrative staff. It should also consider adding an EMS Logistics Technician to the staff.

NEXT STEPS FOR 2022:

The EMS Chief, Deputy Chief of Administration, and City Human Resources will open a hiring to replace the vacant Impact Car position.

***Status:** Project in progress to be completed 1st quarter of 2023.*

The Chief will approach the City Manager and Human Resources to explore the possibility of hiring over-hire EMS Only staff to fill vacancies and also to create a cadre of part-time personnel.

Status: Project in progress to be completed 1st quarter 2023.

The EMS Chief will work with City Purchasing to buy 18 controlled medication safes to be placed on each line apparatus.

Status: Project in progress to be completed 1st quarter 2023.

The EMS Chief will work with the EMS Training Officer and City Purchasing to buy improved EMS Training Supplies

Status: Project in progress to be completed 1st quarter 2023.

The EMS Chief will contract with PCG Consulting to assist with the completion of the Medicare Ground Ambulance Data Collection Survey.

Status: Project in progress to be completed 2nd quarter 2023.

The EMS Chief will work with the Deputy Chief of Administration to come up with a plan to implement Impact Car Supervisors in 2024.

Status: Project in progress and an update will be provided when completed.

The EMS Chief will work with the Deputy Chief of Administration to come up with a plan to implement an EMS Logistics Technician.

Status: Project in progress and an update will be provided when completed.

The EMS Chief will work with the Deputy Chief of Administration to come up with a plan to hire the third SAM Officer position.

Status: Project in progress to be completed 3rd quarter of 2023.

The EMS Chief will work with the EMS Training Officer, SAM Officers, and EMS Officer to create a plan to handle additional burdens to the EMS system that will be caused by the merger with the Clifton Fire Department.

Status: Project in progress to be completed 3rd quarter of 2023.

The EMS Chief will work with the Logistics Technician (if hired) and Senior Administrative Assistant to create an evaluation and bid process for a new inventory management system.

Status: Project in progress to be completed 2nd quarter of 2023.

The EMS Chief will work with the Logistics Technician (if hired), Deputy Chief of Administration, and Senior Administrative Assistant on a process to move all EMS Supplies to Fire Administration.

Fire Investigation Program

Introduction: The Grand Junction Fire Department's Fire Investigation Program is responsible for conducting origin and cause investigations on fires that occur within the City limits of Grand Junction.

Type of appraisal: Annual Q1 Q2 Q3 Q4

Appraisal completed by: Fire Marshal Steve Kollar

Date appraisal completed: 01/26/2023

Rating Score

1 – Fails as a program – Does not meet industry standards.

2 – Needs improvement – Meets minimum industry standards.

3 – Satisfactory program – Meets most industry standards.

4 – Excellent program – Meets and exceeds industry standards.

Rating Score: 3

EQUIPMENT NEEDS:

None at this time

PERSONNEL NEEDS:

The addition of a second FTE Fire Inspector/Fire Investigator has been a critical need for several years since the hiring process was halted in Spring of 2020 due to the budget reductions resulting from the COVID-19 pandemic crisis. After several attempts, the FTE position was granted approval and returned to the 2023 Budget. The hiring for the position has not been scheduled but is anticipated to commence in the Spring of 2023. The new FTE should help improve the fire investigations team by providing a more reliable and predictable system. It is anticipated that the 2 FTE positions (one new, one existing) dedicated to full-time investigations coupled with other agency staff volunteering to serve as a Fire Investigator via ancillary duties.

Although this additional FTE is a marked improvement and will provide a reasonable foundation to handle anticipated fire investigation volume, it will only marginally improve logistics related to providing a reliable on-call list covering every weekend throughout the year (26 weekends). It is challenging balancing act to expect two FTEs to be on-call nearly half the year and maintain work-life-balance initiatives currently recommended by City

Administration. The on-call system currently enjoys the membership of two other staff members, a Fire Prevention Specialist, and a Community Outreach Specialist, who participate in the program on a temporary commitment basis of typically three years. Fire Investigations are ancillary duties in addition to their normal position within the organization. This volunteer system is fragile and can cease operating effectively once the volunteer's commitment obligations have been met. Commitments for both volunteers will end in early 2024 at which time they will be afforded opportunities to re-commit to the team. Volunteers are not obligated to commit. The next phase of addressing personnel needs will undoubtedly have to consider how a fair, equitable, and most importantly, reliable/predictable on-call schedule can be established with FTEs if volunteer staff members do not participate in the future while maintaining a healthy work-life balance. Previously, recruitments for volunteers have been met with limited success however the organization's staffing model is marginally improving and may lend itself to acquiring potential participants. A recruitment targeting operational staff will be considered in 2023 to gauge interest in serving on the team in various capacities.

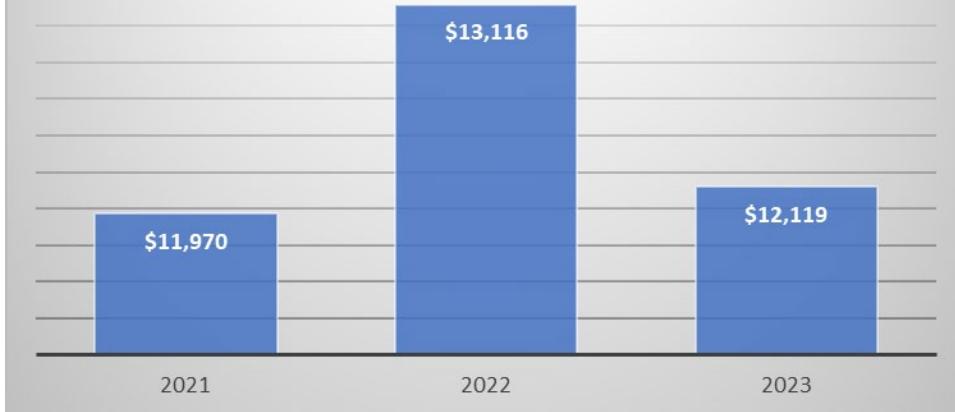
The community has experienced multiple wildfires over the last decade. The organization has established a wildland team and often deploys personnel to other locations throughout the country. Our organization does not have a wildland fire investigator and often relies on our partners at the Mesa County Sheriff's Department who do have such resources when one is available. There have been many discussions with various members of the wildland team seeking a volunteer to participate in the complex certification process to become a wildland fire investigator. The Fire Investigations Team will coordinate with Command Staff to attempt to secure a personnel assignment for the role of the wildland fire investigator.

The agency hired a 3rd party consultant in early 2022 to assess the organization's structure and personnel needs, however, that report has not been released officially. Official recommendations concerning improvements to process, structure, and staffing have not been issued.

INPUTS/RESOURCES:

Financial Resources: The agency's total operating budget for the Fire Investigation Program for F/Y 2023 is \$12,119. This is a decrease of 7.60% from the F/Y 2022 budget which was \$13,116. Overall, during the three-year budget period an increase of 1.24% was noted between F/Y 2021-2023.

Fire Investigations Adopted Budget



Physical Resources: Fire Investigation Program significant assets included:

- The motor vehicles assigned to Fire Investigations serve a dual purpose and are captured in the fire prevention appraisal.
- Note: One Fire Inspector/Fire Investigator vehicle. The additional FTE will require an additional Fire Inspector/Fire Investigator vehicle, uniforms, office space, office equipment, PPE, iPad, Software licensing, etc. in 2023. As with all new FTEs, these acquisitions are included in the annual general department budget when FTEs are approved.

Apparatus Availability:

The Fire Investigation Program does not have any emergency response vehicles that needed to be evaluated.

Human Resources:

The organization currently has 3 Fire Investigators to include 1 Fire Inspector/Fire Investigator (FTE), 1 Fire Prevention Specialist (Serving a voluntary 3-year term beginning Jan. 2020, with a one-year extension expiring in 2024), and 1 Community Outreach Specialist (Serving a voluntary 3-year term beginning Feb. 2021, expiring in 2024). Although many operational personnel help on fire investigation scenes, there are no other formally recognized Level 2 Fire Investigators that could be considered a part of the predictable system.

Essential Resources:

Essential resources include formalized standard operating procedures and a records management system for the documentation of fire investigations utilizing Image Trends Software.

OUTPUTS:

In 2022, the Fire Investigation Program recorded 19 Level 2 fire investigations (Investigation that requires a higher level of training on call investigator to complete). The program conducted 11 Level 2 fire investigations in 2021, 13 Level 2 fire investigations in 2020, 16 Level 2 fire investigations in 2019, and 18 Level 2 fire investigations in 2018.

OUTCOMES/IMPACTS:

The agency conducted proper origin and cause investigations on all suspicious fires. Level 1 fire investigations were conducted at the company officer level while Level 2 investigations were conducted by one of three IAAI-FIT fire investigators.

All operational company officers and company officer upgrades completed the International Association of Arson Investigators (IAAI) Fire Investigations for Company Officers Course via the IAAI online learning portal in the 3rd Quarter of 2021. This course provided all personnel tasked with conducting Level 1 and other fire investigations in accordance with SOP #406 (Fire Investigations) with foundational training to conduct such investigations. The Investigations Team will coordinate with the Training Division to ensure all new Captains and those who are in the mentoring process to upgrade as a Captain take part in the IAAI training.

The 2nd FTE Fire Inspector/Fire Investigator position was approved for the 2023 budget. The hiring process is anticipated to begin in the spring of 2023 once permission is received from City Administration.

CONCLUSIONS:

Two of the three Level 2 fire investigators serve on a 3-year contract basis. One of those Fire Inspector's terms expired in January 2023 but has since agreed to a one-year extension extending the expiration to January 2024. The second volunteer Fire Investigator's term will also expire in 2024.

The previously mentioned consultant study concerning departmental needs assessment has not been officially completed and may outline additional recommendations concerning staffing levels.

However, the agency has identified the need to add more fire investigators to predictably augment the planned two FTE Fire Inspectors/Fire Investigators. Additional Fire Investigators will provide more reliable, predictable, professional, and higher-quality outcomes, particularly when it comes to establishing a healthy work-life balance on-call list. The limited number of trained and available fire investigators may adversely affect the organization's ability to meet goals that ensure all fires are reliably and predictably investigated.

The Fire Marshal will perform an annual program evaluation and make continual recommendations to the fire Chief concerning this program.

It is anticipated that formalized training and continuing education will continue to help all participating staff maintain their current level of expertise/certifications as well as allow those who desire higher certification to achieve those goals. This training will also increase their ability to stay current on emerging trends in the fire investigation field.

The Fire Inspector/Fire Investigator position will continue to review all fire incidents reported by operations (Level 1 and Level 2) to identify behavioral trends, fires of suspicious nature, and ways to decrease the incidence of structure fires via CRR efforts.

The fire investigations program is functioning successfully under current conditions but remains fragile and exposed inefficiencies that may result in diminished capabilities to investigate all fires within the jurisdiction adequately, particularly at the Level 2 Fire Investigator threshold that is dependent on an on-call system. The recruitment and retention of qualified Level 2 Fire Investigators has historically been a significant challenge. The program has benefited from the new FTE Fire Inspector/Fire Investigator position in 2023 and its designation has improved to "Satisfactory Program – Meets minimum industry standards."

NEXT STEPS FOR 2023:

Fire Marshal Steve Kollar will continue to work with the Fire Investigations group and Fire Chief to establish a succession program that addresses anticipated and/or potential vacancies that may come about through the fire investigator 3-year contract system for those on the team who serve in an ancillary capacity. This is the most pressing concern given recruitment of fire investigators has been historically hindered because of staffing shortages, limited department enthusiasm for the position, mandatory overtime, and the presence of many promotional and collateral duty opportunities vying for the same candidate pool. Some of the further challenges identified by FD personnel in the past have included, but are not limited to extensive report writing, unpredictable overtime, long adjudication court processes, a dislike for scene investigation, other commitments

(wildland, promotional upgrades, paramedic school, etc.), and burn-out concerns (too much required overtime elsewhere in the department).

Status: *Project in progress and an update will be provided when completed.*

Clifton Fire Protection District and Grand Junction Fire Department has been in discussions concerning an Intergovernmental Agreement that would allow GJFD to deliver services in the District. Fire Prevention will be tasked with assessing a portion of this endeavor for viability by the end of the 2nd Qtr. 2023. Fire Marshal Steve Kollar will conduct an existing conditions analysis of the Clifton Fire Protection District to assess merger viability and any process/personnel needs as a result.

Status: *Project in progress and an update will be provided when completed.*

Fire Marshal Steve Kollar will coordinate with the Deputy Chiefs and Wildland Coordinators to identify the viability of a wildland team member to participate in and complete wildland fire investigator training. The participant will serve the local community as a wildland fire investigator in an effort to balance out the investigation team's skillset and lessen our agency assist impact on our Mesa County Sheriff's Office partners.

Status: *Project in progress and an update will be provided when completed.*

Fire Prevention Program

Introduction: The Grand Junction Fire Department's Fire Prevention Program is responsible for minimizing risk within the community of Grand Junction. This is accomplished through comprehensive fire inspections that are performed. The Fire Prevention Program also works with the crews that are on duty in order to conduct pre-plans within various facilities within the City limits. The Fire Prevention Program is responsible for the review of all new commercial construction projects to ensure that they meet the most current adopted fire code.

Type of appraisal: Annual Q1 Q2 Q3 Q4

Appraisal completed by: Fire Marshal Steve Kollar

Date appraisal completed: 01/26/2023

Rating Score

- 1 – Fails as a program – Does not meet industry standards.
- 2 – Needs improvement – Meets minimum industry standards.
- 3 – Satisfactory program – Meets most industry standards.**
- 4 – Excellent program – Meets and exceeds industry standards.

Rating Score: 3

EQUIPMENT NEEDS

Fire Marshal Ford Escape AWD for a total cost of \$25,310 (per 2022 budget) and has been reportedly ordered but delayed due to supply chain challenges.

PERSONNEL NEEDS

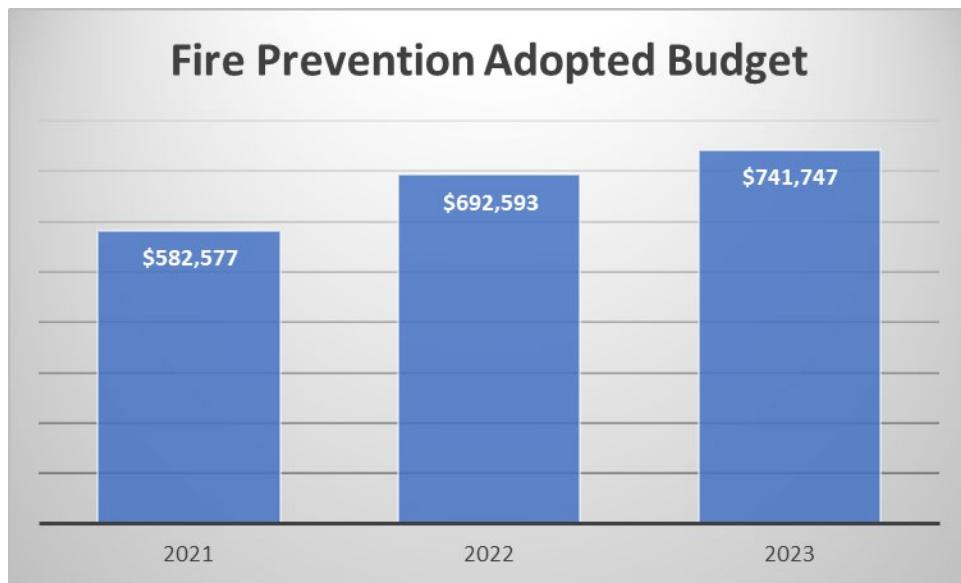
The addition of a second FTE Fire Inspector/Fire Investigator has been a critical need for several years since the hiring process was halted in Spring of 2020 due to the budget reductions resulting from the COVID-19 pandemic crisis. After several attempts, the FTE position was granted approval and returned to the 2023 Budget. The hiring schedule for the position has not been scheduled but is anticipated to commence in the Spring of 2023. The new FTE will greatly improve the Fire Prevention Division's ability to deliver fire inspection services by enabling the agency to meet minimum challenges related to fire inspection frequency schedules since fire prevention has absorbed nearly 1,000 plus fire inspections in recent years that were once conducted by fire crews. Crews were no longer

able to conduct those inspections because of increased call volume and other operational duties.

The agency hired a 3rd party consultant in early 2022 to assess the organization's structure and personnel needs, however, that report has not been released officially. Official recommendations concerning improvements to process, structure, and staffing have not been issued.

INPUTS/RESOURCES

Financial Resources: The agency's total operating budget for the Fire Prevention Division for F/Y 2023 is \$741,747. This is an increase of 7.09% from the F/Y 2021 budget which was \$692,593. Overall, during the three-year budget period an increase of 27.32% was noted between F/Y 2021-2023.



Physical Resources: Fire Prevention division significant assets included:

- 2020 Ford Escape (2)
- 2020 Dodge Pick-up
- 2006 Chevy Pick-up

Apparatus Availability: The Fire Prevention Program does not have any emergency response vehicles that needed to be evaluated.

Human Resources:

The agency currently has 1 Fire Marshal, 3 Fire Prevention Specialists, and 1 Fire Inspector/Fire Investigator. A second Fire Inspector/Fire Investigator has been approved for 2023.

Essential Resources:

Essential resources include formalized standard operating procedures and records management system for the documentation of plan reviews, new construction inspections, and general fire inspections of existing buildings utilizing Tyler Technologies Mobile Eyes Cloud-Based Software. Miscellaneous small equipment carried by the inspectors.

OUTPUTS

The fire prevention office experienced one of the busiest, if not the busiest, years on record. It is believed that 2006 was likely the busiest year for work completed, but records are incomplete for that year, so comparisons are impractical at this time. The increase in work volume in 2022 is in alignment with what other organizations such as the Mesa County Building Department and Grand Junction Community Development Department experienced in 2022.

2022 Fire Prevention statistical data is a compilation of multiple databases to Mobile Eyes (GJFD), ENERGOV (GJCity), MainStar (Mesa County), and paper food truck permits (GJFD). In 2022 the Fire Prevention Division recorded 1041 plan reviews, 729 new construction permit inspections, and 1296 general fire inspections of existing buildings. Fire crews conducted 905 company fire inspections. By comparison, in 2021 the Fire Prevention Division recorded 920 plan reviews, 520 new construction permit inspections, and 1679 general fire inspections of existing buildings. Fire crews conducted 365 company fire inspections.

Note: Data associated with 2021 relating to the number of plan reviews was likely under-reported above by a modest 25 to 50 plan reviews due to the transition from the previous High Plains database to the new method utilizing Mobile-Eyes/Energov. In addition, second-round site plan reviews associated with the City's Community Development process were too onerous to extract from raw data.

The High Plains database (Life Safety Module) was not utilized in 2022 and will be decommissioned by IT for historical reference/research.

OUTCOMES/IMPACTS

The agency **meets the standards of plan review, construction inspections, and inspection of existing buildings** in accordance with suggested criteria and guidance from the International Code Council (ICC), Colorado Division of Fire Prevention and Control, and the City of Grand Junction.

The **fire inspection program** for existing buildings was modified to accommodate inspection frequencies based on hazard risk and was implemented comprehensively throughout the entire organization in 2022. The program saw modest success as both Fire Prevention Staff and Company Officers acquainted themselves with the new program and the technology used to gather the data (i.e., iPad, Mobile Eyes Software, etc.) The program will be assessed over the coming years to identify opportunities and constraints. It will be modified accordingly. Company fire inspections played a greater role in 2022. Operation's role had been significantly reduced due to staffing shortages and occasional Command Staff approved pauses to the program as a result. The number of company fire Inspections increased greatly in 2022 over 2021 and 2020. Station 8 (New) will be added to the 2023 company inspection schedule. The Fire Prevention Division will experiment by absorbing all moderate hazard risk inspections (i.e., large mercantile, warehouse, etc.) thereby reducing company officer inspection assignments further to an even more manageable level leaving only light hazard risk inspections (i.e. business office, small shops, etc.) and pre-incident planning activities in 2023. This effort will be re-assessed at the end of 2023 to determine its success and whether or not it creates an imbalance in fire prevention.

Mobile-Eyes Software has now been utilized for all Plan reviews and New Construction Inspections since April 2021. **Mobile-Eyes was utilized for all general fire inspections of existing buildings starting in January 2022. The program has been successful and has moved the Division into the digital environment.** Data reporting has improved greatly and is readily accessible in real-time. While many contractors report the plan submittal portal functions well, there remains a significant amount of customers who struggle with the process of submittals. This requires one of the Fire Protection Specialists to review and assist the customers absorbing a significant amount of time weekly during plan intake and thereby reducing that staff member's efficiency. The team plans to work internally with our Community Outreach Specialists to assess the process and improve instructional materials to help our customers navigate the software. Additionally, some uninitiated software data reconfigurations and glitches in base data and inspection scheduling have been reported in Mobile Eyes. This seems to coincide with the new year's inspection schedule. The agency will work with the software company to address concerns and re-organize the percentage of occupancy data that has been affected.

CONCLUSIONS

The Fire Marshal will **perform an annual program evaluation** to ensure that all plan reviews and inspections meet the needs and requirements of the City and its customers.

NEXT STEPS FOR 2023

Fire Marshal Kollar in coordination with Fire Prevention Staff will continue to assess the implementation of the new Mobile-Eyes Software (Plan Review, New Construction Inspections, and General Fire Inspections) and adjust as needed for continuous improvement and efficiency. This topic will be revisited in the next program appraisal.

Status: *Project in progress and an update will be provided when completed.*

Clifton Fire Protection District and Grand Junction Fire Department has been in discussions concerning an Intergovernmental Agreement that would allow GJFD to deliver services in the District. Fire Prevention will be tasked with assessing a portion of this endeavor for viability by the end of 2nd Qtr. 2023. Fire Marshal Kollar will conduct an existing conditions analysis of the Clifton Fire Protection District to assess merger viability and any process/equipment/personnel needs as a result.

Status: *Project in progress and an update will be provided when completed.*

Fire Suppression Program (Operations Division)

Introduction: The Grand Junction Fire Department's Fire Suppression Program (Operations Division) Division is responsible for assuring adequate response for all calls for service within the community. The Division consists of a Deputy Fire Chief of Operations, a Division Chief of EMS, and 3 shift Battalion Chiefs. This division responds out of seven strategically located fire stations to meet the emergency response needs of the community.

Type of appraisal: Annual Q1 Q2 Q3 Q4

Appraisal completed by: Deputy Chief Chris Angermuller

Date appraisal completed: 1/2023

Rating Score

1 – Fails as a program – Does not meet industry standards.

2 – Needs improvement – Meets minimum industry standards

3 – Satisfactory program – Meets most industry standards

4 – Excellent program – Meets and exceeds industry standards.

Rating Score: 3

EQUIPMENT NEEDS:

Upgrade station alerting system for all stations for a total cost of \$80,000

Purchase of my sidewalk program for a total cost of \$15,000

Purchase of Lexipol SOP software for a total of \$41,000

Budget annual accreditation renewal fee for a total cost of \$1,560

Replacement of outdated fire hose for a total cost of \$12,000

Replacement of 34 sets of bunker gear for a total cost of \$145,000

Budget for advance inspection and cleaning of department bunker gear for a total cost of \$12,000

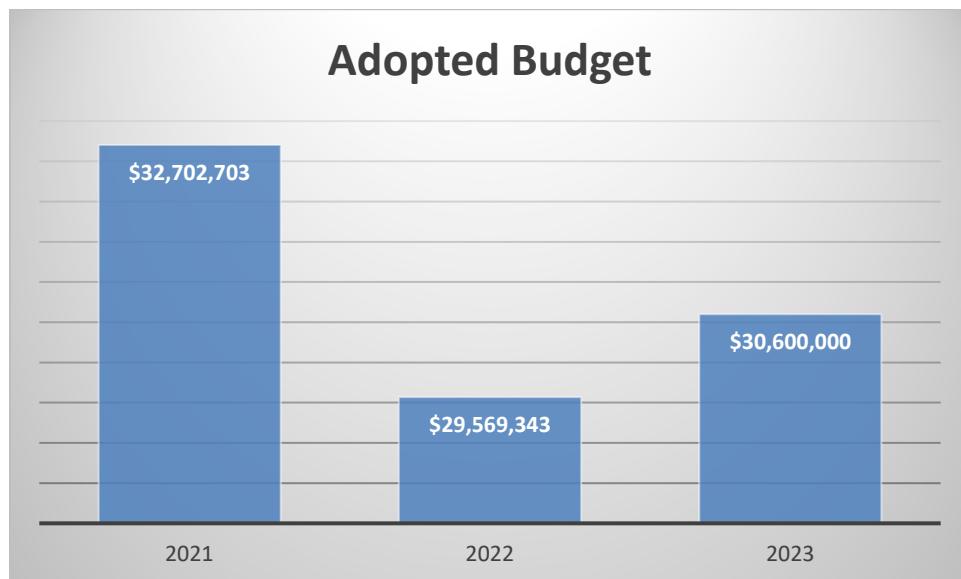
Annual Replacement of Air Vac filters in all stations for a total cost of \$26,000

PERSONNEL NEEDS:

Currently, the department needs to increase its attendance by its membership in the mentorship program for upgrade positions.

INPUTS/RESOURCES:

Financial Resources: The agency's total operating budget for F/Y 2023 is \$30,600,000. This is an increase of 3.49% from the F/Y 2022 budget which was \$29,569,343. Overall, during the three-year budget period a decrease of 6.43% was noted between F/Y 2021-2023. The abnormal decrease in the budget within the three-year window is attributed to one factor. That factor is the income from the first responder tax and building a new station.



Physical Resources: The Fire Suppression Program includes the following significant assets:

- First out apparatus to include 5 engines (with a replacement cycle of 13 years, 10 years frontline, and 3 years reserve status).
- Reserve fleet to include 2 engines (3-year replacement cycle)
- Ladder truck with a 100ft ladder (10-year replacement cycle and 3 years reserve status)
- Quint with a 75ft ladder (10-year replacement cycle and 3 years reserve status)
- 1 Heavy rescue unit with a portable cascade system (15-year replacement cycle)
- Command vehicle to include 1 Dodge Ram (10-year replacement cycle)
- Brush apparatus to include 2 Type 3 and 1 Type 6 (7-year replacement cycle)
- 2 All-Terrain Vehicles (replacement cycle of 10 years)

- Large amount of loose vital equipment carried on all apparatus to include hose, nozzles, thermal imaging cameras, extrication equipment, etc. (replaced as needed)
- Self-Contained Breathing Apparatus to include 66 Scott Air Packs and 132 Scott air bottles. (110-year replacement cycle)

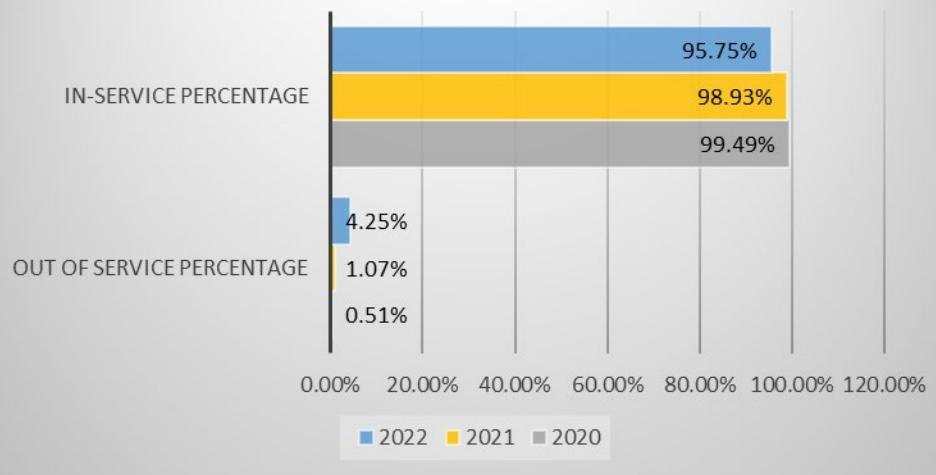
The following items include physical enhancements to the Fire Suppression Program during the current appraisal cycle:

- Engine 8 was ordered from Pierce and will be delivered by the end of the first quarter of 2023.
- Construction of station 8 completed and opened 1/2023.
- A 100ft Platform has been ordered and will arrive by the end of the first quarter of 2024.
- The department continues with its funding for the Staffing for Adequate Fire and Emergency Response (SAFER) Program through the Federal Emergency Management Association for the hiring of 21 firefighters. The total amount awarded was \$5,916,309.00.
- 72 sets of new bunker gear were ordered and placed into service.

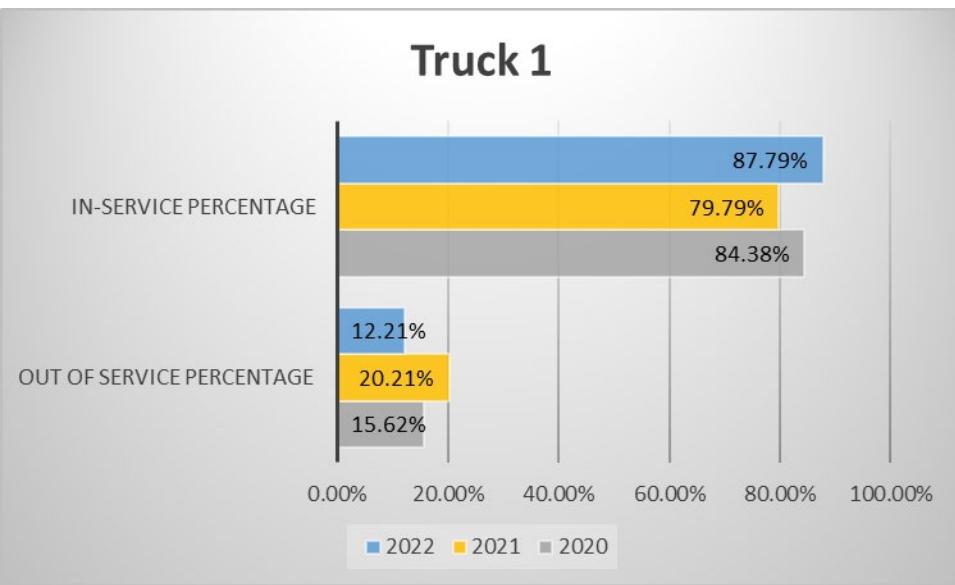
Apparatus Availability:

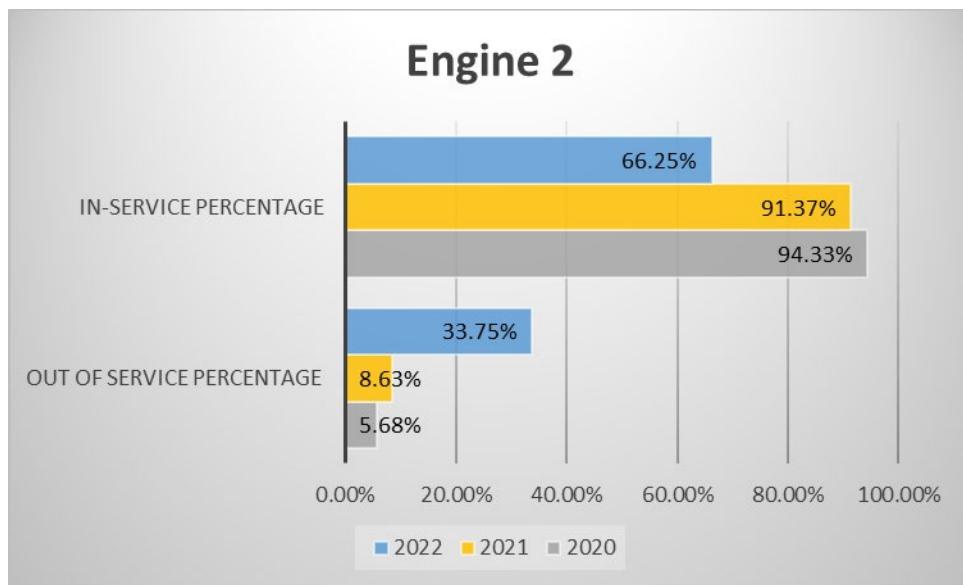
The Fire Suppression Program utilizes seven front-line fully staffed fire apparatus and five cross-staffed apparatus (not to include trailers) to provide services to the community. The department conducted a three-year evaluation of the percentage of time that an apparatus is available to respond to calls and the percentage of time that the apparatus is out of service due to maintenance. These percentages are based on 8,760 hours in a year (365 days X 24 hours).

Battalion 1

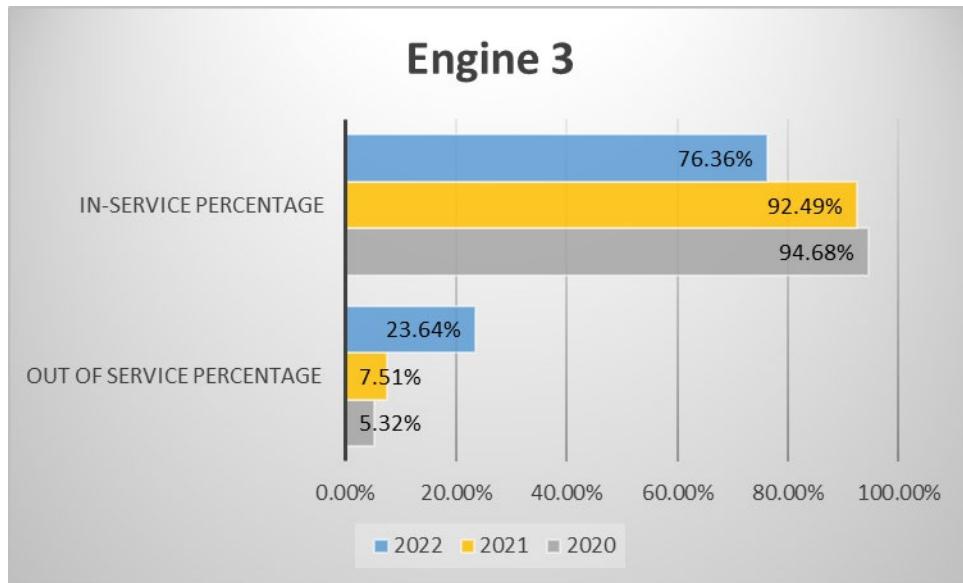


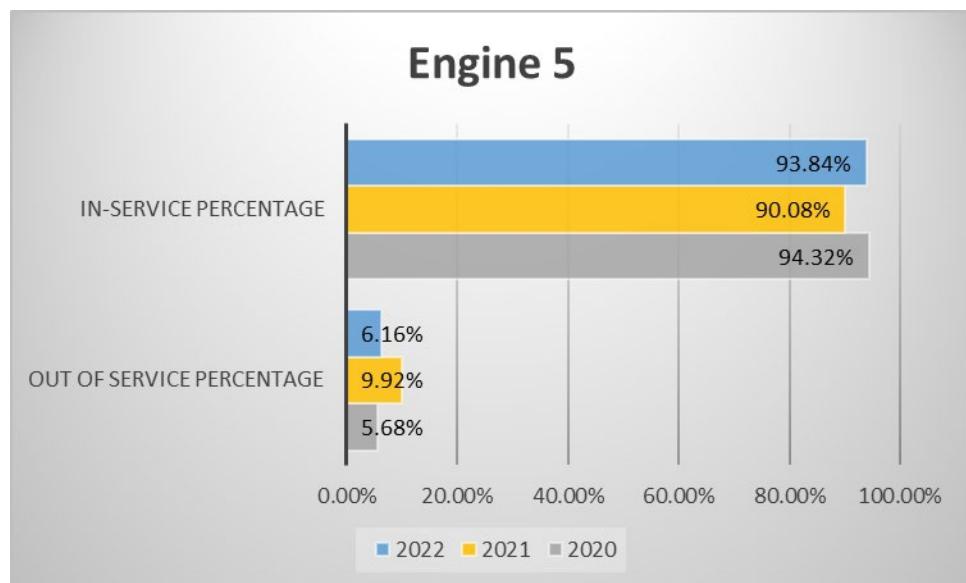
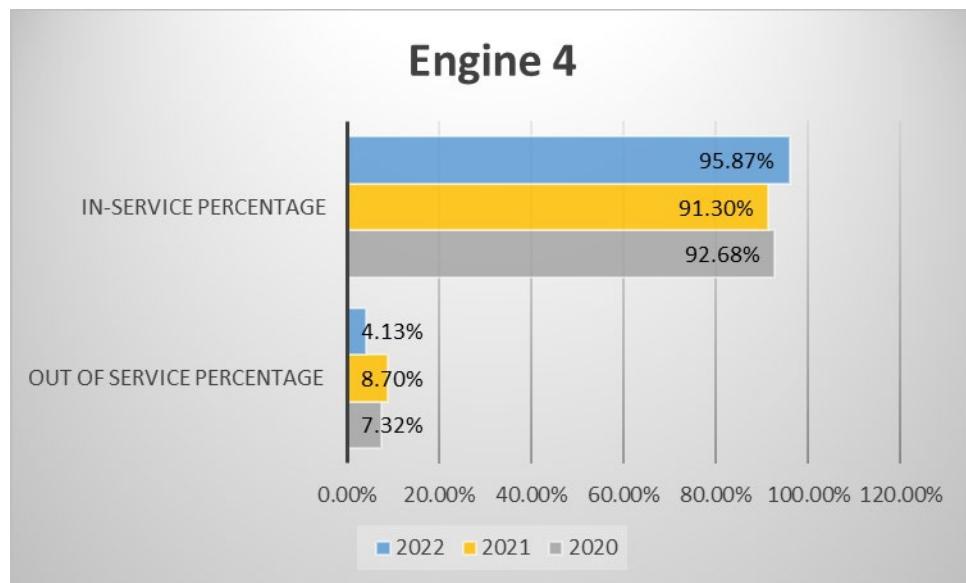
Truck 1



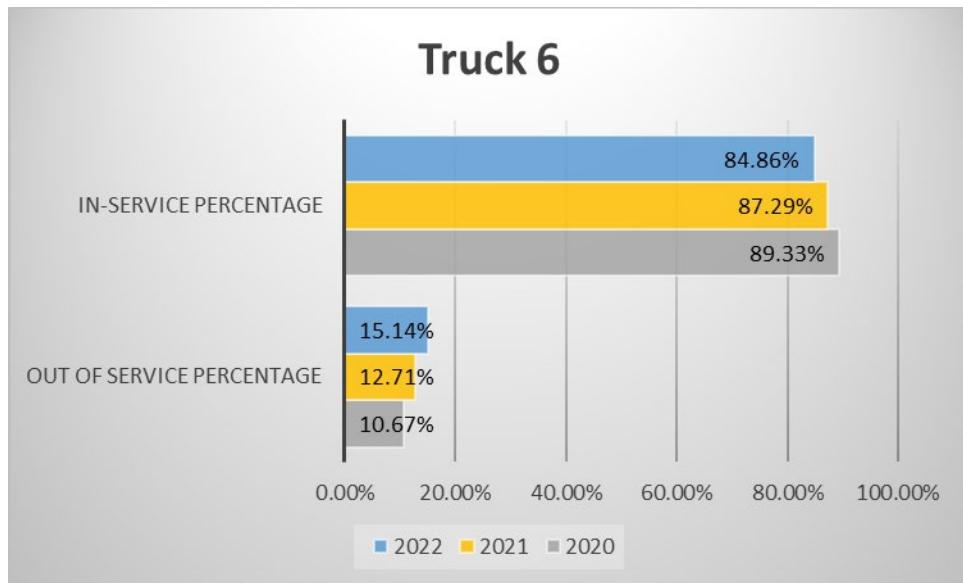


*The increase of in-service time that engine 2 is showing between 2021 and 2022 is attributed to the fact that engine 2 had a delay in getting a critical part in for a repair and was out of service for an extended amount of time.

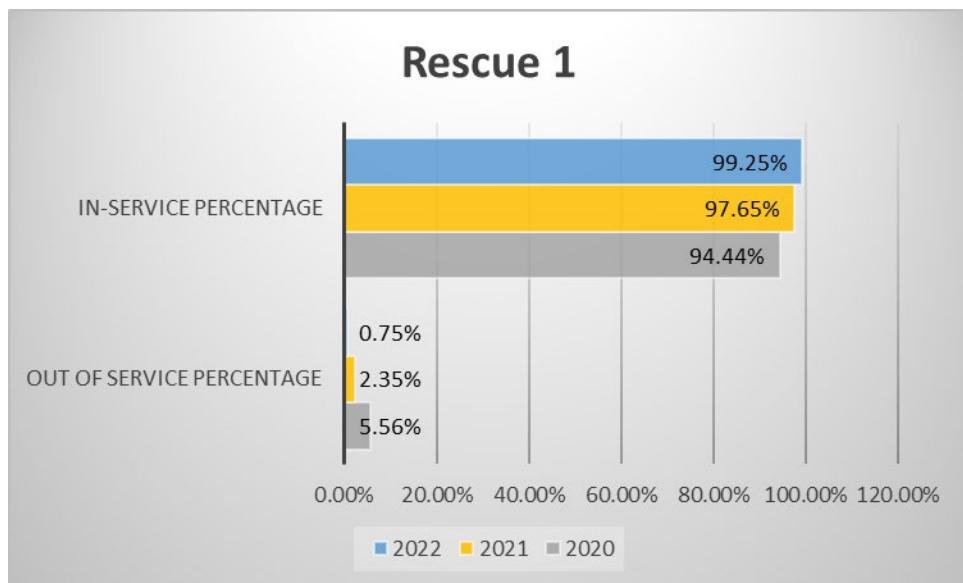




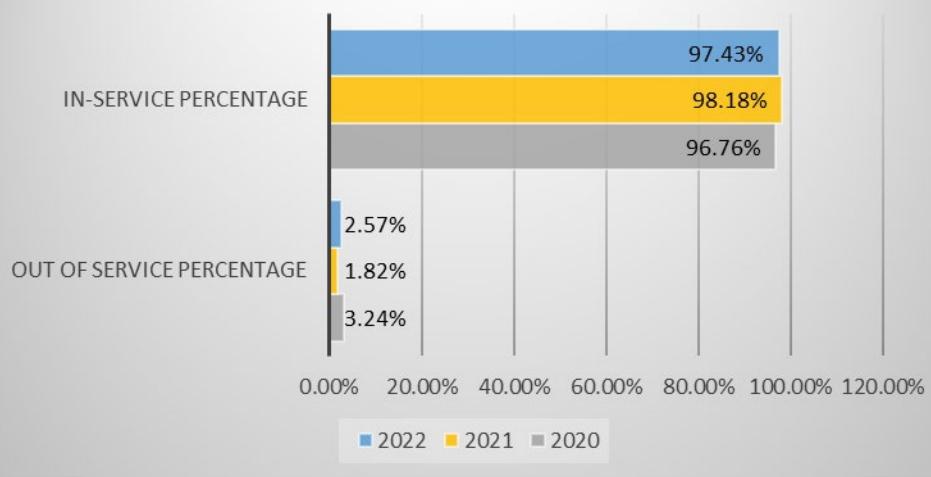
*In 2020 engine 5 was replaced with a new engine and the previous engine was moved to station 2 to serve as engine 2.



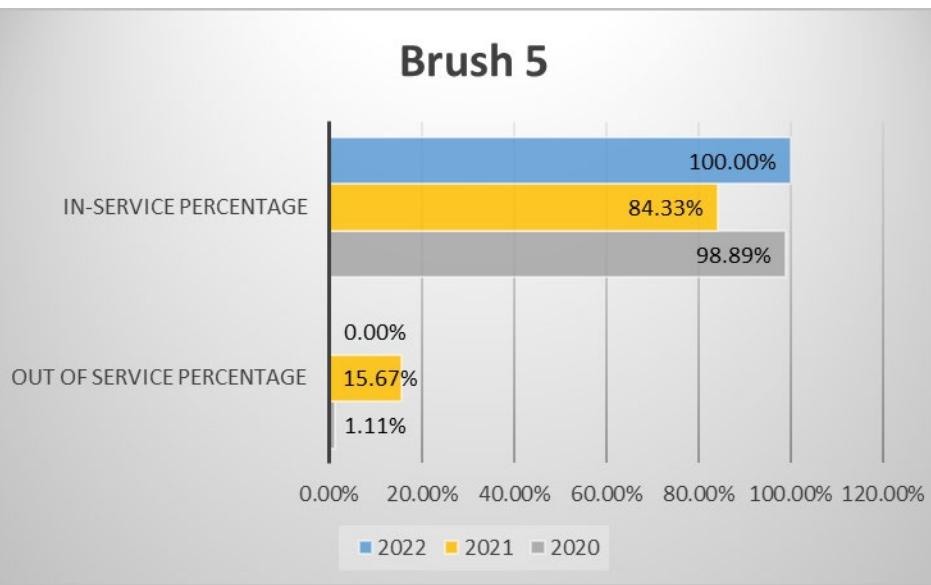
The apparatus that the department utilizes as specialty units that are cross staffed have also been evaluated by the percentage of time that an apparatus are available to respond to calls and the percentage of time that the apparatus is out of service due to maintenance.



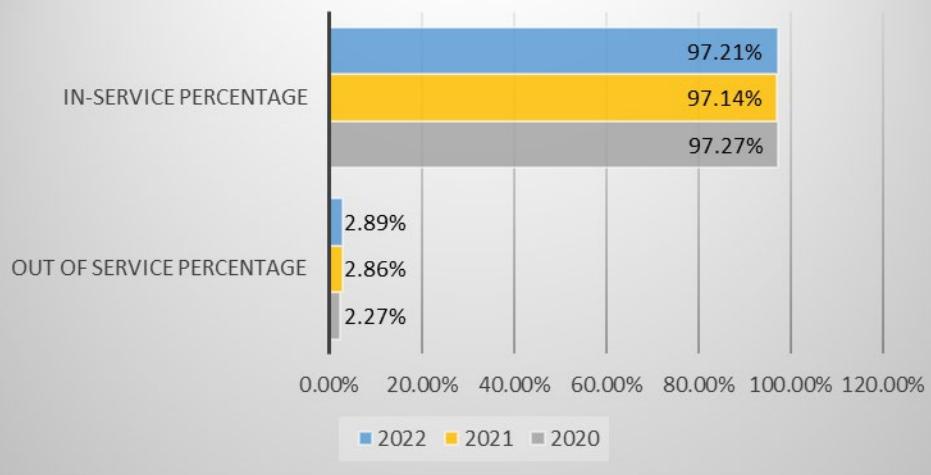
Brush 4



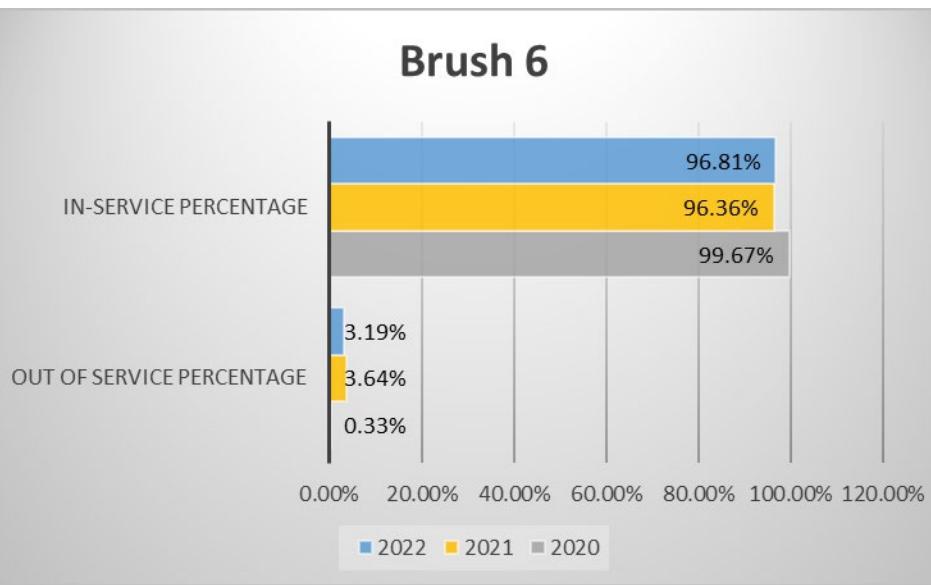
Brush 5

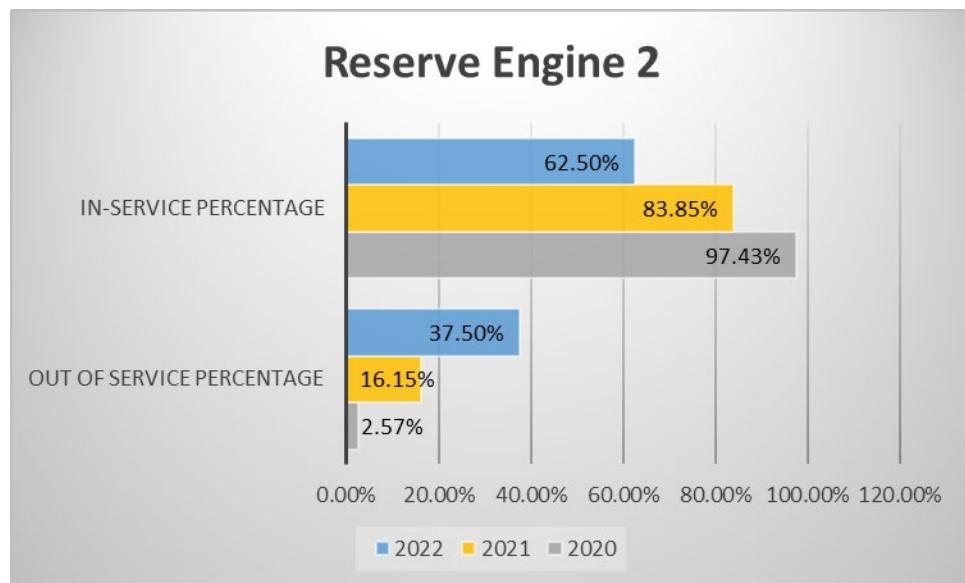
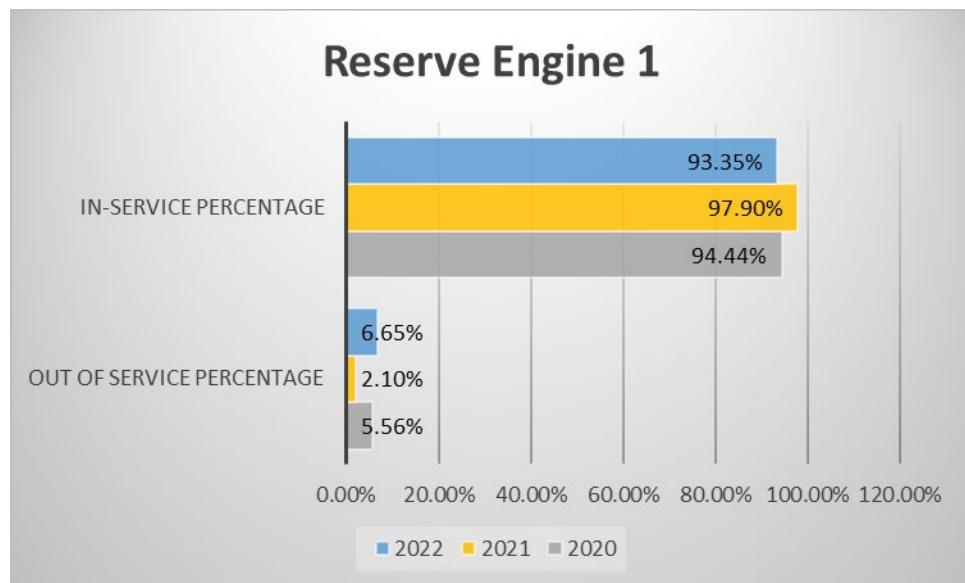


Water Tender 5



Brush 6





Human Resources:

The Deputy Fire Chief of Operations oversees the daily operations of the Fire Suppression Program including 168 full-time personnel. The operations division is structured into three separate shifts to include a minimum of 37 personnel on each shift including 1 battalion chief and 1 EMS officer.

The agency staffs three fire prevention specialists and two community outreach specialists. The fire prevention specialists perform routine inspections during the workday. The

community outreach specialists develop and deliver programs to the community and utilize on-duty crews to assist with the completion of the delivery of these programs.

The agency has a Division Chief of Training that develops and implements critical training which has helped to ensure the success of the Fire Suppression Program. This Division Chief also coordinates the delivery of the agency's recruit academy through the utilization of 2 Training Captains. This academy is utilized to hire new firefighters which further enhances the fire suppression program with more staffing.

The following human resource enhancements to the Fire Suppression Program occurred during the current appraisal cycle:

- Hired twenty-three firefighters to fill vacancies.

These enhancements have helped to increase the capabilities of the Fire Suppression program and increase services to the community that we serve.

Essential Resources:

Testing and certification of vital Fire Suppression equipment is conducted annually. This process includes SCBA, SCBA cylinders, fit testing for SCBA, ladder testing, hose testing, fire extinguishers, and the pumps on all apparatus.

Minimum Company Standards are conducted on a quarterly basis and involve comprehensive training on various topics including but limited to basic knots, ladder evolutions, NFPA 1410 evolutions, RIT drills, and donning and doffing exercises.

Mutual and auto aid and IGA's have been established through the Grand Junction Regional Dispatch Center.

Mutual and auto-aid agreements have been updated in 2022.

Shift personnel work closely with prevention personnel in order to conduct fire inspections in an effort to better prepare the agency's membership to handle an emergent situation in specific areas if one arises.

OUTPUTS:

In 2021 the Grand Junction Fire Department responded to 343 reported fire calls of which 119 were residential or commercial structure fires. This was a 0.29% decrease in fire calls over 2021 which had the agency respond to 344 reported fire calls of which 128 were residential or commercial structure fires.

OUTCOMES/IMPACTS:

During this appraisal cycle, the agency provided **automatic or mutual aid** to neighboring agencies 222 times and received automatic or mutual aid from neighboring agencies 28 times.

The Grand Junction Fire Department had 3 **civilian deaths** and 6 **civilian injuries, along with 1 firefighter injury**, that were reported in 2022.

The agency continues with its **all-hazards Blue Card incident command system**.

CONCLUSIONS:

The department established that a **safety officer** will be established on all high-risk calls. This position will be filled by the current Medic 1 position.

The agency continues to work with the communications center to initiate the activation of a comprehensive **AVL** dispatch program to ensure that the closest unit is dispatched to the call.

The current **succession** program for the agency is still not sufficient and needs to be updated to meet the growing needs of the agency.

NEXT STEPS FOR 2023

Fire Chief Ken Watkins will work with the City to secure land for future station 7 location.

***Status:** Project in progress and an update will be provided when completed.*

Deputy Chief Angermuller will fill the role of Interim Fire Chief for Clifton Fire Protection District and perform a comprehensive merger/consolidation assessment with various other members of the City. At the completion of the assessment process, a comprehensive report will be published.

***Status:** Project in progress and an update will be provided when completed.*

Fire Chief Ken Watkins, Deputy Chief Chris Angermuller, and Community Outreach Specialist Ellis Thompson-Ellis will complete the first annual compliance report for CPSE that is due February 15, 2023.

***Status:** Project in progress and an update will be provided when completed.*

Deputy Chief Chris Angermuller will transition accreditation manager duties over to Community Outreach Specialist Ellis Thompson-Ellis after the completion of the annual compliance report.

Status: *Project in progress and an update will be provided when completed.*

Deputy Chief Chris Angermuller will work with the accreditation committee to perform an annual assessment of the recommendations from the accreditation site visit. This will be completed by the end of the second quarter of 2023.

Status: *Project in progress and an update will be provided when completed.*

Deputy Chief Angermuller will work with the communications center on the continued implementation of AVL dispatching protocol. This will be completed by the end of the fourth quarter of 2023.

Status: *Project in progress and an update will be provided when completed.*

Deputy Chief Chris Angermuller and Engineer Josh White will place engine 8 into service once it is delivered from Pierce. This project will be completed by the end of the first quarter of 2023.

Status: *Project in progress and an update will be provided when completed.*

Deputy Chief Chris Angermuller will complete an apparatus deployment white paper to address the future needs of the department's apparatus deployment model.

Status: *Project in progress and an update will be provided when completed.*

Deputy Chief Chris Angermuller will continue to work with the department's Steering Committee Chair Captain Gareth Parks to determine the future equipment needs of the department.

Status: *Project in progress and an update will be provided when completed.*

Deputy Chief Chris Angermuller and the accreditation committee will establish a new strategic plan for the department by the end of the fourth quarter of 2023.

Status: *Project in progress and an update will be provided when completed.*

Deputy Chief Angermuller will work with Stacy Rollins to order equipment for the new 100ft platform that will be delivered by the end of the second quarter of 2023.

Status: *Project in progress and an update will be provided when completed.*

Deputy Chief Angermuller will apply for an AFG grant for the purchasing of SCBA washers for each station for a total cost of \$385,000. This project will be completed by the end of the first quarter of 2023.

Status: *Project in progress and an update will be provided when completed.*

Hazardous Materials Program

Introduction: The Grand Junction Fire Department's Hazardous Materials Program is responsible for responding to complex chemical incidents, containing the incident, and supervising the cleanup of the incident within the community. The Grand Junction Fire Department's Hazardous Materials Response team is the designated emergency response authority for Mesa County as well as the primary response agency for BLM lands outside of City limits.

Type of appraisal: Annual Q1 Q2 Q3 Q4

Appraisal completed by: Captain Erik Nordine and Deputy Chief Chris Angermuller

Date appraisal completed: 2/1/2022

Rating Score

- 1 – Fails as a program – Does not meet industry standards.
- 2 – Needs improvement – Meets minimum industry standards
- 3 – Satisfactory program – Meets most industry standards**
- 4 – Excellent program – Meets and exceeds industry standards.

Rating Score: 3

EQUIPMENT NEEDS:

HazMat ID Elite repaired at the cost of \$6,584.54 (Complete)

Replace HazMat trailer generator cost TBD (Complete)

Order 2 test gas cylinders for the RAE docking station at a cost of \$300/cylinder

Replace 2 MSA HCN monitors at a cost of \$591.83/ monitor

Replace 1 four gas monitor at a cost of \$284

The radiation equipment needs calibration at a cost of \$1,000

The department needs a remote air monitoring system for large-scale plume modeling and monitoring at a cost of \$100,000

PERSONNEL NEEDS:

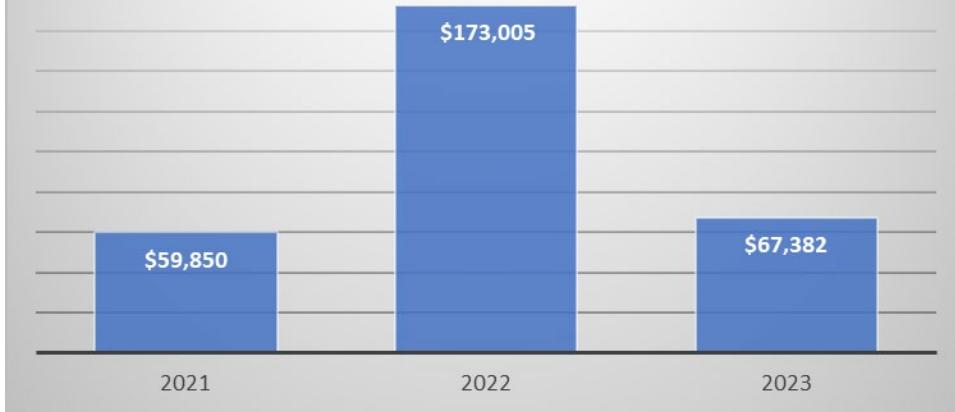
There are no additional needs at this time.

INPUTS/RESOURCES

Financial Resources:

The agency's total operating budget for Hazardous Materials Response for F/Y 2023 is \$67,382. This is a decrease of 61.05% from the F/Y 2022 budget which was \$173,005. Overall, during the three-year budget period an increase of 12.58% was noted between F/Y 2021-2023. The increase in the budget in 2022 is attributed to the department budgeting for the purchase of a remote air monitoring system.

Hazardous Materials Adopted Budget



Physical Resources: The Hazardous Materials Program includes the following significant assets:

- 2004 Chevy Silverado 3500
- 1993 Feather Lite 5530 trailer
- Gas ID
- FLIR Identifinder Radiological Spectrum Analyzer
- Haz Mat ID Elite
- Multi Rae PID
- Weather Pack System

Apparatus Availability:

The Hazardous Materials Program utilizes one cross-staffed apparatus to provide services to the community. Maintenance of this unit is provided by the Bureau of Land Management (BLM). Records were unable to be obtained of the percentage of time that it is in service and out of service.

Human Resources:

Haz Mat response to low, medium, and high threat calls utilized on-duty personnel to respond. Supervision of the Hazardous Materials Response Team was provided by Deputy Chief Chris Angermuller. The department currently has 34 certified hazardous materials technicians. Of those 34 hazardous materials technicians 8 are located at our hazardous materials specialty station.

Essential Resources:

Resources included the establishment and use of standard operating procedures. Training and call type codes were evaluated in the Image Trend program and there appeared to be no outdated training or call types within the groups.

OUTPUTS

In 2022 The Department responded to 194 hazardous materials calls. This is a decrease of 16.17% in calls from 2021 which had the department respond to 167 hazardous materials calls.

OUTCOMES/IMPACTS

Special Operation Team's **standard operating procedures**, including Hazardous Materials Response standard operating procedures (Grand Junction Fire Department Standard Operating Procedures 601.0 Hazardous Materials Response, 607.0 CGI Operations, 608.0 Haz Mat Decon, and 651.0 Special Operations Team Training) were developed and established in 2020.

CONCLUSIONS

Hazardous materials response evolutions need to have more detailed **benchmarks** included to better evaluate the team.

The **trailer** setup needs to be evaluated on an annual basis by Deputy Chief Angermuller, Captain Nordine, Captain Parks, and Captain Moyer to ensure that it continues to meet the needs of the team.

Formal **semi-annual hazardous materials response team coordinators meetings** need to occur with all three captains at station 3.

The **annual program evaluation** should be distributed to the members of the command staff for review for modifications and improvement.

NEXT STEPS

Deputy Chief Chris Angermuller, Captain Nordine, Captain Parks, and Captain Moyer will work to evaluate grant needs for the replacement of the purchase of high-end monitoring equipment for 2021. Once grant sources are identified Deputy Chief Angermuller will submit the appropriate grant request. (Continue to work with BLM for apparatus replacement)

***Status:** Project in progress and an update will be provided when completed.*

Deputy Chief Angermuller and Deputy Chief Hendricks will work with Mesa County Emergency Management and other Haz Mat teams within Mesa County in an effort to streamline response and better prepare the county for a large-scale response. This is an ongoing process and will continue throughout the year.

***Status:** Project in progress and an update will be provided when completed.*

Deputy Chief Angermuller will work with Battalion Chief Carson to send three of the department's hazardous materials technicians to the IAFC Hazardous Materials Conference in Baltimore, MD. This is an ongoing process and will continue throughout the year.

Status: *Project in progress and an update will be provided when completed*

Health and Wellness Program

Introduction: The Grand Junction Fire Department's Health and Wellness Committee is responsible for a variety of programs. The committee is responsible for physical fitness equipment purchasing and maintenance for all seven station gyms as well as the fire academy gym. They have established a proven physical fitness program for the recruits during the fire academy. The committee conducts all candidate physical fitness tests. The committee created the annual skills course for The Training Department to replace the outdated PT test. The committee has created an annual mobility screening that detects possible injuries before they occur. The Peer Support Team has 14 trained members that are the first line of defense for the mental health of our members. The Peer Support Team also has a licensed counselor who offers oversight, training, and counseling for the department members. The committee also has a group that focuses on best practices for cancer awareness. From mental health to physical fitness to cancer awareness, the committee keeps busy looking out for the Department's overall health.

Type of appraisal: Annual Q1 Q2 Q3 Q4

Appraisal completed by: Firefighter Casey Mays

Date appraisal completed: 01/19/2023

Rating Score

- 1 – Fails as a program – Does not meet industry standards.
- 2 – Needs improvement – Meets minimum industry standards
- 3 – Satisfactory program – Meets most industry standards**
- 4 – Excellent program – Meets and exceeds industry standards.

Rating Score: 3

EQUIPMENT NEEDS:

2 – Treadmills – One for Station 1 and one for Station 5 Cost of \$6,400 each or \$12,800 total (Not including delivery and installation).

When station 6 opened the Health and Wellness Committee created a standard list of gym equipment and this list was used to purchase all associated gym equipment for station 6. Below are the needs for the remaining 6 stations' gym equipment up to date:

Station 1 Total Equipment Cost of \$16,972.96:

- 3 – PRX Profile Rack for a total cost of \$4,198.00
- 1 – Rogue Adjustable Bench for a total cost of \$605
- 2- Rogue Ohio Barbells for a total cost of \$700
- 1- Kabuki Kadillac Bar \$500
- 1-Bandbell Barbell \$290
- 1 – Women's Barbell for a total cost of \$239.99
- 1 – Dumbbell Set for a total cost of \$2,299.99
- 1 - Dumbbell Rack for a total cost of \$350.00
- 2 – Three Sided Plyo Box (20X24X30) for a total cost of \$259.98

1 - 10lb med ball for a total cost of \$90.00
1 - 14 lb. med ball for a total cost of \$100.00
1 - Trap bar for a total cost of \$395.00
1 - Large Sandbag for a total cost of \$120.00
1- Sled \$325
1- Treadmill for a total cost of \$6,500

Station 2 Total Equipment Cost of \$14,719.99:

1 - Dumbbell Set for a total cost of \$2,299.99
1 - Dumbbell Rack for a total cost of \$350.00
1-Rogue Barbell \$350
1-Kabuki Kadillac Bar \$500
1-Bandbell Barbell \$290
1- Rogue Adjustable Bench \$605
1-Sled \$325
1-Stepmill \$10,000

Station 4 Total Equipment Cost \$9,064.97:

2 - PRX Profile Racks for a total cost of \$2,800
1 - Rogue Adjustable Bench for a total cost of \$605
1 - Dumbbell Set for a total cost of \$2,299.99
1 - Dumbbell Rack for a total cost of \$350.00
2 - Three Sided Plyo Box (20X24X30) for a total cost of \$259.98
1 - 10lb med ball for a total cost of \$90.00
1 - 14 lb. med ball for a total cost of \$100.00
1- Rogue Ohio Barbell \$350
1-Kabuki Kadillac Barbell \$500
1-Bandbell Barbell \$290
1-Sled \$325
1 - Trap bar for a total cost of \$395.00

Station 5 Total Equipment Cost \$12,554.96:

1 - Rogue Adjustable Bench for a total cost of \$605
2- Rogue Ohio Barbells \$700
1-Kabuki Kadillac Barbell \$500
1-Bandbell Bamboo Bar \$290
1 - Women's Barbell for a total cost of \$239.99
1 - Dumbbell Set for a total cost of \$2,299.99
1 - Dumbbell Rack for a total cost of \$350.00
2 - Three Sided Plyo Box (20X24X30) for a total cost of \$259.98
1 - 10lb med ball for a total cost of \$90.00
1 - 14 lb. med ball for a total cost of \$100.00
1 - Trap bar for a total cost of \$395.00
1- Sled \$325
1- Treadmill for a total cost of \$6,400

Additional Equipment

1 - Skiergs with base for a total cost of \$1,100
2-Sleds (Station 3 and 6) \$650
28 - 15lb Rubber Bumper Pairs for a total cost of \$1200
10 - 40 lb. Kettle Bells for a total cost of \$549.99
12 - 35 lb. Kettle Bells for a total cost of \$760.00
12 - 53 lb. Kettle Bells for a total cost of \$890.00
12 - 70 lb. Kettle Bells for a total cost of \$1,240.00
Yoga mats and blocks for all stations \$4,500

Maintenance:

Increase from \$1000.00 total to \$5000.00 per station. This will allow the department to maintain, replace and add equipment needed for a proper gym at each station.

PERSONNEL NEEDS:

3 - Level 1 Cross Fit Instructor Training for a total cost of \$3,000.00
4 - National Academy of Sports Medicine (NASM) Correction Exercise Specialization Certification for a total cost of \$3,600.00
5 - National Academy of Sports Medicine (NASM) Performance Enhancement Specialization Certification for a total cost of \$4,250.00
4 - National Academy of Sports Medicine (NASM) Nutrition Certification for a total cost of \$3,600.00
4 - PFT Certifications for a total cost of \$8,000.00
6 - 40-hour initial Peer Support Training slots to add more members at a total cost of \$2,700. This will round out the team at 20 people, who were funded for initial training in the grant.

Annual 2-day refresher training put on by Counselor for 10 peer support team members (half of the team each year) \$1,200.

Improved compensation for our Counselor. \$4,800 increase annually. Jami Lloyd's current compensation for supervision, training, and Peer Team oversight is \$600/month. Recommended increase to \$1,000 per month. She will soon supervise 20 people, that number was 5-6 before last year. She started with the Team in 2016 and was paid \$600 per month then. In February 2017, her pay was decreased to \$420/month due to budget cuts. She remained at that rate for 3 years. Her rate was incrementally increased until it was reset at her initial rate of \$600 per month in 2020.

INPUTS/RESOURCES:

Financial Resources: Funding for the health and wellness program comes out of the fire operations budget. At this time there is no dedicated line item for this.

Physical Resources: Significant assets included:

- Basic gym set up for 7 fire stations and the training center

Apparatus Availability: The Health and Wellness Program does not have any emergency response vehicles that needed to be evaluated.

Human Resources: The department utilizes on-duty personnel to administer its health and wellness program. The goal of the committee is to have personal trainers assigned to each shift that has a specialty to address various needs of our personnel.

Essential Resources: Resources included the establishment and use of standard operating procedures.

OUTPUTS

Our department has been previously validated by a CPAT trainer.

During 2021 the department conducted roughly 47 CPAT tests for the current hiring process. This is 33 less tests than last year.

In 2022 the committee created the annual skills course for the training division. Training was able to put every crew through this skills course this year.

During 2022 the department conducted 127 occupational health physicals (NFPA 1582 compliant physicals). This was a decrease of 4.6% as compared to 2021 which saw the department conduct 133 physicals. This decrease is minimal but likely attributed to the constant turnover and attrition of line personnel.

Jami Lloyd conducted 120 counseling sessions with Fire Department personnel, not counting dependents. She also conducted 15-minute wellness visits with nearly each line employee.

12 new Peer Support Team members and 2 Chaplains went through a 40-hour training and joined the team. The training was grant funded.

OUTCOMES/IMPACTS

Trained more on-line personnel to administer the CPAT test.

Completed three out of the 4 quarterly trainings for the year. This included mobility screening, cancer awareness, and the new skills course.

Completion of the annual skills course.

Purchasing of all gym equipment for Station 8 as well as updating our current gym inventories.

CONCLUSIONS:

Replacement of outdated and overused equipment at the stations needs to continuously be addressed.

The department needs to continue **quarterly health and wellness training sessions** that are provided by health and wellness professionals.

The department needs to **expand their current cardio and weightlifting equipment** to allow more options when working out.

Recommend sending at least 8 personnel to obtain their PFT cert through the IAFF to begin working under the city's wellness coordinator.

NEXT STEPS:

Revisit the physical fitness duty policy discussion. Work directly with the City's Risk Manager as well as Wellness Coordinator to develop a physical fitness policy. This will be directed both toward on-line personnel as well as transitional duty personnel. The goal will be to increase the time allowed for physical fitness on top of physical therapy.

Status: *Project in progress and an update will be provided when completed.*

Maintain quarterly trainings for the foreseeable future.

Status: *Project is currently being implemented with no sign or reason for it to not continue to be successful.*

The Peer Support Team will expand to 20 members Peer Support Team next year, completing the funded slots through our grant. Our goals in 2024 are to increase pay for our Counselor to reflect the increased demands of supervising 20 Team members, compared to the previous 5 members. Add a training budget for monthly training and one larger annual training for 10 of the team members and our Counselor each year.

Status: *Project is currently in progress. Update will be provided next year.*

Technical Rescue Program

Introduction: The Grand Junction Fire Department's Technical Rescue Program is responsible for responding to high and low-angle rope rescue incidents, swift water rescue incidents, trench rescue incidents, and confined space incidents. The Grand Junction Fire Department responds to these complex incidents with the Mesa County Sheriff's Office Search and Rescue Team both within and outside of the City limits.

Type of appraisal: Annual Q1 Q2 Q3 Q4

Appraisal completed by: Training Chief Ben Blehm

Date appraisal completed: 01/26/2023

Rating Score

1 – Fails as a program – Does not meet industry standards.

2 – Needs improvement – Meets minimum industry standards

3 – Satisfactory program – Meets most industry standards

4 – Excellent program – Meets and exceeds industry standards.

Rating Score: 2

EQUIPMENT NEEDS:

4 Mystery Ranch Tower 47 backpacks for a total cost of \$1,500.00

1 Garmin Software and Tracking GPS Program (MSCAR compatible) for a total cost of \$500.00

4 Petzl ASAP Fall Arrestor Self Belay Device for a total cost of \$400.00

MDT Console and Computer for Rescue at a total cost of \$8,000.00

Headsets for Rescue \$1,000

18 Cold Weather Jackets for a total cost of \$3,300.00

1 Slichman Traction Splint for a total cost of \$200.00

1 Vortex Binoculars at a total cost of \$500.00

Annual Rope Replacement Cost of \$3,000.00

RNR Dog Lift Harness \$200

Tow vehicle for trench trailer \$70,000

Hydro testing for 1-hour bottles and escape bottles for confined space \$1,000

PERSONNEL NEEDS:

The ideal staffing for our technical rescue team would be six (6) firefighters assigned to station 1 daily. In 2022, the staffing of station 1 was often 5 people, and of those 5 there were many days where one of them was not a firefighter. This often left 3 people on Truck 1 and one person on Ambulance 1 to affect a rescue. It is also important to note that of these 4 people, there were days that one or two of them were on over time. This means that some days we had insufficient Rope Rescue Technicians to conduct a rescue. It is true that station 1 could request an additional engine, but the people on the additional engine are not technicians. This staffing issue will continue to cause problems as we add more stations, and the current station 1 firefighters promote out of the station. To keep our rope rescue program up to industry standards, staffing must be addressed. This staffing problem is one reason why our current program does not meet industry standards. The new staffing operational directive will help with this issue.

Along with the staffing problems, we are also facing training issues. There is so much turnover at station 1 that even though we had a rope rescue class 4 years ago, there are very few people left assigned to station 1 that attended the training. The solution to this problem has two parts. First, the station 1 crews must train regularly to keep up their skills and develop the skills of the newly assigned people. Secondly, training must financially support the program by sending our people to technical rescue courses every two or three years.

Station 5 houses the confined space and trench rescue. There is one person stationed there that received trench rescue training almost 20 years ago. No one else has attended specialized training for confined space and trench rescue. The crews need current training to meet industry standards and keep up with current trends in confined space and trench. They are also a 3-person station on most days. This is insufficient staffing to affect a rescue.

INPUTS/RESOURCES:

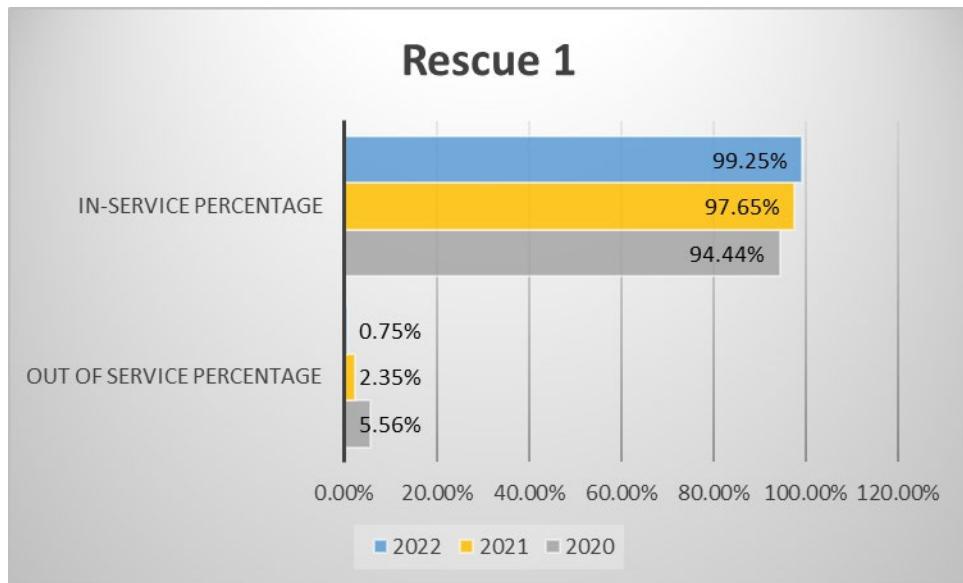
Financial Resources: Funding for the technical rescue program comes out of the fire operations budget. Currently, there is no dedicated line item for the technical rescue program for equipment or training. Technical rescue is very expensive even though there are relatively few calls a year. I suggest that they have their own training and operating budget.

Physical Resources: Significant assists included:

- 1 Heavy Rescue
- Rope and rigging equipment

- Various Genesis Battery powered extrication tools and hurst hydraulic extrication equipment
- 1 Arizona Vortex Tripod

Apparatus Availability: The Technical Rescue Program utilizes one cross-staffed apparatus to provide services to the community. The department conducted a two-year evaluation of the percentage of time that an apparatus is available to respond to calls and the percentage of time that the apparatus is out of service due to maintenance. These percentages are based on 8,760 hours in a year (365 days X 24 hours).



Human Resources: Technical Rescue response to high-threat calls utilizes on-duty personnel to respond. Supervision of the Technical Rescue Team was provided by BC Ben Blehm. The agency has identified the need to train additional personnel to meet minimum staffing goals of six technicians per shift.

Essential Resources: Resources included the establishment and use of standard operating procedures. The team has also created task books for the Awareness, Operations, and Technician level for rope rescue. Everyone on the department should be assessed at the Awareness level once a year. Everyone at station 1 should be assessed at the Operations level once a year. At least three people should be assessed once a year at the Technician level.

Training and call type codes were evaluated in the Image Trend program and there appeared to be no outdated training or call types within the groups.

OUTPUTS

The Department responded 14 technical rescue calls in 2021. This is a 0% change in calls from 2021 which saw the department respond to 14 technical rescue calls.

OUTCOMES/IMPACTS

In 2020 Captain Ben Blehm and Engineer Frank Frappier began a formal ongoing evaluation of the technical rescue response team to include an equipment replacement plan.

Purchase new equipment to replace outdated, aged equipment.

Special Operations Teams standard operating procedures to include Technical Rescue Response standard operating procedures (650.0 Special Operations Team Membership, 651.0 Special Operations Team Training, 654.0 Special Operations Team Organization, 655.0 Special Operations Teams Annual Evaluations, 664.0 Life Safety Rope Care and Maintenance were developed and established in 2020.

As of 2022, the above SOPs must be reviewed and updated as they do not reflect how our rescue team operates.

CONCLUSIONS:

The setup of **Rescue 1** needs to be evaluated on an annual basis by BC Ben Blehm and the station 1 Captains to ensure that it continues to meet the needs of the department and the team.

Formal quarterly **technical rescue response team coordinators'** meetings need to continue to occur to ensure that all concerns of the team are recognized and addressed.

The **annual program evaluation** should be distributed to the members of the command staff for review for modifications and improvement.

The technical rescue program needs to **add staffing** to meet the staffing requirements that have been established by the department.

NEXT STEPS:

Deputy Chief Chris Angermuller, Battalion Chief Ben Blehm, and the station 1 Captains will meet and develop the technical rescue training plan for 2024 and have it completed by the fourth quarter of 2023.

***Status:** Project in progress and an update will be provided when completed.*

Deputy Chief Chris Angermuller, BC Ben Blehm, and the station 1 Captains will develop a comprehensive 10-year plan outlining goals, objectives, and benchmarks for the technical rescue team. This will be completed by the fourth quarter of 2023.

Status: *Project in progress and an update will be provided when completed.*

Training Program

Introduction: The Grand Junction Fire Department Training Division is staffed with three Training Captains (two Fire-based and one EMS-based) that are supported by a Battalion Chief. The Captains oversee recruit fire academies, incumbent training, and emergency medical training. They also manage and maintain multiple types of certifications for 171 employees. Trainings take place at the Grand Junction Fire Training Center on Whitewater Hill, stations, as well as computer-based instruction. There are numerous types of training which include firefighting, medical, hazardous materials, water rescue, and explosive ordinance disposal.

Type of appraisal: Annual Q1 Q2 Q3 Q4

Appraisal completed by: Training Chief Ben Blehm

Date appraisal completed: 2/18/22

Rating Score

1 – Fails as a program – Does not meet industry standards.

2 – Needs improvement – Meets minimum industry standards

3 – Satisfactory program – Meets most industry standards

4 – Excellent program – Meets and exceeds industry standards.

Rating Score: 3

EQUIPMENT NEEDS

Connex live burn building \$85,000

Showers for cancer prevention infrastructure \$200,000

Warehouse with classroom, bay space, office space, and showers for a total cost of \$300,000

Or a training education center for \$7,000,000

Confined space prop for a total cost of \$7,000

Flammable Liquid props for a total cost of \$114,000

Trench rescue prop for a total cost of \$7,000

Thermal imaging camera \$10,000

Training SCBA's

- 20 air packs in 2023 for a total cost of \$109,000

Pump pit to test and certify engines for a total cost of \$50,000

Dedicated training truck or SUV \$60,000

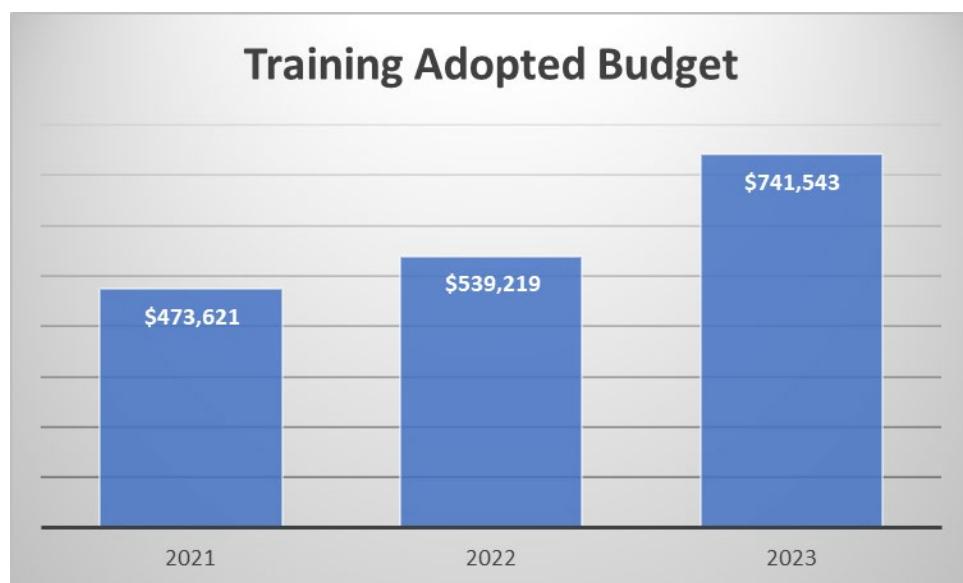
PERSONNEL NEEDS

Staffing study in 2022 should consider the needs associated with certification management and managing training-related travel.

Onboarding for all new administrative training positions should be a minimum of 1 month. The Training Division will continue to send members to conferences such as Mile High Firefighters, FDTN (Fire Department Training Network), Water on the Fire, and Colorado State Fire Chiefs Conference.

INPUTS/RESOURCES

Financial Resources: The agency's total operating budget for Training for F/Y 2023 is \$741,543. This is an increase of 32.52% from the F/Y 2022 budget which was \$539,219. Overall, during the three-year budget period an increase of 56.57% that was noted between F/Y 2021-2023. The growth increase that occurred in 2023 is attributed to a an increase in the training budget to send people to conferences as well as logistics for new hire academies.



Physical Resources: Significant assets included:

- One 40' x 60' coverall structure
- Two ventilation props
- Access to DFPC 5-story burn tower
- Access to two CLETC modular training classrooms
- Two connex storage containers
- 10 SCBAs /air bottles
- PT equipment
- Loose equipment for the training ground (kitchen, tools, connex, hose, ladders)
- Equipment for training engine to make it equitable to front-line apparatus with regard to tools.
- E-One engine (training engine)
- Air trailer
- Dodge Ram $\frac{3}{4}$ ton pick-up
- Dodge Ram $\frac{1}{2}$ ton pick-up that is also used as a reserve for the on-duty BC and SAM Officer

Apparatus Availability: The Training Program does not have any emergency response vehicles that needed to be evaluated.

Human Resources: In F/Y 2022 the department had 1 Division Chief, 2 Training Captains, and EMS QA/QI Training Captain. The EMS Training Captain falls under the EMS Chief in the chain of command. The training division also utilized subject matter experts from the line to assist as academy instructors.

Essential Resources: Resources included the establishment and use of minimum company standards/foundational skills, company evolutions, Engineer proficiency training, officer development, and regular fire ground exercises.

OUTPUTS

In 2022 the Training Division provided 50,296 hours of training to the agency which was a 49.26% increase over the total training hours from 2021 which were 33,698. The increase

in training hours is just over the 2020 training hours, which can be accounted for by more personnel, two traditional academies, and a lateral academy in 2022.

OUTCOMES/IMPACTS

A comprehensive 2022 Annual Training Plan, now including EMS trainings input from the EMS QA/QI Training Captain, was established and implemented to ensure that all members of the organization understand the requirements and options available for training for the year. This has allowed for better planning and preparation for the agency to ensure that the training sessions meet the goals and objectives of the agency.

A need for certification management personnel has been identified as it is beyond the capacity of the current staff to plan, deliver, and evaluate effective training for the growing agency while also managing certifications for an increasing number of personnel.

In 2022 the department had 19 entry-level recruits graduate out of 24 that started the recruit academy and 4 lateral recruits graduated as well.

In 2022 the Training Division was responsible for implementing the new annual skills course to ensure foundational skills are maintained as well as minimal physical fitness to complete the skills.

CONCLUSIONS:

The Battalion Chief mentor program needs to be revised as a result of staffing software, SOP, and city policy changes.

The Training Division is working on delivering all training related to JPRs tied to required certification. With this change, captains will be responsible for all ISO training hours.

The Training Division needs to continue to evaluate on an annual basis the Department's task books, acting policies and procedures, and all standard operating procedures that pertain to the Training Division.

An annual training plan and schedule were created in 2021 and were mostly implemented in 2022 to meet minimum company standards in Fire and EMS. The plan also addresses all JPRs and specialty training for all firefighters.

In 2022, the Training Division implemented the annual skills course which ensures all firefighters can perform most basic skills.

NEXT STEPS FOR 2023:

Budget planning and forecasting should be done to meet the professional development, out-of-town training, and hosting of subject matter experts in local classes needs of the additional 66 personnel added between 2020 and 2025 through the First Responder Tax. This will be completed by the Training Chief by the end of the second quarter of 2022.

Status: *Project in progress and an update will be provided when completed.*

The Training Chief will continue utilizing Target Solutions which will ensure that the demand of the department is met in the area of training and records management. This will be completed annually. The Training Chief will complete this process by the end of the fourth quarter of 2022.

Status: *Project in progress and an update will be provided when completed.*

Work to formalize evaluating training needs. This could include mandating ISO training hour requirements at the individual level. This could also include formalizing training needs input from the current in-station meetings, PIAs, and annual individual and company skill evaluations. This will be completed by the Training Chief by the end of the third quarter of 2022.

Status: *Project in progress and an update will be provided when completed.*

Wildland Program

Introduction: The Grand Junction Fire Department's Wildland Program is responsible for responding to brush fires both within the City limits of Grand Junction and nationally. The team responds with 2 Type 3 apparatus and 1 type 6 apparatus.

Type of appraisal: Annual Q1 Q2 Q3 Q4

Appraisal completed by: Captain Josh Evans

Date appraisal completed: 2/2022

Rating Score

1 – Fails as a program – Does not meet industry standards.

2 – Needs improvement – Meets minimum industry standards

3 – Satisfactory program – Meets most industry standards

4 – Excellent program – Meets and exceeds industry standards.

Rating Score: 3

EQUIPMENT NEEDS

Assorted hand tools to create a supply cache for worn and damaged items at a cost of \$1,600

Various PPE items (pants, helmets, gloves, shirts, fire shelters, boots) at a cost of \$3,400

Replacement rear seats for BR4 at a cost of \$1,552

Eight additional rechargeable VHF radio batteries at a cost of \$1,250

Thirty 2022 Incident Response Pocket Guides (IRPG) at a cost of \$180

One chain saw and associated equipment at a cost of \$960

Consumables for operations at a cost of \$1000

PERSONNEL NEEDS

The wildland team has identified the need to train all new recruits to both sustain the wildland team and prepare GJFD for local wildland urban interface incidents. Having more personnel able to deploy at any given time will reduce scheduling complications for deployments.

With the growth of the department and the wildland team, there is an imminent need to have a designated administrative role to coordinate, train, and manage the team, its resources, and projects. Currently, these duties are managed by two on-duty Captains and the workload is exceeding their capacity to continue these auxiliary duties.

INPUTS/RESOURCES

Financial Resources: Wildland does not have a separate line item in the budget. Funding needs for Wildland are met by utilizing funds from the operations budget as well as the capital budget.

Physical Resources: The Fire Suppression Program includes the following significant assets:

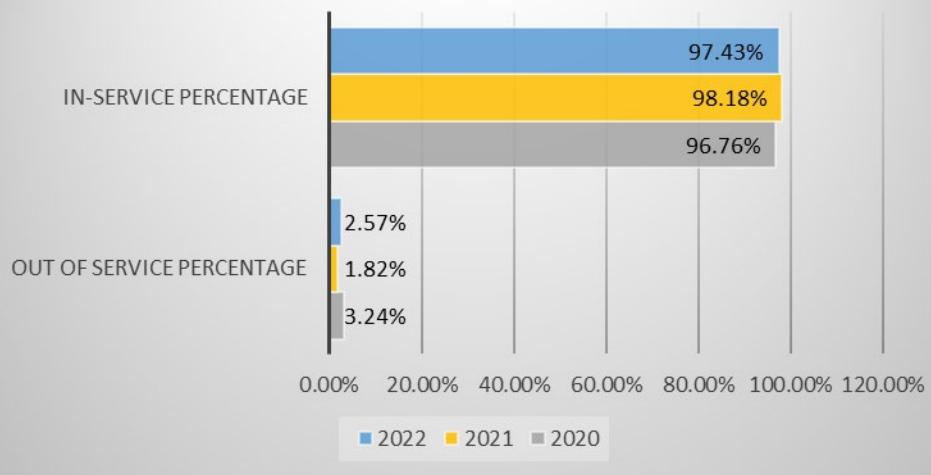
- Brush apparatus to include two Type 3 engines and one Type 6 engine (7-year replacement cycle)
- Large amount of loose vital equipment carried on all apparatus to include hose, nozzles, etc. (replaced as needed)
- A supply cache for wildland PPE, tools, saws, and consumables such as food, fuel, and oil.

The following items include physical enhancements to the Wildland Program during the current appraisal cycle:

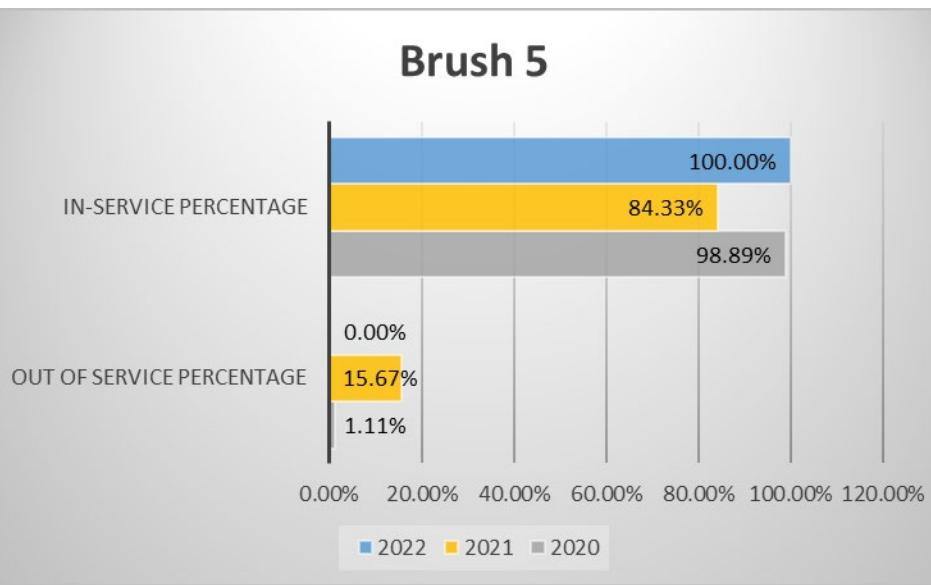
- A line-item budget of \$10,000 was allocated for PPE and equipment for the Wildland Team.
- Additional PPE was purchased to equip new Wildland Team Members

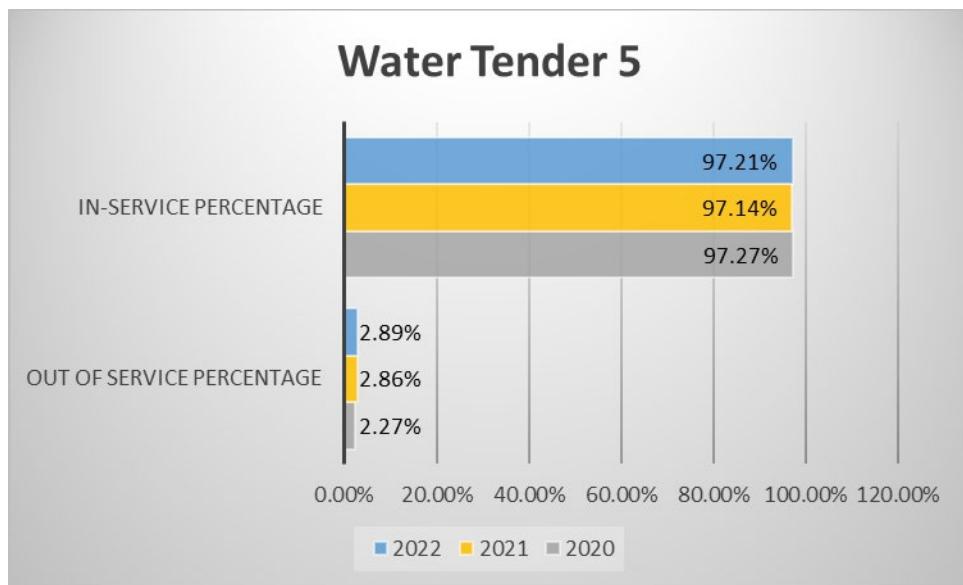
Apparatus Availability: The Wildland Program utilizes three cross-staffed apparatus to provide services to the community. The department conducted a two-year evaluation of the percentage of time that an apparatus is available to respond to calls and the percentage of time that the apparatus is out of service due to maintenance. These percentages are based on 8,760 hours in a year (365 days X 24 hours).

Brush 4



Brush 5





Human Resources:

During this appraisal period the wildland team had another active deployment season. Team members added experience and gained additional qualifications. Team Coordinators Captain Evans and Captain Engbarth continued to develop interagency relationships to improve training, record management & incident response.

Training records management and qualifications continue to be managed by the Assistant Team Coordinator.

The MOU with Clifton Fire District was finalized. Due to unforeseen circumstances with Clifton Fire Department, the MOU was eventually put on hold.

Essential Resources:

Testing and certification of vital wildland equipment is conducted annually. This process includes ladder testing, hose testing, fire extinguishers, and the pumps on all apparatus.

OUTPUTS:

In 2022 the agency responded to 136 reported brush or brush-and-grass mixture fires within the City limits of Grand Junction. This was a decrease of 2% in incidents over 2021 which had 139 brush-and-grass mixture fires within the City limits of Grand Junction. During 2022 the Wildland Team deployed twice. BR6 was deployed to Texas and California. Staffing shortages within GJFD limited the availability of the Wildland Team to deploy.

The Wildland team worked with GJ City Parks and Project Team to complete the first mitigation project on City-owned property at No Thoroughfare Trail. Over the course of one week, the team mitigated 2 acres of dense vegetation, protecting 15 homes, and one

business in the immediate area. Green waste from the project filled 3 grapple trucks and 14 chipper trucks. Ten wildland team members participated.

OUTCOMES/IMPACTS:

Deployed crews gained an extensive amount of experience during the season.

GJFD billed out \$ 224,045.05 to the state for reimbursement in 2022.

CONCLUSIONS:

The GJFD Wildland Team **continues to grow** in both size and scope of involvement in the community.

Additional team members and equipment will need to be added to assist in staffing two units for future deployments and managing training and equipment as the team grows.

NEXT STEPS FOR 2022:

Team Coordinators Captain Evans and Captain Engbarth will conduct a recruitment of 8 additional personnel to supplement the team. This project will be completed by the end of the second quarter of 2023.

***Status:** Project in progress and an update will be provided when completed.*

Team Coordinators Captain Evans and Captain Engbarth will schedule, facilitate, and conduct the annual fire refresher, pack test, shift trainings and saw course, and fire academy Red Card qualification training. This project will be completed by the end of the second quarter of 2023.

***Status:** Project in progress and an update will be provided when completed.*

Captain Evans and Paramedic Sparks will continue to work with Deputy Chief Angermuller on the Type 6 engine replacement for 2022. Due to supply shortages, this project may not be completed until 2023.

***Status:** Project in progress and an update will be provided when completed.*

Team Coordinators Captain Evans and Captain Engbarth will continue working with Public Outreach and Fire admin to coordinate Wildland Fire Hazard Mitigation projects. This is an ongoing project that will continue throughout 2023.

***Status:** Project in progress and an update will be provided when completed.*

Team Coordinators Captain Evans and Captain Engbarth will organize and oversee the Department's first Red Card Certification of Academy Recruits. This project will be completed by the end of the Recruits' first year.

Status: *Project in progress and an update will be provided when completed.*

Team Coordinators Captain Evans and Captain Engbarth will work with Deputy Chief Hendricks to establish a Wildland Team budget. This is an ongoing project, but a 2025 team vision document will be completed by the end of the third quarter of 2023.

Status: *Project in progress and an update will be provided when completed.*

Team Coordinators Captain Evans and Captain Engbarth will work with Administrative Battalion Ben Blehm on a Wildland training schedule for team members. This schedule will include a mixture of internal and external training classes. This project will be completed by the end of the third quarter of 2023.

Status: *Project in progress and an update will be provided when completed.*