



Grand Junction Fire Department

Fire and Emergency Services

Self-Assessment Model

Excellence in Service Through: • Integrity • Empathy • Professionalism



**Taking Care of
People and Property**

Contents

Category I: Governance and Administration	4
Criterion 1A: Governing Body	5
Criterion 1B: Agency Administration	13
Category II: Assessment and Planning	1
Criterion 2A: Documentation of Area Characteristics.....	2
Criterion 2B: All-Hazard Risk Assessment and Response Strategies	13
Criterion 2C: Current Deployment and Performance	21
Criterion 2D: Plan for Maintaining and Improving Response Capabilities	35
Category III: Goals and Objectives.....	1
Criterion 3A: Strategic Planning	2
Criterion 3B: Goals and Objectives.....	5
Criterion 3C: Implementation of Goals and Objectives	12
Criterion 3D: Measurement of Organizational Progress	16
Category IV: Financial Resources	1
Criterion 4A: Financial Planning.....	2
Criterion 4B: Financial Practices.....	14
Criterion 4C: Resource Allocation	17
Category V: Community Risk Reduction Program	25
Criterion 5A: Prevention Program.....	26
Criterion 5B: Public Education Program.....	39
Criterion 5C: Fire Investigation, Origin, and Cause Program	1
Criterion 5D: Domestic Preparedness, Planning, and Response	1
Criterion 5E: Fire Suppression Program	1
Criterion 5F: Emergency Medical Services (EMS) Program	7
Criterion 5G: Technical Rescue Program.....	1
Criterion 5H: Hazardous Materials (Hazmat) Program.....	1
Criterion 5K: Wildland Fire Program.....	1
Category VI: Physical Resources.....	1
Criterion 6A: Physical Resources Plan.....	2
Criterion 6B: Fixed Facilities	5
Criterion 6C: Apparatus, Vehicles and Maintenance	10
Criterion 6D: Apparatus Maintenance.....	14
Criterion 6E: Tools, Supplies and Small Equipment.....	21
Criterion 6F: Safety Equipment	28
Category VII: Human Resources	1

Criterion 7A: Human Resources Administration.....	2
Criterion 7B: Recruitment, Selection, Retention and Promotion.....	6
Criterion 7C: Personnel Policies and Procedures.....	19
Criterion 7D: Use of Human Resources	25
Criterion 7E: Personnel Compensation.....	32
Category VIII: Training and Competency	1
Criterion 8A: Training and Education Program Requirements	2
Criterion 8B: Training and Education Program Performance	10
Criterion 8C: Training and Education Resources	17
Category IX: Essential Resources.....	1
Criterion 9A: Water Supply	2
Criterion 9B: Communication Systems.....	11
Criterion 9C: Administrative Support Services and Office Systems.....	27
Criterion 9D: Information Technology.....	32
Category X: External Systems Relationships.....	1
Criterion 10A: External Agency Relationships	2
Criterion 10B: External Agency Agreements.....	7
Category 11: Health and Safety	2
Criterion 11A: Occupational Health, Safety and Risk Management.....	3
Criterion 11B: Wellness/Fitness Programs	16

Category I: Governance and Administration

For purposes of this category, governance is defined as the recognition of the authority that allows an organization or agency to legally form and operate. In fulfilling this responsibility, the legal entity that oversees this formation process reflects the public interest, protects the Department from undesirable external interference, determines basic policies for providing services, and interprets the Department's activities to its constituency. Administration is defined as the activities that carry out the implementation of the policies established by the authority having jurisdiction. In fulfilling this responsibility, the Department or organization carries out the day-to-day operations.

The legal entity and governing authority define the duties and responsibilities of the Department in an official policy statement. An organization's charter or local or state/province general statutes likely contain an Agency's official policy statement.

The chief executive or chief fire officer should provide staff leadership in developing policy proposals for the legal civil authority having jurisdiction so those officials can take action to implement public policy based upon knowledgeable input from public safety leadership. Keeping an elected governing board and/or high-ranking individual informed on all matters affecting the Department and delivery of emergency services is the primary responsibility of Department leadership.

It must be recognized that other organizations participate in the governance of the Department, such as the state/provincial and federal governments through legislation, regulations, and funding procedures, and other organizations through associations and bargaining units. The governing board coordinates all these diverse interests to set the direction of the Department.

The Department administration exercises responsibility for the quality of the Department through an organized system of planning, staffing, directing, coordinating, and evaluating. The Department administration is entrusted with the assets and is charged to uphold its mission and programs, to ensure compliance with laws and regulations, and to provide stability and continuity.

For many volunteer fire service organizations, the governing board is within the municipal or county government and is the executive/legislative body for municipal or county governance, some elected directly by the public, such as special districts. In the absence of a municipally appointed fire chief or chief executive officer, for purposes of accreditation, the duly elected or appointed volunteer fire chief shall be the individual responsible for the criteria and performance indicators.

In many city or county municipal organizations a separation of powers exists that give the governing body legislative responsibility while giving administrative responsibility to a strong mayor or city manager. The chief fire officer/chief executive officer in such organizations generally reports directly to the mayor, manager, or designee. It is vital that the leadership of every agency understand who sets policy for the government structure they are working in and their role in implementing that policy.

Criterion 1A: Governing Body

The governing body and/or Department manager is legally established to provide general policies to guide the Department, approved programs and services, and appropriated financial resources.

Summary:

The Department has been legally established through the utilization of the State of Colorado Constitution. Systems have been established to ensure that the Department and the City meet and maintain the legal requirements set forth. The governing body of the Department establishes the organizational structure and clearly defines everyone's role through the utilization of its established organizational chart. The City has also established a robust communication system to ensure that all department heads within the City are aware of all issues that the City faces and ensures that the members of each division are communicated with.

CC 1A.1 The agency is legally established.

Description

The Grand Junction Fire Department was established on July 18th, 1889, pursuant to the Home Rule provisions of Article XX of the Colorado State Constitution Section 6

(a) states: “The creation and terms of municipal officers, agencies and employments; the definition, regulation and alteration of the powers, duties, qualifications and terms or tenure of all municipal officers, agents and employees;” As well as in accordance with Section 31-30-101 of the Colorado Revised Statutes (C.R.S) which states: “The governing body of any city or town may provide by ordinance for a paid fire department, a paid police department, or a paid street department or all of same and may fix, define, and classify the various grades of employment in such departments, which grades and classifications shall be based upon the nature of the services to be rendered and the duties to be performed and shall also fix uniform wages and salaries to be paid to all employees in each particular class, which wages may be lowered or increased uniformly for each class from time to time.”

Appraisal

The system that established the Grand Junction Fire Department has been shown to be in line with the state of Colorado laws pertaining to its establishment.

Plan

The Department will continue to evaluate any changes within the laws that legally establish the Grand Junction Fire Department. This will be completed through continued membership within the Colorado State Fire Chiefs Association. If the need for changes are identified, then those associated changes will be made and communicated to all affected stakeholders.

References

Colorado State Constitution; Section 6 (a); Article XX Colorado Revised Statutes; Section 31-30-101

CC 1A.2 The agency has a methodology in place for recognizing and reacting to changes in legal requirements of local, state/provincial, and federal governments (i.e., inspection reports, regulatory references, meeting minutes and legal opinions).

Description

The Department utilizes the City Attorney's Office for the interpretation of federal, state, and local laws. The City Attorney provides legal advice to the City Council, staff, boards, and commissions that ensures compliance with all applicable laws. The services that the City Attorney provides are in compliance with the duties that are outlined in the Charter of the City of Grand Junction Article VII (Administrative Officers) section 62 (City Attorney-Duties).

The Fire Chief also participates in the state fire chief's meetings that occurs on a monthly basis where specific legal issues that are of a concern are discussed with all Fire Chiefs in Colorado.

Furthermore, the Department complies with all legal requirements set forth in regard to licenses and certifications currently utilized by the organization and its membership.

Appraisal

The system that the Department has utilized to ensure that it meets all legal requirements at the local, state, and federal level has been shown to be an effective system. This has been accomplished through the utilization of the City attorney on all legal matters such as consulting on disciplinary letters, updating agreements, and other items that have changed this year pertaining to FLSA compliance with single roll EMS providers. The process that has been utilized for communication of legal changes that are occurring at the state and national level have been appropriately communicated during the weekly department head meetings and specific consultation with various department heads on a one-on-one basis as needed. Furthermore, through the utilization of the Colorado State Fire Chiefs group that the Fire Chief is part of he can communicate with the City Attorney to address any concerns that may have arisen during the monthly state Chiefs meeting pertaining to legal changes.

Plan

The Department will continue to work with the City Attorney's Office to ensure that it remains compliant with any changes in local, state, and federal laws. The Fire Chief will continue to meet with the City Attorney on a weekly basis through weekly staff meetings and ensure that the Department remains compliant with all laws. If it is determined that any changes need to be made, then the corresponding changes will be made and communicated to all affected stakeholders.

References

The Charter of the City of Grand Junction, Colorado Article VII (Administrative Officers), Section 62 (City Attorney-Duties)

City Attorney Job Description Colorado State Fire Chief Agenda

1A.3 The governing body of the agency periodically reviews and approves services and programs.

Description

The Department has a three-tiered system in place to review and approve service delivery changes and new programs. The first tier of the system is the completion of comprehensive annual program appraisals to assess inputs, outputs, financial resources, human resources, financial needs, human resource needs, and goals and objectives for the upcoming year. The second tier of the system is the annual completion and evaluation of the Department's data reference guide. This guide provides a comprehensive review of response times and compares them to previous years. The third and final tier is complete during the annual budget planning process. During this process, all programs are assessed for their effectiveness to meeting the service needs of the community.

Appraisal

The system that the Department has utilized is a new system that was established in 2020. This system has been shown to be an effective system in ensuring that the Department has met the service demands of the community that it serves.

Plan

The Department will continue to evaluate the system that it has established for the evaluation and addition of services to meet the needs of the community. This assessment will be completed on an annual basis.

References

Grand Junction Fire Department Data Reference Guide 2017-2020 Grand Junction Fire Department 2020 Program Appraisals
City of Grand Junction 2021 Annual Budget

1A.4 The role and composition of various policymaking, planning and special purpose bodies are defined by the governing body in an organizational chart.

Description

The City of Grand Junction has an established organizational chart that clearly shows where each department head is slotted in relation to the governing body of the City of Grand Junction. This chart is published on the City's website as well as in the annual budget document that is published and distributed throughout the community.

Appraisal

The system that the Department has utilized for the identification of each of the department heads with what division they are responsible for has been effective. Furthermore, the system that the Department has utilized in its organizational chart clearly shows that the City is ultimately responsible to the community that it serves.

Plan

The Department will continue to work with the governing body to determine if any changes need to be made to the organizational chart for the City of Grand Junction. If the need for changes are identified, then the corresponding changes will be made and communicated to all affected stakeholders.

References

City of Grand Junction 2021 Annual Budget (page 29)

1A.5 The governing body or designated authority approves the organizational structure that carries out the agency's mission.

Description

The City of Grand Junction functions under a council-manager form of government with the City Council overseeing the City Manager. Through the utilization of this structure the City of Grand Junctions governing body approves the organizational structure and enlists the City Manager to carry out the City's mission. The City Manager is responsible for the planning, direction, operations, programs, and services of the City of Grand Junction including Human Resources, Finance, General Services, City Clerk's Office, Police, Fire, Public Works, Community Development, Utilities and Parks and Recreation Departments.

Appraisal

The system that the Department has utilized has been shown to be an effective system for the monitoring of the City of Grand Junctions organizational structure towards the completion of service delivery to meet the Department's mission. This has been accomplished through the delegation to the Fire Chief to establish the Department's organizational chart.

Plan

On an annual basis during the budget planning cycle the City will continue to evaluate its organizational structure and make changes as needed to meet the mission of the City. Any changes that are made will be communicated to all affected stakeholders.

References

City Manager Job Description

City of Grand Junction 2021 Annual Budget (page 29)

1A.6 The governing body adheres to an approved conflict of interest policy that is applicable to the governing board members and staff.

Description

The City of Grand Junction has an established Ethical Conduct policy in place. This policy outlines that City employees are prohibited from engaging in any conduct which could reflect unfavorably on the City or the employee's service. Employees are expected to conduct themselves in such a way that their actions and relationships with each other are professional at all times and are free of gossip. Employees must avoid any action which might result in or create the impression of using public office for private gain, giving unauthorized preferential treatment to any person, or losing impartiality in conducting City business. It is the City's policy that all employees conduct themselves ethically and avoid all misconduct or the appearance of misconduct.

Appraisal

The system that the City of Grand Junction has utilized for the communication of its conflict of interest has been clearly outlined in the City's policy manual. This system has been shown to be an effective system for the communication of its policy.

Plan

The Department will continue to work with its Human Resource Department to ensure that no changes have been made to the City's established Ethical Conduct policy that would adversely change its stance on conflict of interests. The Fire Chief will continue to meet with the Human Resources Director on a weekly basis during the established department head meeting. If changes are made to the City's conflict of interest policy, then the corresponding changes will be made to all affected stakeholders.

References

City of Grand Junction Personnel Policy Manual: Chapter 6 Employee Conduct (Page 63)

1A.7 A communication process is in place between the governing body and the administrative structure of the agency.

Description

The City has an established weekly staff meeting that is required for all department heads to attend including the City Manager. If they are unable to attend, then a designee will take the department head's place in the meeting. The intention of these meetings is to communicate any critical information to the department head so that they can distribute the information to their corresponding departments. The Fire Chief is the primary designee for the Department to attend these meetings. During the weekly administrative staff meeting the Fire Chief provides an update as needed on what was discussed during the weekly department head meeting.

The City also holds meetings to review the council agendas and ensure that no additional changes are needed. Through this process the department heads are able to ensure that the elected officials are communicated with and that all items of concern are addressed.

Another form of communication with the governing body is completed through a weekly city council briefing document. Through this process any items that may be of interest for the council is communicated to them so that they are aware of what is occurring throughout the various departments.

Appraisal

The system that the Department and the City have utilized has been shown to be an effective system in the communication between various department heads and the governing body.

Plan

The Department and the City will continue to evaluate its communication strategy and ensure that it continues to meet the needs of the Department. If changes are needed to improve communication, then the corresponding changes will be made and communicated to all affected stakeholders.

References

Weekly Department Head Meeting Agenda

Meeting Agenda of upcoming City Council Meetings Weekly administrative Staff Meeting Agenda and Minutes City Council Briefing

Criterion 1B: Agency Administration

The organizational structure aligns with or supports the agency's mission, purposes, goals, strategies, and objectives.

Summary:

The Department has an established system in place to identify roles and responsibilities for all positions within the Department. These are clearly communicated to all members of the Department and are available online in the Department's established standard operating procedure folder.

Annual reviews are conducted during the budget planning process, annual strategic plan indicator review, and annual program appraisals to ensure that resources are properly allocated and planned for to address the needs of the community.

Performance Indicators:

CC1B.1 The administrative structure and allocation of financial, equipment and personnel resources reflect the agency's mission, goals, objectives, size and complexity.

Description

The Department currently maintains three divisions which include fire administration, fire emergency operations, and fire non-emergency operations. Each of the Department's division has clearly established responsibilities that align within the Department's mission "To serve the community through emergency response and risk reduction. Our actions will be guided by purpose-driven decisions supporting growth and safety while investing in relationships and continuous professional development." To further communicate the Department's mission statement, it is published in Standard Operating Procedure 101.0 *Mission Statement*; the mission, vision, and values are clearly defined as well as being posted in each station and on the Department's website. The Department's goals and objectives are communicated within the established Grand Junction Fire Department Strategic Plan 2020-2024.

During the budgetary process financial resources, equipment resources, and human resources are allocated based upon the needs of each division. To further assist with the distribution of these resources the Department utilizes its Annual Program Appraisal system to ensure that the needs of each division are prioritized to meet the needs of the Department's mission, goals, and objectives. Furthermore, the future deployment model is outlined in the Department's Community Risk Assessment and Standards of Cover for Emergency Response.

Appraisal

The system that the Department has utilized has been shown to be an effective one in that it has required that each division justify their expenditures and that resources are properly deployed to meet the needs of the community and meet the Department's mission, goals, and objectives. The Department has established systems that ensure that the goals and objectives are evaluated on an annual basis.

Plan

The Department will continue to evaluate all resources during the annual budget process, annual strategic plan performance indicator review and the annual program appraisal process. If resources need to be reallocated to address a changing need within the community, then the corresponding changes will be made and communicated to all affected stakeholders.

References

Standard Operating Procedures 101.0 *Mission Statement*
Community Risk Assessment and Standards of Cover for Emergency Response Grand Junction Fire Department 2020-2024 Strategic Plan
Grand Junction Fire Department 2020-2024 Strategic Plan Performance Indicators City of Grand Junction 2021 Annual Budget
Grand Junction Fire Department 2020 Program Appraisals

1B.2 Personnel functions, roles, and responsibilities are defined in writing and a current organization chart exists that includes the agency's relationship to the governing body.

Description

The City has an established organizational chart that reflects the position of the Department in relation to the governing body. The Department has an established internal organizational chart to include a roster with the location of critical staff that complete the required responsibilities for their associated position. Each position within the Department has a corresponding job description that clearly states their roles and responsibilities.

Appraisal

The system that the Department has utilized to establish roles and responsibilities for each position has proven to be an effective system. Furthermore, the system that has been established to show the fire Department's relation to the governing body through the City's organizational chart has also been shown to be effective in communicating where the Department falls within the operational structure of the City.

Plan

The Department will continue to evaluate job descriptions on an annual basis to ensure that the current roles and responsibilities for each position stay current to meet the service needs of the community. If the need for changes are identified, then the corresponding changes will be made and communicated to all affected stakeholders.

References

City of Grand Junction 2021 Annual Budget (page 29) Standard Operating Procedures 154.0
Department Organization Fire Chief Job Description
Deputy Fire Chief Job Description Fire Marshal Job Description
Admin Fire Officer (Battalion Chief) Job Description Fire Inspector Job Description
Logistics Technician Job Description
Fire Unit Supervisor (Captain) Job Description Training Officer Job Description
Fire Engineer Job Description Firefighter / Paramedic Job Description Firefighter Job Description
Fire Prevention Officer Job Description
Emergency Medical Services Officer Job Description Community Outreach Specialists Job Description
Paramedic (2912) Job Description
Paramedic (2080) Job Description
Emergency Medical Technician Job Description Administrative Assistant Job Description Senior
Administrative Job Description

Category II: Assessment and Planning

Assessment and planning are defined as the processes used to identify the community's fire protection and other emergency service needs to identify potential goals and objectives. All agencies should have a basic source of data and information to define the organization's mission logically and rationally.

Assessment and planning are critical to the establishment of service level objectives, standards of cover, and ultimately, the quality of program outcomes.

The overall purpose of using these processes is to establish a long-range general strategy for the operation of the system.

Criterion 2A: Documentation of Area Characteristics

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

Summary:

The Department collects and maintains historical data for planning, analysis, risk assessment, resource assignments, deployment, and establishment or modification of organizational goals or objectives. This includes demographic information supplied by the Census Bureau and various municipalities in regard to population, housing & dwelling units, commercial land use, employment, education, transportation, services, crime statistics, and neighborhood profiles. On an annual basis the agency compiles information gathered from multiple sources to include fire reports, daily summary reports, performance reports, committee minutes, and other sources, for the purpose of identifying the need to modify strategic plans, budget allocations, standard operating procedures, resource allocation, response plans, and other Department operations.

The Department has a strategic plan that serves as a guideline for strategic goals and objectives. This plan was first developed in 2020, and serves as the Department's second such document. The strategic plan is compiled from information gathered by the Department along with information provided from other sources such as the City and county government and included internal and external stakeholders and community members. The Department has established a system for annual evaluation of the plan and the documentation of progress towards completion of goals.

Performance Indicators:

2A.1 Service area boundaries for the agency are identified, documented, and legally adopted by the authority having jurisdiction.

Description

The Department documents and identifies the service area boundaries for the City of Grand Junction, the Grand Junction Rural Fire Protection District, and the Grand Junction Rural District Redlands Subdistrict. The City of Grand Junction boundaries were established by the Charter of the City of Grand Junction Colorado. This charter allows for the municipal corporation that is now and existing and known as the “City of Grand Junction” shall remain and continue to be body politic and corporate under the same name and with the same boundaries, with power and authority to change its boundaries in manner authorized by law. The establishment of the charter is allowed by the State of Colorado Constitution Article XX section 6. This section establishes that the people of each City or town of this state, having a population of two thousand inhabitants as determined by the last preceding census taken under the authority of the United States, the state of Colorado or said City or town, are hereby vested with, and they shall always have, power to make, amend, add to or replace the charter of said City or town, which shall be its organic law and extend to all its local and municipal matters. The boundaries for the Grand Junction Rural Fire Protection District and the Grand Junction Rural Fire Protection District Redlands Subdistrict are established by these boundaries that are currently on file. The Grand Junction Rural Fire Protection Intergovernmental Agreement for the Provision of Emergency Services establishes an agreement that the City of Grand Junction will provide emergency responses to this identified area.

Appraisal

The current established boundaries have been shown to work well for the Department. The Department has utilized the sewer and water service area as a planned boundary for the City service delivery and future planned areas for annexation. All of these items have been within the scope of Colorado law.

Plan

The Department will continue to evaluate its service boundary areas on an annual basis. If it is determined that any change needs to be made to the current service boundaries the Department will communicate all associated changes to the affected stakeholders.

References

Colorado State Constitution Article XX Section 6

The Charter of the City of Grand Junction, Colorado

Grand Junction Rural Fire Protection Intergovernmental Agreement for the Provision of Emergency Services

Map of the Grand Junction Rural Fire Protection District Map of the City of Grand Junction

2A.2 Boundaries for other service responsibility areas, such as automatic aid, mutual aid, and contract areas, are identified, documented, and appropriately approved by the authority having jurisdiction.

Description

The boundaries for automatic aid and mutual aid are determined by the agreements that have been in place for the departments that surround the City of Grand Junction and the identified response, is documented, and approved by the authority having jurisdiction. Mutual aid responses in Mesa County are covered by the Intergovernmental Agreement for Cooperative Aid Between Fire Departments, which defines the aid that is available to neighboring jurisdictions within the State of Colorado. The Department has numerous agreements in place within Mesa County for varying levels of service and response as well as with those districts whose boundaries are shared with the City of Grand Junction. In addition, the Department is currently active with the Colorado Department of Public Safety and Bureau of Land Management agreements that allow for participation in forestry and wild land events both in the state of Colorado and across the United States.

The Department has an agreement with the Intergovernmental Agreement for Cooperative Aid Between Fire Departments that covers the day-to-day mutual and auto aid between the various departments located within Mesa County. The Department also has an established agreement with the Lower Valley Fire District and Clifton Fire District, which establishes defined areas of automatic aid. These agreements are monitored for any changes and are revised as needed with all the agreements being reviewed annually.

Appraisal

The boundaries for other service responsibility areas, such as automatic aid, mutual aid, and contract areas, have been well documented and agreed upon by all parties. The current methodology has proven an effective method of establishing boundaries for service responsibility and establishing a method of implementing and monitoring the expiration dates of the intergovernmental agreements or mutual aid agreements, as such most have been revised, updated, and approved by each department within the corresponding agreement. The Department has planned for boundary changes within the primary response district with the addition of fire station 7 and 8. As part of this process the Department has been having discussions with Clifton Fire Protection District about a more comprehensive auto aid system due to the fact that fire station 8 will be right next to their established City boundary. This has been measured by evaluating automatic and mutual aid to large incidents within the community as well as the ability for our automatic and mutual aid partnerships to help cover our response district during peak call demand times. This has ensured that appropriate resources are always available to respond to calls within the City of Grand Junction. We also have reciprocated this to our neighboring departments as well.

Plan

The Department will continue to review all mutual aid agreements and intergovernmental agreements annually when standard operating procedures are reviewed and revised. The annual review will ensure that agreements are current and up-to-date. Any changes that are made to these agreements will be communicated to the affected stakeholders.

References

Intergovernmental Agreement for Cooperative Aid Between Fire Departments
Memorandum of Understanding Between the United States Department of Interior National Parks
Service Colorado National Monument and the Grand junction Fire Department.
Grand Junction Rural Fire Protection District Contract for Services Designated Emergency Response
Authority (DERA)
Lower Valley Automatic Response Memorandum of Agreement
Grand Junction Rural Fire Protection District / Grand Junction Fire Department / Lands End Response
Fire Protection District Automatic Response Memorandum of Agreement

CC 2A.3 The agency has a documented and adopted methodology for organizing the response area(s) into geographical planning zones.

Description

The Department breaks down the geographical response area into districts which are based on the first due response area for the company assigned to the particular fire station. In addition, the Department utilizes the established City range and section to organize the response area into geographical planning zones. These “fire planning zones” include areas both inside and outside City limits based on response areas. However, these do not align with established districts for each fire station. These 103 Fire Planning zones allows the Department to analyze the response areas for the fire companies. Each of the zones are also broken into a variety of information including population, the number of fire calls, the total number of incident responses, target hazards, and specific or special risks. The planning process includes the identification of schools, shopping centers, commercial occupancies, as well as an analysis of each individual planning zone.

Appraisal

The first due areas have been analyzed for years; however, the use of fire planning zones is a relatively new documented process for the Department allowing the application of data analysis of these areas based on the populations of the response area. This has proven effective and has greatly enhanced the Department’s capabilities and in providing logical, data-based decision making for service areas and response. The station boundaries that have been established have been reviewed and adjusted with the planned addition of two more fire stations.

As an example, planning zone 65 has identified target hazards that demonstrate that this area is an economic and critical infrastructure priority in our community. The number of EMS and Fire calls also reflect demographics of low-income renters and pre-1940’s homes. This process has allowed our crews to understand the threats in this planning zone and plan accordingly through crew level training. Furthermore, as threats have been identified through the call analysis, Community Outreach has prioritized fire prevention education to the schools in this area in order to reach the youth that are impacted.

Plan

The Department will continue to utilize the fire planning zones, station boundaries and call volume analysis to revise the response assignments for each fire company within the City limits as needed. The Department will continue to evaluate new and emerging technologies and methodologies for evaluation of service delivery areas within the City of Grand Junction. This evaluation will continue to be performed on an annual basis and any changes to the will be communicated to all affected stakeholders.

References

Fire Planning Zones Map

CC 2A.4 The agency assesses the community by planning zone and considers the population density within planning zones and population areas, as applicable, for the purpose of developing total response time standards.

Description

The City of Grand Junction utilizes information from the United States Census Bureau to analyze the population density with each Fire Planning Zone. The City has a varying population density ranging from zero persons per square mile in multiple census tracts to 5,036 persons per square mile in fire planning zone 55. The fire planning zones have been reviewed based on population density category based on the 6th Edition of the Commission of Fire Accreditation International's: Standards of Cover which establishes that rural populations are below 1000 in a geographical area and above 1000 for urban.

The fire planning zones reflect the following totals: Rural / Urban Fire Planning Zones; 35 and Rural Fire Planning Zones; 68. The Department provides and evaluation for all ERF assembly times that reflect both rural and urban as well as establishing benchmarks for each population density group for all risk. Total response times are then assigned to the population areas in the Standards of Cover document. The response area is divided into 103 Fire Planning Zones that correspond with the corporate City limits and each is assigned first due response as well as second due response. The Department analyzes all elements necessary for total response time and has developed response time standards objectives.

Appraisal

The process that the Department utilized for the analysis of population density has provided a valuable element of information for the Department in establishing response and service delivery. This process allows the Department to define the population risk for each fire planning zone based on geography and plan accordingly for response and prevention efforts.

Plan

The Department will continue to collect and analyze population density within each Fire Planning Zone. The Department will continue to work on developing new and innovative techniques to better evaluate population density numbers within the established Fire Planning Zones. If the need for changes is identified all corresponding changes will be communicated to all affected stakeholders.

References

6th Edition of the Commission of Fire Accreditation International's: Standards of Cover City of Grand Junction Population Per Section Map

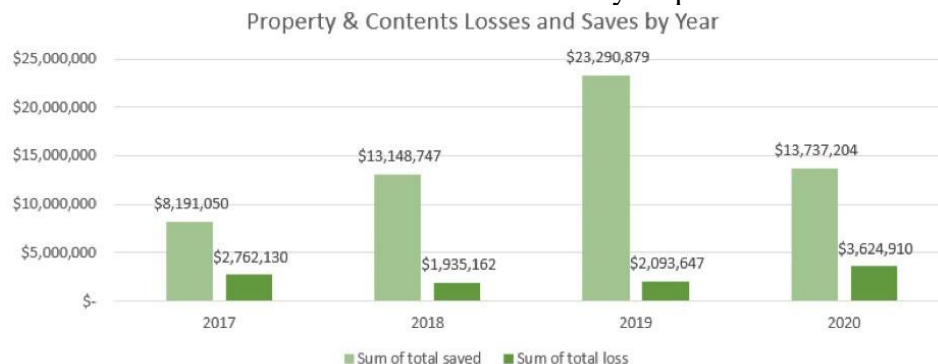
2A.5 Data that includes property, life, injury, environmental, and other associated losses, as well as the human and physical assets preserved and or saved, are recorded for a minimum of three (initial accreditation agencies) to five (currently accredited agencies) immediately previous years.

Description

The Department has a system established that evaluates all financial losses and saves within the City of Grand Junction that is published on an annual basis within the agencies data reference guide. All the fire and EMS records are maintained in a comprehensive incident database within the Image Trend Record Management System. Fire and property loss is tracked and evaluated on a daily, monthly, and annual basis through daily response reports. The Department has recently implemented an Utstein report system for cardiac arrest survivability in compliance with St. Mary's Hospital and Community Hospital.

Appraisal

The system that the Department has utilized for the evaluation of property loss is effective and meets the needs of the Department. The aspect of lives saved has only recently been established in 2021 during the first quarter through the establishment of the Utstein report system for cardiac arrest survivability. The Department needs to work to establish an Utstein report system to track how many people that are transported to the hospital survive a traumatic event. For property loss the Department has utilized a daily report that shows turnout and travel times that shows property loss as well. This information is provided by the company officer when they complete their incident report. Furthermore, the Department evaluates losses on an annual basis through the utilization of its annual data reference guide. The chart below illustrates the loss and saves over a four-year period.



Plan

The Department will continue to work to establish an Utstein reporting system for the tracking of patients that survive traumatic events. Furthermore, the Department will continue to publish the Utstein report for cardiac arrest survivability to the Department on a quarterly basis as well as the daily response time report with property loss and save data. Any changes to the system that is utilized will be communicated to all affected stakeholders.

References

2017-2020 Data Reference Guide

Standard Operating Procedures 130.0 *Incident Data Collection, Reporting, and Quality Review*

Daily Response Time Report Monthly Response Time Report

2A.6 The agency utilizes its adopted planning zone methodology to identify response area characteristics such as population, transportation systems, area land use, topography, geography, geology, physiography, climate, hazards and risks, and service provision capability demands.

Description

The Department utilizes the planning zone methodology to identify response characteristics based on the various information including population and land use in the defined areas. The Department has utilized this information for emergency response planning and to identify hazards and risks in those zones.

Data is obtained from multiple sources including the City GIS department as well as the United States Census Bureau. The Department utilizes a target hazard identification program which is designed to enhance safety for the public and fire personnel, provide an operational plan for the identification of occupancies, and to reduce the loss of life and property damage in the event of a fire. This system is outlined in Standard Operating Procedure 402.0 *Fire Inspections and Target Hazards*. The program identifies target hazards which present a potential for a large life loss, property loss, significantly impact the community, or significant fire suppression problems during a fire. These are broken down per fire planning zone for analysis purposes and each zone is assigned a risk score.

Appraisal

By utilizing the planning zones, the Department is able to evaluate the types of calls for service in each zone and provide a better analysis of total response times and risk. The Department is continually gathering data from City and county agencies to develop response plans to ensure that emergencies can be handled more efficiently and effectively. The Department is taking steps to ensure that target hazards are identified and their individual risks are assessed and on file and available during times of need.

Plan

The Department will continue to evaluate its system for the identification of target hazards and their application to the fire planning zone evaluation system on an annual basis. If any changes are needed or made those changes will be communicated to all affected stakeholders.

References

Standard Operating Procedure 402.0 *Fire Inspections and Target Hazards*
Community Risk Assessment and Standards of Cover for Emergency Response

2A.7 Significant socio-economic and demographic characteristics for the response area are identified, such as key employment types and centers, assessed values, blighted areas, and population earning characteristics.

Description

The socio-economic and demographic characteristics for the Department's response area are identified and evaluated within the Community Risk Assessment and Standards of Cover. Economic factors are evaluated to include median household income, families below poverty level, owner occupied housing units, and median home value. Further evaluation is conducted related to demographics to include median age and bachelor's degree attainment in adults. These indicators assist the Department in identifying the at-risk populations within the community.

Appraisal

The method that the Department has utilized has been effective at understanding where the community of Grand Junction rates as compared to other areas of the county, state, and nation. There have been no identified discrepancies or areas of improvement.

Plan

The Department will continue to gather and examine the data available regarding the significant socio-economic factors and characteristics of the zones within the City to determine services offered in those areas. This will be used to analyze and plan for future growth of the City and potential changes in the agencies service area.

References

Standard Operating Procedure 402.0 *Fire Inspections and Target Hazards*
Community Risk Assessment and Standards of Cover for Emergency Response

2A.8 The agency identifies and documents all safety and remediation programs, such as fire prevention, public education, injury prevention, public health, and other similar programs, currently active within the response area.

Description

The Department has established method for identification and documentation of all safety and remediation programs. The Fire Prevention Program evaluates all fire inspections and interventions needed to ensure compliance. Furthermore, the Fire Prevention Program performs plan reviews to ensure that all required safety measures are included in new construction. Currently fire inspections are documented in the High Plans record management system. A comprehensive evaluation of the Fire Prevention Division is included in the Department's program appraisal document. The Department's Community Outreach Program delivers and measures community education programs and their associated outcomes within the Department's annual program appraisal document.

As far as safety training for operations staff within the Department, the Training Division documents all associated safety and remediation training programs that are provided within the Department in Target Solutions.

Appraisal

The safety and remediation programs that the Department has utilized for the documentation and appraisal of program delivery in the areas of safety and prevention within the community has been shown to be effective at addressing the needs of the community. Currently, hands-only CPR is taught in conjunction with one of the local area hospitals by requests from different groups throughout town. Similarly, through the Wildfire Coalition, partner agencies work collaboratively within their scope of practice to provide education and mitigation to high-risk areas of the community. Assisted living facilities are required to provide fall prevention programming for their residents, Silver Sneakers is offered throughout town. Additionally, programming exists throughout the community to support community health and injury prevention in other high-risk populations including low-income families, individuals experiencing homelessness, substance abuse, domestic violence, and mental health.

Plan

The Department will continue to evaluate alternative methods for addressing safety and remediation programs on an annual basis to ensure that they meet the needs of the Department. If it is identified that changes need to be made to the established program then those corresponding changes will be communicated to all affected stakeholders.

References

2020 Program Appraisal Document Target Solutions Screen Shot

2A.9 The agency defines and identifies critical infrastructure that is considered within each planning zone.

Description

The Department provides an analysis of critical infrastructure including roadways, target hazards, commercial and residential properties within each fire planning zone that is in the Department's Community Risk Assessment and Standards of Cover. The City of Grand Junction Public Works Department is tasked with providing the infrastructure needed within the City for the needs of the population. The Department utilizes Standard Operating Procedure 402.0 *Fire Inspections and Target Hazards* to outline the definition of critical infrastructure within the community as being that of being social and economic impact on the community. Identified critical infrastructure is then labeled as a target hazard in each planning zone and is identified with its corresponding score from the Occupancy Hazard Risk Assessment.

Appraisal

The method that the Department has utilized for the identification of target hazards within the City as a whole and the associated planning zones has been an effective system at illustrating the threats within certain areas of the Department's response district. The policies that the Department has established also clearly outline what is and what is not a target hazard or critical infrastructure.

Plan

The Department will continue to evaluate the effectiveness of the Department's critical infrastructure evaluation program on an annual basis. Any change that needs to be made will be communicated to all affected stakeholders.

References

Community Risk Assessment and Standards of Cover for Emergency Response Standard Operating Procedure 402.0 *Fire Inspections and Target Hazards* Occupancy Hazard Risk Assessment Form

Criterion 2B: All-Hazard Risk Assessment and Response Strategies

The Department identifies and assesses the nature and magnitude of all hazards and risks within its jurisdiction. Risk categorization and deployment impact considers such factors as cultural, economic, historical, and environmental values, and operational characteristics.

Summary:

The Standards of Cover document is an overall assessment of the jurisdiction and hazards that are identified within the City. The Department utilizes the district maps, the first due area assignments, Fire Planning Zones, and the Standards of Cover to analyze the City as a whole and to evaluate if the Department is meeting the needs of the community. This analysis will continue to improve and be evaluated during on-going analysis to ensure that the Department is efficient and effective at meeting the needs of the community and most importantly improving on identified deficiencies based on information provided.

Performance Indicators:

CC 2B.1 The agency has a documented and adopted methodology for identifying, assessing, categorizing, and classifying risks throughout the community or area of responsibility.

Description

The Department has developed a methodology for identifying, assessing, categorizing, and classifying risks throughout the City. Fire planning zones were created in 2020 and information for each zone is evaluated for risk and responses. Fire protection coverage and identified changes are evaluated on an on-going annual basis or as needed. Fire planning zones have been shown to be a great assessment tool for the Department and allows for the Department to pinpoint specific high-risk areas through the data analysis process.

Standard operating procedures have been established and are utilized by the fire prevention division including Standard Operating Procedure 404.0 *Pre-Incident Planning* which is utilized by the Department to familiarize personnel with the building layouts, the hazards and sources of danger, and any other unusual features of a given building.

Additionally, the Department utilizes Standard Operating Procedure 402.0 *Fire Inspections and Target Hazards* to enhance the safety for the public and fire personnel by identifying the target hazards within the Department's response area.

Appraisal

The method that the Department has been utilizing has been shown to be effective in the identification of specific target hazards or critical infrastructure and their corresponding risk to responders. The Department has identified that it needs to get on duty crews more involved with performing pre-incident plans.

Plan

The Department will continue to evaluate the system that is utilized for the evaluation of its target hazards and make any changes as needed this will be completed through evaluation of the scoring system on an annual basis that is utilized for target hazard evaluation to ensure that it continues to meet the Department's needs. If any changes are made these corresponding changes will be communicated to all affected stakeholders.

The Department will establish criteria for on duty crews to complete Departmental pre- incident plans in order to ensure that they are addressing the needs of the community. This process will be completed by the end of the fourth quarter of 2021.

References

Standard Operating Procedure 404.0 *Pre-Incident Planning*

Standard Operating Procedure 402.0 *Fire Inspections and Target Hazards*

Community Risk Assessment and Standards of Cover for Emergency Response

2B.2 The historical emergency and non-emergency service demands frequency for a minimum of three immediately previous years and the future probability of emergency and non-emergency service demands, by service type, have been identified and documented by planning zone.

Description

The Department has identified the frequency and probability of occurrence of fire service demands in each Fire Planning Zone. The Department utilizes call data collected in Image Trend RMS database to determine the trends in the increase of service calls by service areas. Through the utilization of our RMS, we have been able to determine what are truly emergent and non-emergent calls and not just what the Department was dispatched to.

This information is evaluated in each planning zone and identifies the trends over a four- year period. The Department utilizes this information to provide the future probability of emergency and non-emergency service demands within each planning zone.

Appraisal

The method that the Department has utilized for identifying call trends for emergent and non-emergent calls for each planning zone has been an effective method for future planning for the Department. This data allows the Department to ensure that appropriate resources are planned for and placed throughout the community. The frequency and distribution incident analysis has been a critical component in designing the Department's EMS plan, and in planning the additional stations in the coming years. The detailed analysis of frequency and probability data has been placed in the agencies Standards of Cover in the appendix.

Plan

The Department will continue to evaluate its data for each planning zone on an annual basis to predict call trends and plan for addressing the growth within those areas. Reports will be published on annual basis to all affected stakeholders. Any changes in this process will be communicated to all affected stakeholders.

References

Community Risk Assessment and Standards of Cover for Emergency Response

2B.3 Event outputs and outcomes are assessed for three (initial accrediting agencies) to five (currently accredited agencies) immediately previous years.

Description

The Department tracks consequence loss and save data through the Department's Image Trend RMS database. The data that the Department collects is retained in accordance with Colorado Municipal Records Retention Schedule as well as Standard Operating Procedure Chapter 9: *Records Maintenance*. This also includes loss of property, life, injury, and environmental for numerous years. Property loss is tracked and reported on a daily, monthly, and annual basis. This is accomplished through the Department's daily response report, monthly response report and annual data reference guide. Response time performance measurements occur on a daily, weekly, and monthly basis as part of the data analysis process that the Department has established.

The Department also assesses annual outputs and outcomes as part of the Department's annual program appraisal program. This process allows for the Department to place focus on service delivery impact on an annual basis rather than every three years. With that being said for the Community Risk Assessment and Standards of Cover, the Department has provided a four-year summary of outputs and outcomes for all risk categories as well as breaking them down by planning zones.

Appraisal

The method that the Department has utilized has been effective in tracking and meeting the documentation requirements as established by the State of Colorado. Furthermore, the method that has been utilized by the Department has allowed for it to evaluate four years' worth of call data to determine and evaluate emerging trends. This has allowed for the Department to better prepare and adapt its response model to meet the changing needs of the community.

Plan

The Department will continue to monitor and evaluate loss and save data (outputs and outcomes) within all responses for service on a daily basis. The Department will ensure that it stays current with the established guidelines set forth by the State of Colorado. As these changes are made the Department will communicate all changes to the affected stakeholder.

References

Colorado Municipal Records Retention Schedule, Schedule No. 100, *Public Safety Records*
Standard Operating Procedure Chapter 9: *Records Maintenance*
Community Risk Assessment and Standards of Cover for Emergency Response 2020 Program Appraisal
Daily Response Report Monthly Response Report
2017-2020 Data Reference Guide

CC 2B.4 The agency's risk identification, analysis, categorization, and classification methodology has been utilized to determine and document the different categories and classes of risks within each planning zone.

Description

The Department utilizes population density, target hazards (to include critical infrastructure), structure fire responses, 90th percentile travel time for first unit, incident responses based on risk category as documented in the Department's records management system to compare each planning zone and assign a risk score to the fire planning zone.

This risk score is able to be utilized by all personnel within the Department for response and prevention program planning. The 103 fire planning zones allow for the Department to gain a more accurate representation of the area served by the Department and identify potential service needs for the future.

Appraisal

The method that the Department has utilized has been effective at pinpointing existing and future threats for service delivery to the community. As this system was only established in 2020 it is new to our Department, and we are still working on better adapting the information to meet our planning needs. Through the utilization of this process the Department has determined that there the 12 high risk planning zones, 16 moderate risk planning zones and 75 low risk planning zones. As an example of this structure fires are a high and maximum-risk fire event and are part of the overall scoring system for each planning zone for assigned risk scores. A high score for structure fires in each planning zone has been established as 27-29 structure fires. The Department also has calculated total calls in each planning zone as of the overall risk score as part of the final scoring for each planning zone. This has assisted the Department in response and prevention planning for specific areas.

Plan

The Department will continue to improve the process of information gathering necessary to determine and document the different categories and classes of risks within each planning zone. Any changes to the system will be communicated to all affected stakeholders as the changes are made.

References

Standard Operating Procedure 402.0 *Fire Inspection and Target Hazards*
Community Risk Assessment and Standards of Cover for Emergency Response

2B.5 Fire protection and detection systems are incorporated into the risk analysis.

Description

The Department has included fire protection and detection systems as part of the occupancy hazard risk assessment worksheet and the field data collection form. The scores for each category are clearly outlined in Standard Operating Procedure 402.0 Fire Inspection and Target Hazards. Within the policy automatic sprinkler systems are rated from 0 points for a full system, to a 10 for no system, fire alarm systems are rated from 0 points for a monitored alarm system to a 5 for no alarm system. Building permits are contingent on approval by the Fire Marshal following a comprehensive building plan review to determine detection and suppression requirements.

Appraisal

The method that the Department has utilized has been effective in tracking occupancies that have a fire protection and detection system. Furthermore, the scoring system that has been utilized has played a key role in the risk assessment score of each fire planning zone. The Department sends one unit on fire detection activation calls and has upgraded the response to a structure fire as needed when additional information is provided by the facility.

Plan

The Department will continue to incorporate fire suppression and fire detection systems into the risk analysis used by the Department for each planning zone. In addition, the Department will continue to monitor the risk assessment worksheet to ensure that target hazards are appropriately identified, and that fire protection systems and detection systems are included in the evaluation. Any changes that are made to this system will be communicated to all affected stakeholders.

References

Standard Operating Procedure 402.0 *Fire Inspections and Target Hazards*
Occupancy Hazard Risk Assessment Form Field Data Collection Form

2B.6 The agency assesses critical infrastructure within the planning zones for capabilities and capacities to meet the demands posed by the risks.

Description

The Department has developed Standards of Cover, which is based on fire loss data and analysis and the target hazard assessments of the community. The risk assessment developed within the Standards of Cover also considers critical infrastructure, those occupancies which if lost, would result in a significant social and economic impact on the community at large. These facilities include medical facilities, grocery stores, facilities that would have a large economic impact on the community and other governmental services facilities. The risk assessment also considers high-risk hazards, which are identified and scored through personnel site visits, fire inspections, and other means of data collection.

The scoring of these facilities allows the Department to ensure that adequate resources are available to those occupancies that pose the greatest risk to life, health, or property loss. The Standards of Cover describes the agencies response plans, response times, plans, apparatus availability and the risks in each of the fire planning zones within the City. The Department has adopted benchmark response times to determine the appropriate response in regard to dispatch time, turnout time, and overall travel time to incidents. The Standards of Cover looks at the historical data as well as the present data in order to adequately protect the citizens and infrastructures within the City. The Department is in the process of adding two new fire stations to cover the southwestern and northeastern part of its response district. These areas have been identified as high- growth areas within the areas of commercial and retail development which will have an effect on critical infrastructure and response capabilities. In addition to this evaluation the Department has analyzed and understands the impact of commercial revenue generators within the City as critical infrastructure.

Appraisal

The Department's Standards of Cover has been shown to be adequate in describing the response plans for the City, including the response times for the Department, the staffing levels, and the apparatus that will be called in depending on the type of response. This evaluation has shown that there are some challenges pertaining to response times to critical infrastructure. As an example, during this process the Department has identified that it was not sending enough units to commercial structure assignments. The critical task analysis that has been established has served as a guide on what will be dispatched to specific incidents.

Plan

Response times and total number of incidents within each zone will be formally evaluated on an annual basis along the critical infrastructure within the City. With the addition of two new fire stations over the next three years the command staff have identified ways to reduce overall response times and increase response levels to incidents within the City. During the annual evaluation period the Department will communicate any changes that are made to all affected stakeholders as well as updating the Standards of Cover as necessary.

References

Standard Operating Procedure 135.0 *Response Time Performance Objectives*
Community Risk Assessment and Standards of Cover for Emergency Response

2B.7 The agency engages other disciplines or groups within its community to compare and contrast risk assessments in order to identify gaps or future threats and risks.

Description

The Department participates in multiple external groups within the community as well as internal groups within the City to ensure that it's comparing and contrasting risk. The Fire Chief participates in weekly staff meetings where risk assessments are discussed as they pertain to the implementation of the City of Grand Junction strategic plan and the comprehensive plan that the City has established. This is an example of the internal aspect that is utilized by the Department.

As far as external interactions go, the Fire Chief meets monthly with the Mesa County Fire Chiefs Association to discuss any challenges and compare and contrast risks that each organization is facing. Through this group they work together to identify issues that they can resolve collectively.

The Deputy Chief of Operations attends and participates in the local emergency planning committee (LEPC) meetings for Mesa County where current and future threats are assessed and discussed. The Deputy Chief of Administration currently is a sitting board member for the Grand Junction Chapter of the American Red Cross.

Appraisal

Through the participation in both the internal and external groups the Department has been able to better prepare to handle emerging challenges that arise. This has been accomplished through cooperative risk assessments that have been reviewed. Through this process the appropriate responses have been established and in place for high-risk incidents.

Plan

The Department will continue to ensure that it participates in external and internal groups to ensure that it can compare different risk assessments within the community. If during this process the Department needs to make changes to its response model due to updated risk assessments, then the corresponding changes will be made and communicated to all affected stakeholders.

References

LEPC Meeting Agenda (08/12/21) LEPC Meeting Minutes (7/8/21) Mesa County Fire Chiefs Agenda
City of Grand Junction Directors Meeting Agenda (5/26/21)

Criterion 2C: Current Deployment and Performance

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

Summary:

The Grand Junction Fire Department has assessed the performance and response objective in each of the fire districts and Fire Planning Zones. Both emergency and non-emergency events are analyzed to ensure the Department is addressing gaps in service as well as decreasing total response times. The Department has completed target hazard assessments of each of the businesses within the community. These target hazards assist in the responses that are done in the community and assists with the preparation for emergency responses. The target hazard assessments are completed by the fire prevention division and each fire district is required to do a preplan through one of the designated buildings twice a year.

The Department is aware of the many man-made and natural events that may cause the necessity for an emergency response; as such the Department has worked on training the special operations teams in multiple disciplines that would aid in any of the emergencies that may present itself within the community. In addition, the Department has been instrumental in developing specialized response or teams within the county for technical rescue and hazardous materials.

Performance Indicators:

CC 2C.1 Given the levels of risks, area of responsibility, demographics, and socio-economic factors, the agency has determined, documented, and adopted a methodology for the consistent provision of service levels in all service program areas through response coverage strategies.

Description

The Department has adopted the Community Risk Assessment and Standards of Cover for Emergency Response for all disciplines and each level of response; emergency medical services, fire, hazardous materials, and technical rescue. Each planning zone has been analyzed to ensure the established level of response is adequate for both fire and non-fire risks. The hazard analysis incorporates a multitude of factors based on the risks associated within each occupancy to population density and specific demographics. The socioeconomic factors associated with each Fire Planning Zone contribute to the methodology for service levels. This analysis provides the foundation for mitigation plans and provides a good reference to track progress and prevention activities. It is important that this analysis be updated every year, whenever a significant incident occurs, and in its entirety every five-years to ensure that it remains current.

The Department's fire prevention division conducts inspections on all commercial occupancies that fall into a specific risk category as outlined by Standard Operating Procedure *415.0 Target Hazard Identification*. Through this inspection target hazards and critical infrastructures are identified. The factors are also considered throughout the evaluation of the established Fire Planning Zones and are weighed during the risk assessment scoring for each planning zone. This system allows for the evaluation and ability for the prevention division to reclassify properties based on need or when there are changes in the community.

Appraisal

The method that the Department has utilized has allowed for the prevention division and the Department as a whole to appropriately address the changing needs of the population of our community. Furthermore, this process has allowed for the Department to better plan for the future by being able to estimate future population growth and the associated needs more adequately with that growth. This has been accomplished through working with the City's economic development group to determine what growth is going to occur and potential developments in order to ensure that adequate fire and EMS responses are planned for. This assessment process has allowed the Department to determine that there is a need to add two additional stations with two fire apparatus and five additional ambulances.

Plan

Data will be analyzed on a regular basis from the planning zones, in order to provide appropriate service and adjust the Standards of Cover if those needs change. The fire command staff will continue to analyze data and make changes to the target hazards sheet, and policy as necessary. Any changes that are identified as needing to be made will be communicated to all affected stakeholders.

References

Standard Operating Procedure *415.0 Target Hazard Identification*
Community Risk Assessment and Standards of Cover for Emergency Response

CC 2C.2 The agency has a documented and adopted methodology for monitoring its quality of emergency response performance for each service type within each planning zone and total response area.

Description

The method that is utilized for monitoring the quality of emergency response performance is well established within the Department. The Department utilizes its daily performance report, monthly performance report, annual data guide and annual program appraisals to assess the details of all divisions responses and response times to include emergency and on-emergency responses. This information that is collected is reviewed on an annual basis and is compared to the previous year to identify any changing trends. Through the utilization of the daily and monthly reports any identified anomalies are able to be corrected prior to service delivery being impacted.

Appraisal

The Department has established evaluation criteria for each fire planning zone to review emergency and non-emergent calls within the City of Grand Junction. A plan has been established for an annual review to be completed for each of the 103 fire planning zones. This review is completed during the annual data reference guide update process.

Furthermore, the Department has established daily, monthly, and annual response time reports that have allowed for the Department to make corrections and address any response issues for all response risk categories.

The method that the Department has utilized has ensured that a focus is placed on overall response analysis as well as fire planning zone analysis.

Plan

The Department will continue to collect and evaluate data on a daily, monthly, and annual basis. If the need for changes are identified then the corresponding changes will be made and communicated to all affected stakeholders. The Department will also perform a comprehensive response time review during the development of the annual data reference guide and program appraisal process.

References

Daily Response Report
Monthly Response Report
2017-2020 Data Reference Guide
2020 Program Appraisal Document

2C.3 Fire protection systems and detection systems are identified and considered in the development of appropriate response strategies.

Description

The fire protection systems and detection systems are identified in the target hazard assessments done by the fire prevention division. The target hazard identifications allow for the identification of facilities that have detection and protection systems are utilized to determine the resources that dispatch should send to an incident based on the score received through the identification process (residential or commercial). If there is not a confirmed fire and the communication center receives a single call from the alarm monitoring facility then the Department will send a single resource to investigate.

Regardless of whether or not a facility has a fire protection or detection system they receive the same response if a call from the facility is received and states that there is a fire (commercial = 3 engines, 2 ladders, 2 ambulances and 1 BC residential = 3 engines, 1 ladder, 1 ambulance and 1 BC). Fire protection connections are clearly identified on all commercial building within the City as well as having a hydrant accessible close to the fire connection. The Department also checks commercial buildings during the plans review process.

Appraisal

The Department has established a uniform response system for confirmed commercial and residential structures regardless of whether or not they have a fire suppression system. The Department has taken the approach that even if the occupancy has a fire suppression system that there may be other issues that require additional resources. The method that the Department has utilized for fire responses has been sufficient to meet the needs of the Department and the community.

Plan

The Department will continue to identify the fire protection and detection systems during pre-plans, plan reviews and in the target hazard identification process. The Department will also continue to ensure that appropriate resources are dispatched to specific call types within the response area. All responses will be reviewed on an annual basis during the annual program appraisal. Should the need to make a change be identified then the corresponding changes will be made and communicated to all affected stakeholders.

References

Standard Operating Procedure 402.0 *Fire Inspections and Target Hazards*
Community Risk Assessment and Standards of Cover for Emergency Response

CC 2C.4 A critical task analysis of each risk category and risk class has been conducted to determine the first-due and effective response force capabilities, and a process is in place to validate and document the results.

Description

The Department has completed a critical task analysis for risk categories including Fire Suppression, EMS, Hazardous Materials and Technical Rescue incidents that is contained documented within the Standards of Cover. The critical task analysis breaks down incidents by tasks and the assigned units with the appropriate manpower for mitigation.

All of the risk categories are assigned call types within the New World CAD system with the appropriate response pre-determined in order to ensure the effective response force is sufficient based on the specific incident type. The results of this task analysis have been used in the development of the Standards of Cover document.

The critical task analysis for fire and non-fire risks has been effective within the Standards of Cover process. Although there are identified deficiencies within the Department's capabilities, run cards have incorporated automatic deployment of mutual aid resources necessary within the effective response force to mitigate specific incidents or call types.

Plan

The Department will continue to evaluate data and specific incidents to ensure adequate response is provided and resources are dispatched based on the type of incident. The Department will also monitor and evaluate critical incident tasks and the standards and best practices within the industry as the needs and capabilities of the Department changes.

References

Standard Operating Procedure 135.0 *Response Time Performance Objectives*

Standard Operating Procedure 314.0 *Initial Dispatch Assignments*

Community Risk Assessment and Standards of Cover for Emergency Response

CC 2C.5 The agency has identified the total response time components for delivery of services in each service program area and found those services consistent and reliable within the entire response area.

Description

The Department has identified and established the total response time components and monitors the times on a daily, monthly, and annual basis. The Department provides a monthly turnout time report to all members of the Department for evaluation. The Department utilizes a suburban / urban classification for all planning zones for consistency in the level of response to all areas regardless of population or risk. The Department has developed total response time benchmark components that conform to industry best practices as prescribed in the Fire & Emergency Service Self-Assessment Manual (FESSAM) for first due and Effective Response Force. The areas that are measured as part of the total response time are that of:

- Call handling time- this begins when a dispatcher opens a new call by pressing the F8 key and ends when the first unit is dispatched for that call.
- Turnout time- this begins when an apparatus and crew receive a dispatch notification and ends when the crew notifies dispatch that they are en route either via radio or by showing as en route through the MDT in the apparatus.
- Travel time- this begins when the apparatus is shown as en route to the call and ends when they notify dispatch of their arrival on scene.
- Total response time- this is the total of the time that elapses between the dispatcher opening a new call using the F8 key and when the apparatus notifies dispatch of their arrival on scene.

Benchmarks for each risk have been established and are included in the Community Risk Assessment and Standards of Cover document.

Appraisal

The system that the Department has utilized has been shown to be effective in the establishment of what time components are measured and associated benchmarks. Through this process, data quality issues have been identified including the need for additional training for dispatchers in the use of the F8 key that begins the clock for a call, and the need for ongoing training for crews to use call types more consistently. These benchmarks have been compared to the baseline numbers to ensure that continuous improvement is occurring.

Plan

The Department will continue to evaluate and develop ways to ensure that personnel are meeting the objectives established for total response time during its daily, monthly, and yearly evaluations by command staff. The Department will continue to provide data quality and accuracy training for crews and will continue to work with the Grand Junction Regional Communication Center to support training for dispatchers as needed. The Department will continue to validate data accuracy both from CAD and from crew inputs to the record management system and will design an appropriate intervention plan when a data inaccuracy pattern is identified. Any changes that are made will be communicated to all affected stakeholders.

References

Standard Operating Procedure 135.0 *Response Time Performance Objectives*
Community Risk Assessment and Standards of Cover for Emergency Response

2C.6 The agency identifies outcomes for its programs and ties them to the community risk assessment during updates and adjustments of its programs, as needed.

Description

The Department has established that all program outcomes are assessed during the annual program appraisal process. The community risk assessment is considered when evaluating program outcomes during this process to ensure that they align with the risk assessment. The community risk assessment is considered when evaluating the goals for the upcoming year as well.

Appraisal

The Department has done a good job of ensuring that specific outcomes are evaluated during the annual program appraisal process and that those outcomes are tied back to the established Community Risk Assessment and Standards of Cover. This process has worked well for the Department and has ensured that the needs of the community and the Department are planned for accordingly based off the comprehensive Community Risk Assessment and Standards of Cover document.

Plan

The Department will continue to reference its Community Risk Assessment and Standards of Cover when evaluating program outcomes and planning for the future. All program outcomes will be evaluated on an annual basis during the annual program appraisal process. Once completed the results of this evaluation will be published to the Department and the community.

References

2020 Program Appraisals

Community Risk Assessment and Standards of Cover for Emergency Response

2C.7 The agency has identified the total response time components for delivery of services in each service program area and assessed those services in each planning zone.

Description

The total response time components are tracked in the Department Image Trend Record Management System. Through this system true representation is able to be provided for emergency and non-emergency responses for each planning zone. Each planning zone is assessed for all risk categories and first due response time for all categories is provided for each planning zone. This response time component is also established as part of the risk assessment scoring system for each planning zone.

Appraisal

The system that the Department has utilized has been shown to be effective in evaluating the total response time for all risk categories. This system has also allowed for the Department to plan for the addition of two more fire stations that should reduce the overall response time.

Plan

The Department will continue to evaluate its total response time system that is utilized for each of the 103 planning zones on an annual basis during the annual data reference guide update process. The Department anticipates that it will see the response times drop for the northeastern and southwestern areas of the Department's response area with the completion of the two additional stations in 2024.

References

Community Risk Assessment and Standards of Cover for Emergency Response Standard Operating Procedure 135.0 *Response Time Performance Objectives*

CC 2C.8 The agency has identified efforts to maintain and improve its performance in the delivery of its emergency services for the past three (initial accreditation agencies) to five (currently accredited agencies) immediately previous years.

Description

The Department actively analyzes its service delivery program and analyzes the response information in order to improve its overall performance in the delivery of emergency and non-emergency services. The information that is evaluated is included in the daily response report, monthly response report, and on an annual basis through the data reference guide. The Department has implemented Priority Dispatch which has demonstrated an increase in dispatch time but provides more information to ensure the appropriate response is dispatched to the incident whether it is an emergency or non-emergency. The Deputy Chief of Operations and the Battalion Chief of Administration review the daily response report to ensure that no anomalies exist.

The Department has identified the service that has evaluated its total response time performance objectives for the last four years. This information is then utilized to create an effective emergency response system in the City and evaluate our mutual aid needs.

Incident Reports are reviewed by shift captains, shift battalion chiefs, shift medical officers, the battalion chief of administration, the battalion chief of EMS and the medical director. This is a multi-tiered system to ensure that proper care was delivered to the members of the community.

Appraisal

The method that the Department has utilized has been shown to be effective at evaluating the services that are delivered to the community over the last four years. The Department has clearly communicated its goals for improvement of turnout times to all members of the Department and what the benchmark goals have been. This has been communicated twice a month during the response time review process, this has demonstrated improved turnout times across all categories and risk levels from 2019-2020 during the time this system was first implemented. The Department has also identified the need to address response times within the northwest and southeast part of our response district as these areas have the longest travel times for fire and medical apparatus responses. The travel times in these areas will be re-evaluated as stations are built serving those parts of the community in the coming years.

Plan

The Department has secured funding through a first responder tax that passed in 2019 for the construction, equipping, and hiring of staff for the additional two stations that are needed to cover the southeast and northwest portions of the City. These stations (station 7 and station 8) will be completed and staffed by the end of the fourth quarter of 2024.

The Department will continue to gather and analyze data to assist in improving the performance of the Department. This review process will occur on a daily, monthly, and yearly timeframe by the Department's command staff. The Department will continue to work with our partners in the area to ensure that all services are delivered seamlessly to the community as well. Any identified changes that need to be made to this system will be made and communicated to all affected stakeholders.

References

Standard Operating Procedure 130.0 *Incident Data Collection, Reporting and Quality Review*

Community Risk Assessment and Standards of Cover for Emergency Response Daily Response Report

Monthly Response Report

2017-2020 Data Reference Guide 2020 Program Appraisal Document

2C.9 The agency's resiliency has been assessed through its deployment policies, procedures, and practices.

Description

The Department utilizes multiple sources for determination of the Department's resiliency as well as established standard operating procedures. Staffing directives have been established in an effort to maintain specific daily staffing with the ability to call back crews and request mutual aid for immediate response capacity to major event.

Furthermore, the City maintains and updates a City-wide Emergency Operations Plan and Continuity of Operations Plan that establish how the City will run in the event of a major incident extending over several operational periods, and how the City will recover from it. Further, guidance is provided on the activation and staffing of the emergency operations center.

The chart below illustrates some of the programs for the Department as far as resiliency goes:

	Internal Community
Community Networks	89% of eligible employees in IAFF Local 2808. Union actively engaged with benefits, health, quality of life, and local charity. Outreach engaged with NFPA Community Risk Assessment Pilot Program. Chiefs involved in professional association leadership at County, State, and National level.
Communications	Daily shift call now includes mutual aid partners. Improving Chief and Deputy Chief planned visits to stations post-COVID. Department now uses Microsoft Teams to communicate remotely. Videoconferencing installed at all stations to allow crews to remain in district.
Health	City-sponsored full-service health clinic opened in 2019. Annual crew physicals. City annual biometric screening. City wellness program. Department light-duty program.

Mental Outlook	Peer support est. 2016 now has 3 trained crew and access to Department-sponsored counselor specializing in trauma. Employee assistance counseling and coaching free of charge.
Preparedness	City Emergency Manager position under the Department, currently filled by Deputy Chief. Regular interagency training and exercises. City-wide continuity of operations plan updated and exercised 2020. City-wide Emergency Operations Plan Pandemic response built strong communications at local and state level with healthcare providers and political officials.
Resources	Regional training and live burn facility completed in 2020, managed by the Department. 2020 City Sponsored learning center supports employee families balancing flexible school and work environments, still open in 2021.
Economic Investment	2019 first responder tax affords building three new stations, hiring 60 additional personnel to staff them. Department pursues and receives grants at local, state, and national level to support the needs and leverage the funding of the Department. FPPA retirement plan est. 2019.

Appraisal

Both the community and the Department have programs and resources available to support resiliency in adverse situations. There remains room to improve resources for the external community related to physical and mental health, community networks, and preparedness. In the Department, internal communication systems could be improved by increasing access to communication top-down and bottom-up in the organization- especially in this period of growth, development, and change for the Department. Mental health coming out of 2020 will likely need additional support but providing extra training within the peer support team to meet the growing Department, and address concerns related to 2020. Furthermore, the City needs to adopt a continuity of operations plan that will work for the whole City.

Plan

The Department will continue to partner with agencies in the community to ensure that citizens are covered and that response objectives are met. In addition, the service model will continue to be evaluated to analyze what can be accomplished to increase the Department's resiliency. The Department has identified the need for a continuity of operations plan within the City and has established a first draft that is pending council approval. The goal is to have the COOP in place by the end of the fourth quarter of 2022.

References

Standard Operating Procedure 305.0 *Emergency Operations Center Activation* Community Risk Assessment and Standards of Cover for Emergency Response Mesa County Public Health Needs Assessment 2018-2020
City Of Grand Junction Emergency Operations Plan

Criterion 2D: Plan for Maintaining and Improving Response Capabilities

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

Summary:

The Department has transitioned from the High Plains records management system to the ImageTrend records management system and also utilizes New World Software in order to better analyze response data that is necessary to determine the resources necessary to maintain coverage for the City of Grand Junction. The Department has had significant growth within the City and is working to analyze figures based on fire zones in the individual fire districts.

The Department continually updates its standard operating procedures based on available information to improve the safety and effectiveness of fire personnel. These updates and changes are based on service gap analysis and overall service delivery projections. The Department has prepared for the future by securing funding for the construction of three new fire stations to include the associated equipment and staff.

Performance Indicators:

CC2D.1The agency has documented and adopted methodology for assessing performance adequacies, consistencies, reliabilities, resiliencies, and opportunities for improvement for the total response area.

Description

The City is divided into 103 fire planning zones also referred to as planning zones. In addition, the Department utilizes fire response districts that are based on fire station locations and travel, or response times as established through NFPA 1710: *Standard for Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*.

The planning zones provide a better analysis of a smaller response area. The areas that are analyzed through the utilization of these planning zones include population density, number of target hazards, 90th percentile travel time for first unit for all calls and the total number of responses for all risks by zone. The Deputy Chief of Operations and Battalion Chief of Administration review these numbers annually to determine if there will be any changes in response areas, or additional resources based on the monthly performance reports and the annual data reference guide. While there is no reliable way to predict future incident responses, historical data with assigned risk hazard scores for each planning zone provides the Department with a reliability projection of the likelihood of future incidents occurring.

Reliability percentages are calculated for all apparatus and their associated response districts. The Department has established the benchmark of 70% for evaluation of additional resources or personnel within that response area.

The final component of this process is the review quantitative data through the daily response reports, monthly response reports, annual report, annual data reference guide, after action reviews of incidents and staff meetings.

Appraisal

The data analytics method that the Department has had in place has met the needs of the Department. Response issues have been identified in the northeastern and southeastern parts of the City. Through this analysis the Department has acquired funding to build two additional fire stations in an effort to decrease overall response times to these areas which will include an additional engine, ladder truck and 2 ambulances. Furthermore, the Department has also been in the process of implementing its EMS plan which will add two additional 24-hour units (station seven and eight) and two additional impact units (day ambulances that will work during peak hours on ten-hour shifts).

The Department has also identified that station one and three have a reliability issue in that they are very close to the 70% benchmark level. The Department is waiting until the buildout is complete on station seven and eight and the completion of the EMS plan prior to acting on these numbers as the addition of the two new stations and two more impact cars should bring that number back up.

Plan

The Department will continue to watch the reliability percentage for station one and three and plan to add additional resources if the numbers do not improve with the buildout of fire stations 7 and 8 as well as the addition of the additional EMS units through the completion of the EMS plan.

The Department will review all data on an annual basis during the annual program appraisal and data reference guide process to ensure that the needs of the Department are addressed. If any changes to the current process are needed then the corresponding changes will be made and communicated to all affected stakeholders.

References

Fire Planning Zones Map Daily Response Report

Monthly Shift Response Report

2017-2020 Data Reference Guide 2020 Program Appraisal Document

Community Risk Assessment and Standards of Cover for Emergency Response

NFPA 1710: *Standard for Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments.*

2D.2 The agency continuously monitors, assesses, and internally reports, at least quarterly, on the ability of the existing delivery system to meet expected outcomes and identifies the remedial actions most in need of attention.

Description

The administrative command staff monitors and assesses the daily, monthly reports and annual reports that are reported from the Image Trend Record Management System. These assessments are done so the Department can ensure that services are provided according to Department standard operating procedures and met the expectations of the Department.

The administrative command staff utilizes the associated data to establish and determine new service models and community programs, the addition of a Fire Station 6 in 2020, and the future additions of Fire Stations 7 (2024) and 8 (2022).

Overall response data is analyzed by the Deputy Chief of Operations on a monthly basis. This has allowed for the Department to recognize trends early and make corrections to those issues so that they do not have a greater impact.

Appraisal

The system that the Department has utilized for monitoring service delivery within the community has been shown to be effective in that it has allowed for future planning needs to be addressed and modifications made to service delivery. During the previous year due to the data analysis that was performed an ambulance was moved from station 1 to station 4 in an effort to better response times within that district and provide a higher level of service to the residents within that district. The Department has made it a top priority to be a data centric Department and has made progress during 2021 to ensure that it remains consistent with this goal.

Plan

The Department will continue to evaluate service delivery and plan for the future through comprehensive data analysis that will continue to be completed on a daily, monthly, and annual basis. If any identified changes need to be made to the current system then those associated changes will be made and communicated to all affected stakeholders.

References

Daily Response Report Monthly Shift Response Report
Grand Junction Fire Department Annual Report 2017-2020 Data Reference Guide
2020 Program Appraisal Document

CC 2D.3 The performance monitoring methodology identifies, at least annually, future external influences, altering conditions, growth and development trends, and new or evolving risks, for purposes of analyzing the balance of service capabilities with new conditions or demands.

Description

The City of Grand Junction utilizes the Grand Junction One Comprehensive plan to plan for future development activities and plan accordingly for future response needs. The Department also holds an annual stakeholder meeting with the Department's strategic planning committee to identify any pending threats that would have an impact on service delivery and plan for them accordingly. The final piece of this planning system occurs during the annual budget planning cycle when identified issues are presented and properly funded as needed.

Appraisal

The method that the Department and the City have utilized has been shown to be an effective one. This process has allowed for the planning and funding of Fire Station 7 (opening in 2024) that will be placed in the northwest corner of the City due to planned growth and zoning that is occurring in coordination with the Grand junction One Comprehensive Plan. Furthermore, this process has allowed for the continued communication and participation with the Department's internal stakeholders in an effort to identify and plan for threats early.

Plan

The Department will continue to work with the City to ensure that the Department is aware of developmental trends along with the challenges that these trends might bring to the City and the Department. The Department will continue to perform a comprehensive performance monitoring process during the annual program appraisal process and the annual strategic plan performance indicator review process. Once this process is completed the information will be published to the Department and on the Department's web site so that the community will be aware of what the Department has accomplished and what they are trying to accomplish.

References

Grand Junction One Comprehensive Plan

Grand Junction Fire Department 2020 Program Appraisal Document

Grand Junction Fire Department 2020-2024 Strategic Plan Performance Indicators

2D.4 The performance monitoring methodology supports the annual assessment of the efficiency and effectiveness of each service program at least annually in relation to industry research.

Description

The Department utilizes Image Trend Record Management System and New World CAD system as well as Microsoft Excel database analysis to develop the Standards of Cover, the annual report, and the strategic plan. Data is gathered and analyzed on a daily, monthly, and annual basis. The administrative command staff analyzes the data to ensure that objectives in the area of total response times are efficient and effective. The staff examines the numbers to determine trends in the data to determine the effectiveness of the response areas. The Department strives to meet the established performance goals established in NFPA 1710: *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*. All baseline performance data is based on comparison to this national standard as well as others pertinent to the area of service delivery.

Appraisal

The method that the Department has utilized has been shown to be an effective one in planning for the future needs of the Department in the area of service delivery. This process has allowed for the Department to evaluate all aspects of service delivery from the previous years and compare it to where the Department is now. Furthermore, this process has allowed for the planning and funding of three additional stations (one has already been completed and the other two will be completed by the end of 2024) to address service gaps within specific response areas.

Plan

The Department will continue to analyze and evaluate the services it provides and make changes as necessary to ensure that the community's expectations are being met in a progressive and consistent manner. If any changes are needed then those associated changes will be made and communicated to all affected stakeholders.

References

Standard Operating Procedure 135.0 *Response Time Performance Objectives*

NFPA 1710: *Standard for Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*.

2D.5 Impacts of incident mitigation program efforts, (such as community risk reduction, public education, and community service programs), are considered and assessed in the monitoring process.

Description

Through the utilization of the Department's annual program appraisals the community risk reduction, public education, and overall community service programs are evaluated.

During this process planning is done to address any concerns that may arise within a specific planning zone on how to address those concerns. Furthermore, during the annual program appraisal process criteria is established on service delivery for the upcoming year and is assigned a specific time frame to complete as well as who will complete it.

Appraisal

The process that the Department has utilized has been shown to be an effective on identifying the needs of the community and planning for them in terms of community risk reduction and education.

A service gap was identified in the strategic planning session that was held and the Department is working on the creation of a program that will fix the issue. The Department does work with children and adults in the community through public education classes, station tours, and other community events, but needs to develop a comprehensive program in order to meet the needs of the community and its members that are outside of this age group.

Plan

The Department will continue to work with the stakeholders in order to address the service needs and work with the community members to meet their needs and those of the community in reducing the communities' risk and to increase the communities' awareness into the programs that the Department does offer. The Department will work to place a higher emphasis on addressing all age groups within their community education program.

References

Grand Junction Fire Department Strategic Plan 2020-2024, Pg. 27

CC 2D.6 Performance gaps for the total response area, such as inadequacies, inconsistencies, and negative trends, are determined at least annually.

Description

The Department adheres to a response time performance objective standard operating procedure so that response area times, as well as other data in regard to service can be analyzed to identify any performance gaps, or inadequacies on a daily, monthly and annual basis. Part of the analysis includes the location of incidents, fire loss and response time information. The analysis also includes the unit reliability where the frequency of the assigned station responding on calls within its response district. All identified issues that are found are corrected. Additionally, the Department's Deputy Chief of Operations and the Battalion Chief of Administration receive a daily performance report so that the data can be analyzed and compared to the stations and districts within the City. The comparative data is published in the annual program appraisals for the Department and made available to all stakeholders, both internally and externally. All of this information is also provided in the comprehensive annual report produced by the Department.

The Department also performs an annual performance gap analysis that pertains to the evaluation of the Department's baseline and benchmarks for each risk category.

Appraisal

The system that the Department has established in 2020 has been shown to be an effective system for the Department in that it allows for the review of all service delivery components. This review includes analysis of alarm handling times, turnout times, responses, total incident ERF assembly, financial needs of each division, human resource needs of each division, and a baseline and benchmark comparison chart for all risk. This evaluation has then been published through the Department's annual program appraisal document and communicated to all stakeholders. Furthermore, the data has utilized during the budget planning process, future station location planning, and the correction of performance gaps and inadequacies.

Plan

The Department will continue to evaluate its system of performance gap identification and communicate this information to all affected stakeholders. The Department has established plans and funding to build Fire Stations 7 (2024) and 8 (2022) to address specific performance gap areas.

References

Standard Operating Procedure 135.0 *Response Time Performance Objectives*
Grand Junction Fire Department Strategic Plan 2020-2024, Pg.25
Community Risk Assessment and Standards of Cover for Emergency Response

CC 2D.7 The agency has systematically developed a continuous improvement plan that details actions to be taken within an identified timeframe to address existing gaps and variations.

Description

The Department developed and implemented the Strategic Plan 2020-2024 in order to address existing service gaps and concerns in the Department and in the community along with timelines to improve those concerns. Goals and objectives have been identified in the document based on the stakeholder meetings. The internal stakeholders meet on an annual basis to update the strategic plan performance indicators as objectives have been met, or as necessary to keep the document up to date and to show the details of actions that have been taken to improve gaps in service. Furthermore, the Department has established an annual program appraisal document that allows for the Department to identify and plan for additional service gaps that may not be part of the strategic plan. This additional layer that has been established has ensured that there are multiple methods that are utilized for continuous improvement. The Department utilizes NFPA 1710: *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*, to establish response time requirements and evaluate the Department's effectiveness in achieving those goals as well. This information is evaluated on a daily, monthly, and annual basis.

Appraisal

The system that the Department has utilized has been shown to be an effective one in that it has adequately identified areas for improvement for the Department. Redundancies have also been established to ensure that a multi-tiered system is in place for the Department's continuous improvement model to be effective.

Plan

The Department will continue to evaluate its continuous improvement model and ensure that it meets the need of the Department. Any changes that are needed will be made and communicated to all affected stakeholders.

References

Daily Response Report Monthly Shift Response Report

2017-2020 Data Reference Guide

Grand Junction Fire Department 2020 Program Appraisal Document Grand Junction Fire Department Strategic Plan 2020-2024

Grand Junction Fire Department 2020-2024 Strategic Plan Performance Indicators

NFPA 1710: *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*

2D.8 The agency seeks approval of its standards of cover by the authority having jurisdiction (AHJ).

Description

The Department recognizes the need and the benefit to having the authority having jurisdictional approval of its Community Risk Assessment and Standards of Cover. As a result of this understanding, the Department has provided a briefing to the City Manager and received his approval of the document for the assessment of risks and future plans.

Appraisal

While it has been a tremendous benefit to have the City Manager's approval of the Community Risk Assessment and Standards of Cover there still is a gap in the approval of the governing body. The Department needs to seek approval from the City Council and request that they adopt the current Community Risk Assessment and Standards of Cover document.

Plan

The Department has drafted a memo that will go to the City Council explaining the accreditation process and what the Community Risk Assessment and Standards of Cover document is. The Department is officially requesting that the City Council read the document and adopt it through a resolution on October 6, 2021.

The Department will continue to work with the governing body to update documents and make sure that they are aware of what is occurring within the community as far as fire and EMS services go. As new updates occur to these established documents they will be sent to the governing body and the City Manager for their approval and or review. This will occur no less than an annual basis.

References

Memo to the City Council

Email from Chief Watkins to City Manager Caton City Council Meeting Agenda for October 6, 2021

CC 2D.9 On at least an annual basis, the agency formally notifies the AHJ of any gaps in the operational capabilities and capacity of its current delivery system to mitigate the identified risks within its service area, as identified in its community risk assessment / standards of cover.

Description

During the budgetary process the Department identifies any specific gaps in the operational capabilities that have been identified in the standards of cover and program appraisals and plans to address them accordingly. Through the utilization of this process the Department addresses gaps during the budget review process, as the Department is required to justify its operating budget for the next fiscal year. Furthermore, gaps are addressed when the Department evaluates its strategic plan on an annual basis. In addition, the Fire Chief provides an annual overview of the Department during the Department's budget presentation during a City council meeting.

Appraisal

In 2021, the Grand Junction City Council formally adopted the Community Risk Assessment and Standards of Cover. Including communications through the budgeting process, the systems that the Department has utilized has been shown to be an effective one in that it has allowed for the identification of gaps within the Department's operational capability. Through the identification of these gaps the Department has been able to plan accordingly for future budget expenditures to address said gaps. Lastly the Department has been effective at communicating these needs to the governing body and ensuring that the authority having jurisdiction is aware of any upcoming challenges.

Plan

To ensure that annual changes and gaps are appropriately communicated to the AHJ, the Department will continue to use the annual program appraisals, updates to the Data Guide, and the updates to the strategic plan to communicate gaps in operational capabilities and capacity. Communication of these gaps will be done through a presentation of the updated documents to the City Manager, and the identified needs will also be integrated into the City Council Strategic plan (created every two years) to add redundancy in communication and accountability in addressing identified gaps.

The Department will continue to evaluate on an annual basis its system that is utilized for the communication of operational gaps and the planning for addressing them. If a change is needed to the process the appropriate change will be made and communicated to all affected stakeholders.

References

City of Grand Junction Adopted Budget FY 2021-2022 Pg. 119 Resolution 79-21 Adoption of the CRASOC

2D.10 The agency interacts with external stakeholders and the AHJ at least once every three years, to determine the stakeholders' and AHJ's expectations for types and levels of services provided by the agency.

Description

The Department held external stakeholder engagement opportunities (both for citizens and for City employees that are not affiliated with the Department) in the fall of 2019 including both virtual and in person options. The Department has established through its strategic planning process that it will continue to meet with external stakeholders every two years to review and update our current strategic plan. The Department met with external stakeholders again in the fall of 2021, specifically to discuss questions about the ambulance deployment model currently used by the Department and future plans for ambulance deployment as the Department continues to build stations. Through this system the Department is able to continually update and address any concerns that its external stakeholders may have pertaining to the Department and its level of service.

Appraisal

The system that the Department has established for community feedback has been shown to an effective one in that it has ensured future community input from its external stakeholders' group.

Plan

The Department will continue to work with our external stakeholder group in an effort to increase their feedback and participation in the future strategic planning of the Department. The second external stakeholder meeting will take place during the first quarter of 2022.

References

Grand Junction Fire Department Strategic Plan 2020-2024 Community Feedback Survey 2019

Category III: Goals and Objectives

Agencies should establish general organizational goals designed to implement their assigned missions and short-range plans. Additionally, agencies should establish goals and objectives to direct the priorities of operational programs (to include at least those outlined in Category V) and support services. All goals and objectives should be developed consistent with the elements of the published Strategic and Capital Improvement Plans.

Objectives are specific statements designed to document the steps necessary to achieve the agency's goal statements within a specific time period. For purposes of accreditation, objectives should be consistent with the elements of the acronym "S.M.A.R.T."

Specific

Measurable

Attainable

Realistic

Time-bound

Criterion 3A: Strategic Planning

The mission, vision and values of the agency are incorporated into a Strategic Plan. Once a Strategic Plan is in place and resources are available, the Strategic Plan provides direction, determines initiatives, and guides the goals and objectives of the agency.

Summary:

The Department has established a comprehensive Strategic Plan that was developed utilizing 37 internal stakeholders and 102 external stakeholders. During this process the Department reassessed its mission, vision, and values and updated them to reflect the needs of the community and the Department. Once the Department completed its Strategic Plan it had established clear goals and objectives for the Department to work towards for the next five years. The goals and objectives contained within the plan are assigned a specific time frame for completion and a member of command staff that oversees the completion of each goal and objective.

Performance Indictors:

CC 3A.1 The agency has a current and published Strategic Plan that has been submitted to the authority having jurisdiction.

Description

The Department has an established Strategic Plan that has been published and is available in electronic format on the Department's website. A hard copy of the Strategic Plan has been provided to each Department facility and each member of the governing body.

The Department's Strategic Plan has also been published on the Department's website so that members of the community and governing body will have access to it.

The Department has also worked with the City Manager's Office to send a copy of the Strategic Plan to the City Council. This allows the City Council to see what the Department is working on and what our goals are for the next five years.

Appraisal

The method that the Department has utilized for the communication and disbursement of its Strategic Plan has been shown to be an effective system in communicating the plan. This method has ensured that multiple avenues have been utilized to disperse the information to all stakeholders.

Plan

The Department will continue to review its Strategic Plan on an annual basis and update its established performance indicator document. Once this document is updated it will be communicated to all affected stakeholders to include the governing body. Furthermore, the updated performance indicator document will be published on the Department's website and published as an addendum to the Strategic Plan in order to show the Department's progress toward completion of the plan.

References

Grand Junction Fire Department 2020-2024 Strategic Plan Copy of Memo to City Council
Grand Junction Fire Department 2020 Strategic Plan Performance Indicators

3A.2 The agency coordinates with the jurisdiction's planning component to ensure the Strategic Plan is consistent with the community master plan.

Description

The Department has established its Strategic Plan and has ensured that it corresponds with the City of Grand Junction Strategic Plan as well. Through the utilization of this system the Department has been able to ensure that the two documents complement each other towards the completion of the City of Grand Junction and the Department's goals. The development of both Strategic Plans considered and utilized the City of Grand Junction One Comprehensive Plan to ensure that all of the current and future needs of the community are met.

Appraisal

The Department has ensured that its Strategic Plan is in line with the City's Strategic Plan as well as aligning with the One Grand Junction Comprehensive plan. This has ensured that the three plans complement each other and do not conflict with each other. This has ensured that the overall progress of the Department and the City meet the set goals for the future.

Plan

The Department will continue to evaluate its Strategic Plan on an annual basis to ensure that it meets the needs of the community and the One Grand Junction Comprehensive Plan. If the need for change is identified, then the corresponding changes will be made and communicated to all affected stakeholders.

References

City of Grand Junction Strategic Plan 2019 One Grand Junction Comprehensive Plan
Grand Junction Fire Department 2020-2024 Strategic Plan

Criterion 3B: Goals and Objectives

The Strategic Plan defines the Department's general goals and S.M.A.R.T. objectives, directs its activities in a manner consistent with its mission and is appropriate for the community it serves.

Summary:

The Department has taken great care to ensure that its Strategic Plan has established S.M.A.R.T. objectives with established timelines for completion. These objectives are all in line with the Department's updated mission, vision, and values statement. The objectives that the Department has established have ensured that future planning and organizational growth are in line with the Department's Strategic Plan.

Performance Indicators:

CC 3B.1 The agency publishes current, general organizational goals and S.M.A.R.T. objectives, which use measurable elements of time, quantity and quality. These goals and objectives directly correlate to the agency's mission, vision and values and are stated in the Strategic Plan.

Description

The Department has established within its current Strategic Plan specific timelines for the completion of each of its five goals, 16 objectives and 100 critical tasks within its Strategic Plan. The Department's Strategic Plan is also published on the Department's website to ensure that the public and internal stakeholders have easy access to the plan.

In an effort to manage the quality and quantity of the goals and objectives contained within the Strategic Plan the Department has developed and utilizes an annual review cycle of its goals and objectives. This is accomplished through the utilization of the annual Strategic Plan performance indicator review process. During this process the Department brings back internal stakeholders and has them review the goals and objectives within the current Strategic Plan. Through this process they identify what has been completed and what the Department still needs to work on. Once they complete the process the document is updated and published to the Department's website and placed in each station. This process allows for anyone member of the community or organization to clearly see what the goals and objectives are for the Department and what has been done to complete them.

Appraisal

Through the established of these S.M.A.R.T goals, objectives, and critical tasks the Department has been able to chart a course for what need it needed to complete for the first year of its Strategic Plan. As a result of this process the Department has been able to complete 64 of the 100 critical tasks that have been listed in the Strategic Plan. These critical tasks that have been completed have strengthened the new mission, vision, and values of the Department and have guided the Department in all decisions that have been made.

Plan

The Department will continue to evaluate its Strategic Plan on an annual basis during the annual Strategic Plan performance indicator review. Furthermore, the Department will continue to utilize its internal stakeholders to perform this review and ensure that the Department is meeting its established goals and objectives. Once this process is completed the updated document will be posted to the Department's website and a printed copy will be provided to each station.

References

Grand Junction Fire Department 2020-2024 Strategic Plan

Grand Junction Fire Department 2020 Strategic Plan Performance Indicators

3B.2 The agency conducts an environmental scan when establishing its goals and objectives.

Description

During the Department's Strategic Planning process, a S.W.O.T (environmental scan) analysis was completed with its internal stakeholder group. Once this process was completed it identified that there were 21 strengths, 43 weaknesses, 27 opportunities and 30 threats. Through the Department's Strategic Planning process all of these items were considered when establishing the goals and objectives for the Department for the next five years.

Appraisal

The method that the Department utilized for the establishment of its goals and objectives has been shown to be an effective in that has provided a comprehensive environment analysis and allowed for the Department to better plan for its future.

Plan

The Department will continue to evaluate its goals and objectives on an annual basis through the completion of its annual Strategic Plan performance indicator document. The Department will also perform an evaluation on an annual basis into its environmental factors to ensure no new threats have emerged.

References

Grand Junction Fire Department 2020-2024 Strategic Plan

Grand Junction Fire Department 2020 Strategic Plan Performance Indicators

CC 3B.3 The agency solicits feedback and direct participation from internal and external stakeholders in the development, implementation and evaluation of the agency's goals and objectives.

Description

The Department's Strategic Planning process placed a heavy emphasis on feedback from both the external and internal stakeholders of the Department. For the external stakeholder group the Department held two community meetings as well as advertised extensively to increase community participation. A comprehensive survey was developed and delivered to the external stakeholders that attended the in-person sessions as well as providing a link to the survey for those that were unable to attend in person. In all the Department had 102 external stakeholders that participated in the process. The Department solicited internal stakeholder participation and was able to have 37 of its members participate representing all ranks of the Department.

The internal and external stakeholder group played a key role in the development, implementation, and evaluation of the Department's goals and objectives.

Appraisal

The method that the Department utilized for the development of its Strategic Plan was shown to be an effective system in that it allowed for a large group of community stakeholders and internal stakeholders the ability to provide feedback and shape the future of the Department.

Plan

The Department will continue to evaluate its Strategic Plan goals and objectives on an annual basis to ensure that it is making progress towards completion of the stated goals and objectives. This will be completed by bringing back the internal stakeholders on an annual basis to evaluate the Strategic Plan and document progress towards completion of its goals and objectives.

References

Grand Junction Fire Department 2020-2024 Strategic Plan
Grand Junction Fire Department 2020 Strategic Plan Performance Indicators

3B.4 The agency uses internal input to implement and evaluate its goals and objectives and to measure progress in achieving the Strategic Plan.

Description

The Department has established a system of continuous evaluation of its Strategic Plans goals and objectives. Through this plan the Department brings back its internal stakeholder group that developed the plan on an annual basis. Through this system the internal stakeholder group evaluates all corresponding goals and objectives that were published in the plan. At the completion of this evaluation process the internal stakeholder group documents what has been accomplished towards the completion of each goal and objective and what areas still need improvement. This document is then published to the Department and on the Department's website to hold the Department accountable towards the completion of its stated goals and objectives.

Appraisal

The system that the Department has established has ensured that its Strategic Plan does not become stagnant and is truly a living breathing document that has held the Department accountable toward maintaining its continuous improvement model.

Plan

The Department will continue to evaluate the effectiveness of its annual Strategic Plan performance indicator system to meet the needs of the Department. If changes to the process are needed then the corresponding changes will be made and communicated to all affected stakeholders.

References

Grand Junction Fire Department 2020-2024 Strategic Plan

Grand Junction Fire Department 2020 Strategic Plan Performance Indicators

3B.5 The governing body reviews the agency's goals and objectives and considers all budgetary and operational proposals in order to ensure success.

Description

During the Department's annual budget presentation to the governing body the Department's goals and objectives are reviewed to ensure that all financial expenditures are in line with its established mission. A historical review is completed during the process that reviews the objectives for the previous year and what was accomplished during the previous budget cycle. The final aspect of the budget preparation is that the governing body is presented with objectives for the Department to complete during the next budget cycle and how they will utilize its funding to complete those objectives.

Appraisal

The method that the Department and the City have utilized during the budget cycle has shown to be an effective system at evaluating its completion of its established objectives and that they tie into the financial planning of the Department.

Plan

The Department will continue to evaluate the system that it utilizes for its budget preparation on an annual basis to ensure that it continues to consider establish goals and objectives.

References

City of Grand Junction 2021 Annual Budget

3B.6 When developing organizational values, the agency seeks input from its members and is in alignment with its community.

Description

During the Strategic Planning process the internal stakeholder group formed a subcommittee to update the Department's mission, vision, and values. Through the utilization of the internal stakeholder group the mission, vision and values of the Department have more buy in and acceptance from the crews. Furthermore, they ensured that the updated mission, vision, and values statements reflected what was learned from the external and internal stakeholder group during the Strategic Planning process.

Appraisal

The Department recognized the need for the re-development of its mission, vision, and values statements during the Strategic Planning process. The method that was utilized for the development of the new mission, vision, and values statement ensured that it was developed by the membership of the Department and not just administration. This core group ensured that the new mission, vision, and values truly represented the needs of the Department and the community.

Plan

The Department will continue to evaluate its values on an annual basis to ensure that they still align with the community's values. If the need for change is identified, then the corresponding changes will be made and communicated to all affected stakeholders.

References

Standard Operating Procedure 101.0 *Mission Statement*
Grand Junction Fire Department 2020-2024 Strategic Plan

Criterion 3C: Implementation of Goals and Objectives

The Department uses a management process to implement its goals and objectives.

Summary:

The Department has ensured that each goal has been assigned a member of the command staff that is responsible for ensuring that each of the five goals and 16 objectives are completed. The progress towards the completion of each goal and objectives is reviewed on an annual basis during the Department's annual Strategic Plan performance indicator review process. This process has allowed for the Department to ensure that there is an accountability and tracking system towards the completion of its goals and objectives.

Performance Indicators:

CC 3C.1 The agency identifies personnel to manage its goals and objectives and uses a defined organizational management process to track progress and results.

Description

Each goal and objective is assigned a command staff member to ensure that they are completed within a timely fashion. Furthermore, the Department conducts an annual performance indicator assessment on each of the goals and objectives to evaluate what has been completed and what the Department needs to work on. This is completed through the utilization of the command staff members that are assigned each goal and objective as well as members of the internal stakeholder group.

Appraisal

The method of assigning a member of command staff to be a single point of contact and ultimately responsible for specific areas of the Strategic Plan has been shown to be an effective system at holding the Department accountable. Furthermore, the system that the Department has utilized for the annual assessment towards the completion of each goal and objectives has been effective in ensuring buy in from the Department's membership through the utilization of the internal stakeholder group.

Plan

The Department will continue to utilize its annual performance indicator system for the systematic evaluation of the completion of its goals and objectives that are included in the Department's Strategic Plan. The Department will also continue to assign oversight for each goal and objective to members of its command staff.

References

Grand Junction Fire Department 2020-2024 Strategic Plan

Grand Junction Fire Department 2020 Strategic Plan Performance Indicators

CC 3C.2 The agency's personnel receive information explaining its goals and objectives.

Description

The Department has met with each shift to explain the goals and objectives for its Strategic Plan. The Department also meets with its members on an annual basis to review the results of its annual performance indicator process toward the completion of its goals. Furthermore, the Department utilizes its internal stakeholder group to communicate progress to their respective shifts. Each station also has a printed hard copy of the Department's Strategic Plan and Strategic Plan performance indicators. The Department has also published its Strategic Plan and associated annual performance indicator document on its website. This allows for multiple means of access for the membership of the Department to receive the information on the plan and the progress that it has made in completing the plan. The Department has also started to record and publish videos about the Strategic Plan that explain specific parts in more detail to ensure that the information is received and understood by all members of the Department.

Appraisal

The system that the Department has utilized for communicating its Strategic Plan and associated goals and objectives has shown to be an effective system. The system that the Department has utilized has allowed for the communication of the completion of various goals and objectives that are included in the Strategic Plan.

Plan

The Department will continue to evaluate the system that it utilizes for the communication of its goals and objectives on an annual basis. If it is determined that changes need to be made then the associated changes will be made and communicated to all affected stakeholders.

References

Grand Junction Fire Department 2020-2024 Strategic Plan

Grand Junction Fire Department 2020 Strategic Plan Performance Indicators

<https://www.gjCity.org/166/Fire-Department>

3C.3 The agency, when necessary, identifies and engages appropriate external resources to help accomplish its goals and objectives.

Description

The Department utilizes various external organizations to assist with the completion of its established goals and objectives. The Department worked with the Mesa County Medical Director to provide feedback on the establishment of a five-year EMS plan. The Department has also worked with the Grand Junction Regional Communications Center to adopt a model for low acuity calls and the assignment of the appropriate resources. The Department has also worked with the International Association of Fire Fighters (IAFF) to establish a CPAT testing process for new hires for the Department. The final piece is that the Department is working with Colorado Mesa University towards the completion of its training center with a collaborative partnership.

Each of these external resources play a key role in working to complete identified goals and objectives within the current Strategic Plan.

Appraisal

The method that the Department has utilized for the solicitation and utilization of external resources has been shown to be an effective system in that it has allowed the Department to establish strong working relationships. Through these relationships progress has been made towards the completion of established goals and objectives.

Plan

On an annual basis the Department will review these external partnerships to ensure that they still continue to meet the needs of the Department towards the completion of its goals and objectives. If the need for change is identified, then the corresponding change will be made and communicated to all stakeholders.

References

Grand Junction Fire Department 2020 Strategic Plan Performance Indicators
Grand Junction Fire Department 4 Year EMS Plan

Criterion 3D: Measurement of Organizational Progress

Processes are in place to measure and evaluate progress toward completion of goals and objectives and overall plan performance. The goals and objectives are re-examined and modified periodically.

Summary:

The Department has established a document that is published on an annual basis that outlines each goal, objective, and critical task of this Strategic Plan. Through this review process the Department evaluated all of the goals, objectives, and critical task to track what progress has been made towards their completion. This document is completed by the 37 stakeholders that participated in the Strategic Plan process as well as the Department's command staff.

Performance Indictors:

CC 3D.1 The agency reviews its goals and objectives at least annually and modifies as needed to ensure they are relevant and contemporary.

Description

The Department conducts a formal evaluation on an annual basis of its Strategic Plan goals and objectives. This process is completed through the utilization of the Department's comprehensive annual performance indicator document. Through the utilization of this document all goals and objectives are documented as to what has been completed during the previous year to address each goal and objectives. Furthermore, this process allows for the ongoing assessment of established goals and objectives to ensure that they still meet the needs of the Department and the services that are provided.

Appraisal

The system that the Department has utilized has been shown to be an effective system at holding the Department and its members accountable towards the completion and evaluation of its Strategic Plan goals and objectives.

Plan

The Department will continue to evaluate its goals and objectives on an annual basis to ensure that they still meet the needs of the Department. If during the process the need to update specific goals and objectives is identified, then the corresponding changes will be made and communicated to all stakeholders.

References

Grand Junction Fire Department 2020 Strategic Plan Performance Indicators

CC 3D.2 The agency reviews, at least annually, its overall system performance and identifies areas in need of improvement, which should be considered for inclusion in the organizational goals and objectives.

Description

The Department has established two methods to evaluate its overall system performance, identification of weaknesses, and plans to address the deficiencies. The first step in this process is the evaluation of annual service delivery data that is compiled during the first quarter of each year for the previous year.

This is then published in the annual data reference guide and discussed at a command staff meeting. This document is then utilized to develop a comprehensive program appraisal document for all divisions to include the evaluation of inputs, outputs, financial resources, human resources, financial needs for the upcoming year, and goals and objectives for the upcoming year and who is assigned to complete them.

This information is published in the Department's annual program appraisal document. Finally, these two documents are utilized during the annual performance indicator review to ensure that each division is working toward the completion of their goals and objectives that are in the Strategic Plan.

Appraisal

The system that the Department has established and utilized has been shown to be an effective system in that it ensures that each of the divisions in the Department are working toward the completion of established goals and objectives as outlined in the Strategic Plan.

Plan

The Department will continue to complete its annual data review to ensure that all divisions are making progress towards completion of their stated goals and objectives. Should the need to change this process be identified then the corresponding changes will be made and communicated to all affected stakeholders.

References

2017-2020 Data Reference Guide 2020 Program Appraisal Document
Grand Junction Fire Department 2020 Strategic Plan Performance Indicators

3D.3 The agency provides progress updates, at least annually, on its goals and objectives to the AHJ, its members and the community it serves.

Description

The Department completes a comprehensive annual performance indicator document to evaluate each of the established goals and objectives. This document once completed is sent out to members of the Department as well as being published on the Department's website. The governing body also receives the annual performance indicator document via email.

Appraisal

The system that the Department has utilized has been an effective system in communicating the updates on an annual basis to internal, external and the governing body of the Department.

Plan

The Department will continue to perform the annual Strategic Plan performance indicators process to ensure that all stakeholders are evaluating the Department and holding the Department accountable to our established goals and objectives. Furthermore, the Department will continue to publish this document on an annual basis on its website in a printed copy in all facilities.

References

Grand Junction Fire Department 2020 Strategic Plan Performance Indicators

Category IV: Financial Resources

This category evaluates an agency's financial condition to determine its ability to fund operational priorities and its prognosis for long-range quality of service. Resources must be adequate to maintain the various programs to which an agency made a commitment. Whether the agency is public or private, stability of revenues (demonstrated by a consistent history through at least the past three years) is fundamental.

The chief fire officer or chief executive officer, professional staff, and governing board share responsibility for planning, management, and stability of financial resources. Since the budget is the financial expression of agency programs and priorities, it should be developed through appropriate consultation with the governing board of the authority having jurisdiction (AHJ), Departments, divisions, and other units.

Financial policies covering financial planning, revenue, and expenditures should be developed by the professional staff and adopted by the governing board. Financial policies should be reviewed and revised on at least an annual basis to ensure continued relevance and address any gaps.

In approving the budget, the governing board approves the acquisition and allocation of resources consistent with agency goals, objectives, and stated priorities.

NOTE: An agency that received the Distinguished Budget Presentation and Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of the United States and Canada for their Budget and Comprehensive Annual Financial Report may submit those certificates and reports as prima facie compliance with criterion 4B and therefore does not need to address performance indicators 4B.1 through 4B.9.

Criterion 4A: Financial Planning

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

Summary:

The City Strategic Plan is a guiding document for the development of the City of Grand Junction's and the Department's annual budget process. The four guiding principles in the City Strategic Plan; Partnership & Intergovernmental Relationships, Communication & Engagement, Fiscal Responsibility, and Leadership provide direction for the development of the annual budget.

The development of the Department's annual budget is a several month-long process that begins early Summer of the preceding year. The initial step to budget development begins with revenue projections by the City's finance Department by connecting with stakeholders in the community to gauge conditions and trends of the financial market. The Department forecasts Department growth and needs to develop the labor, operating, and capital budgets for the upcoming year. Based on the Department's forecasted growth and projected call volume it will develop the labor budget to include full-time employees, part-time employees, and overtime needs. The operating capital is based on forecasted needs including new acquisitions and replacements for a ten-year period. Request are submitted for funding consideration and financial planning each year during the budget process. The major capital budget is also developed on a ten-year cycle and includes facility and apparatus needs for the Department.

The labor, operating capital, and major capital are provided to the finance Department and an internal budget team lead by the City Manager, Finance Director, and Human Resources Director. Once the Department's recommended budget is developed the Department and the internal budget team meet to go through a detailed line-item review of the Department's budget for final recommendation to City Council.

There are three, publicly attended, City Council budget workshops and two public presentations and hearings before the City's final budget is approved by City Council.

Performance Indicators:

4A.1 The governing body and regulatory agencies give the agency appropriate direction in budget and planning matters within the agency's scope of services.

Description

The City of Grand Junction's City Manager and Finance Director provide clear direction to the Department's Fire Chief and Deputy Chief of Administration on the development and implementation of the annual budget. Through this process long term goals and needs are addressed pertaining to the established strategic plan of the City of Grand Junction and the Department.

Appraisal

The direction given has been successful as all budgets have been approved by due date and Department resources have been appropriate to the request. This process has been utilized and proven effective for the City of Grand Junction and the Department.

Administrators within the City of Grand Junction have provided clear guidance to the individual Department directors within the City. The annual budget process has included input from the Fire Chief, the City Manager, the Finance Director, City Council Members, members of the Department and the public. The annual budget and capital improvement plan has provided opportunities for City leaders to evaluate the individual budgets, expenditures, and the financial situation of the City as a whole.

Plan

The Department will continue to monitor the overall financial situation of the City of Grand Junction during the annual budget cycle. The City will continue to assess the developmental needs of the community during the annual budget cycle and ensure that all service demand requirements are met.

References

City of Grand Junction 2021 Annual Budget (pages 1-42)

Performance Indicators:

4A.2 The agency has formally adopted financial policies that address: general fund reserves, reserves in other funds, fund balances, grants, debt, investment, accounting and financial reporting, risk management and internal controls, procurement, long-term financial planning, structurally balanced budgets, capital, revenues, expenditures, operating budgets and charges/fees. The agency reviews financial policies at least every three years and updates as needed.

Description

City Council provides policy direction to the City Manager, who guides the financial decisions of the organization. City Council's policy direction is to further economic development by taking a more proactive role while continuing to coordinate with all community partners, invest in public infrastructure, continue to provide the essential services of public safety, improve sustainability, address community housing challenges, and operate within existing revenues and in the General Fund, and reserve at least 20% of the current year's adopted budget. City management has been successful in following City Council's policy direction through responsive, conservative, and sound financial decisions. The City has financial policies and practices that guide budget, investments, debt, revenue, purchasing, risk management, and reserves. Furthermore, the City of Grand Junction meets the requirements set forth by Colorado Revised Statutes for budgetary requirements.

Through these established processes the goal of the City is to provide a reasonable basis for making these representations, in which management has established an internal control framework that is designed to both protect the assets of the City from loss, theft, or misuse and to allow for the compiling of sufficient reliable information for the preparation of the City's financial statements in conformity with GAAP. Because the cost of internal controls should not outweigh the benefits, the City's internal control procedures have been designed to provide reasonable, rather than absolute, assurance that the financial statements will be free from material misstatement

Appraisal

While the internal policies, practices, and processes that are in place have provided solid guidance and mitigation of risk, resulting in a fiscally sound financial position for the City, the Finance Department has identified the desire to establish a comprehensive financial policy manual that will clearly outline all financial requirements for the City that meet or exceed the requirements set forth by the Colorado Revised State Statutes.

Plan

The Finance Department will work to establish a financial policy manual that will outline all procedures and provide clear guidance on specific financial topics for the City, as approved by the City Manager.

References

Colorado Revised Statutes Title 29: §29-1-101 – 29-1-1503 (<https://leg.colorado.gov/colorado-revised-statutes>)

Grand Junction Purchasing Policy and Procedure Manual City of Grand Junction Personal Policy Manual

City of Grand Junction Guidelines for City Purchasing Card Usage City of Grand Junction 2021 Annual Budget (Pages 1-19)

CC 4A.3 Guidelines and processes for developing the operating and capital budgets are defined and followed.

Description

The City of Grand Junction follows the established requirements through the Colorado Revised State Statutes that outline the budget development process requirements for all municipalities. These statutes also have established timelines that the City of Grand Junction is required to meet. Furthermore, these requirements are also outlined in the City of Grand Junction 2021 Annual Budget.

At the initiation of the budget process the City Manager and Finance Director provide budget priorities and guidelines for each Department head to follow when starting the process. Through this process the finance Department ensures that all Departments submit their completed proposed budget, complete a line-item review, and have the budget approved by the City Council prior to the required deadline as required by Colorado State Statutes.

Appraisal

The budget process that has been utilized by the City of Grand Junction has met the needs of the City and remained consistent. The budgetary process that has been utilized has followed the requirements that have been set forth by the Colorado Revised State Statutes. The Finance Department has provided guidance to all Department heads through email and staff meetings. This process has ensured that all Department heads are familiar with the process requirements as well as the differences between the previous budget and the upcoming budget.

Plan

The Finance Department will continue to provide guidance to all Departments on the budgetary process to include specific timelines for completion of specific sections of the budget for each Department. Should the process be changed then any corresponding changes will be communicated to all affected stakeholders.

References

City of Grand Junction 2021 Annual Budget (pages 35-42)

Colorado Revised Statutes Title 29: §29-1-101 – 29-1-1503 (<https://leg.colorado.gov/colorado-revised-statutes>)

Department Head Meeting Agenda

Copy of Budget Emails from Finance Department 2022 Budget Instructions

Budget Summary Calendar

4A.4 The financial planning/budget adoption process provides internal and external transparency for all expenditures and revenues for the agency.

Description

The budget adoption process that the City of Grand Junction utilizes ensures that there are opportunities for internal and external stakeholder to review the established revenues and expenditures for each Department within the City of Grand Junction. This is completed through the publication of the City of Grand Junction 2021 Annual Budget. This annual document is published on the City of Grand Junctions website.

Appraisal

The method that the Department has utilized for the transparency of revenues has been effective at showing all revenues by breaking down the total resources and revenues by classification of thirty different line items.

The method that the Department has utilized for the transparency of expenditures has been effective at showing all expenditures by breaking down the total expenditures and total uses by classification of thirty different line items.

This process of publishing these expenditures and revenues has ensured that all internal and external stakeholders have access to this information for review. The process that the City has utilized for the publication of this information on the City's website has been an effective means to communicate it to the general public and the employees of the City.

Plan

The Department will continue to work with the finance Department in the establishment of the budget by reviewing the revenues and expenditures for the upcoming budget cycle.

The Department will continue to address any concerns that they have during the budget process by contacting the Finance Department as needed. Furthermore, as the budget cycle nears completion each Department head is required to meet with the City manager and Finance Department to perform a comprehensive line-item review of the next year's budget. The Department continues with this process. This information will continue to be communicated to all stakeholders both internal and external.

References

Colorado Revised Statutes Title 29: §29-1-101 – 29-1-1503 (<https://leg.colorado.gov/colorado-revised-statutes>)

Department Head Meeting Agenda

City of Grand Junction 2021 Annual Budget (pages 53 - 54)

4A.5 The agency's operating and capital budgets serve as policy documents, operations guides, financial plans, and communication devices.

Description

The City Council provides policy direction to the City Manager, who guides decisions of the City of Grand Junction. The policy direction that is provided to the City Manager from the City Council is based on the established City of Grand Junction Strategic Plan.

The established budget documents provide for guidance on achieving a more proactive role in the community while continuing to coordinate with all community partners, invest in public infrastructure and continue to provide essential services to the citizens of Grand Junction. All of these items are completed through the utilization of the funding that has been allocated for the current year.

Appraisal

The process that the City has utilized for the development of the annual budget has ensured that all goals and objectives are clearly outlined as well as how the City will complete those stated goals (financially). The budget document has served as a policy document that has guided operations, future financial plans, and communication devices to ensure that the needs of the community are met.

Plan

The Department will continue to work with the Finance Department during the development of the annual budget document to ensure that it serves as a policy document that drives decisions within the Department. The Department will continue to communicate the expectations of the budgetary document to all affected stakeholders.

References

City of Grand Junction 2021 Budget Presentation and Public Hearing City of Grand Junction 10-Year Capital Plan

City of Grand Junction 2021 Annual Budget (page 37) City of Grand Junction Strategic Plan

4A.6 The agency considers internal and external stakeholders' input in the budget process.

Description

During the budget planning process, the Department utilizes its program appraisal document as a comprehensive document that was developed by internal stakeholders to identify the financial needs of the Department for the next budget cycle. Furthermore, during the Department's strategic plan performance indicator process internal stakeholders identify financial needs of the Department. The Fire Chief also solicits members' input in shift meetings and in staff meetings to assist in developing the new budget.

The City provides two opportunities during the budget process for internal and external stakeholder feedback as well. These sessions occur during the fourth quarter of the year and ensure that there are ample opportunities to provide feedback on the budget before it is finalized.

Appraisal

The method that both the Department and the City have utilized for internal and external stakeholder feedback has been shown to be an effective process. Through the utilization of a multi-tiered process the Department and the City have been able to appropriately address the needs of the community. Within the Department alone there are 38 internal stakeholders that participate in the strategic performance indicator process and have served as representatives of their respective shifts to ensure that all financial need of the Department have been addressed from their perspective.

Plan

The Department will continue to work with the Finance Department to ensure that it participates in the community feedback sessions for the budget process. This will allow for the Department to ensure that it is addressing the needs of the community. The Department will continue to utilize its comprehensive program appraisal document to assess budgetary needs for the upcoming budget year and ensure that those needs are addressed for each division. Furthermore, the Department will continue with its established system for acquiring feedback from its internal stakeholders through its annual strategic plan performance indicator process.

References

City of Grand Junction 2021 Budget Presentation and Public Hearing City of Grand Junction 2021 Annual Budget (page 35)
2020 Program Appraisals

4A.7 The agency's budget, short and long-range financial planning, and capital project plans are consistent with the agency's strategic plan and support achievement of identified goals and objectives.

Description

As part of the budgetary process the Department focuses on what the short- and long-term goals are of the Department and ensures that the submitted budget addresses those needs. Furthermore, the Department brings back its 38 internal stakeholders on an annual basis during the annual Strategic Plan Performance Indicator process to review its goals and objectives. This process allows for the Department to ensure that funds are directed to the proper programs for the completion of its established goals and objectives.

As a whole the City utilizes its established City of Grand Junction Strategic plan to address other Departments and their established short- and long-term goals and objectives as they pertain to the budget process. The City's Strategic Plan ties into the Department's Strategic Plan in that the first strategic directive in the City's plan is that of public safety. The Department's Strategic plan is designed to provide for further detail on how the Department will achieve the City's goal of this strategic directive. This is accomplished through financial planning for the future.

Appraisal

This process that the Department has utilized has been an effective system in identifying future goals of the Department (10-years out) and how to achieve those goals. This process has allowed for long term large purchases to be planned for and completed. As an example, bunker gear replacement has been planned for and budgeted as part of this process for the replacement of 77 sets of front-line gear. As an example, Objective 5B of the established Strategic Plan states that the Department needs to identify capital needs – facilities, vehicles, and equipment. Through the passage of the first responder tax the Department has budgeted for two additional fire stations, addition of one engine, addition of one 100ft platform, and four ambulances. This is just one example of how the Strategic Plan has been utilized for planning future financial needs of the Department.

Plan

The Department will continue to refer back to its established Strategic Plan during the budget planning processes to ensure that the upcoming budget and the 10-year capital plan meet the needs of the Department and are in line with the established Strategic Plan.

References

City of Grand Junction Strategic Plan

City of Grand Junction 10-Year Capital Plan City of Grand Junction 2021 Annual Budget

City of Grand Junction 2020 Comprehensive Annual Financial Report (CAFR)

4A.8 The agency maintains a long-term financial operating and capital plan, inclusive of all appropriated funds, for a five- to 10-year period. The agency should analyze the financial environment, revenue and expenditure forecasts, debt position and affordability analysis, and strategies for achieving and maintaining financial balance to include plan monitoring mechanisms.

Description

The Department works closely with the Finance Department for the establishment of the 10-Year Capital Plan. When reviewing and updating the 10-Year Capital Plan with the Finance Department each year factors such as the estimated future revenues, expenditures, and affordability are considered when updating the plan. Furthermore, the Department works with the Finance Department on an affordability analysis for each project to determine if they need to be split up between two to three years for a purchase or if the project can be completed in one year. The 10-Year Capital Plan is analyzed on an annual basis and updated as projections change for better or for worse for future revenues and expenditures.

Appraisal

The method that the Department and the Finance Department have established for the development, review, and updating of the 10-Year Capital Plan has been shown to be an effective system of checks and balances for the plan. Large capital projects have been evaluated and large purchases have been planned for a multi-year purchase process in order to minimize the impact to the budget. As an example, bunker gear for our 131 employees has been established on multiyear purchase process instead of taking one large hit every 10-years.

Plan

The Department will continue to work closely with the Finance Department on an annual basis for the establishment, review, and update to the 10-Year Capital Plan. During this process the Department will continue to work to space out large purchases on a multiyear process as allowed to ensure that there is minimal impact on the capital budget. If during this review the need for changes to the current process are identified, then the corresponding changes will be made and communicated to all affected stakeholders.

References

City of Grand Junction 10-Year Capital Plan
City of Grand Junction 2021 Annual Budget (page 157)

4A.9 For each budget cycle, the agency prepares balanced operational and capital budgets.

Description

Each year during the budget planning cycle evaluates all budgetary items to ensure that each budget has the appropriate revenue and expenditures for the next fiscal year. The City of Grand Junction operates on a balanced budget system. This means that all expenditures are balanced with projected revenue for the City.

The 10-Year Capital Plan also has established within the document a projection for revenues and expenditures for the full 10-year cycle. As financial conditions change for better or for worse for the City of Grand Junction these projected numbers included in the 10-Year Capital Plan are updated on an annual basis to ensure that proper planning can occur for the future.

Appraisal

The method that the Department and the Finance Department have utilized has been shown to be very effective at ensuring that the budget is balanced and that the Department and the City as a whole have remained well within their established financial means.

Plan

The Department will continue to work with the Finance Department on the evaluation and establishment of its operating budget and capital budget to ensure that it operates within a balanced budget. This process will occur on an annual basis during the annual budget process for the Department and the City as a whole. If budgetary issues arise that require that the budget be changed then the corresponding changes will be communicated to all affected stakeholders.

References

City of Grand Junction 10-Year Capital Plan

City of Grand Junction 2021 Annual Budget (Pages 35-42)

City of Grand Junction 2020 Comprehensive Annual Financial Report (CAFR)

Criterion 4B: Financial Practices

Agency financial management demonstrates sound budgeting and control, proper recording, reporting, and auditing.

NOTE: *An agency that received the Distinguished Budget Presentation and Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of the United States and Canada for their Budget and Comprehensive Annual Financial Report may submit those certificates and reports as prima facie compliance with criterion 4B and therefore does not need to address performance indicators 4B.1 through 4B.9.*

Summary:

The City of Grand Junction has been awarded the GFOA Certificate of Achievement for Financial Reporting every year for the last thirty-six years and will continue to work toward this award for the foreseeable future.

In 2020, the City was awarded the Distinguished Budget Presentation Award from the GFOA for the 2020 Budget Book. To receive this award, the City must prepare a budget book that reflects both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices on budgeting. This was the second year in several that the City applied for the award. The City has again submitted the 2021 Budget Book for this award.



Government Finance Officers Association

Certificate of
Achievement
for Excellence
in Financial
Reporting

Presented to

**City of Grand Junction
Colorado**

For its Comprehensive Annual
Financial Report
For the Fiscal Year Ended

December 31, 2019

Christopher P. Morill

Executive Director/CEO



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Grand Junction
Colorado**

For the Fiscal Year Beginning

January 1, 2020

Christopher P. Merrill

Executive Director

Criterion 4C: Resource Allocation

Appropriately allocated financial resources support the organizational mission, stated long-term plan, goals and objectives and maintains the quality of programs and services. The agency must ensure that programs and services provided can be supported by adequate fiscal resources using sound budgetary practices.

Summary:

The annual City budget and 10-Year capital plan are developed around the City's strategic plan and guiding principles. Public Safety is also a strategic directive developed by City Council to guide resource allocation at the Council level.

The City is funded primarily by sales taxes. The Department is funded by two separate sales tax initiatives approved by the voters. The main sales tax revenue goes into the General Fund to fund City and the Department resource needs. Beginning in 2020, a second sales tax called a First Responder Tax began to be collected on all City sales tax and is used specifically to fund the building of three new fire stations with all equipment and personnel needed to provide services to the City.

The Department maintains these two funds separately and allocates its resources for each fund based on projected needs. Capital projects are projected in the 10-Year capital and are funded in part by fees and charges within the Department. The primary funding source of the Department is through sales tax however, the Department charges a fee for service from ambulance transports and fire prevention reviews and inspections.

Performance Indicators:

CC 4C.1 Given current and forecasted revenues, the agency sustains the level of service adopted by the AHJ.

Description

Each year, the Finance Department provides budget planning guidelines to the head of each Department, based on the anticipated revenues for the City. The City of Grand Junction's major source of revenues are derived from the City's 2.75% sales and use tax. Additional revenue come from enterprise funds, internal service funds, permanent funds, and downtown development authority funds. The City allocates a portion of the revenues towards the individual Department budgets. The City is diligent in keeping the operating expenses lower than the incoming revenue, so that the budget is balanced. The budget is based on the amount appropriated by the City for the Department and any expected grants that are awarded in the fiscal year.

In 2019 the City of Grand Junction was able to get a first responder tax passed that provides funding for the addition of three new fire stations, the apparatus for those stations, and the staff for those stations. Once the stations are completed in 2024 this tax will continue to help fund the staff that will work in these new stations. This is allowing for the Department to increase its efficiency in service delivery to the community.

Long term revenue projections are included within the 10-Year Capital Plan and provide guidance on future allocations to ensure that the City of Grand Junction sustains the adopted level of service for the community of Grand Junction.

The anticipated long-term and short-term revenues for the City are expected to continue funding the adopted levels of service for the Department.

Appraisal

The Department and the City have fared well during the pandemic. The Department and the City were anticipating that there were going to be dramatic budget cuts due to revenue decreases due to pandemic shutdowns. This proved to be inaccurate as revenue projections have exceeded estimated pandemic revenues. In fact, the City has been looking at increasing service delivery to the community at various levels through utilization of various Departments within the City. This was evident by the 32% increase that the City realized between the 2020 and the 2021 adopted budget. This increase was due to an increase in capital investments including transportation and utility infrastructure and other projects that were funded through specific tax initiatives.

The largest impact to the Department in its history has been the passage of the first responder tax in 2019. Through the passage of this tax the Department has been able to open one new fire station and hire the staff for the station. Furthermore, through this tax funding has been established for the construction and staffing of two more fire stations to be completed by the end of 2024.

Plan

The Department will continue to work with the Finance Department and the AHJ to ensure that future service demands for the community are identified and funded through the utilization of its Community

Risk Assessment and Standards of Cover. This evaluation will occur on an annual basis during the budget process.

References

City of Grand Junction 10-Year Capital Plan

City of Grand Junction 2021 Annual Budget (Page 53)

City of Grand Junction 2020 Comprehensive Annual Financial Report (CAFR) Community Risk Assessment and Standards of Cover for Emergency Response

4C.2 Adequate resources are budgeted for the payment of long-term liabilities and debts.

Description

The City has traditionally adhered to a conservative debt management policy that carefully controls the amount of outstanding debt. Due to a strong capital improvement budgeting process, the City has been able to maintain and improve its infrastructure while avoiding significant debt. To take advantage of favorable rates, the City issued \$30.6 million in General Fund Revenue Refunding Bonds in 2012 to advance refund a portion of the outstanding 2004 General Fund Revenue Bonds issued to finance the construction of the Riverside Parkway project. After authorization by voters in November 2019 to issue \$70 million in debt to fund the expansion of the transportation network, the City refinanced the 2012 Parkway bonds at a lower rate first quarter of 2020 and issued \$50 million in new bonds for transportation expansion. The City's current rating from Standard and Poor's Rating Group is AA on revenue and general obligation bonds and AA- on certificates of participation.

As of December 31, 2020, the City had \$102.1 million in outstanding debt. Of this amount, \$97.6 million represents general government debt. The largest portion, \$64.9 million, is the liability from the issuance of revenue bonds for transportation. The liability related to the certificates of participation for the Stadium Improvements Project and the Public Safety Buildings is \$32.3 million. The remaining \$4.9 million of outstanding debt consists of capital leases and loans to be repaid by fee revenue and appropriated funds.

Total debt service payments of \$8.3 million budgeted in 2021 represent 8.1% of total 2021 budgeted operating expenditures.

The table below provides a summary of total debt on December 31:

OUTSTANDING DEBT, AT YEAR-END
(in Thousands)

	Governmental Activities		Business-type Activities		Total	
	2020	2019	2020	2019	2020	2019
Revenue bonds and notes (backed by tax and fee revenue)	\$ 64,951	\$ 18,122	\$ -	\$ -	\$ 64,951	\$ 18,122
Certificates of participation (backed by the constructed assets)	32,290	33,397	-	-	32,290	33,397
Capital leases (backed by tax and fee revenue)	394	900	-	-	394	900
Loans (backed by fee revenue)	-	-	4,471	4,981	4,471	4,981
Total	<u>\$ 97,635</u>	<u>\$ 52,419</u>	<u>\$ 4,471</u>	<u>\$ 4,981</u>	<u>\$ 102,106</u>	<u>\$ 57,400</u>

Appraisal

The City as a whole has done a good job at establishing debt as needed and paying of the associated debt as early as possible while maintaining a high standard and poor rating.

This method has worked well for the City and has allowed for it to be cautious with establishing new debts. When possible, the City has paid off purchases rather than incur debt obligations. When debt obligations have been incurred the City has established payment systems to ensure that all obligations are paid off as required or earlier.

Plan

The City will continue to evaluate all financial options for all projects that are being requested and make the determination on whether or not debt should be incurred for specific projects. In the event that large

projects are financed the City will continue to build payment programs within the annual budget to ensure that all debt obligations are addressed.

References

City of Grand Junction 10-Year Capital Plan

City of Grand Junction 2021 Annual Budget (Page 53)

City of Grand Junction 2020 Comprehensive Annual Financial Report (CAFR)

4C.3 The agency budgets future asset maintenance and repair costs are projected with related funding plans.

Description

The City includes the maintenance costs associated with the upkeep of buildings, computers, fire apparatus, tools, communication systems, and protective clothing among other things in the annual budget. The capital plan process is used to identify renovations necessary for buildings, new construction, purchasing apparatus, or any other large purchases. Any minor improvement items that are approved do go into the Department's overall budget amount. All routine maintenance for the City is completed by the General Services Department or contracted out if necessary.

Appraisal

The Department has planned for maintenance and replacement purchases in budget preparation as one time and reoccurring costs. The maintenance and replacement of City resources is important as it reduces the amount spent if an item fails and has to be replaced instead of repaired. Individual Departments within the City have been responsible for identifying issues and reporting them to the General Services Department. This method has been an effective system at planning for and performing routine maintenance repairs and emergency repairs.

Plan

The Department will continue to work with the General Services Department to ensure that all future purchases maintenance and repair needs are planned for and budgeted. This process will be completed on an annual basis during the annual budget process.

References

City of Grand Junction 2021 Annual Budget (page 119)

4C.4 Budgets avoid the use of one-time funding sources for recurring standard annual operating expenses.

Description

The City utilizes one-time funding sources only when a grant is awarded to a Department. The grant funds are only available one-time and are not guaranteed to be available again. Some of these one-time funding sources have been used to purchase equipment that the individual Departments needed but did not have a funding source at the time of their need. The Department has utilized one-time funding sources to obtain new SCBA equipment, heart monitors for fire apparatus, hazardous materials response equipment, and a gear extractor for fire station six.

Ongoing expenditures are not funded through these one-time funding sources. The City utilizes its revenues to ensure that future funding for the replacement of equipment that was purchased under a grant is planned for. The Finance Director projects the revenues and fees each year during budget preparations and the operational expenses are based on this calculation. This method provides the City with stable funding that avoids the use of one-time funding sources to cover continuing costs.

Appraisal

One-time revenue sources are not utilized for recurring expenses. All recurring expenditures in the City are based on the available amount built into the operating and capital budget process. This method has been effective in maintaining a balanced budget and has ensured that all revenues and expenditures were properly planned for. All City Departments are required to submit a request for a line-item amount based on the amount of grants they expect to be awarded during the budget process. This includes the amount awarded and what the required match is for the grant. The potential grant amount has to be included in the budgeting process in order for the Departments to utilize during the fiscal year, so Department heads must preplan grants applications.

Plan

The City will continue to utilize long term financial planning and the current budget process to cover recurring operating costs. One-time funding will only be utilized for equipment or other non-recurring items. By not utilizing one-time funding for recurring costs, the City is not placing the ongoing operations in jeopardy, should the funding fall through. The City will continue to work with individual Departments to create an operating budget and the Department will continue to plan ahead for purchases that are necessary to continue operations.

References

City of Grand Junction 10-Year Capital Plan City of Grand Junction 2021 Annual Budget (Pages 123-124)

CC 4C.5 The agency maintains contingency funds in accordance with generally accepted accounting practice recommendations and anticipates budgetary restrictions and/or shortfalls.

Description

The City maintains contingency funds, by maintaining a general fund that consists of unallocated funds. These funds can only be used to fund an emergency or an unexpected revenue shortfall due to the economy or other uncontrollable factors. The City follows the generally accepted accounting principles alongside the governmental accountability standards board recommendations. At the end of 2020, the General Fund unrestricted fund balance was \$29 million, or 37.3% of the total General Fund expenditures.

Appraisal

The process that the City has utilized for maintaining its contingency funds has been an effective process at ensuring that should the need arise that there are additional funds that can be utilized.

Plan

The City will continue to evaluate its forecasted economic situation on an annual basis during the annual budget cycle. If the economy takes a downturn, then the City has adequate funding to maintain critical services for the community due to its contingency fund.

References

Colorado Revised Statutes Title 29: §29-1-111 (<https://leg.colorado.gov/colorado-revised-statutes>)
City of Grand Junction 2020 Comprehensive Annual Financial Report (CAFR)

Category V: Community Risk Reduction Program

This category represents the community risk reduction program for the organization and community served. The intent is to define, develop, execute, and measure the program as it relates to enforcement, education, economic incentive, engineering technology and emergency response. The program is a direct output of the Community Risk Assessment or Standards of Cover document. The program, while tracking traditional performance metrics, should focus on outcomes that identify the impact within the community.

The key elements used to evaluate these services are adequacy, deficiency, effectiveness, methods, and results of programs. For purposes of accreditation, these terms are defined within the glossary.

The Agency's mission, goals and objectives should determine the applicability of all the listed programs. The Agency should decide the relevancy of each criterion in its self-assessment manual. For criteria in Category 5 that are not applicable to the Agency, the Agency should briefly explain why it does not provide this program.

Criterion 5A: Prevention Program

The Department operates an adequate, effective, and efficient program as identified in the community risk assessment and standards of cover. The approach is comprehensive and includes both prevention and mitigation strategies such as life safety, hazard risk reduction, plan review, code compliance, and the detection, reporting and control of fire and non-fire risks. The Department should conduct a thorough risk assessment as part of activities in Category 2 to determine the need for specific prevention programs.

Summary:

The Department's Division of Fire Prevention operates under the supervision of the Fire Marshal and is responsible for the interpretation and enforcement of all applicable fire-related codes, regulations, standards, and ordinances adopted within the City of Grand Junction and Grand Junction Rural Fire Protection District to include the International Fire Code, and any National Standards adopted by reference therein. The Division's primary responsibilities are fire inspections of existing buildings, new building construction plan reviews, and fire investigations. Ancillary duties include stewarding the pre-incident planning database and, when appropriate, collaborating with the Department's Community Outreach Section which is managed by the Deputy Chief of Administration/Emergency Manager.

Performance Indicators:

CC 5A.1 The authority having jurisdiction has an adopted fire prevention and building code(s).

Description

The City of Grand Junction Municipal Code, Volume I, Title 15, Chapters 15.04 – 15.44 outlines that the City has adopted and enforces the 2018 International Code Council Model Code Series to include the International Building Code (2018 ed.), International Plumbing Code (2018 ed.), International Fuel Gas Code (2018 ed.), International Residential Code (2018 ed.), International Existing Buildings Code (2018 ed.), and International Fire Code (IFC) (2018 ed.). The National Electrical Code as published by the National Fire Protection Association as amended and adopted by the State of Colorado Electrical Board pursuant to Title 12, Article 23, C.R.S is adopted locally. A resolution of the Board of the Grand Junction Rural Fire Protection District outlines that the District has adopted and enforces the International Fire Code (2018 ed.). The Grand Junction Fire Department provides fire prevention code enforcement related activities to the District via service contract. The District is located in unincorporated Mesa County, Colorado.

Appraisal

The City of Grand Junction City Council adopted the 2018 IFC with Appendices B, C, D, E, F, G, H, I and N, as locally amended via Ordinance No. 4830 on January 16th, 2019.

The Grand Junction Rural Fire Protection District adopted the International Fire Code (2018 ed.) with Appendices B, C, D, E, F, G, H, I and N, as locally amended via Resolution No. 1-2-12- 2019 on February 12th, 2019. The Board of Mesa County Commissioners approved the Grand Junction Rural Fire Protection District's ability to use and enforce International Fire Code (2018 ed.) as adopted via Mesa County Resolution (Reception No. 2880653) dated May 20th, 2019.

The Mesa County Building Department is the authority having jurisdiction in areas of unincorporated Mesa County to include the Grand Junction Rural Fire Protection District. Mesa County has adopted the International Building Code (2018 ed.), International Plumbing Code (2018 ed.), International Fuel Gas Code (2018 ed.), International Residential Code (2018 ed.), International Existing Buildings Code (2018 ed.), International Mechanical Code (2018 ed.), International Energy Conservation Code (2009 ed.) and the National Electrical Code (State of Colorado), with applicable appendices and as locally amended.

The local fire code and associated building codes have been adopted every other code cycle in coordination with the Mesa County Building Department (i.e., 2006 IFC, 2012 IFC, 2018 IFC) in an effort to maintain compatibility with other I-Codes adopted within the service area. The IFC has been reviewed by the Department and amendments are proposed to reflect local needs and initiatives during the code adoption process. This process has allowed the Department to administer contemporary regulatory requirements and is an effective way to maintain the health, safety, and welfare through approximately 800 plan reviews, 600 new construction inspections and 3,100 general fire inspections for existing buildings on an annual basis.

Plan

The Department will continue to coordinate with the Mesa County Building Department, and City of Grand Junction in the adoption and enforcement of the International Code Council Model Codes, to include applicable appendices and local amendments, every other code publication cycle (six-year increments) in an effort to remain consistent and compatible with other jurisdictions with overlapping authority. This will apply to the municipality as well as the Grand Junction Rural Fire Protection District.

References

City of Grand Junction Municipal Code, Volume I, Title 15, Chapters 15.04 – 15.44

City of Grand Junction Ordinance No. 4830 *Adoption of the International Fire Code (2018 ed.)*

Grand Junction Rural Fire Protection District Resolution No. 1-2-12-2019 *Adoption of the International Fire Code (2018 ed.)*

Standard Operating Procedure 401 *Division of Fire Prevention Scope and Administration.*

CC 5A.2 The code enforcement program ensures compliance with applicable fire protection law(s), local jurisdiction, hazard abatement, and Agency objectives as defined in the community risk assessment/standards of cover.

Description

The Grand Junction Fire Department Standard Operating Procedure(s) 401 Fire Prevention Bureau Scope and Administration, 402 Fire Inspections and Target Hazards, 403 Design and Plan Review, and 405 Burn Restrictions and Burn Bans outline the responsibilities and activities of the Fire Prevention Bureau. The Department has adopted the International Fire Code (2018 ed.) with specific appendices, as amended, and ensures compliance and hazard abatement through technical plan review, new construction inspections, operational permits, existing building fire inspections, fire investigations, and community educational outreach objectives.

New and existing occupancies identified to have serious fire code violations or who do not correct identified violations are referred to the Division of Fire Prevention for follow up and correction. Stop work orders, notice of violations or a summons/citation are all regulatory options available to personnel via municipal ordinance. The procedural system utilized to achieve this directive is explained in the Standard Operating Procedures specified in the description above. Standard Operating Procedure 401 Fire Prevention Bureau Scope and Administration is the foundational document that outline administrative responsibilities for the Department. Standard Operating Procedure 402 Fire Inspections and Target Hazards specifies the Department's comprehensive existing building inspection program to promote fire and life safety. The policy defines which types of fire inspections are conducted by specific personnel certified to the task, and at what frequency those inspections are to be conducted as a result of assigned occupancy hazard classifications.

Appraisal

In 2019, the jurisdiction performed 810 plan reviews, 611 construction/permit related inspections and 3,137 general fire code inspections of existing buildings to ensure compliance with the locally adopted codes. In 2020, the jurisdiction performed 927 plan reviews, 569 construction/permit related inspections and 2,089 general fire code inspections of existing buildings to ensure compliance with the locally adopted codes. Inspections of existing buildings decreased from 2019 to 2020 due to a suspension of the company inspection program because of the COVID-19 pandemic.

The fire inspection program has been modified and adjusted to reflect local needs and resource limitations. The program has been foundationally based on NFPA 1730 (Standard on Organization and Deployment of Fire Prevention Inspection and Code Enforcement, Plan Review, Investigation, and Public Education Operations). NFPA 1730 has not been adopted in the jurisdiction but has been used as a guideline to provide direction.

The most recent revision of the inspection program was drafted in anticipation of a Department-wide 2021/2022 deployment, the transition to this program is currently underway. This revised programing was developed in response to a historical inspection program that had been outpaced by development, burdened by staffing shortages, and hampered by an extended 2008/2009 economic downturn. Although the volume of fire inspections remained on pace each year, there has been a concern that the quality of those inspections diminished over time.

Occupancies requiring minimum certification levels (i.e., ICC Fire Inspector 1) such as healthcare and educational in accordance with State of Colorado requirements have been removed from the fire company level and have been reassigned to fire inspectors in the Division of Fire Prevention. Occupancies have been assigned as moderate, high, and critical infrastructure classifications will also be reassigned to the Division of Fire Prevention.

The Department added one new full-time fire inspector (2018) position to absorb a portion of the workload and supplement the program's improvement effort. A second fire inspector position has been sought every year since that time but has not been approved during the budget process. Target Hazard Assessment Scores of individual occupancies deemed High-Risk, Critical Infrastructure and scores of 35 or greater have been assigned to Pre-Incident Planning Services to prepare for and potentially mitigate hazardous responses.

Standard Operating Procedure 403 Design and Plan Review identifies the duties, responsibilities, and procedures for the Division of Fire Prevention when conducting design and plan reviews related to all new fire and life safety, development review, building construction, operational permits, and fire protections systems. All plan reviews are completed in partnership with the local Building Department, Public Works Department and various planning/community development agencies ensuring compliance with locally adopted codes.

Plan

The Department will continue to conduct all plan reviews and construction inspections in cooperation with the applicable agencies as well as implement and maintain the newly revised fire code inspection program for existing buildings in accordance with established Standard Operating Procedures.

Implementation of the new fire inspection program has been identified as a critical improvement to the Department's community risk reduction efforts. It has been given priority status. The program has identified three main objectives to help it focus on improving efficiencies and improve the quality of inspections:

Focus on reducing inspection volume to manageable levels through the use of frequency distribution thereby improving quality;

Focus on reallocating/realigning resources and personnel ensuring the right person is inspecting the right occupancy at the right time;

Obtain stakeholder agreement through strategy and accountability by setting in place measurable benchmarks and accountability reports (in process).

The Department has purchased and implemented Tyler Technologies Mobile Eyes Software to manage this endeavor and full deployment is anticipated in the fourth quarter of 2021. The implementation of this program concentrating on cloud-based mobile field inspections and applications should create a more efficient and manageable program. The program integrates pre-incident planning services with fire inspections. It is anticipated that these improvements will

allow fire companies more time to conduct pre-incident planning services in accordance with Standard Operating Procedure 404 Pre-Incident Planning.

References

City of Grand Junction Ordinance No. 4830 Adoption of the International Fire Code (2018 ed.)

Grand Junction Rural Fire Protection District Resolution No. 1-2-12-2019 Adoption of the International Fire Code (2018 ed.)

Standard Operating Procedure 401 *Fire Prevention Bureau Scope and Administration.*

Standard Operating Procedure 402 *Fire Inspections and Target Hazards.* Standard Operating Procedure 403 *Design and Plan Review.*

Standard Operating Procedure 404 *Pre-Incident Planning*

Standard Operating Procedure 405 *Burn Restrictions and Burn Bans*

CC 5A.3 The prevention program has adequate staff with specific expertise to meet the goals, objectives and identified community risks.

Description

Fire prevention and community risk reduction are separated into two distinct sections – Division of Fire Prevention and Community Outreach. Management, section objectives, and deployment are coordinated by separate sectional managers.

The Division of Fire Prevention consists of three fire prevention specialists, one fire inspector/investigators, and is supervised by the Fire Marshal who directs policy and implementation. The Fire Marshal reports directly to the Fire Chief as listed in the Department's adopted organizational chart (SOP 154 Department Organization). The Division has three subdivisions committed to community risk reduction: Plan Review (New Construction), Code Enforcement (Existing Buildings), and Fire Investigations. All members of the Bureau are certified to task through the Colorado Division of Fire Prevention and Control and/or International Code Council. Operations Division staff at the company level also participate in code enforcement efforts about open burning and general fire inspections in their respective districts. Certification is not required at the company level; however, all new recruits receive fire inspection training in the fire academy and a new training curriculum related to general fire inspections of existing buildings is scheduled for deployment in 2022 for all line personnel via Target Solutions Training Software on an annual basis.

The community risk reduction section consists of two community outreach specialists who report directly to the Deputy Chief of Administration. The Deputy Chief of Administration also serves as the jurisdiction's Emergency Management Coordinator. Community outreach specialists are responsible for various educational programs intended to increase emergency preparedness, increase fire and life safety, and decrease community risk. In addition to serving as the Department's public information officers, they are also responsible for the fire safety curriculum in schools, conduct car seat inspections, engage in fire station tours, and maintain the Department's social media outreach as well as multiple other programs.

Appraisal

The Division of Fire Prevention has been generally able to meet program goals with the current staff assigned. Plan reviews are completed by three Fire Prevention specialists as submittals arrive and are reviewed within 10 business days unless extenuating circumstances are present, or a project has been placed on hold due to an inadequate submittal. Fire prevention specialists retain projects from plan review to final inspection helping to maintain the integrity of the inspection process and avoid miscommunication and missed inspections. The fire inspector/investigator is a new position as of July 2018 and was added to address the fire inspection program realignment mentioned previously and to provide stability to a Fire Investigations Program consisting of shift investigators from the Operations Division that had not been functioning in a consistent nor reliable manner.

The community outreach specialists have been tasked with managing a large number of projects, programs, duties, and expectations to include a significant amount of data analysis, social media presence, graphic design, educational video production, student intern program management, and media relations. The volume of expectations and programs this section has been expected to manage is beyond the capacity of two individuals and despite their notable success thus far, the Department

has recognized this technique is not meaningfully sustainable and the section's efforts must be re-focused to support the organization's missional goals. These personnel have also tasked with participating in the development and continual improvement of all community risk reduction programs.

Plan

The Division of Fire Prevention will continue towards a 2021 implementation of the locally modified NFPA 1730 model involving occupancy hazard classifications based on NFFIRS and associated fire inspection frequency schedule as described in SOP 402 Fire Inspections and Target Hazards. This model will be fully implemented alongside MobileEyes on January 1st, 2022. Anticipated changes in software implementation for 2021 will help the jurisdiction schedule and move in the direction of paperless fire inspections. Inspection efficiencies and quality improvements are anticipated from this direct realignment of resources, improved programing, and more innovative technologies. Tyler Technologies Mobile Eyes Software can allow for the submission of electronic plan reviews, conduct digital field inspections, and collect data in more meaningful ways.

Community outreach efforts have been robust but have not been targeted based on data and lack focus/resources when completed. The Department's strategic plan places an emphasis on developing and implementing processes that forecast community and Department needs through targeted, focused, and well-defined community risk reduction programs that are sustainable. Programs are currently being assessed by the Department. All programs chosen for implementation will emphasize the five-Es of community risk reduction – education, engineering, enforcement, economic incentives, and emergency response. All new and existing programs will be reviewed on a bi-annual basis to address inefficiencies and identify prioritization concerns.

The addition of a second inspector/investigator is needed to ensure the execution and success of the new inspection program and will be revisited in the 2023 budgeting process.

References

Standard Operating Procedure 402.0 *Fire Inspections and Target Hazards*. NFPA 1730
SOP 154.0 Department Organization
Job Description – Fire Prevention Specialist Job Description – Fire inspector/investigator Job Description – Fire Marshal
Job Description – Community Outreach Specialist Job Description – Deputy Chief of Administration
Job Description – Emergency Manager
Member Division Certifications (Available in Target Solutions)

5A.4 A plan review process ensures that adopted codes and ordinances determine the construction of buildings and infrastructure (such as hydrants, access, and street width).

Description

The Division of Fire Prevention performs plan review activities for all general community development projects to include, but not limited to site plans (fire Department access and water supply), new buildings, additions, tenant finishes, life safety plans, fire protections systems and various special reviews such as hazardous materials, fireworks displays and other operational permits. The Mesa County Building Department reviews all applicable projects pertaining to the International Building Code, International Residential Code, International Electrical Code, etc. Grand Junction Community Development and Mesa County Planning Departments coordinate site plan reviews associated with residential subdivisions, commercial site plans and other similar projects.

Department activities related to plan review in the jurisdiction are guided by SOP 403 Design and Plan review and apply to both the municipal limits and the Grand Junction Rural Fire Protection District. Plan review turn-around time is a maximum of ten days unless special circumstances exist due to complexity, inadequate submittal information, etc. The process coordinates heavily with the local community planning and building Departments. The jurisdiction has three Fire Prevention specialists and one Fire Marshal who conduct plan reviews on behalf of the Department.

Appraisal

The process functions adequately and is staffed by an appropriate number of personnel to handle the workload as of 2021. The Department has identified and purchased a new database, Tyler Technologies Mobile Eyes, that is capable of online digital submittals and plan reviews. Tyler Technologies Mobile Eyes was implemented for the purposes of plan reviews in April of 2021. The Department anticipates this will make the process more efficient and expeditious for customers and internal staff.

Plan

The Division of Fire Prevention will assess the plan review program on an annual basis and revise SOP 403 Design and Plan Review accordingly to adjust as needed to improve efficiencies and produce a high-quality product for the community. This will include policy reviews and adaptations that improve customer service and produce a more consistent and helpful employee experience.

References

[Tyler Technologies MobileEyes](#)

City of Grand Junction Ordinance No. 4830 *Adoption of the International Fire Code (2018 ed.)*

Grand Junction Rural Fire Protection District Resolution No. 1-2-12-2019 *Adoption of the International Fire Code (2018 ed.)*

Standard Operating Procedure 401.0 *Fire Prevention Bureau Scope and Administration*

Standard Operating Procedure 403.0 *Design and Plan Review*

5A.5 The prevention program identifies the frequency that occupancies are inspected.

Description

Standard Operating Procedure 402 Fire Inspections and Target Hazards specifies the Department's comprehensive existing building inspection program to promote fire and life safety. The policy defines which types of fire inspections are conducted by specific personnel certified to the task, and at what frequency those inspections are to be conducted as a result of specific occupancy hazard classifications and NFPA designated occupancy types. The program is foundationally based on NFPA 1730 (Standard on Organization and Deployment of Fire Prevention Inspection and Code Enforcement, Plan Review, Investigation, and Public Education Operations), but tailored to local needs and available resources.

Appraisal

The Department's general fire inspection program historically operated on an annual basis but was changed to a combination of annual and biennial effort in approximately 2011. There are over 4,300 occupancies in the program that potentially could be scheduled for an inspection. This immense volume was not sustainable, and the program suffered for a multitude of reasons previously mentioned but mainly due to limited staffing and resources. A new initiative was begun to address programmatic inefficiencies and improve inspection completion rates and overall quality beginning in 2018. A large part of the improvement process involved assessing and realigning the inspection frequency schedule. The Department chose to categorize occupancies based on low, moderate, high, and critical infrastructure risks utilizing NFPA property classifications. Due in part to software challenges and a delay in the purchase of a new database, the inspection frequency distribution was formally developed and included in the Tyler Technologies Mobile Eyes software deployment. Rollout of the program to the entire Department is anticipated in the fourth quarter of 2021.

Risk Hazard Classification	Frequency	Assignment
Low Risk – Business*	Education Initiative, Self-Inspection/ or every 4 th Year Inspection (or combination)	Fire Administration/Company Level
Low Risk – Storage/Mercantile	Triennially	Company Level
Moderate Risk	Biennially	Fire Prevention (Occasional Company Level).
High Risk	Annually	Fire Prevention
Critical Infrastructure	Annually	Fire Prevention
Target Hazard (35+ Scored)	Pre-Incident Planning Services	Company Level
Target Hazard (Local Socio-economic Importance)	Pre-Incident Planning Services	Company Level

Note: *NFPA 1730 (2016 ed.) Section A.6.7 indicates “The minimum inspection frequency for low occupancy risk classification can be met by a self-inspection program at the discretion of the AHJ.” Occupancies designated for educational/self-inspection will receive targeted educational materials and check lists via mail/email of the 10 most commonly identified fire code violations. Compliance is the responsibility of the owner. Occupancies may be randomly selected annually for an in-person inspection as resources, staffing, and time permits.

Plan

The Department will implement the new fire inspection program utilizing Tyler Technologies Mobile Eyes in the Fall of 2021 after “Train the Trainer” classes have been distributed to all Fire Prevention and operations company officers. The program will be evaluated on an annual basis through inspection reports to ensure established frequencies are achievable and meaningful. Adjustments to SOP 402 Fire Inspections and Target Hazards can be made to address inefficiencies and quality issues where identified.

References

[Tyler Technologies MobileEyes](#)

Standard Operating Procedure 402.0 *Fire Inspections and Target Hazards*

Standard Operating Procedure 153.0 *Program Appraisals*

5A.6 The Agency sets specific, targeted, and achievable annual loss reduction benchmarks for fire incidents and fire casualties based upon the community risk assessment and baseline performance.

Description

The Department does not have specific benchmarks related to loss reduction for fire incident and fire casualties. Though the Department has responded for mutual aid to incidents where civilian deaths occurred, the Department has only had one civilian fire death in the primary service area in the last five years. By looking at annual loss reporting, there is no reliable standard by which losses or saves are estimated in fire reports, thus this information is not a reliable baseline by which to set benchmarks.

Appraisal

The Department needs to address the issue of data quality for reporting human and animal injuries and fatalities, and for estimating the value of the property lost and saved, including homes or businesses that were successfully defended.

Plan

The Department will work to create required input fields in fire incident reporting and provide training on these fields to end users by 2023. This will allow the Department to better gather benchmark data for loss reduction related to fire incidents. By 2025 the Department will have preliminary benchmark data by which to set targeted goals.

References

Standards of Cover loss and saves (page 105)

CC 5A.7 The Agency conducts a formal and documented program appraisal, at least annually, to determine the program's impacts and outcomes, and to measure performance and progress in reducing risk based on the community risk assessment/standards of cover.

Description

The Department reviews all fire prevention programs related to new and existing building fire code compliance on an annual basis. Statistical analysis, programing efficiency review, and meetings with strategic partners such as Community Development, Building Department, and private design professionals were applicable to the process of program appraisal. Statistical reports are assembled annually for inclusion in the annual report. Programmatic opportunities and constraints are reviewed regularly and reported in the annual comprehensive "Program Appraisal" report published by the Department.

Appraisal

Although the Department does a reasonably adequate job of analyzing and reporting technical fire prevention efforts on an annual basis, the Department could benefit from a quarterly program appraisal in an effort to expedite beneficial organizational change based on data inputs. This could provide for more timely improvements in protocols, programs and customer service that would not otherwise be realized when assessed annually. The Department has attempted this effort several times in the past, but the effort was coordinated by a temporary intern assignment and has since concluded.

Plan

The Department will continue to evaluate all programs administered by the Division of Fire Prevention on an annual basis in accordance with criteria and frequencies established in SOP No. 153 (Title: Program Appraisals, Section: Administrations). These findings will be captured in the Department's annual comprehensive "Program Appraisals" report published in the first quarter of each year and the Annual Report published the second quarter of each year. The Department will begin assessing and introduce a quarterly statistical analysis for command staff review to be implemented by the conclusion of 2023. This will include program task assignments both in resources and personnel.

References

Standard Operating Procedure 153.0 *Program Appraisals*
2020 Program Appraisal

Criterion 5B: Public Education Program

A public education program is in place and directed toward reducing community risks in a manner consistent with the Department's mission and as identified within the community risk assessment and standards of cover. The Department should conduct a thorough risk analysis as part of activities in Category 2 to determine the need for a specific public education program.

Summary:

The Department has several public education and outreach programs in place and has a long history of public education in the community. In 2018, after attending Leadership Strategies for Community Risk Reduction at the National Fire Academy, the Community Outreach Office began evaluating and prioritizing outreach efforts to align with the core principals of strategic risk reduction. In prioritizing these programs, the Outreach office has analyzed incident data and trends to deliver programs to the most at-risk populations in the community. Currently the Community Outreach Office has prioritized strategic analysis and evaluation for youth fire interventions, school education programs for elementary students, and collaborative wildfire preparedness education and fuels reduction.

The Community Outreach Office is systematically working through the revision of public education programs and continues to offer generalized education for hands-only CPR, bleeding control, fire extinguisher training, creating emergency evacuation plans for buildings, car seat inspections, home safety related to fire and falls, and operations of the Grand Junction Fire Department. The Outreach Office also recently coordinated the purchase of a replacement fire safety education house to teach the public about home fire safety and evacuation. In order to build an outcome-based and truly strategic risk reduction approach, there is a need to have collaborative input on program prioritization and implementation.

Performance Indicators:

CC 5B.1 The public education program targets specific risks, behaviors and audiences identified through incident, demographic and program data analysis and the community risk assessment/standards of cover.

Description

The Community Outreach Office is in the process of transitioning existing generalized public education programs to align with the process of strategic community risk reduction. The re- working of these programs included targeting the populations most in need as identified through incident and risk assessment data, creating and revising program materials, working with community stakeholders, and designing infrastructure to measure the efficacy of the programs.

Additionally, the Community Outreach Office continues to offer generalized education by request including hands-only CPR, bleeding control, fire extinguisher training, creating emergency evacuation plans for buildings, car seat inspections, home safety related to fire and falls, and operations of the Grand Junction Fire Department.

Appraisal

Prior to 2018, public education was offered by request in the community, and may or may not have been delivered to the groups that needed it most. Education offerings were previously based on community request, or trends in public education. The shift to using incident and risk data to prioritize programs has allowed the office to focus educational programming to best meet the needs of our community. After a primary analysis of incident data, and a goal of transitioning public education program to strategic risk reduction, The Community Outreach Office decided to focus on preventing youth fires, of which 5-10 cases result in an intervention annually, and preventing human-caused wildfires which pose a significant threat to the community. The Community Outreach Office began focusing on the Youth Fire Intervention Program (formerly Juvenile Firesetters Program) which works hand-in-hand with elementary school fire safety education and creating a wildfire preparedness and mitigation program to best meet the needs of the community. In 2019, the Outreach office also aided in the pilot of a social work internship program aiming to provide a more appropriate level of care to patients that frequently use the EMS system whose needs could be better met through other community programs.

Plan

Moving forward, the Outreach Office will continue to use data from many sources to prioritize, develop, and evaluate strategic community risk reduction programs. With 80% of incidents in the Department being EMS-related, and a successful pilot program, the continuation of the social work internship program should be a priority for the Department moving forward. The wildfire preparedness and fuels reduction program is currently in its infancy, but again addresses one of the biggest natural risks in Mesa County, and a source of significant seasonal incidents with heavy resource use and threats to life, property, infrastructure, and natural resources. Lastly, the youth fire intervention and school education programs address issues with youth-started fires and aids in identifying possible mental health issues in young people, a risk identified as a priority in the 2018-2020 Mesa County Public Health Needs Assessment.

Ultimately, a collaborative steering committee will be utilized to design a CRR risk assessment and determine benchmark statistical reporting for Command Staff. The Office will continue to evaluate the efficacy of existing programs and make changes to those programs as needed. The steering committee will also evaluate the need and capacity to convert other public education programs to strategic risk reduction programs based on the Community Risk Assessment, incident data, future County Public Health Needs Assessments, and anecdotal trend information identified by crews. Lastly, the Department will evaluate the capacity for crew involvement in strategic Community Risk Reduction programs moving forward.

References

Mesa County Health Needs Assessment 2018-2020 Mesa County Hazard Assessment

Mesa County CWPP

GJFD CARES 20201 Summary and Recommendations GJFD School Programs SOP DRAFT

Public Education and CRR programs SOP DRAFT

Wildfire SOP DRAFT

Youth Fire Intervention SOP DRAFT

CC 5B.2 The program has adequate staff with specific expertise to address identified risks and meet the public education program goals, objectives.

Description

Currently the Department employs two community outreach specialists whose duties include public relations, public information, video production, data analysis, public education, and program design, management, and evaluation for community risk reduction. The outreach specialists work under the supervision of the Deputy Chief of Administration, whose job includes emergency management for the City of Grand Junction. Both have been trained in strategic community risk reduction through classes at the National Fire Academy as well as within the Colorado Risk Reduction Network. Both also carry certifications in Youth Fire Intervention Specialist and Youth Fire Intervention Program Manager. One specialist has a background in emergency dispatching, training, video production, and graphic design and the other in educational program design for all ages, student and program evaluation, and experimental statistics. Beyond the two full-time employees, the Community Outreach Office has the option to recruit off-duty personnel to aid with programs where there is interest and time, though budgeting and availability to compensate through comp. time limit participation in this effort.

Appraisal

Currently, the Community Outreach Specialists have the appropriate training and expertise in community risk reduction and increasing the staffing by one additional person in 2016 has been beneficial to the Department. However, the scope of practice of the Outreach Office does not support focus on strategic community risk reduction programs. While the Office has successfully transitioned some public education programs to strategic community risk reduction model, a more comprehensive collaborative approach to developing a CRR risk assessment and developing strategic Department-wide goals and programs would have more meaningful outcomes. The formation of a CRR steering committee, integration of CRR into training and promotional processes, funding for overtime staffing and records management, and a cultural change that integrates crew members in CRR would encourage more Departmental investment in CRR.

Plan

By 2022 Community Outreach will develop introductory CRR training for all on-duty crews. Community Outreach will then pursue the formation of a steering committee and integrating CRR involvement into the promotional process for on-duty crews. Lastly, with collaboratively developed Department-wide goals and supporting programs, the Office will pursue necessary funding and partners to support those programs. The Community Outreach Team will continue to pursue training to support certifications, and to keep up on best practices in community risk reduction including conferences, trainings, state discussions, and courses.

References

2021 Org Chart

Community Outreach Specialist Job Description

5B.3 Programs are in place to identify large loss potential or high-risk audiences (such as low socio-economic status, age, and cultural/ethnic differences, where appropriate), forge partnerships with those who serve those constituencies, and enable specified programs to mitigate fires and other emergency incidents (such as home safety visits, smoke alarm installations, free bicycle helmet programs, fall prevention programs, etc.).

Description

Three high-risk audiences have been identified through the current shift toward strategic community risk reduction: families with children under 10 in low socio-economic areas, those living in the wildland urban interface, and patients that frequently utilize the EMS system. The youth fire intervention and elementary education programs, wildfire education and fuels reduction programs, and social work internship program currently address these respective populations and their needs. All three programs rely on community partner engagement and participation for their success. The Department has built and continues to forge working relationships with local schools and school mental health resources, the District Attorney, diversion officers, and interdepartmental support related to reaching low socio-economic families with youth under 10 with fire safety education and intervention programs.

The schools program focuses on schools serving high-risk populations and requires students to conduct a home safety evaluation and practice a home fire drill. Through this assignment the Department is able to identify and provide smoke alarms to families in need. Through partnerships with the schools, local law enforcement, and the diversion program the Department is able to evaluate the risk of youth involved with the misuse of fire and provide resources and education to them and their caregivers.

To aid in addressing high risk populations in the wildland urban interface, the Department was a leader in developing a local wildfire coalition consisting of 18 private, public, and non-profit partners from a variety of stakeholder industries to deliver community education as well as coordinate and fund fuels reduction projects in high-risk areas of the county. Lastly, the social work intern program is conducted in partnership with Colorado Mesa University and creates opportunities for interns to work with the crisis intervention law enforcement unit, Department of human services, local hospitals including the mental health hospital, and non-profits serving elderly, homeless, and high-risk community members. However, due to a lack of supervisory capacity, and the COVID-19 pandemic, this program is temporarily suspended.

Appraisal

Annually the schools, wildfire, youth fire intervention, and the social work intern program are evaluated for impacts and outcomes per each program's SOP. In 2020, the Department was about to reach three out of five high-risk schools, with 70-80% of students completing home inspections as a result of the visits, and smoke alarms were delivered to families identified to be in need through those home inspections. All youth involved in the youth fire intervention course demonstrated a change in knowledge and behavior with a 0% recidivism rate (though a small sample size should be noted.) In 2019, the wildfire program was able to successfully practice an evacuation with 80% of the participating high-risk WUI neighborhood as part of community wildfire preparedness day. In 2020, the CARES 2021 Summary and Recommendations found the social work internship intervention reduces system use by high utilizers by 80% post- intervention.

Plan

The early successes of the three recently re-worked strategic community risk reduction programs can be attributed to engaging and collaborating with local stakeholders to address data-driven needs in the community. When there is capacity in the Department to expand strategic community risk reduction similar partnerships will be formed to allow the Department to work proactively on issues that threaten large losses in the community or reduce demonstrated risks for high-risk populations.

References

[Two Rivers Wildfire Coalition Website](#)

GJFD CARES 2021 Summary and Recommendations SOP 417.0 GJFD School Safety Programs

SOP 415.0 Community Outreach Scope and Administration

SOP 418.0 Wildfire Community Risk Reduction SOP 419.0 Youth Fire Intervention

CC 5B.4 The Department conducts a formal and documented program appraisal, at least annually, to determine the program's impacts and outcomes, and to measure performance and progress in reducing risk.

Description

The Department utilized 2020 to conduct program appraisals and tracking systems for public education and strategic community risk reduction. Evaluations now focus on tracking process goals, and demonstrating a change in knowledge, behavior, attitudes, or environments to determine impact and outcome successes. Program appraisals will continue to be completed on a bi-annual basis to track impacts and outcomes for strategic risk reduction programs. The Community Outreach Office is also working to develop standard operating procedures related to the programs currently offered through the Office.

Appraisal

Since 2018 the Community Outreach Office has incrementally added evaluation measures to the re-design of the strategic community risk reduction programs as well as the public education programs. The prioritized strategic risk reduction programs (school education, youth fire intervention, wildfire education and fuels reduction, and social work internship program) now have at least one year of data collected for process and impact evaluation. The Outreach Office as a whole is part of the annual program appraisal as part of SOP 153.0 Program Appraisals and in 2020 was found to be satisfactory. Program appraisals are initially written by Outreach Specialists and are reviewed and accepted by the Deputy Chief of Administration.

Plan

The Department will continue to implement effective evaluation strategies for strategic community risk reduction programs to include formative, process, impact, and outcome evaluations. Qualitative and quantitative data will be used from each stage of the program in annual program appraisals to gauge the success of each program. If a program is demonstrating a need for improvement the Community Outreach Office will modify the program, materials, partners involved, or implementation as needed to best serve the community and demonstrate effective risk reduction.

References

Standard Operating Procedure 153.0 *Program Appraisals*
2020 Program Appraisals

Criterion 5C: Fire Investigation, Origin, and Cause Program

The Department operates an adequate, effective, and efficient program directed toward origin and cause investigation and subsequent classification of fires, explosions, and other emergency situations that endanger life or property to drive community risk reduction activities. The Department should conduct a thorough risk analysis as part of activities in Category 2 to determine the need for a fire investigation program

.

Summary:

The Department's fire investigation program is managed by the Fire Marshal. The Department is authorized to conduct fire investigation via language adopted in the International Fire Code (2018 ed.) by Municipal Ordinance in the City of Grand Junction and by County Resolution in the Grand Junction Rural Fire Protection District. Activities of the fire investigations program are conducted in accordance with Standard Operating Procedure 406 Fire Investigations. The Department's fire inspector/investigator serves as team lead and coordinates the daily activities of the program pertaining to best practices, on-call scheduling, peer review of reports, training coordination and overall analysis concerning any community risk reduction needs. The Fire Marshal maintains budgetary oversight, supervisory authority, guidance document development, and annual program appraisals.

Performance Indicators:

CC 5C.1 The Agency's fire investigation, origin, and cause program is authorized by adopted statute, code, or ordinance.

Description

The City of Grand Junction City Council adopted the International Fire Code (2018 ed.) with Appendices B, C, D, E, F, G, H, I and N, as locally amended via Ordinance No. 4830 on January 16th, 2019. The same document has been adopted by the Grand Junction Rural Fire Protection District which is serviced by the Department via contractual obligation.

Section 104.10 of the International Fire Code (2018 ed.) specifically adopts language authorizing the Department to conduct fire investigations to determine origin and cause as well as the ability to enlist law enforcement agencies when their assistance is needed. The Department's fire investigation activities are guided by Standard Operating Procedure 406 Fire Investigations which utilizes a two-tiered system (level 1 and level 2) when conducting such investigations. Level 1 fire investigations involve less complex investigations and are conducted primarily by company officers, while level 2 fire investigations are complex enough to warrant the services of an IAAI-FIT Fire Investigations Technician. Furthermore, the Department has entered into an inter-agency memorandum of agreement with various other local fire Departments and law enforcement agencies to create an environment of cooperation when incidents involve more than one agency or mutual aid may be needed.

Appraisal

The method that the Department has utilized for the establishment of its fire investigator program has ensured that it is compliant with the adopted fire code that is currently in force for the City of Grand Junction. This method has met the needs of the Department for ensuring that its fire investigation program has been legally established.

Plan

The Department will continue to work with the City of Grand Junction and Grand Junction Rural Fire Protection District to ensure that enabling code language is present when new code revisions are adopted that allow for appropriate fire investigation origin and cause activities. This is completed every other International Code Council cycle (every six years).

References

International Fire Code (2018 ed.)
Standard Operating Procedure 406 *Fire Investigations*
Interagency Memorandum of Agreement (2014)
[City of Grand Junction Municipal Ordinance 4830](#)

CC 5C.2 The Agency uses a systematic approach based on the scientific method to investigate all fire and explosion incidents. The investigation should determine or render an opinion as to the incident's origin, cause, responsibility and/or prevention to include the damage and injuries that arise from such incidents.

Description

The Department utilizes the most recent edition of NFPA 921 when it becomes available in accordance with NFPA publishing cycles. All members conducting fire investigations receive certificates and/or certifications from the International Association of Arson Investigators (IAAI) which, by virtue of their training curriculum, require the use of the scientific method in various forms commensurate to their training level. All personnel tasked with engaging in Level 1 investigations to include company officers, upgrade company officers, and other selected personnel at a minimum successfully complete the course entitled Fire Investigation for Fire Officers (IAAI). All personnel tasked with engaging in Level 2 Investigations are to be certified at a minimum to the level of Fire Investigation Technician (IAAI – FIT). The Department employs one member who retains the certification of Certified Fire Investigator (IAAI-CFI).

Appraisal

The system that the Department has used has been effective at ensuring that the scientific method that is outlined in the National Fire Protection Association 921 is consistently utilized when determining the origin and cause for any incident. Investigators regularly reference 921 in their reporting and are certified to task with International Association of Arson Investigators (IAAI). All reports are done in accordance with recommended practices from 921.

Plan

The Department will continue to utilize NFPA 921 Guide for Fire and Explosion Investigations (2021 ed.) as the guiding document for all fire investigations within the jurisdiction as well as maintaining IAAI certificates and/or certifications for personnel commensurate with the Departments established tiered investigations system (level 1 and level 2).

References

National Fire Protection Association 921: *Guide for Fire and Explosion Investigations*
Standard Operating Procedure 406.0 *Fire Investigations*
International Association of Fire Investigators

CC 5C.3 The program has adequate staff with specific expertise to meet the fire investigation, origin, and cause program goals, objectives, and identified community risks.

Description

The Department has three employees (fire inspector/investigator, fire prevention specialist, and a community outreach specialist) that are certified to conduct fire investigations in the jurisdiction. All three participate in a rotating on-call schedule. The Department employs one full-time inspector/investigator certified to the level of IAAI-CFI (Certified). Fire investigations is a primary function of the position. The fire prevention specialist and community outreach specialist are members of the core team and conduct fire investigations as a collateral duty. One additional employee is certified to conduct fire investigations, but their role has been less predictable due to their own collateral duties and is only peripherally assigned to the core team as a result. Each of the employees except the fire inspector/investigator are committed to a three-year term and are certified to the level of IAAI-FIT (Technician). Reliable involvement of these individuals depends on their primary job duty commitments. The core team concept was developed when the operations shift investigators team disbanded in 2019.

Appraisal

In 2019, after years of inefficient and unpredictable service resulting from staffing challenges in the organization, the operation section shifted fire investigations team dissolved after each of the remaining members were given an opportunity to opt in/opt out. Team members expressed displeasure with the Department's commitment to the program despite efforts to create a more reliable, predictable, and fairly compensated system (on-call schedule, on-call pay, staff equalization among crews, recruitment of new members, etc.) Earlier in 2019, as a result of the First Responder Tax approved by the voters, the Division of Fire Prevention was authorized to hire one additional Fire inspector/ fire investigator which would have resulted in having two full time positions dedicated to fire investigations. The hiring process was halted after one unsuccessful recruitment round due to budget restrictions resulting from the COVID-19 pandemic.

Budgets returned and the position was reconsidered for 2021, but not approved. Funds were reallocated. Although, short-term measures have been put in place (core team members with three-year terms) to ensure fire investigations remain viable, the team will likely not function as efficiently, nor predictably as the Department would prefer until the fire inspector/ fire investigator position returns to the budget and is successfully recruited. Limited full time fire investigator staffing allows this Department to marginally meet the expectation that all fires will be investigated but requires the supplemental use of company officers for level 1 incidents and/or if a Fire investigator is not available.

Plan

The Department has identified the need to add more fire investigators. This may come in the form of shift investigators, trained company officers, or a return of the previously approved FTE fire inspector/ fire investigator position. The Fire Marshal will perform an annual program evaluation and make continual recommendations to the Fire Chief concerning this program.

References

2020 Program Appraisals Document (GJFD) Job Description: Fire Inspector/Fire investigator
Standard Operating Procedure 406 *Fire Investigations*

CC 5C.4 The Agency conducts a formal and documented program appraisal, at least annually, to determine the program’s impacts and outcomes, and to measure performance and progress in reducing risk.

Description

The Department formally reviews the fire investigation program on an annual basis by assessing statistics, programing efficiency, and meeting with strategic partners such as law enforcement, peer Department investigators and internal members of command staff where applicable. Programmatic opportunities and constraints are reviewed regularly and reported in the annual comprehensive “Program Appraisal” report published by the Department.

Appraisal

Although the fire investigations program is reviewed formally on an annual basis, the Department continues to monitor the program informally on a weekly and monthly basis by providing internal staff, operations personnel and command staff with periodic updates concerning performance and programmatic rules. This has been particularly important as the program has historically struggled to recruit and retain qualified personnel to conduct fire investigations. Command staff receives updates as needed during regularly scheduled monthly meetings. In addition, the Fire Marshal meets weekly during a regularly scheduled Chief check-in meeting to discuss updates, strategic goals, program highlights and any perceived challenges. This has been working reasonably well from a procedural manner. Assessing the program’s effectiveness from a community risk reduction perspective has been more challenging due to personnel and resource limitations.

Furthermore, a relatively low structure fire incidence rate hinders the meaningful statistical analysis of such fires. The Department has concluded that this effort could be improved and has enlisted the Community Outreach Section to put in place a plan as a part of the accreditation process to review this data in a more formalized manner.

Plan

The Fire Investigation Program shall be evaluated by the Fire Marshal in accordance with criteria and frequencies established in SOP No. 153 (Title: Program Appraisals, Section: Administration). These findings will be captured in the Department’s annual comprehensive “Program Appraisals” report published in the 1st quarter of each year.

References

Standard Operating Procedure 406 *Fire Investigations* Standard Operating Procedure 153 *Program Appraisals* 2020 Program Appraisals Document (GJFD)

Criterion 5D: Domestic Preparedness, Planning, and Response

The agency operates an all-hazards preparedness program that includes a coordinated multiagency response plan designed to provide the community preparedness and resiliency in response to terrorist threats or attacks, major disasters, and other large-scale emergencies occurring at or in the immediate area.

Summary:

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), Continuity of Operations Plan (COOP), and the Mesa County Hazard Mitigation Plan, and the National Incident Management System (NIMS).

The City EOP provides guidance to help minimize loss of life, prevent injury, protect property, safeguard the environment, and preserve the local economy in the event of a major emergency.

History has proven that all emergencies and/or disaster situations have certain commonalties. Today's threats include a traditional spectrum of human-caused and natural hazards such as floods, tornados, hazardous material releases, transportation accidents, and disruptions to the nation's energy and information technology infrastructure, but also deadly and devastating terrorist arsenal of chemical, biological, and radiological weapons.

Performance Indicators:

CC 5D.1 The agency maintains a local emergency operations/all-hazards plan that defines roles and responsibilities of all participating departments and/or external agencies. The agency participates in maintaining and revising the plan with the AHJ.

Description

The Grand Junction Fire Department serves as the Office of Emergency Management for the City of Grand Junction. The responsibilities of Emergency Management are directed by the Deputy Chief of Administration who is also the City Emergency Manager. The City has an adopted EOP through resolution number 41-15 on September 16, 2015. On June 14, 2021, the City updated the EOP, which was previously updated in 2019. This plan serves as an all-hazards plan for the City of Grand Junction.

The EOP is an all-hazards plan that provides the structure and mechanisms for local and regional level policy and operational coordination for incident management. Consistent with the model provided in the National Incident Management System (NIMS), the EOP can be partially or fully implemented in the context of a threat, anticipation of a significant event, or the response to a significant event. Together, the City EOP and the NIMS integrate the capabilities, resources, and roles of various governmental jurisdictions, incident management and emergency response disciplines, nongovernmental organizations (NGOs), and the private sector, for local or regional incident management.

The Emergency Manager for the City of Grand Junction also participated in the development of the updated 2020 Mesa County Hazard Mitigation Plan, which is anticipated to be adopted by the City of Grand Junction and Grand Junction Rural Fire Protection District as an all-hazards mitigation plan.

Appraisal

The EOP is published in the City of Grand Junction Municipal Code – Volume IV, Chapter 42.0. The EOP is designed to be a flexible document that can be updated as needed by the emergency manager with approval from the City Manager in response to changes in policy, technology, lessons learned from incidents, feedback from training exercises, and changes in organizational structure. To this end, the EOP is accessible and up to date. The EOP is also communicated and coordinated with Mesa County Office of Emergency Management to ensure interoperability between the agencies while responding to the needs of the community.

Plan

The EOP will continue to be updated as needed, with updates being approved by the City Manager or by City Council Resolution as outlined in the EOP. The City of Grand Junction will continue to collaborate with Mesa County Office of Emergency Management on the development and updates of County emergency plans including the Mesa County Hazard Mitigation Plan.

References

[City of Grand Junction Emergency Operations Plan](#)
[Mesa County Hazard Mitigation Plan](#)

5D.2 The agency complies with the National Incident Management System, or other appropriate incident management system, and its operational methods are compatible with all external response agencies.

Description

The City EOP identifies the National Incident Management System (NIMS) as a guide to prevent, protect, mitigate, respond, and recover from incidents. Both NIMS and ICS are integrated into the daily operations of the Agency and may be utilized by the City to manage non-emergent incidents that require multi-agency coordination or resource allocation. The use of NIMS and ICS structures was most recently adopted by the City to manage its response to COVID-19 and the management of essential City-wide functions.

Appraisal

The Agency and the City of Grand Junction have adopted and are compliant and proficient with the use of the NIMS and ICS.

Plan

The Agency will continue to use NIMS and ICS to manage incidents and will continue to work with partner agencies in Post Incident Analysis (PIA) for large incidents to ensure interoperability in expanding incidents.

References

[City of Grand Junction Emergency Operations Plan](#)

[City of Grand Junction Municipal Code – Volume IV, Chapter 42.04](#)

2020 COVID IAP example

5D.3 The agency has a process in place for requesting additional resources not readily available in the community served.

Description

The Agency maintains mutual aid agreements with Central Orchard Mesa Fire Protection district (FPD), Clifton FPD, Debeque FPD, East Orchard Mesa FPD, Gateway-Unaweeep FPD, Glade Park Volunteer Fire Department, Grand Junction Regional Airport Authority, Lands End FPD, Lower Valley, Palisade Fire Department, and Plateau Valley FPD. These resources are available as both automatic aid and mutual aid whose requests are managed through the central Grand Junction Regional Communications Center. The Agency can request additional resources through Mesa County Office of Emergency Management, or through WebEOC as outlined in the Mesa County Emergency Operations Plan. The Agency also has access to request services from the Bureau of Land Management Upper Colorado Region for response to wildfires, Mesa County Search and Rescue for technical and river rescues, and Care Flight for medical flight transports when patients are in critical condition and/or otherwise inaccessible. The Agency also provides resources locally and nationally including HazMat response, joint police and fire bomb squad, and wildfire response resources.

Appraisal

The current systems in place for requesting automatic and mutual aid, specialty services, and regional resources through the City and County Offices of Emergency Management are currently meeting the needs of the Agency and the community.

Plan

The Agency will continue to partner with the specialty resources listed above, mutual aid partners, and the County Office of Emergency Management to ensure that process and procedures for requesting additional resources remain optimized to respond to evolving incidents. State or federal resource requests will continue to be made through the County Office of Emergency Management in coordination with City Emergency Management as required by the incident.

References

Mutual Aid Agreement 2010

Mesa County Emergency Operations Plan [WebEOC](#)

5D.4 The agency has processes to record information and provide data on needed resources, the scope and nature of the event, and field resources deployed to local, state/provincial, and federal agencies.

Description

For smaller incidents the Computer Automated Dispatch (CAD) stores and updates information on deployed and available assets county-wide. For larger incidents where the City, County, or State Emergency Operations Center (EOC) are open, data for resources is recorded and managed by the logistics section on standard ICS forms. Both City and County Offices of Emergency management have access to WebEOC to request external resources and disaster declarations.

Appraisal

In January 2017, the Agency experienced an ice storm where a City EOC was activated. Due to scope and duration of the event a logistics section was not officially opened, but the tools and processes for requesting resources functioned adequately to manage the incident. The City's response to COVID-19 was managed through the use of an ICS structure to ensure all essential services within the City continued to function. The City Emergency Manager worked closely with the County Office of Emergency Management to support their Emergency Operations Center (EOC) as necessary. During the ICS management structure for COVID-19, the City utilized daily Incident Action Plans (IAP) and staffed each of the Command and General Staff positions within the ICS structure.

Plan

The Agency will continue to utilize CAD when managing and requesting resources for smaller incidents and will continue to use the tools and systems of a municipal or county EOC, including WebEOC, to manage resources for large-scale incidents as needed.

References

[WebEOC](#)

2017 Ice Storm IAP

Mesa County Emergency Operations Plan

[City of Grand Junction Emergency Operations Plan](#)

5D.5 The agency conducts and documents a vulnerability assessment and has operational plans to protect the agency's specific critical infrastructure, including but not limited to materials, supplies, apparatus, facilities security, fuel, and information systems.

Description

The City of Grand Junction and its Office of Emergency Management participate in and adopt by resolution the Mesa County Hazard Mitigation Plan which is regularly updated and organized by the Mesa County Office of Emergency Management. The Rural Fire Protection District also adopts by resolution the regularly updates Hazard Mitigation Plan.

In 2015, the City conducted an Emergency Preparedness Needs Assessment which outlined the relationship between Emergency Management and other City functions. At this time, the Office of Emergency Management was a new position within the City and this needs assessment was used to justify the need for the office and structure within the City.

Appraisal

In 2015, the City of Grand Junction adopted by resolution 95-04 the latest update of the Mesa County Hazard Mitigation Plan. The most recent update of the Hazard Mitigation Plan was completed in 2020 and has yet to be adopted by the City, but adoption is anticipated. This process, and the most recent update are currently meeting the needs of the Agency and the community.

Plan

Both the City and the Rural Fire Protection District will continue to participate in and adopt by resolution updates to the Mesa County Hazard Mitigation Plan.

References

[City of Grand Junction Emergency Operations Plan](#)

[Mesa County Hazard Mitigation Plan](#)

[City of Grand Junction Resolution 95-04](#)

GJ Rural FPD Board Resolution

2015 City Emergency Preparedness Needs Assessment

5D.6 The agency has a documented continuity of operations plan, that is reviewed annually and updated at least every five years, to ensure essential operations are maintained.

Description

The City Emergency Manager maintains a Continuity of Operations Plan (COOP) which details critical operations, documents, databases, and equipment and plans for sustaining core operations of the City including Fire and Emergency Services.

Appraisal

The COOP was created in 2020 during the COVID-19 pandemic and the draft of these updates are being finalized and submitted for adoption. The COOP, in its draft format, was used during the COVID-19 pandemic beginning in February 2020.

Plan

The Emergency Manager for the City of Grand Junction will continue to maintain the COOP and update it as needed, or at a minimum every five years. All updates will go through the appropriate approval channels as outlined in the COOP. Furthermore, the COOP will be reviewed on an annual basis during the annual program appraisal process.

References

City of Grand Junction Continuity of Operations Plan 2020 Annual Program Appraisals

5D.7 The agency has processes in place for intelligence sharing with other public safety agencies.

Description

The Agency does not have a formal process in place for intelligence sharing with other public safety agencies. However, the Grand Junction Regional Communications Center (GJRCC) serves as a central dispatch for all County emergency services and maintains five talk groups and three encrypted tactical channels that are available for interoperability on day-to-day emergencies. The Agency also regularly collaborates with the Mesa County Office of Emergency Management to produce emergency management documents and procedures, (e.g., Mesa County Hazard Mitigation Plan), plan, and conduct multi-agency training exercises. The Department regularly meets with the Local Emergency Planning Group (LEPC) to stay up to date on local hazards.

The Department also has an established Threat Liaison Officer (TLO) that receives information and communicates with the Colorado Information Analysis Center (CIAC).

Appraisal

Collaboration with and participation in County Emergency Management, LEPC, CIAC along with common radio channels are currently meeting the intelligence sharing needs of the Department.

Plan

The Department will continue to use common radio channels and GJRCC for routine, daily information sharing between departments and will continue to regularly collaborate with County Emergency Management, LEPC, CIAC and local law enforcement.

References

[Mesa County Hazard Mitigation Plan](#)

[Local Emergency Planning Group](#)

SOP 605.0: Threat Liaison Officer

5D.8 The agency has a crisis communications or public information plan.

Description

The Agency has a plan for internal crisis communications which is detailed in SOP 111. The Agency's two Community Outreach Specialists share responsibilities for Public Information Officer (PIO) responsibilities. Public information procedures for the Agency are outlined in SOP 134, which details incident characteristics when public information officers should be requested as a resource to the incident. Once on scene, they are able to work with local news, document the incident, and coordinate emergency information.

Reverse notification capabilities are available through the Grand Junction Regional Communications Center, and perimeters are customizable for landlines and residents whose mobile phones are registered to receive notifications. All public information press releases related to incidents where the Agency is the authority having jurisdiction (AHJ) can be found on the online blog, and historical posts are available at the previous blog.

Both PIOs are also active members of the Joint Information System, whereby they can request assistance with public information for expanding or large-scale incidents. The Mesa County PIOs have created a Joint Information System (MCJIS) Plan to establish a system for conducting public information operations during emergency responses and other situations in which multiple organizations need to collaborate. During a crisis response, the Joint Information System (JIS) and the Joint Information Center (JIC) are keys to providing concise and coordinated information to the public and the news media.

The primary focus of this plan is to provide the participating PIOs with a structure that works within the framework of NIMS and ICS. Utilizing NIMS, PIOs work together in conjunction with the EOC and/or the incident commander (IC) to provide critical emergency information, crisis communications, and public affairs support to establish procedures and processes to gather, verify, coordinate, and disseminate public information. The Mesa County Joint Information Center/System Plan and the Mesa County Communication Officers Association Plan can be referenced for information on working with the JIC in Mesa County.

Appraisal

Having the Outreach Specialists manage the responsibilities of crisis communications and public information is adequately meeting the needs of the agency. With a recent change in Battalion Chiefs, training on SOP 134 is needed to ensure that the intent of this policy is met. The agency has never had to utilize internal crisis communication procedures, but they are based on best practices for line of duty injury and death.

Plan

Community Outreach will work with the Training Division to create an online training on SOP 134 by 2023 to ensure that new Battalion Chiefs understand the policy and how to request a PIO to an incident. Outreach Specialists will continue to be actively involved in the Mesa County JIS and will contribute to updates for the JIS plan which will be published by 2022.

References

SOP 134 Public Information SOP 111 LODD

Mesa County JIC Plan (old version) [GJFD News Blog \(current link\)](#)

CC 5D.9 The agency conducts a formal and documented program appraisal, at least annually, to determine the program’s impacts and outcomes, and to measure performance and progress in reducing risk.

Description

Initially in 2020 when all Agency program appraisals were completed, Emergency Management was not included as it is a function of the City of Grand Junction that is simply managed by the Agency. However, following the COVID-19 pandemic, and seeing the value of the process, the first program appraisal was completed for Emergency Management in 2021, and will be included annually here forth. The agency will conduct and publish a comprehensive annual program appraisal for its Emergency Management program that evaluate the following information:

Overall Program Rating

Summary of Equipment Needs

Summary of Personnel Needs

Summary of Inputs / Resources

Summary of Outputs for the Previous Year

Summary of Outcomes / Impacts for the Previous Year

Conclusions

Next Steps (Goals for the Next Fiscal Year)

The agency has an established standard operating procedure that outlines the specific items that are required to be covered under each section listed above. Furthermore, an extensive program review is also completed during the agency’s annual strategic plan performance indicator review process.

Appraisal

The system that the department has utilized for appraisal of its Emergency Management program has been shown to be an effective program and has allowed for the agency to address future needs of the program as well as evaluate outcomes of the program.

Plan

The department will continue to evaluate its Emergency Management program during the annual program appraisal process to ensure that it meets the needs of the department and the community that it serves. If during this process the need to change the Emergency Management program is identified, then the corresponding changes will be made and communicated to all effected stakeholders.

References

[City of Grand Junction Emergency Operations Plan](#)

Standard Operating Procedure 153.0 *Program Appraisals*

2021 Program Appraisal Document

Criterion 5E: Fire Suppression Program

The Department operates an adequate, effective, efficient, and safe fire suppression program directed toward controlling and/or extinguishing fires to protect the community from injury, death, and reduce property loss. If identified risks are outside the scope of the Department's capabilities, Category 10 performance indicators should address the Department's ability to receive aid from partners in those areas. The Department should conduct a thorough risk assessment as part of activities in Category 2 to determine the need for a specific fire suppression program and support the overall risk reduction strategy.

Summary:

The Department deploys resources throughout the six stations within the City. This has ensured that the proper staffing, response times and equipment are appropriately deployed as needed. The Department has six front line fire apparatus that are capable of providing the needed resources for firefighting activities. The Department has in place standard operating procedures that are in line with the industries best practices. These standard operating procedures are reviewed on an annual basis to ensure that they still meet the needs of the Department and its mission.

Performance Indicators:

CC 5E.1 Given the agency's community risk assessment/standards of cover and emergency performance statements, the agency meets its staffing, response time, station(s), pumping capacity, apparatus and equipment deployment objectives for each type and magnitude of fire suppression incident(s).

Description

The Department utilizes four response categories based on incident risk factors to identify its response time benchmarks. These responses are based on a comprehensive critical task analysis that is included in the Community Risk Assessment and Standards of Cover for emergency response. The risk are based on low, moderate, high, and maximum. The Department's initial response for each category is outlined in the Standard Operating Procedure 314.0 Initial Dispatch Assignments.

Appraisal

The system that the Department has utilized has ensured that the proper resources have been dispatched to handle fire response calls within the City, County, and other responses throughout the state of Colorado. Throughout his process the Department has identified service gaps between its current baseline response numbers and benchmark goals that the Department has established. A breakdown of each risk is provided below to show the baseline, benchmarks, and identified service gaps.

Fire Suppression – First Arriving Unit			
Risk	Baseline	Benchmark	Service Gap
Low (Urban)	9:33	8:00	1:33
Low (Rural)	11:37	10:00	1:37
Moderate (Urban)	9:12	8:00	1:12
Moderate (Rural)	14:29	10:00	4:29
High (Urban)	11:51	8:00	3:51
High (Rural)	14:03	10:00	4:03
Maximum (Urban)	8:30	8:00	0:30
Maximum (Rural)	10:40	10:00	0:40

Fire Suppression – Effective Response Force (ERF)			
Risk	Baseline	Benchmark	Service Gap
Low (Urban)	9:13	8:00	1:13
Low (Rural)	11:37	10:00	1:37
Moderate (Urban)	10:58	12:00	1:02
Moderate (Rural)	13:33	13:00	0:33
High (Urban)	16:07	13:00	3:07
High (Rural)	14:55	14:00	0:55
Maximum (Urban)	11:58	13:00	1:02
Maximum (Rural)	N/A	14:00	N/A

Plan

In order to address the service gaps for the Department an additional two fire stations are going to be built. These stations will be station 7 and 8. Station 8 will be built and opened by the end of 2022 and station 7 will be built and opened by the end of 2024. Both of these stations have funding secured through the established first responder tax. The Department will also continue to evaluate its response model on an annual basis during the annual program appraisal process. If the need to change the Department's response is identified, then the corresponding changes will be made and communicated to all affected stakeholders.

References

Community Risk Assessment and Standards of Cover for Emergency Response Standard Operating Procedure 314.0 *Initial Dispatch Assignments*

CC 5E.2 The agency uses a standardized incident command/management system, which is supported by agency policy and training programs.

Description

The Department has established in its standard operating procedures that it shall establish an Incident Command System at all incidents and adhere to the training that has been provided to all members of the Department pertaining to the utilization of the National Incident Management System (NIMS).

The department utilizes the Blue Card Incident Command System which is based on the requirements of NIMS as well and ensures that all new company officers and upgrades receive the initial certification with annual refreshers on the incident command system.

Training requirements have been set forth by the Department through the utilization of its standard operating procedures. All new firefighters that join the Department are required to complete IS-100 and IS-200 during their first year of employment with the Department. During their second year these same firefighters are required to complete IS-700 and IS- 800. The shift Battalion Chiefs are required to complete IS-300 as well as all the other requirements for their position. Deputy Fire Chief and above are required to obtain IS-400 as well as all of the other requirements for the previous positions.

Appraisal

The system that the Department has in place to ensure that an incident command structure is utilized has been shown to be an effective system at communicating expectations and training requirements. This has been evident by the utilization of an ICS structure on every incident from the smallest sized incident to a large-scale incident. Captains and upgrade Captains oversee all incidents from an EMS incident to a large incident until the Battalion Chief Arrives. A formal announcement of command has only occurred when three or more units are on scene.

Plan

The Department will continue to evaluate the effectiveness of its incident command system and training through the Blue Card Incident Command System during comprehensive after-action reviews and on an annual basis during the annual standard operating procedure review. If the need for changes is identified, then the corresponding changes will be made and communicated to all affected stakeholders.

References

Standard Operating Procedure 165.0 *Career Development*

Standard Operating Procedure 301.0 *Incident Command and Control*

Standard Operating Procedure 302.0 *Establishment of Command*

CC 5E.3 The agency conducts a formal and documented program appraisal, at least annually, to determine the impacts, outcomes, and effectiveness of the program, and to measure its performance towards meeting the agency's goals and objectives.

Description

The Department conducts and publishes a comprehensive annual program appraisal for its hazardous materials response program and evaluates the following information:

Overall Program Rating

Summary of Equipment Needs

Summary of Personnel Needs

Summary of Inputs / Resources

Summary of Outputs for the Previous Year

Summary of Outcomes / Impacts for the Previous Year

Conclusions

Next Steps (Goals for the Next Fiscal Year)

The Department has an established standard operating procedure that outlines the specific items that are required to be covered under each section listed above. Furthermore, an extensive program review is also completed during the Department's annual strategic plan performance indicator review process.

Appraisal

The system that the Department has utilized for appraisal of its hazardous materials response program has been shown to be an effective program and has allowed for the Department to address future needs of the program as well as evaluate outcomes of the program.

Plan

The Department will continue to evaluate its hazardous materials response program during the annual program appraisal process to ensure that it meets the needs of the Department and the community that it serves. If during this process the need to change the hazardous materials response program is identified, then the corresponding changes will be made and communicated to all affected stakeholders.

References

Standard Operating Procedure 153.0 *Program Appraisals*

2020 Program Appraisal Document 2017-2020 Data Reference Guide

Grand Junction Fire Department 2020 Strategic Plan Performance Indicators

Criterion 5F: Emergency Medical Services (EMS) Program

The agency operates an EMS program with a designated level of out-of-hospital emergency medical care that protects the community from injury or death. If identified risks are outside the scope of the agency's capabilities, Category 10 performance indicators should address the agency's ability to receive aid from partners in those areas. The agency should conduct a thorough risk assessment as part of activities in Category 2 to determine the need for a specific EMS program and support the overall risk reduction strategy.

NOTE: EMS is a major element of many fire service agencies. Fire service personnel are frequently the first responder to medical emergencies. For that reason, emergency medical response can be organizationally integrated with fire suppression activity. Care should be exercised not to create a priority or resource allocation conflict between the two program activities. Agencies that only provide first responder services must also complete this criterion.

Summary:

The Grand Junction Fire Department (GJFD) is the designated EMS provider for the Grand Junction Ambulance Service Area (ASA). The Department operates out of six strategically located fire stations. Each station operates an engine or a truck company consisting of between three to four fire personnel and may be ALS or BLS depending on staffing availability. Ambulances respond out of five of the stations, including Station 2 which has two ambulances. Ambulances are staffed with either a Paramedic and an EMT or two EMTs depending on staffing availability. In addition, the Department operates one EMS Supervisor who is a Paramedic. This supervisor is available to respond to incidents when requested for ALS care.

GJFD assists outlying agencies with ALS response when requested. In addition, GJFD provides mutual aid to all surrounding agencies.

GJFD also deploys a 10-hour ambulance to handle interfacility transports. This ambulance is staffed with one EMT and one paramedic.

The Department primarily transports to three hospitals: St Mary's Hospital which is a Level 2 Trauma Center, Community Hospital which is a Level 3 Trauma Center, and Veterans Hospital which carries no trauma level designation. Crews occasionally transport out of the area to Colorado Canyons Hospital in Fruita which is a Level 4 Trauma Center. Both St Mary's Hospital and Community Hospital are approved to provide on-line medical direction.

The Department functions under the medical oversight of the Mesa County EMS System (MCEMS). MCEMS provides medical supervision and policies to all agencies within Mesa County. The Medical Director provides a set of written protocols. These protocols contain standing orders that guide patient care. All providers of GJFD are required to attend 1 MCEMS training session every 4 months. In addition, ALS level providers are required to attend 1 ALS Skill session per year.

The Department uses ImageTrend V 1.21.03.1.2 as the records management system. Per MCEMS guidelines, the Department provides QA/QI reviews on all patient care reports prior to finalization. Storage of patient care reports is cloud based on ImageTrend servers offsite.

Patient care reports are kept in accordance with state and federal retention requirements and adhere to HIPAA regulations for protecting protected health information.

Performance Indicators:

CC 5F.1 Given the agency's community risk assessment/standards of cover and emergency performance statements, the agency meets its staffing, response time, station(s), apparatus, and equipment deployment objectives for each type and magnitude of emergency medical incident(s).

Description

The Department utilizes four response categories based on incident risk factors to identify its response time benchmarks. These responses are based on a comprehensive critical task analysis that is included in the Community Risk Assessment and Standards of Cover. The EMS risk are based on low, moderate, high, and maximum. The Department's initial response for each category is outlined in the Standard Operating Procedure 314.0 Initial Dispatch Assignments.

Appraisal

The system that the Department has utilized has ensured that the proper resources have been dispatched to handle fire response calls within the City, County, and other responses throughout the state of Colorado. Throughout his process the Department has identified service gaps between its current baseline response numbers and benchmark goals that the Department has established. A breakdown of each risk is provided below to show the baseline, benchmarks, and identified service gaps.

Emergency Medical Services – First Arriving Unit			
Risk	Baseline	Benchmark	Service Gap
Low (Urban)	11:17	8:00	3:17
Low (Rural)	13:37	10:00	3:37
Moderate (Urban)	10:33	8:00	2:33
Moderate (Rural)	12:58	10:00	2:58
High (Urban)	8:07	8:00	:07
High (Rural)	8:58	10:00	1:02
Maximum (Urban)	N/A	8:00	N/A
Maximum (Rural)	N/A	10:00	N/A

*The agency did not respond to enough maximum-risk rural/urban calls to provide a gap analysis.

Emergency Medical Services – Effective Response Force (ERF)			
Risk	Baseline	Benchmark	Service Gap
Low (Urban)	11:17	8:00	3:17
Low (Rural)	13:37	10:00	3:37
Moderate (Urban)	12:47	12:00	:47
Moderate (Rural)	14:00	14:00	0
High (Urban)	10:35	12:00	1:25
High (Rural)	9:23	14:00	4:37
Maximum (Urban)	N/A	12:00	N/A
Maximum (Rural)	N/A	14:00	N/A

*The agency did not respond to enough maximum-risk rural/urban calls to provide a gap analysis.

Plan

The Department will continue to evaluate its response model on an annual basis during the annual program appraisal process. If the need to change the Department's response is identified, then the corresponding changes will be made and communicated to all affected stakeholders.

References

Community Risk Assessment and Standards of Cover for Emergency Response Standard Operating Procedure 314.0 *Initial Dispatch Assignments*

CC 5F.2 The agency has standing orders/protocols in place to direct EMS response activities to meet the stated level of EMS response including determination criteria for specialty transport and receiving facility destination.

Description

The Grand Junction Fire Department functions in the Mesa County EMS System (MCEMS). As a provider in that system, the Department follows medical protocols set forth by the medical director. These protocols are available on-line and also via a cell phone application. The protocols are reviewed biannually and updated as needed. The providers of the Department are required to take a comprehensive written test over these protocols once per year. In addition, county EMS providers are required to attend one MCEMS training session every 4 months. At these training sessions, protocols are discussed along with case review involving those protocols.

MCEMS Guidelines required GJFD to perform QA/QI on all EMS incidents to assure compliance with the protocols and proper patient care. If a provider is deemed to not have followed the protocols properly, MCEMS outlines a multi-level discipline procedure. In addition, the Chief of EMS is required to complete a CQI review of certain topics once per quarter and submit the information to the MCEMS Medical Director. The CQI topics are chosen by the Medical Director and disseminated to the Chief of EMS at the beginning of the quarter.

MCEMS mandates monthly attendance at the system QA Meeting by a representative of GJFD. At this meeting protocols are discussed, along with any protocol issues experience by the county agencies.

Other agencies that function under the MCEMS protocols include Lower Valley Fire Department, Clifton Fire Department, Palisade Fire Department, Debeque Fire Department, Plateau Valley Fire Department, East Orchard Mesa Fire Department, Central Orchard Mesa Fire Department, Lands' End Fire Department, Gateway/Unawep Fire Department and Glade Park Fire Department. The Department has a set of Standard Operating Procedures that are specific to EMS. These Procedures cover Department related items not contained in the MCEMS protocols.

Appraisal

The Department has functioned well under the established guidelines. The system that the Department has had in place for its standard operating procedures has ensure that they are reviewed on an annual basis and that any changes that are needed are made.

Plan

The Department will continue to work with the medical director on its current medical protocols and standing orders to ensure that they continue to meet the needs of the Department. The Department will conduct a comprehensive review during the annual standard operating procedure review process and annual program appraisal process to ensure that the current medical protocols, standing orders and Departmental standard operating procedures continue to meet the needs of the Department and the community that it serves.

References

MCEMS Protocols Version 19.1 (<https://ems.mesacounty.us/mcweb/ems/protocols/19.1/>) Standard

Operating Procedure 704.0 *Long Distance Transport Policy*
Standard Operating Procedure 703.0 *HIPAA Compliance Policy*
Standard Operating Procedure 702.0 *EMS Supplies*
Standard Operating Procedure 701.0 *Controlled Substances for EMS Usage* Standard Operating
Procedure 706.0 *Citizen/Student Ride Along Policy* Standard Operating Procedure 705.0 *Medical*
Standbys
Standard Operating Procedure 710.1 *Pandemic Operations*

5F.3 The agency annually reviews and updates, as needed, orders/protocols and engages external stakeholders in the process.

Description

Per policy, the Mesa County EMS system provides GJFD with protocols. MCEMS attempts to update the protocols annually. The Department has no participation in the process.

Once the new protocols are disseminated to providers, the EMS Officers provide training to their respective crews on the new protocols and increase QA of those specific items to assure compliance and provide further training if needed.

Appraisal

The process that has been utilized for updating the established orders/protocols has not included the Department in the process as it is an outside entity that oversees this process through Mesa County EMS. The Department does want to participate in the process but has not been allowed as it is run by the Mesa County EMS Coordinator and Mesa County EMS Director.

Plan

The Department will continue to try and work with Mesa County EMS to be part of the protocol review and approval process.

References

MCEMS Protocol 9000 (<https://ems.mesacounty.us/mcweb/ems/protocols/19.1>)

CC 5F.4 The agency has online and offline medical control.

Description

The Grand Junction Fire Department functions in the Mesa County EMS System. As a provider in that system, the Department follows medical protocols set forth by the medical director. These protocols are available on-line and also via a cell phone application. The protocols are reviewed biannually and updated as needed. The providers of the Department are required to take a comprehensive written test over these protocols once per year. In addition, county EMS providers are required to attend one MCEMS training session every four months. At these training sessions, protocols are discussed along with case review involving those protocols.

The MCEMS system provides on-line medical control via a phone system. Providers who need treatment advice, medical orders, field pronouncements or patient refusal clearance call a designated number. This number can route them to the St Mary's Hospital emergency room or Community Hospital emergency room. Either location can provide online medical control for our providers.

Appraisal

The current system for both on-line and off-line medical control functions has adequately meet the needs of the Department's EMTs and paramedics. This system that has been established for direct communications with medical control has met the needs of the Department and has ensured that field communications have been appropriate.

Plan

The Department will continue to operate under the current system for medical control. This process will be evaluated during the annual program appraisal to ensure that it continues to meet the need of the Department. If during this annual review the need for changes are identified to the current system, then the corresponding changes will be made and communicated to all affected stakeholders.

References

MCEMS Protocols (<https://ems.mesacounty.us/mcweb/ems/protocols/19.1/>)

CC 5F.5 The agency creates and maintains a patient care record, hard copy or electronic, for each patient encountered. This report records a provider impression, patient history, data regarding treatment rendered, and the patient disposition. The agency must make reasonable efforts to protect reports from public access and maintain them as per local, state/provincial, and federal records retention requirements.

Description

The Department utilizes ImageTrend V 1.21.03.1.2 for all Patient Care Reports (PCR). This is a web-based report writing system. There are Department specific links to the system located on each desktop computer and also on the iPads, which are located on each front-line apparatus. Each employee is given an individual log in and password. The password is required to be changed every 90 days. The system also logs the individual off automatically after 15 minutes of inactivity. MCEMS protocols require a PCR be written on all contacted individuals who meet the definition of a patient. Crews initially start the PCR with the iPad located on their unit. This provides a method for them to gather scene information and document it immediately. They can also get required signatures, photograph required forms and complete refusal paperwork on the iPad. The crews can write the entire report on the iPad or upload the report to the server and complete it from a desktop computer. Once the report is completed, it is finalized by the author and sent for QA as noted above. MCEMS protocols are very specific as to the required elements needed in a PCR. These items are noted in MCEMS protocol 0031, Patient Care Reports.

Completed PCRs are stored on the ImageTrend server which is located offsite. All communication with the ImageTrend server is encrypted and HIPAA compliant. They are maintained on the server for a period specified by the state of Colorado Municipal Records Management. This established timeframe is outlined in standard operating procedures.

Appraisal

The methodology the Department has utilized for the requirements as to the contents of each PCR has been shown to be effective at ensuring that a complete and accurate PCR is completed and saved. The Department has also established a secure system to store PCRs off site on an ImageTrend secure server. Furthermore, the Department has also done a good job of ensuring that reports are saved and available based on state of Colorado requirements for municipal records retention.

Plan

The Department will continue to evaluate its EMS program to include records management and retention during the annual program appraisal process to ensure that the current system still meet the need of the Department and the community that it serves.

Should the need for changes to the current system be identified then the corresponding changes will be made and communicated to all affected stakeholders.

References

Standard Operating Procedure 140.0 *Records Retention, Reports, and Forms*
<https://www.colorado.gov/pacific/archives/municipal-records-retention-manual>
MCEMS Protocols (<https://ems.mesacounty.us/mcweb/ems/protocols/19.1/>)

CC 5F.6 The agency has a program to maintain compliance with privacy laws such as the Health Insurance Portability and Accountability Act (HIPAA) or equivalent (e.g., Canada's Freedom of Information and Protection of Privacy) that meets federal and state/provincial guidelines. All personnel are trained in HIPAA/FOIP regulations and procedures.

Description

The Department currently has a HIPAA compliance program in place. This program is noted in SOP 703.0, which the employees all have been trained on. This SOP notes all the methods the Department uses to maintain HIPAA compliance including privacy practice notification, PHI protection and continuing education.

Educationally, each employee receives HIPAA instruction in their new hire fire academy. They then receive updates as warranted, with one HIPAA refresher given during the year. This refresher has been neglected in recent years, but the Department is currently working on consistently providing this training in the annual educational plan.

Appraisal

The Department has done a good job of maintaining HIPAA compliance and has not had an instance where HIPAA has been violated. Furthermore, the Department has done a good job of ensuring that entry level training. The Department has identified the need to be better at providing annual HIPPA compliance training as it did not provide it in 2020 due to Covid.

Plan

The Department has established a plan to provide annual HIPPA compliance training via our online training platform Target Solutions. This training will be provided on an annual basis during the annual Department compliance training.

References

Standard Operating Procedure 703.0 *HIPAA Compliance Policy*

5F.7 The agency has a quality improvement/quality assurance (QI/QA) program in place to improve system performance and patient outcomes including provisions for the exchange of patient outcome data between the agency and receiving facilities.

Description

The Department is required by MCEMS protocol to perform QA/QI on each PCR that is written. The EMS Officer on each shift is responsible for the review of each PCR for content, billing information and protocol compliance. All QA/QI is required to be completed by the EMS Officer by the end of their shift.

If issues are noted, they are immediately dealt with by the EMS Officer. If the issue is major, it is deferred to the EMS Chief and the MCEMS Medical Director.

In addition, the Chief of EMS is required to complete a CQI review of certain topics once per quarter and submit the information to the MCEMS Medical Director. The CQI topics are chosen by the Medical Director and disseminated to the Chief of EMS at the beginning of the quarter.

Appraisal

While the current established system for QA/QI has met the needs of the Department, it has identified that there is a need for a specific position to perform QA/QI within the Department. The current system has become unmanageable by shift personnel as all EMS calls are required to have QA/QI completed.

Plan

The Department has budgeted for a QA/QI position that will be a 40hour per week position. This position will be responsible for the overall QA/QI program within the Department. This position is slated to be filled by the end of the fourth quarter of 2021.

The Department will continue to work with its medical director to ensure that the QA/QI process improves and meets the needs of the Department. The QA/QI program will continue to be evaluated on annual basis during the Department's annual program appraisal process.

References

MCEMS Protocols (<https://ems.mesacounty.us/mcweb/ems/protocols/19.1/>)

QA/QI Training Officer Job Description

5F.8 The agency has implemented or developed a plan a cardiopulmonary resuscitation (CPR) and public access defibrillation program for the community.

Description

Although it is currently on hiatus due to COVID, the Department has created a CPR training program through the Community Outreach Division. The program is entitled “Hands Only CPR” and has been in place for five years, training numerous citizens in CPR. The Department has purchased multiple inflatable mannequins to assist with these classes. The program will resume when deemed safe.

Department members also provide formal CPR training upon request. There is a charge for this training, and it is completed under American Safety and Health Institute guidelines. To have further outreach with the community the Department has established a location on the Department’s website that directs the community on how to schedule CPR classes.

Appraisal

The Department has done a good job of placing a focus on community CPR programs and has identified the need to evaluate a community AED program for the future. Prior to the pandemic the Department delivered CPR training to 324 students in 2019. Unfortunately, due to the pandemic the Department was unable to provide CPR training to anyone in the community.

Plan

The Department will continue the CPR programs once deemed safe under COVID guidelines. The Department will also continue to evaluate the feasibility of providing a community AED program through public and private partnerships. Once deemed a feasible option the Department will work to establish a community AED program.

References

Hands Only CPR brochure

Picture of Hands Only CPR Advertisement at Bus Stop.

<https://www.gjcity.org/365/CPR-Bleeding-Control-Classes>

CC 5F.9 The agency conducts a formal and documented program appraisal, at least annually, to determine the impact, outcomes and effectiveness of the program and to measure its performance toward meeting the agency's goals and objectives.

Description

The Department conducts and publishes a comprehensive annual program appraisal for its EMS response program and evaluates the following information:

Overall Program Rating

Summary of Equipment Needs

Summary of Personnel Needs

Summary of Inputs / Resources

Summary of Outputs for the Previous Year

Summary of Outcomes / Impacts for the Previous Year

Conclusions

Next Steps (Goals for the Next Fiscal Year)

The Department has an established standard operating procedure that outlines the specific items that are required to be covered under each section listed above. Furthermore, an extensive program review is also completed during the Department's annual strategic plan performance indicator review process.

Appraisal

The system that the Department has utilized for appraisal of its EMS program has been shown to be an effective program and has allowed for the Department to address future needs of the program as well as evaluate outcomes of the program.

Plan

The Department will continue to evaluate its EMS program during the annual program appraisal process to ensure that it meets the needs of the Department and the community that it serves. If during this process the need to change the EMS program is identified, then the corresponding changes will be made and communicated to all affected stakeholders.

References

Standard Operating Procedure 153.0 *Program Appraisals*

2020 Program Appraisal Document 2017-2020 Data Reference Guide

Grand Junction Fire Department 2020 Strategic Plan Performance Indicators

Criterion 5G: Technical Rescue Program

The agency operates an adequate, effective, efficient and safe technical rescue program directed toward rescuing the community from any life-endangering causes (e.g., structural collapse, vehicle accidents, swift water or submersion, confined space, cave-in, trench collapse). If identified risks are outside the scope of the agency's capabilities, Category 10 performance indicators should address the agency's ability to receive aid from partners in those areas. The agency must conduct a thorough risk assessment as part of activities in Category 2 to determine the need for specific technical rescue programs and support the overall risk reduction strategy. Agencies that only provide first responder services must also complete this criterion.

Summary:

The Department has a formal technical rescue team. Resource deployment and training needs are assessed on an annual basis for the technical response team.

Performance Indicators:

CC 5G.1 Given the agency's community risk assessment/standards of cover and emergency performance statements, the agency meets its staffing, response time, station(s), apparatus, and equipment deployment objectives for each type and level of risk of a technical rescue incident(s).

Description

The Department utilizes three response categories based on incident risk factors to identify its response time benchmarks. These responses are based on a comprehensive critical task analysis that is included in the Community Risk Assessment and Standards of Cover for emergency response. The risk are based on low, moderate and high. The Department's initial response for each category is outlined in the Standard Operating Procedure 314.0 Initial Dispatch Assignments.

Appraisal

The system that the Department has utilized has ensured that the proper resources have been dispatched to handle fire response calls within the City, County, and other responses throughout the state of Colorado. Throughout his process the Department has identified service gaps between its current baseline response numbers and benchmark goals that the Department has established. A breakdown of each risk is provided below to show the baseline, benchmarks, and identified service gaps.

Technical Rescue – First Arriving Unit			
Risk	Baseline	Benchmark	Service Gap
Low (Urban)	N/A	8:00	N/A
Low (Rural)	N/A	10:00	N/A
Moderate (Urban)	14:11	8:00	6:11
Moderate (Rural)	12:17	10:00	2:17
High (Urban)	N/A	8:00	N/A
High (Rural)	N/A	10:00	N/A

*The agency did not respond to enough low-risk rural/urban calls and high-risk rural / urban calls to provide a gap analysis.

Technical Rescue – Effective Response Force (ERF)			
Risk	Baseline	Benchmark	Service Gap
Low (Urban)	N/A	8:00	N/A
Low (Rural)	N/A	10:00	N/A
Moderate (Urban)	12:20	10:00	2:20
Moderate (Rural)	N/A	12:00	N/A
High (Urban)	N/A	12:00	N/A
High (Rural)	N/A	14:00	N/A

*The agency did not respond to enough low-risk rural/urban calls, moderate-risk rural calls, and high-risk rural / urban calls to provide a gap analysis.

Plan

The Department will continue to evaluate its response model on an annual basis during the annual program appraisal process. If the need to change the Department's response is identified, then the corresponding changes will be made and communicated to all affected stakeholders.

References

Community Risk Assessment and Standards of Cover for Emergency Response Standard Operating Procedure 314.0 *Initial Dispatch Assignments*

CC 5G.2 The agency conducts a formal and documented program appraisal, at least annually, to determine the impact, outcomes, and effectiveness of the program and to measure its performance toward meeting the agency's goals and objectives.

Description

The Department conducts and publishes a comprehensive annual program appraisal for its technical rescue program and evaluates the following information:

Overall Program Rating

Summary of Equipment Needs

Summary of Personnel Needs

Summary of Inputs / Resources

Summary of Outputs for the Previous Year

Summary of Outcomes / Impacts for the Previous Year

Conclusions

Next Steps (Goals for the Next Fiscal Year)

The Department has an established standard operating procedure that outlines the specific items that are required to be covered under each section listed above. Furthermore, an extensive program review is also completed during the Department's annual strategic plan performance indicator review process.

Appraisal

The system that the Department has utilized for appraisal of its technical rescue program has been shown to be an effective program and has allowed for the Department to address future needs of the program as well as evaluate outcomes of the program.

Plan

The Department will continue to evaluate its technical rescue program during the annual program appraisal process to ensure that it meets the needs of the Department and the community that it serves. If during this process the need to change the technical rescue program is identified, then the corresponding changes will be made and communicated to all affected stakeholders.

References

Standard Operating Procedure 153.0 *Program Appraisals*

2020 Program Appraisal Document 2017-2020 Data Reference Guide

Grand Junction Fire Department 2020 Strategic Plan Performance Indicators

Criterion 5H: Hazardous Materials (Hazmat) Program

The agency operates an adequate, effective, efficient, and safe hazardous materials program directed toward protecting the community from the hazards associated with the uncontrolled releases of hazardous and toxic materials. If identified risks are outside the scope of the agency's capabilities, Category 10 performance indicators should address the agency's ability to receive aid from partners in those areas. The agency must conduct a thorough risk assessment as part of activities in Category 2 to determine the need for specific hazardous materials program and support the overall risk reduction strategy.

Agencies that only provide first responder services must also complete this criterion.

Summary:

The Department's hazardous materials response team is the designated emergency response authority (DERA) for county and the primary hazardous materials response team for the Bureau of Land Management (BLM) western slope region. The established program protects the residents in the event of a chemical release. All personnel within the Department are trained to the hazardous materials operations level with an additional 21 personnel trained to the hazardous materials technician level. The Department has a program in place to properly maintain training requirements that have been set forth by OSHA 1910.120 for continuing education. The hazardous materials response program is evaluated on an annual basis to ensure that it meets the Department's goals and objectives.

Performance Indicators:

CC 5H.1 Given the agency's community risk assessment/standards of cover and emergency performance statements, the agency meets its staffing, response time, station(s), apparatus and equipment deployment objectives for each type and magnitude of hazardous materials incident(s).

Description

The Department utilizes four response categories based on incident risk factors to identify its response time benchmarks. These responses are based on a comprehensive critical task analysis that is included in the Community Risk Assessment and Standards of Cover. The EMS risk are based on low, moderate, high, and maximum. The Department's initial response for each category is outlined in the Standard Operating Procedure 314.0 Initial Dispatch Assignments.

Appraisal

The system that the Department has utilized has ensured that the proper resources have been dispatched to handle fire response calls within the City, County, and other responses throughout the state of Colorado. Throughout his process the Department has identified service gaps between its current baseline response numbers and benchmark goals that the Department has established. A breakdown of each risk is provided below to show the baseline, benchmarks, and identified service gaps.

Hazardous Materials – First Arriving Unit			
Risk	Baseline	Benchmark	Service Gap
Low (Urban)	9:45	8:00	1:45
Low (Rural)	11:28	10:00	1:28
Moderate (Urban)	N/A	8:00	N/A
Moderate (Rural)	N/A	10:00	N/A
High (Urban)	N/A	8:00	N/A
High (Rural)	N/A	10:00	N/A
Maximum (Urban)	N/A	8:00	N/A
Maximum (Rural)	N/A	8:00	N/A

*The agency did not respond to enough maximum-risk rural/urban calls to provide a gap analysis.

Hazardous Materials – Effective Response Force (ERF)			
Risk	Baseline	Benchmark	Service Gap
Low (Urban)	9:45	8:00	1:45
Low (Rural)	11:28	10:00	1:28
Moderate (Urban)	N/A	10:00	N/A
Moderate (Rural)	N/A	12:00	N/A
High (Urban)	N/A	13:00	N/A
High (Rural)	N/A	15:00	N/A
Maximum (Rural)	N/A	13:00	N/A
Maximum (Urban)	N/A	15:00	N/A

*The agency did not respond to enough maximum-risk rural/urban calls to provide a gap analysis.

Plan

The Department will continue to evaluate its response model on an annual basis during the annual program appraisal process. If the need to change the Department's response is identified, then the corresponding changes will be made and communicated to all affected stakeholders.

References

Community Risk Assessment and Standards of Cover for Emergency Response Standard Operating Procedure 314.0 *Initial Dispatch Assignments*

5H.2 The agency complies with all aspects of applicable hazardous material regulations such as annual refresher training, medical monitoring of response personnel, annual physical examinations as applicable per standards, and exposure record retention.

Description

The Department currently utilizes OSHA 1910.120, NFPA 472: Standards for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction Incidents, 2013 Edition, Standard Operating Procedure 651.0 Special Operations Training Requirements, to ensure compliance with all applicable hazardous materials regulations and laws. Per the agencies SOPs hazardous materials training is provided on a quarterly basis to its team members. This ensures that the Department meets all the requirements set forth by OSHA 1910.120 yearly training requirements. Along with this all members of the hazardous materials team receive a comprehensive medical physical on an annual basis as required by OSHA 1910.120. Furthermore, the Department has in place SOP's that require that all members are required to go through a comprehensive medical monitoring system prior to entering the hazard zone and after they exit the hazard zone.

The Department also has in place SOP's that require that all incident and employee medical records (for exposures) are maintained for the required amount of time that the State of Colorado has set forth.

Training requirements have been established by the Department's established SOP's and meet or exceed the requirements that have been established by OSHA 1910.120 and the State of Colorado for recertification.

Appraisal

The system that the Department has utilized has ensured that proper training, policies, and the documentation of response personnel meet or exceed the requirements set forth by federal, state, and local requirements. This system has also ensured that all medical monitoring is performed as required both the incident and on an annual basis.

Plan

The Department will continue to evaluate on an annual basis its hazardous materials response programs medical requirements, training, and exposure retention are compliant with local, state, and federal requirements. If the need for changes is identified, then the corresponding changes will be made and communicated to all affected stakeholders.

References

OSHA 1910.120 (Haz Mat)

NFPA 472: Standards for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction Incidents, 2013 Edition

Standard Operating Procedure 651.0 *Special Operations Training Requirements*

Standard Operating Procedure 601.0 *Hazardous Materials Response*

Standard Operating Procedure 140.0 *Records Retention, Reports, and Forms*

<https://archives.colorado.gov/records-management/municipal-records-management>

CC 5H.3 The agency conducts a formal and documented program appraisal, at least annually, to determine the impacts, outcomes, and effectiveness of the program, and to measure its performance toward meeting the agency's goals and objectives.

Description

The Department conducts and publishes a comprehensive annual program appraisal for its hazardous materials response program and evaluates the following information:

Overall Program Rating

Summary of Equipment Needs

Summary of Personnel Needs

Summary of Inputs / Resources

Summary of Outputs for the Previous Year

Summary of Outcomes / Impacts for the Previous Year

Conclusions

Next Steps (Goals for the Next Fiscal Year)

The Department has an established standard operating procedure that outlines the specific items that are required to be covered under each section listed above. Furthermore, an extensive program review is also completed during the Department's annual strategic plan performance indicator review process.

Appraisal

The system that the Department has utilized for appraisal of its hazardous materials response program has been shown to be an effective program and has allowed for the Department to address future needs of the program as well as evaluate outcomes of the program.

Plan

The Department will continue to evaluate its hazardous materials response program during the annual program appraisal process to ensure that it meets the needs of the Department and the community that it serves. If during this process the need to change the hazardous materials response program is identified, then the corresponding changes will be made and communicated to all affected stakeholders.

References

Standard Operating Procedure 153.0 *Program Appraisals*

2020 Program Appraisal Document 2017-2020 Data Reference Guide

Grand Junction Fire Department 2020 Strategic Plan Performance Indicators

Criterion 5K: Wildland Fire Program

The agency operates an adequate, effective, and efficient wildland fire program directed toward controlling and/or extinguishing wildland fires to protect the community from injury or death and to reduce property loss. If identified risks are outside the scope of the agency's capabilities, Category 10 performance indicators should address the agency's ability to receive aid from partners in those areas. The agency must conduct a thorough risk assessment as part of activities in Category 2 to determine the need for specific wildland fire services and support the overall risk reduction strategy.

If the agency determines this criterion is not applicable, the agency should still provide a brief explanation of why it does not provide this program.

Summary:

The Grand Junction Fire Department (GJFD) conducts annual wildland fire training for all line staff. Approximately 50 members of the Department maintain NWCG Red Card qualification. The Department maintains a specialty wildland team qualified to deploy nationwide on wildland engines. The Department staffs either Type 3 or Type 6 engines for these deployments. The Department is a Federal and State Cooperator and is listed in the national resource database. Additional resources are available to the Department through mutual and automatic aid from neighboring agencies.

Performance Indicators:

CC 5K.1 Given the agency's community risk assessment/standards of cover and emergency performance statements, the agency meets its staffing, response time, station(s), apparatus and equipment deployment objectives for each type and magnitude of wildland fire services incident.

Description

The Department utilizes two response categories based on incident risk factors to identify its response time benchmarks. These responses are based on a comprehensive critical task analysis that is included in the Community Risk Assessment and Standards of Cover. The EMS risk are based on low and moderate. The Department's initial response for each category is outlined in the Standard Operating Procedure 314.0 Initial Dispatch Assignments.

Appraisal

The system that the Department has utilized has ensured that the proper resources have been dispatched to handle fire response calls within the City, County, and other responses throughout the state of Colorado. Throughout his process the Department has identified service gaps between its current baseline response numbers and benchmark goals that the Department has established. A breakdown of each risk is provided below to show the baseline, benchmarks, and identified service gaps.

Wildland – First Arriving Unit			
Risk	Baseline	Benchmark	Service Gap
Low (Urban)	10:11	8:00	2:11
Low (Rural)	14:02	10:00	4:02
Moderate (Urban)	13:14	8:00	5:14
Moderate (Rural)	14:11	10:00	4:11
Wildland – Effective Response Force (ERF)			
Risk	Baseline	Benchmark	Service Gap
Low (Urban)	10:11	8:00	2:11
Low (Rural)	14:02	10:00	4:02
Moderate (Urban)	15:43	12:00	3:43
Moderate (Rural)	16:45	13:00	3:45

Plan

The Department will continue to evaluate its response model on an annual basis during the annual program appraisal process. The Department will also establish responses pertaining to high and maximum risk that will be established through a comprehensive critical task analysis. Once made these corresponding changes will be communicated to all effected stakeholders.

References

Community Risk Assessment and Standards of Cover for Emergency Response Standard Operating Procedure 314.0 *Initial Dispatch Assignments*

5K.2 The agency has developed a wildland risk assessment including: a fuel management plan, a fire adapted communities plan, and an inspection and code enforcement program.

Description

The Department has access to and utilizes a Mesa County Community Wildfire Protection Plan (MCCWPP). This plan evaluates various aspects of the community's wildland fire risk. The Department has utilized the MCCWPP to identify areas of high fire risk in an effort to conduct neighborhood notification and evacuation drills. Additionally, the MCCWPP has been utilized to identify potential fuels mitigation reduction projects.

The Department also utilizes the Colorado State Forest Service Wildfire Risk Viewer to further the risk assessment for the Department's service area.

Appraisal

The process that the Department has utilized has identified numerous areas of concern in regard to wildfire risk. Several of these areas have been the focus of the Department for initiated WUI drills as well as public education events.

Plan

The Department will continue to work with other local agencies for implementation of a fuel's reduction program in wildland urban interface areas that have a high-risk profile. This program will be accomplished through the utilization of operating budget expenditures and grants. The Department will evaluate the fuels reduction program during the annual program appraisal for the wildland team. If any changes are needed to the program, then the corresponding changes will be made and communicated to all stakeholders.

References

Mesa County Community Wildfire Protection Plan 2012

CC 5K.3 The agency conducts a formal and documented program appraisal, at least annually, to determine the impact, outcomes, and effectiveness of the program, and to measure its performance toward meeting the agency's goals and objectives.

Description

The Department conducts and publishes a comprehensive annual program appraisal for its hazardous materials response program and evaluates the following information:

Overall Program Rating

Summary of Equipment Needs

Summary of Personnel Needs

Summary of Inputs / Resources

Summary of Outputs for the Previous Year

Summary of Outcomes / Impacts for the Previous Year

Conclusions

Next Steps (Goals for the Next Fiscal Year)

The Department has an established standard operating procedure that outlines the specific items that are required to be covered under each section listed above. Furthermore, an extensive program review is also completed during the Department's annual strategic plan performance indicator review process.

Appraisal

The system that the Department has utilized for appraisal of its wildland program has been shown to be an effective program and has allowed for the Department to address future needs of the program as well as evaluate outcomes of the program. The 2020 program appraisal found the wildland program to be satisfactory and meeting most industry standards.

Plan

The Department will continue to evaluate its wildland program during the annual program appraisal process to ensure that it meets the needs of the Department and the community that it serves. In 2020 it was found that additional team members and equipment would be needed to staff two units for simultaneous deployments. If during this process the need to change the wildland program is identified, then the corresponding changes will be made and communicated to all effected stakeholders.

References

Standard Operating Procedure 153.0 *Program Appraisals*

2020 Program Appraisal Document 2017-2020 Data Reference Guide

Grand Junction Fire Department 2020 Strategic Plan Performance Indicators

Category VI: Physical Resources

Physical resources are defined as fire stations, training facilities, fire apparatus, and other capital expenditures and outlays that make up the property assets of an agency. Special attention is required to obtain and maintain appropriate quality physical resources.

Facilities that are leased and/or jointly operated may also be considered for agency use if this is accomplished in accordance with properly adopted, clearly established policies.

If work is contracted outside the agency and/or to another Department within the parent agency, it is incumbent on the agency to ensure that facilities, equipment, staff, record keeping, and procedures are consistent with the performance indicators in this category.

Criterion 6A: Physical Resources Plan

Development and use of physical resources are consistent with the agency's established plans. A systematic and planned approach to the future development of facilities is in place.

Summary:

The Department maintains eight fixed facilities to include six stations, a training tower, and an administration building. These facilities ensure that the Department meets its established mission, goals, and objectives. The Department provides safe facilities, quality apparatus and equipment, and a full complement of personal protective equipment that meets current standards. The Department is currently planning on adding an additional two fire stations that were funded through the first responder tax that passed in 2019. The Department will continue to conduct physical resource assessments and identify any improvements that are needed to its existing and future facilities.

Performance Indicators:

6A.1 The development, construction or purchase of physical resources is consistent with the agency's goals and Strategic Plan.

Description

When evaluating the need to purchase additional apparatus, add additional facilities or additional staff the Department ensures that those additions are in line with its established Strategic Plan. Specifically, these items are outlined in objective 5B of the Department's Strategic Plan to define and commit to a comprehensive expansion plan.

Appraisal

In 2019 a first responder tax passed in the community for the funding of three new fire stations with equipment and staff. As the Department has moved forward with the implementation of the new stations and staff which has ensured that all growth is in accordance with the established Strategic Plan. Existing facilities have met the needs of the Department and are evaluated to ensure that this continues.

Plan

The Department has already constructed and opened one of the three stations that are being funded through the first responder tax. The Department will continue to evaluate its Strategic Plan to ensure that it meets the needs of the plan as the Department is expanding. The need for additional resources is also evaluated during the annual program appraisals, annual Strategic Plan performance indicator review. If the need for changes is identified during this annual review, then the corresponding changes will be made and communicated to all affected stakeholders.

References

Grand Junction Fire Department 2020-2024 Strategic Plan

Grand Junction Fire Department 2020 Strategic Plan Performance Indicators 2020 Program Appraisal Document

CC 6A.2 The governing body, administration, and staff are involved in the planning for physical facilities.

Description

The governing body participates in the overall planning and approval of all new physical facilities. City staff prepares what their needs are and works on the plan for the facilities. Once completed, the plan goes to the governing body for approval bidding and construction. This process is completed during the regular council meetings.

As part of the comprehensive review and approval process the Department publishes a staff report for each agenda item to ensure that the governing body has all of the information that they need to make decisions or to ask follow-up questions.

Appraisal

The Department has ensured that the governing body, Department staff and City administration have been involved in the planning stages of all facilities and are also involved in the future planning of additional fire stations. This has been accomplished through the process of approval for capital construction projects that require prior budget approval of the City's administrator. Once that approval has occurred the City council is required to approve large projects. This has been accomplished through the process of approval for capital construction projects that require prior budget approval of the City's. The process that the Department utilizes for approval of new projects has ensured that the required feedback and approvals are obtained prior to moving forward with the plans for new or remodeling of facilities.

Plan

The Department will continue to evaluate its process that is utilized for the communication with the governing body on the planning of physical facilities. This review will be conducted each time that the Department request resources from the governing body.

References

City Council Agenda 5/5/21 City Council Staff Report 5/5/21
Operating Capital Spreadsheet (GF Operating Capital FD Changes Tab)

Criterion 6B: Fixed Facilities

The Department designs, maintains and manages fixed facility resources that meet the Department's goals and objectives.

Summary:

The Department has devoted significant time, effort, and energy to ensure that current fixed facilities are maintained and managed adequately. Although the design of the facilities does not always meet the needs of the Department, decades after initial construction, the City has provided funding to maintain and remodel facilities as needs are identified. New construction designs utilize consistent designs which produce lower construction costs and help improve problems through several generations of modification. The Department has eight fixed facilities to include one administration building, one training tower, and six fire stations.

Performance Indicators:

6B.1 Each function or program has adequate facilities and storage space. (e.g., operations, prevention, training, support services, and administration).

Description

The Department currently utilizes an administration building where its administrative command staff works out of. This facility houses the Fire Chief, Deputy Fire Chief, Training Division, Emergency Medical Services Division, Community Outreach, and Prevention Division. There are currently six strategically located stations within the Department's district at the following locations:

Fire Administration – 625 Ute Ave

Station 1 – 620 Pitkin Avenue

Station 2 – 2827 Patterson Road

Station 3 – 582 25 ½ Road

Station 4 – 2884 B ½ Road

Station 5 - 2155 Broadway

Station 6 – 729 27 Road

Each of the six stations currently have dedicated sleeping areas, fitness areas, kitchen area, shift officer office, crew office and dedicated dayrooms. Under the current system there are enough dedicated sleeping areas for all personnel that are assigned to their stations. All but one station currently has private bedrooms and bathrooms for all employees. At this time, the current system allows for all first due apparatus to respond without any issues such as having to move apparatus.

Appraisal

The Department has worked with its members to identify any storage needs and challenges that the Department may be facing. The Department has identified that fire station 3 needs replacement and modernization. This station does not have proper sleeping and restroom facilities. Furthermore, it has been identified that this station does not have proper separation between the day room, sleeping quarters, adequate storage, and apparatus bay.

Plan

The Department currently is working to replace the dilapidated fire station 3 with a more modern station that will be able to meet the needs of the Department for the next 50 years. The City has secured funding for this project as well as the land and secured a contractor to construct the facility. It is anticipated that the new station will be open by the end of the third quarter of 2022.

The Department will continue to evaluate its facilities on an annual basis to ensure that they meet the needs of the Department. If the need to upgrade facilities is identified, then the upgrades will be planned for and communicated to all affected stakeholders.

References

Community Risk Assessment and Standards of Cover for Emergency Response Grand Junction Fire Department 2020-2024 Strategic Plan
Grand Junction Fire Department 2020 Strategic Plan Performance Indicators

6B.2 Buildings and outbuildings are clean and in good repair, and the surrounding grounds are well kept. Maintenance is conducted in a systematic and planned manner.

Description

The Department has an established standard operating procedure that requires that the Department's Logistics Technician complete a monthly station inspection on the interior and exterior. During the course of this inspection the interior is assessed for cleanliness as well as any items that are needing to be addressed by facilities. The exterior inspection also includes a cleanliness assessment and evaluating the need for any minor or major repairs. The findings of these monthly inspections are recorded on the monthly inspection form.

Appraisal

The Department has only recently implemented the monthly inspection program in 2021. In the short time that the program has been utilized it has shown to be an effective system at identifying any facility repair needs that need to be addressed. The Department has utilized this inspection process to establish repair schedule with the City's Facilities Department. Furthermore, this process has allowed for minor repair needs to be identified and addressed by the crews in the stations or the Department's Logistics Technician.

Plan

The Department will continue to utilize its monthly inspection system to identify any minor or critical needs for each facility. Should the need for repairs be identified then those needs will be communicated to the City's Facility Maintenance Department.

References

Standard Operating Procedures 225.0 *Station Inspections*

Form 225.0: *Monthly Station Inspections* Fire Station 1 Monthly Inspection Report Fire Station 2 Monthly Inspection Report

Fire Station 3 Monthly Inspection Report Fire Station 4 Monthly Inspection Report Fire Station 5 Monthly Inspection Report Fire Station 6 Monthly Inspection Report

CC 6B.3 Facilities comply with federal, state/provincial and local codes and regulations at the time of construction; required upgrades for safety are identified and, where resources allow, addressed. For those items that warrant further attention, a plan for implementation is identified in the agency's long-term capital improvement plan (i.e. fire alarm systems, sprinkler system, seismic, vehicle exhaust system, asbestos abatement, etc.).

Description

The Department has certificate of occupancies for all of their facilities as issued by the Mesa County Building Department. Through this process the building Department assured that the Department's facilities were complaint with the required construction codes prior to opening the facilities and during remodels prior to the facilities being able to be occupied.

The Department has a long-term replacement plan and addition plan for new facilities that are included in the annual budget for the Department. The plan includes the replacement of fire station 3 and the addition of fire stations 7 and 8.

The Department also performs annual fire inspections on all of its facilities to ensure that they are complaint with the current fire code.

Appraisal

The Department has been required to go through the appropriate approval process for construction and remodeling of stations through the Mesa County Building Department. Facilities that that the Department utilizes have also been required to complete annual fire inspections as required for most businesses within the community.

The Department has identified that Fire station 3 is the only facility that does not have an official certificate of occupancy as it was constructed and opened prior to the building Department being established in the late 1980's.

Plan

The Department has purchased land to build a new station 3 to replace the outdated facility. Furthermore, there is an established plan in place to address the asbestos abatement that will be required when demolishing the old fire station 3. The anticipated opening date of the new fire station 3 will be during the third quarter of 2022. This process will address the lack of a certificate of occupancy for this facility as it is being replaced.

The Department will continue to evaluate the needs of the Department's facilities during the annual budget planning process and ensure that all needs are addressed in a timely manner.

References

Mesa County Building Department Certificate of Occupancy for Fire Administration Mesa County
Building Department Certificate of Occupancy for Fire Station 1
Mesa County Building Department Certificate of Occupancy for Fire Station 2 Mesa County Building
Department Certificate of Occupancy for Fire Station 4 Mesa County Building Department Certificate of
Occupancy for Fire Station 5 Mesa County Building Department Certificate of Occupancy for Fire
Station 6 City of Grand Junction 2021 Annual Budget

Fire Administration Fire Inspections 2018-2020 Fire Station 1 Fire Inspections 2018-2020
Fire Station 2 Fire Inspections 2018-2020
Fire Station 3 Fire Inspections 2018-2020
Fire Station 4 Fire Inspections 2018-2020
Fire Station 5 Fire Inspections 2018-2020
Fire Station 6 Final Inspection 2020

Criterion 6C: Apparatus, Vehicles and Maintenance

Apparatus and vehicle resources are designed, purchased, and maintained to adequately meet the Department's goals and objectives.

Summary:

The Department has worked to develop an apparatus fleet that meets the needs of the Department and provides for the completion of its mission, goals and objectives and is capable of handling an all-hazard response. The apparatus that the Department utilizes meet the appropriate National Fire Protection Standards as well as the Insurance Safety Office requirements. Apparatus purchased by the Department are designed through extensive research and collaboration to ensure they meet specifications that allow for effective emergency response and provide for the financial constraints of the City.

The Department's fleet consists of the following strategically located resources:

- 4 Front Line Engines
- 2 Reserve Engines
- 1 100-Foot Aerial
- 1 75-Foot Aerial
- 2 Type III Brush Units
- 1 Type VI Brush Unit
- 7 Ambulances
- 2 Reserve Ambulances
- 1 Command Vehicle (BC)
- 1 EMS Officer Vehicle (Medic 1)
- 1 Tender
- 1 Heavy Duty Rescue
- 2 All-Terrain Vehicles (ATV)
- 1 Hazardous Materials Response Unit
- 1 Trench / Confined Space Trailer

Performance Indicators:

CC 6C.1 Apparatus and vehicle types are appropriate for the functions served (e.g., operations, staff support services, specialized services and administration).

Description

The Department provides apparatus that are appropriate for the functions served. A committee made up of administrative and suppression staff are responsible for the design, specification, and purchase. The inventory of emergency apparatus shows the variety of services that are provided by the Department to the community of Grand Junction. The Department resources include four front line engines, two reserve engines, one heavy rescue, three brush rigs, one hazardous materials unit, one confined space unit, two all-terrain vehicles, one water tender, one 75' aerial and a 100' aerial. The four front line engines and two aerials are located strategically around the City. The rescue unit located at station one and the hazardous materials unit located at station three are cross staffed. The Department's staff and support vehicles consist of SUV's, pickup trucks, and one sedan.

Appraisal

The method that the Department has utilized for the purchase and replacement of its apparatus has been shown to be an effective and has ensured that the apparatus meet the changing needs of the community. The Department has identified the need to add two more fire apparatus (one engine and one 100' platform) in the next two years as the response needs of the community are evolving. Furthermore, the Department has also identified the need to add four more ambulances in the next three years to meet the growing service demand.

Plan

The Department has established a plan to purchase two more fire apparatus and four ambulances during the next three years. The anticipated completion date for the addition of these new units and staff is the fourth quarter of 2024.

The Department will continue to monitor the community growth and plan accordingly for the Department's expansion in an effort to ensure that it can meet the service demand of the community. The Department will evaluate its resource deployment on an annual basis during the Strategic Plan performance indicator review and the annual program appraisal process. If the need to add or change the current response model is identified, then the corresponding changes will be made and communicated to all affected stakeholders.

References

Community Risk Assessment and Standards of Cover for Emergency Response Grand Junction Fire Department 4-year EMS Deployment Plan
City of Grand Junction 2021 Annual Budget
Grand Junction Fire Department 2020-2024 Strategic Plan
Grand Junction Fire Department 2020 Strategic Plan Performance Indicators 2020 Program Appraisal Document

6C.2 A current replacement schedule exists for all apparatus and support vehicles based on current federal and state/provincial standards, vehicle condition, Department needs and requirements.

Description

The Department has an established apparatus replacement plan that it has developed in coordination with the City of Grand Junction Fleet Department. The established system that is outlined in the annual program appraisal document has the following information:

First out apparatus to include 4 engines (with a replacement cycle of 13 years, 10 years frontline and 3 years reserve status)

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)

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)

All-Terrain Vehicles (replacement cycle of 10 years)

The system that the Department utilizes establishes the amount of time an apparatus will spend on the frontline and reserve time.

The City Fleet Department also has an established calculation that they utilize to figure out if an apparatus needs to be replaced prior to its end of service life. This system assigns scores in the areas of age, milage, and maintenance cost. When these numbers get high enough the Fleet Department will put the apparatus on the replacement schedule for the following year.

Due to the high call demand the Department's ambulances do not have a specific year for replacement but solely fall into the replacement calculation system that the Fleet Department utilizes.

Appraisal

The replacement cycle and calculation system that the Fleet Department utilizes has been an effective system at ensuring that apparatus is replaced in a timely manner. This system has ensured that all apparatus continue to meet the needs of the community that the Department serves.

Plan

The Department will continue to work with its Fleet Department to evaluate apparatus replacement needs on an annual basis. Should the need to replace an apparatus earlier then anticipate dis identified then the corresponding stakeholder will be notified.

References

2020 Program Appraisal Document

2022 Fleet Asset Replacement Spreadsheet

6C.3 A process exists for writing apparatus and vehicle replacement specifications with employee input.

Description

The apparatus has established an apparatus committee who is tasked with identifying what specifications are needed on replacement apparatus. This committee is composed of representatives from all ranks within the Department. Members of this committee participate in all aspects of the specification process for a new apparatus. The Department also assigns one member of the apparatus committee to serve as the project manager for any new apparatus that is being ordered.

Appraisal

The method that the Department has utilized for the specification and purchase of new apparatus has been shown to be an effective system in ensuring that all required specifications are addressed. This process has ensured that the needs of the end users are appropriately addressed during the purchasing process through the utilization of the Department's apparatus committee.

Plan

The Department will continue to utilize its apparatus committee for the specification and purchasing of all new and replacement apparatus for the Department.

References

Standard Operating Procedures 155.0 *Strategic Planning Committees*

Standard Operating Procedures 370.0 *Apparatus Specification and Design*

Criterion 6D: Apparatus Maintenance

The inspection, testing, preventive maintenance, replacement schedule and emergency repair of all apparatus are well established and meet the emergency apparatus service and reliability needs.

Summary:

The Department maintains a comprehensive apparatus replacement program that coordinates the maintenance needs of all apparatus within the Fleet Department. This program is the responsibility of the Command Staff of the Department as well as a station captain as the apparatus maintenance supervisor who coordinates all apparatus repairs. All major apparatus and vehicle repair are handled by City of Grand Junction Fleet Department and appropriate vehicle repair centers as needed. The Department works closely with the Fleet Department to perform routine preventative maintenance that cannot be conducted within the stations by the on-duty personnel. The Department continues to work closely with the Fleet Department to appropriately outline the maintenance intervals on all apparatus in order to extend the longevity of the apparatus. Procedures are also in place through the Fleet Department for emergency repairs to apparatus as they are needed.

Performance Indicators:

CC 6D.1 An apparatus maintenance program is established.

Description

The Department utilizes the City of Grand Junctions Fleet Department to provide all preventative maintenance and emergency repairs on all of its apparatus. The Fleet Department utilizes a comprehensive preventative maintenance interval schedule and task list to accomplish all needed repairs. The PM and maintenance process is outlined by the fleet Department in a list that is provided to all mechanics.

Appraisal

The process that the Fleet Department has established for the preventative maintenance program and emergency repairs of all emergency and non-emergency apparatus has ensured that there is minimal down time when an issue arises with an apparatus. A member of the Fleet Department can be reached 24 hours day, 7 days a week if when an issue arises, and the appropriate measures have been taken. All emergency repairs have been completed in a timely fashion. Delays that have occurred have been due to parts not being available and corresponding shipping delays. Preventative maintenance for all apparatus has been scheduled and completed within one day if no issues are found. The apparatus maintenance program has met the needs of the Department

Plan

The Department will continue to work with the Fleet Department and meet with the Fleet Manager on an annual basis to ensure that all repairs and preventative maintenance are addressed in a timely manner.

References

FD Service Intervals FD PM Process

Ambulance PMA, PMB, PMC, and PMD Task List FD Engine and Ladder Truck PMA Task List

FD Engine PMB, PMC, and PMD Task List Ladder Truck PMB, PMC, and PMD Task List

FD Pick Up PMA, PMB, PMC, and PMD Task List

6D.2 The maintenance and repair facility has adequate space and is equipped with appropriate tools.

Description

The City of Grand Junction Fleet Department has 19 dedicated service bays and an assortment of tools to ensure that they can meet the preventative and emergency maintenance needs of the Department and the City. These service bays are located in Fleet Buildings C, H, and I. The Fleet Department has set aside one bay to be a dedicated service bay for all of the Department's vehicles. Through this set up they are able to work on two of the Department's apparatus at any given time.

Each of the City's Fleet Technicians are required to have a specific tool inventory that they are required to provide and maintain as a condition of employment. The Fleet Department provides a basic inventory of assorted other tools and workspaces in addition to the required tool inventory for its technicians as referenced by the building inventory.

Appraisal

The Fleet Department has ensured that adequate space has been reserved for fire apparatus for emergency and preventative maintenance as needed. When the rare occasion occurs that more than two apparatus need to be repaired, they have been able to accommodate this task and quickly get apparatus back in service in an expedited fashion.

The Fleet Department has also ensured that all of the appropriate tools are provided by the City of Grand Junction and the Fleet Technicians. This has ensured that repairs have not been delayed due to not having the needed tool for the job.

Plan

The Department will continue to assess the services that are provided by the Fleet Department and ensure that they continue to meet the growing needs of the Department. The Deputy Chief of Operations will continue to meet with fleet on an annual basis to determine if any changes are needed for the current service process.

References

Aerial Map of Fleet Facility

Grand Junction Fleet Services Tool Requirements Building C, H, and I Tool List

6D.3 The program is adequately staffed, supervised, trained, and certified to meet the agency's needs.

Description

The Fleet Department as a whole have a large number of specialized employees that provide service to each Department and their specific apparatus.

As far as the Department's apparatus the Fleet Department currently has one ASE Master Truck Certified Technician that work on the Department's apparatus. This mechanic oversees all repairs and PM services that are performed on all apparatus for the Department.

Appraisal

The method that the Fleet Department has utilized has been an effective system at ensuring that appropriate repairs are made, and all preventative maintenance is completed in a timely fashion. Due to growth in the Department and the addition of more apparatus, the Fleet Department has identified that they need to send two of its service technicians to Pierce for advanced training as the Department recently has acquired three new Pierce apparatus and has an established sole source for future purchases.

Plan

The Fleet Department will be sending two of its technicians to Pierce for advanced training at the end of August 2021. This will provide more working knowledge of the Pierce apparatus and provide for better service in the future.

The Department will continue to work with the Fleet Department to ensure that there is an appropriate amount of service technicians, and that service is provided in a timely fashion.

References

Cecilio Zarate ASE Certifications

6D.4 The reserve vehicle fleet is adequate, or a documented contingency plan is in place for when an apparatus must be taken out of service.

Description

The Department currently has two reserve engines and one reserve ambulance that can be utilized when apparatus go out of service. The Department has established through its standard operating procedures that when problems arise that the Engineers or Captains are required to take an apparatus out of service when it is unsafe to operate if by operating it would cause more damage to it. Once they take an apparatus out of service, they will move into a reserve engine. On the rare occasion that there are no reserve engines then the crew will switch into a type 3 wildland engine until a reserve apparatus is available.

The Department currently has mutual aid agreements with its neighboring Departments that allow for them to provide a ladder truck response to structure fires should the Department's two ladder trucks be out of service.

Appraisal

The Department has ensured that there is an appropriate system in place for establishing and maintaining a reserve fleet of engines and ambulances. The inventory that has been utilized meets the needs of the Department for having reserve fire apparatus (with the exception of an aerial device) and EMS units. As the Department continues to grow the need for a reserve aerial device has been identified. The Department has run into the rare occasion when both aerial devices have been out of service. When this has occurred, the Department has relied on established mutual aid agreements with Clifton Fire Protection District and Lower Valley Fire Protection District to provide an aerial device response as needed. While the Department has had this agreement in place it has not had to utilize it to this point for an aerial device response.

Plan

The Department will continue to work with its Fleet Department to plan for the replacement of Truck 6 in the future. When this truck is replaced with a new apparatus it will go into reserve status so that the Department will have a reserve ladder truck.

Furthermore, the Department will continue to work with the Fleet Department to ensure that its reserve fleet meets the needs of the Department.

References

Grand Junction Fire Department Standard Operating Procedure Chapter 13: Maintenance
Intergovernmental Agreement for Cooperative Aid Between Fire Departments

CC 6D.5 The inspection, testing, preventive maintenance, replacement schedule, and emergency repair of all apparatus are well established and meets the needs of the agency.

Description

The Department has an established inspection, testing and preventative maintenance schedule that the City Fleet Department adheres to in an effort to ensure that all recommended preventative care is provided. The City Fleet Department also provides timely emergency repairs on all apparatus. The Department has an established apparatus replacement plan that it has developed in coordination with the City of Grand Junction Fleet Department. The established system that is outlined in the annual program appraisal document has the following information:

First out apparatus to include 4 engines (with a replacement cycle of 13 years, 10 years frontline and 3 years reserve status)

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)

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)

All-Terrain Vehicles (replacement cycle of 10 years)

Due to the high call demand the Department's ambulances do not have a specific year for replacement but solely fall into the replacement calculation system that the Fleet Department utilizes.

Specialized testing is completed on all apparatus that have pumps and aerial devices on an annual basis as established through standard operating procedures. These specialized testing requirements adhere to NFPA 1901: *Standard for Automotive Fire Apparatus, 2016 Edition* for pump testing and NFPA 1914: *Standard for Testing Fire Department Aerial Devices, 2002 Edition* for aerial device testing.

Appraisal

The preventative maintenance program that the Department has utilized for its overall apparatus program has been shown to be an effective program in that it has addressed all of the Department's needs and has ensured that apparatus have been ready to respond and operate as needed on critical incidents. Furthermore, this program allows for the appropriate replacement of aging apparatus with newer apparatus and has ensured that apparatus are always ready and in good working order.

Plan

The Department will continue to work with the Fleet Department and meet with the Fleet Manager on an annual basis to ensure that all repairs, preventative maintenance, and apparatus replacement cycles are addressed in a timely manner.

References

Standard Operating Procedures 351.0 *Annual Apparatus Pump and Ladder Testing*

NFPA 1901: *Standard for Automotive Fire Apparatus, 2016 Edition*

NFPA 1914: *Standard for Testing Fire Department Aerial Devices, 2002 Edition*

2021 Pump Test Records

2020 Truck 1 and Truck 6 Aerial Ladder Test Records 2020 Program Appraisal Document

FD Service Intervals FD PM Process

Ambulance PMA, PMB, PMC, and PMD Task List FD Engine and Ladder Truck PMA Task List
FD Engine PMB, PMC, and PMD Task List
Ladder Truck PMB, PMC, and PMD Task List
FD Pick Up PMA, PMB, PMC, and PMD Task List

Criterion 6E: Tools, Supplies and Small Equipment

Equipment and supplies are adequate and designed to meet the Department's goals and objectives.

Summary:

The Department appropriately distributes its tools and equipment throughout the district. Tools are distributed in compliance with the Insurance Safety Office and the National Fire Protection Association. Tools are assigned by function or convenience to the appropriate type of apparatus. While some duplication exists as well as times when tools are distributed based on staffing availability or current operational set-up. All apparatus that the Department currently utilizes have a standardized inventory, in an effort to maintain consistency between other apparatus in the Department.

The Department's on duty personnel are responsible for the routine maintenance and testing of all powered equipment. Further repairs that need more extensive work are provided by outside qualified contractors on an as needed basis.

Performance Indicators:

6E.1 Tools and equipment are distributed appropriately, are in adequate quantities and meet the operational needs of the specific functional area or program (e.g., fire suppression, prevention, investigations, hazmat, etc.).

Description

The Department has distributed tools and equipment in a manner that ensures a standard inventory for each of its apparatus. The Department's basic firefighting tools all meet or exceed the requirements NFPA 1901: Standard for Automotive Fire Apparatus, 2016 Edition, Insurance Service Office requirements, and current best practices. The equipment that is utilized by the special operations team is distributed on the hazardous materials response unit and the Department's rescue unit. The Department meets or exceeds the requirements set forth by Insurance Safety Office for apparatus for equipment inventory.

Appraisal

The method that the Department has utilized for the distribution of mission critical tools on its apparatus for both emergent and non-emergent responses has been shown to be effective and has ensured that the appropriate tools are readily available on all apparatus. These tools that have been utilized have been appropriate and have met the needs of each program within the Department.

Plan

The Department will continue to evaluate the equipment that is carried on all apparatus during the annual program appraisal process to ensure that its established inventory continues to meet the needs of the community. If the need to add or remove equipment is identified, then the corresponding changes will be made and communicated to all affected stakeholders.

References

NFPA 1901: *Standard for Automotive Fire Apparatus, 2016 Edition*
Insurance Safety Office Equipment Requirements
Truck 1 and 6 Inventory
Engine 2, 3, 4, and 5 Inventory
HazMat 3 Inventory
Brush 4, 5, and 6 Inventory
Rescue 1 Inventory Ambulance Inventory
ISO Equipment Inventory Sheets (42)
Mesa County Ambulance Inspection Checklist

6E.2 Tool and equipment replacement is scheduled, budgeted and implemented, and is adequate to meet the agency's needs.

Description

The Department's small tools and equipment are replaced on an as needed basis. This determination is made by the station personnel. The annual operating budget accounts for equipment purchase and unexpected repairs through established line items in the operations expenditures.

Larger equipment purchases are contained within the Capital Improvement plan of the budget. This includes additional fire apparatus, stations, replacement of extrication equipment and SCBA's to name a few.

Appraisal

The Department as utilized the long-term budget process to outline large capital tool purchases that will need to occur and has ensured that they are properly planned for. Smaller hand tools and equipment have been scheduled for replacement as needed and the funding for those replacement has come from the operations budget. Through the utilization of this method tools and equipment replacement has been properly planned for and meets the needs of the Department.

Plan

The Department will continue to plan for the replacement of mission critical equipment during the annual budget planning process. The Department will also continue to conduct a comprehensive needs assessment for future equipment during the annual program appraisal process.

References

2021 City of Grand Junction Annual Budget (Operating Expenditures) page 123 2021 City of Grand Junction Annual Budget (Capital Improvement) page 157 Operating Capital Spreadsheet (GF Operating Capital FD Changes Tab)
2020 Program Appraisals

CC 6E.3 Equipment maintenance, testing and inspections are conducted by qualified personnel, following manufacturer's recommended schedules.

Description

The Department utilizes outside vendors when needed to provide maintenance and testing on an annual basis for its ladders. These tests are conducted by a certified Department on an annual basis as required by NFPA 1932: *Standard on Use, Maintenance, and Service Testing of In-Service Fire Department Ground Ladders*, 2020 Edition

Internal personnel are utilized that have completed specialized training in order to adequately provide the needed maintenance and annual testing on the Department's self-contained breathing apparatus (SCBA) in order to maintain compliance with the NFPA 1852: *Standard on Selection, Care, and Maintenance of Open-Circuit Self-Contained Breathing Apparatus (SCBA)*, 2019 Edition.

The Department utilizes on-duty crews to complete and document annual fire hose testing in compliance with NFPA 1962: *Standard for the Care, Use, Inspection, Service Testing, and Replacement of Fire Hose, Couplings, Nozzles, and Fire Hose Appliances*, 2013 Edition.

Daily apparatus inspections are completed and documented on the Apparatus Equipment Check Form. During these inspections basic equipment inspections are completed. During the Monday and Saturday checks more detailed inspections are completed and documented on all equipment on the apparatus to ensure that it is in working order.

Maintenance on all other types of equipment is performed by shift members on a predetermined schedule and if needed a qualified repair facility is utilized for more complex issues to ensure that all manufactures recommendations and National Fire Protection Standards are adhered to in the area of maintenance, testing, and inspection.

Appraisal

The Department has ensured that certain specific testing (ladder testing) that has occurred has been conducted by an outside entity due to financial constraints to provide the service in house. The Department has received certification reports on each ladder that ensures that they are current and have passed the required testing.

Advanced training has been provided for Department staff that perform inspections and repairs on the Department's SCBA's. This has ensured that all repairs can be completed in a timely fashion and that the equipment can be placed back in service.

The Department has maintained all testing records for critical equipment and has ensured that all processes are NFPA complaint. The Department has also provided refresher training to the staff that performs complex inspections and repairs.

Daily apparatus inspection forms have also ensured that engineers have verified that the apparatus are in working order prior to the start of their shift.

Plan

The Department will continue to ensure that maintenance, testing, and inspections are conducted by qualified personnel. The system that is utilized will be evaluated on an annual basis to determine if the system that is utilized needs to be changed. If the need for change is identified, then the corresponding changes will be made and communicated to all affected stakeholders.

References

NFPA 1932: *Standard on Use, Maintenance, and Service Testing of In-Service Fire Department Ground Ladders*, 2020 Edition

NFPA 1852: *Standard on Selection, Care, and Maintenance of Open-Circuit Self-Contained Breathing Apparatus (SCBA)*, 2019 Edition

NFPA 1962: *Standard for the Care, Use, Inspection, Service Testing, and Replacement of Fire Hose, Couplings, Nozzles, and Fire Hose Appliances*, 2013 Edition

Hose Record Spreadsheet (password: GJFDhose)

SCBA test records (2020) Apparatus Equipment Check Form

6E.4 Inventory control and maintenance tracking systems are in place and current.

Description

All equipment that the Department has in place on its apparatus is placed on a monthly unit equipment inventory sheet which is utilized by the Department as the inventory control and tracking system. Once the sheets are completed, they are stored in the stations for a period of one year. While performing the inventory process each crew is responsible for the verification that each piece of equipment is in proper working order.

Appraisal

The system that the Department has utilized for its inventory management has been effective but is outdated. The Department has been exploring transitioning apparatus inventory logs to an electronic format in the future to streamline the process.

Plan

The Department has identified the need to transition from a paper inventory control system to an electronic system. In the 2022 budget the Department has budgeted the required funds to purchase the Check-It software through Vector Solutions. This will allow for inventories to be completed on an iPad and easily tracked. The Department will have this software purchased and implemented by the end of the first quarter of 2022.

References

Truck 1 and 6 Inventory
Engines 2, 3, 4, and 5 Inventory
HazMat 3 Inventory
Brush 4, 5, and 6 Inventory
Rescue 1 Inventory Ambulance Inventory

6E.5 Supplies, and materials allocation is based on established objectives and appropriate to meet the operational needs of the specific functional area or program (e.g., fire suppression, prevention, investigations, hazmat, etc.), and is compliant with local, state/provincial, and national standards.

Description

The Department evaluates all responses and establishes operational needs for specific functional areas through an all-hazards approach to its responses. All apparatus are equipped with basic firefighting tools that meet or exceed the requirements NFPA 1901: Standard for Automotive Fire Apparatus, 2016 Edition. All apparatus are also fully equipped with basic technical rescue equipment to include hydraulic rescue tools such as spreaders and cutters.

Larger scale incident responses such as those above the operations level of technical rescue are conducted by our special operations team in conjunction with mutual aid organizations utilizing the Department's heavy rescue unit. In the area of hazardous materials response, the Department has a fully staffed hazardous materials team and apparatus that will respond as requested within the region.

Appraisal

The method that the Department utilizes to ensure that supplies and materials are adequate to meet the needs of the Department has been shown to be effective in that it has ensured that all the supply need of the Department have been addressed.

Plan

The Department will continue to evaluate its equipment needs on an annual basis during the annual program appraisal process. If the need for changes to the established inventory is identified, then the corresponding changes will be made and communicated to all affected stakeholders.

References

NFPA 1901: *Standard for Automotive Fire Apparatus, 2016 Edition*
2020 Program Appraisals
Truck 1 and 6 Inventory
Engines 2, 3, 4, and 5 Inventory
HazMat 3 Inventory
Brush 4, 5, and 6 Inventory
Rescue 1 Inventory Ambulance Inventory

Criterion 6F: Safety Equipment

Safety equipment is adequate and designed to meet agency goals and objectives. For the purposes of this criterion, safety equipment includes personal protective equipment and related equipment (e.g., self-contained breathing apparatus).

Summary:

The Department utilizes National Fire Protection Standards as its criteria for the maintenance and design of safety equipment utilized by the Department. The Department continues to evaluate all safety equipment on an annual basis through the Strategic Planning session and budget preparation process. The Department reevaluates the specifications for personal protective clothing annually during the annual budget process and makes the changes necessary to remain compliant beyond what the National Fire Protection Association (NFPA) standards recommend. This includes traffic safety vests to ensure the safety of personnel on the scenes of motor vehicle accidents. The Department will continue to evaluate current safety equipment for function, form and efficiency and modify specifications as needed through command staff and personnel recommendations. Large, ticketed items for safety equipment are planned for in the Department's capital improvement plan. Smaller items such as hoods, safety glasses, and firefighting gloves are replaced on an as needed basis through the operations expenditure budget.

Performance Indicators:

CC 6F.1 Safety equipment is identified and distributed to appropriate personnel.

Description

The Department utilizes Standard Operating Procedure 501.0 PPE Requirements to outline the safety equipment that each member of the Department is issued a helmet with face shield, protective hood, turnout coat, turnout pants, boots, and firefighting gloves. The personal protective equipment that the Department utilizes is compliant National Fire Protection Association 1971: *Standard on Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting, 2018 Edition*. Issued American National Standards Institute (ANSI) and National Fire Protection Association (NFPA) compliant safety equipment includes helmet, structural gloves, structural pants, structural coat, structural boots, Nomex hood, extrication gloves, traffic safety vest, and station uniform. Damaged equipment is exchanged immediately.

Appraisal

The method that the Department has utilized for outlining the standard safety equipment that is issued to each employee of the Department has been shown to be an effective system at ensuring that the proper equipment is issued. When a new employee is brought on they are assigned:

Bunker gear to include coat and pants

Helmet

SCBA mask

Safety Glasses

Plan

The Department will continue to evaluate its PPE requirements and how it distributes it on an annual basis during the annual program appraisal process to ensure that the current system meets the needs of the Department. If the need for change to the current system is identified, then the corresponding changes will be made and communicated to all affected stakeholders.

References

Standard Operating Procedure 501.0 *PPE Requirements*

NFPA 1971: *Standard on Protective Ensembles for Structural Fire Fighting and Proximity, 2018 Edition*

New Hire Assigned Equipment Inventory Form

6F.2 Distributed safety equipment is adequate for the functions performed.

Description

The safety equipment is assigned to individuals, stations, and apparatus in accordance with the recommendations of National Fire Protection Association (NFPA) standards and Departmental policies. Portable radios are distributed to each apparatus based on the maximum number of assigned members to that particular apparatus. The Department provides EMS response personal protective equipment on all apparatus as well as a supply of extra PPE should it is needed. Self-Contained Breathing Apparatus are provided for each seated position. The PPE that is issued to each member includes one set of bunker gear, eye protection, and a Self-Contained Breathing Apparatus (SCBA) mask that is fit tested to each person and is documented on the Grand Junction Fire Department Equipment Issued Form. These items are all outlined in the Standard Operating Procedure.

501.0 PPE Requirements. Furthermore, traffic safety equipment is part of all apparatus inventory, which includes chevron striping on all apparatus, traffic cones, and safety vests. All of the above-mentioned items meet the needs of the Department for adequate safety equipment.

Appraisal

The Department has ensured that it annually evaluates safety equipment that is carried by its employees and apparatus on an annual basis. This safety evaluation that has been conducted during the annual program appraisal process has ensured that any changes that have been needed to the Department's current safety equipment have been addressed. As an example of the safety equipment evaluation the Department has evaluated its bunker gear and has decided to change the style of bunker gear that has been utilized due to it being UL rated for carcinogen reduction.

Plan

The Department will continue to evaluate how it distributes safety equipment to new employees. This evaluation will be conducted on an annual basis during the operations program appraisal process. If the need for change is identified to the current system, the corresponding changes will be made and communicated to all affected stakeholders.

References

Standard Operating Procedure 501.0 *PPE Requirements* Grand Junction Fire Department Equipment Issued Form
Truck 1 and 6 Inventory
Engines 2, 3, 4, and 5 Inventory
HazMat 3 Inventory
Brush 4, 5, and 6 Inventory
Rescue 1 Inventory Ambulance Inventory

6F.3 Safety equipment replacement is scheduled, budgeted and implemented, and adequate to meet the agency's needs.

Description

The Department has established a schedule for replacement of large, ticketed safety items to include bunker gear within its operating capital budget. The Department outlines the replacement requirements within its established Standard Operating Procedure 502.0 PPE Inspection of no more than 10 years from the manufacture date for bunker gear.

Uniforms and smaller personnel protective equipment are planned for and replaced as needed through the established operations budget for the Department. This replacement cycle includes replacing uniforms as well for all employees of the Department as needed.

Appraisal

The Department has identified that there were 27 sets of bunker gear (second sets) that need to be replaced due to aging out of the 10-year requirement in 2021. The system that the Department had previously used for inventory management had been a flawed system and had utilized a shift Captain to ensure that all gear was tracked and accounted for.

Furthermore, this Captain was also supposed to plan for the budgeting and replacement cycle for bunker gear. Unfortunately, during a previous gear audit, it was found that the Captain had not been doing the appropriate tracking of PPE and that 27 sets of gear needed replacement. The Department has realized that this system was not the best system to utilize for bunker gear tracking.

Plan

The Department has changed the flawed system to a more comprehensive system. The new system utilizes the Department's Logistics Technician who performs all bunker gear inspections and tracks what needs to be replaced. Furthermore, for the 2022 budget the Department is budgeting \$241,500.00 to replace 49 outdated second sets of bunker gear for 2021 (with a majority of the gear expiring in 2022) with current gear and sets and 28 second sets in 2022 (this will ensure all staff have two sets of in date bunker gear).

The Department will continue to evaluate its new bunker gear inventory and accountability system on an annual basis during the annual program appraisal review process. If the need for changes is identified during this process the corresponding changes will be made and communicated to all affected stakeholders.

References

2021 City of Grand Junction Annual Budget (Operating Expenditures) page 123 Operating Capital Spreadsheet (GF Operating Capital FD Changes Tab) Standard Operating Procedure 501.0 *PPE Requirements*

6F.4 Safety equipment maintenance, testing and inspections are conducted by trained and qualified personnel, and appropriate records are kept.

Description

The Department utilizes Standard Operating Procedure 502.0 PPE Inspection and Maintenance to outline the process for the inspection of structural firefighting personal protective equipment (PPE).

These inspections occur on a quarterly basis and are documented on the Department's Quarterly PPE Inspection Form. The inspections are completed by the Department's Logistics Technician who has completed a PPE inspection certification course. The Department also has two additional personnel that have been trained to provide advanced bunker gear inspections should the need arise.

Standard Operating Procedure 503.0 SCBA Usage, Inspection and Care outline the day-to-day inspection process that is required for each Self-Contained Breathing Apparatus (SCBA) by the Department's members that are on duty. Annual bench testing of the SCBA's is conducted by certified technicians.

Appraisal

The system that the Department has utilized for the inspection and maintenance of mission critical equipment has been shown to be an effective and efficient system. This system has provided trained staff on shift that can rapidly make minor repairs and ensure that proper annual testing is completed.

Plan

The Department will continue to utilize the system that it has in place for the inspection and maintenance of its safety equipment. The process that is utilized will be reviewed during the annual program appraisal process to ensure that it continues to meet the needs of the Department. Should the need for change be identified during this review then the corresponding changes will be made and communicated to all affected stakeholders.

References

NFPA 1851: *Standard on Selection, Care and Maintenance of Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting*, 2020 Edition

Standard Operating Procedure 502.0 *PPE Inspection and Maintenance*

Standard Operating Procedure 503.0 *SCBA Usage, Inspection and Care*

Quarterly PPE Inspection Form – Coat Quarterly PPE Inspection Form - Pants Veldman – NFPA 1851

Certificate Conroy – NFPA 1851 Certificate

Friesen – NFPA 1851 Certificate Jenkins - SCBA Tech Certificate Long - SCBA Tech Certificate

Castillo - SCBA Tech Certificate Swank - SCBA Tech Certificate

6F.5 Safety equipment inventory control and maintenance tracking system are in place and current.

Description

The Department currently utilizes a paper inventory and tracking system for all equipment on apparatus as well as PPE inspections for each member of the Department. The inventory requirements for PPE and SCBA are well established through standard operating procedures to include record keeping.

Appraisal

The Department has identified that the system that it has used has been adequate to meet the needs of the Department but is outdated as far as inventory management and maintenance tracking goes.

Plan

The Department has identified the need to transition from a paper inventory control system to an electronic system. In the 2022 budget the Department has budgeted the required funds to purchase the Check-It software through Vector Solutions. This will allow for inventories to be completed on an iPad and easily tracked. The Department will have this software purchased and implemented by the end of the first quarter of 2022.

References

Standard Operating Procedure 502.0 *PPE Inspection and Maintenance* Standard Operating Procedure 503.0 *SCBA Usage, Inspection and Care* Apparatus Equipment Check Form
Quarterly PPE Inspection Form – Coat Quarterly PPE Inspection Form - Pants

Category VII: Human Resources

Human resources are defined as all aspects of personnel administration, except those of training and competency (addressed in Category 8) and health and safety (addressed in Category 11). The heart of any organization is its people, and this category is designed to appraise the importance and results of the human resources program. Completing the human resources section may involve members from other governing entities or other elements of the community.

Criterion 7A: Human Resources Administration

General human resources administration practices are in place and are consistent with local, state/provincial, and federal statutory and regulatory requirements.

Summary:

The City of Grand Junction Human Resources Department is responsible for managing employee relations, workers' compensation and loss control, benefit coordination, organizational development and training, recruitment and employment, classification and compensation activities and employment law and regulation compliance.

As such, Human Resources coordinates regularly with the City Manager and the City Attorney's Office to maintain a current Personnel Policy Manual with regulations and practices to guide their leadership and administration of the aforementioned responsibilities. Human Resources also coordinates with the City Manager, Finance, and City Attorney's Office to develop and administer the City of Grand Junction Classification and Compensation Plan which defines the classification and pay range for all positions within the City. Lastly, the Human Resources Department coordinates, communicates, and offers enrollment in City Benefits for all City employees (see City of Grand Junction Benefits Guide).

Performance Indicators:

CC 7A.1 A human resources manager is designated.

Description

The City of Grand Junction has a centralized [Human Resources Department](#) that serves all Departments in the City including the agency. Human Resources is managed by a [Director](#); the position is currently held by Shelley Caskey, PHR, SHRM-SCP.

Appraisal

The Human Resources Director position is appropriately staffed and effectively meeting the personnel needs of the agency. The current ratio of Human Resource Employees to general staff is 1:60, which is in line with guidance from the Employers Council 2021 HR Metrics Survey. All employees (718 City-wide) are provided with robust human resources access and services through a fully staffed office, online intranet, and Employee HR Portal.

Plan

Grand Junction Fire Department will continue to work under the direction and advisement of the Human Resources Director with matters of employee relations, workers' compensation and loss control, benefit coordination, organizational development and training, recruitment and employment, classification and compensation activities, and employment law and regulation compliance. There are no current plans to change this structure or designation for the Human Resources Director.

References

[City of Grand Junction Human Resources Website](#)

[City of Grand Junction Human Resources Director Job Description](#)

City of Grand Junction Intranet-Policies and Manuals.PNG (screenshot) HR Portal.PNG (screenshot)

Employers Council 2021 HR Metrics AZ CO UT WY.pdf, p.49

7A.2 The human resources program has adequate staffing to accomplish the human resources administrative functions.

Description

The City Human Resources Department is managed by a Director who is currently supported by 10 full-time employees, one $\frac{3}{4}$ time employee, and an intern. The Deputy Chief of Administration, an Administrative Battalion Chief, and a designated Human Resources Analyst comprise the core team collaborating on the HR needs of Grand Junction Fire Department.

Appraisal

Through the collaborative team, HR-related administrative functions are currently being adequately managed including recruiting, hiring, benefits, disciplinary action, employee classification, and compensation. Due to growth and retirements since 2018, the Department has successfully held three large academies, several promotional tests, and created several new positions over the last three years. According to the Employers Council 2021 HR Metrics Survey, the current ratio of HR employees to general employees in the City of Grand Junction is typical for an organization our size in the region (1:60).

The Grand Junction Fire Department has one assigned HR Analyst however, the ratio is met by the department working with several different persons in HR depending on the need. The department consults different personnel beyond the HR Analyst for issues pertaining to benefits, risk management, training/professional development, and issues pertaining to discipline through the HR Supervisor.

Plan

The Department will continue to work with Human Resources to project staffing needs and fill open positions to continue meeting the strategic goals of the organization and the City. By 2025 the Department anticipates hiring a dedicated HR Analyst for the Department.

References

City of Grand Junction HR Dept. Org Chart.pdf
Employers Council 2021 HR Metrics AZ CO UT WY.pdf, p.49
[City of Grand Junction HR Analyst Job Description](#) [City of Grand Junction HR Position List](#)
Chief's Vision 2021 Command Staff Retreat.pptx

7A.3 Policies are established to direct the human resources administrative practices in accordance with local, state/provincial, and federal requirements. The policies are reviewed annually and updated as needed.

Description

Human Resources, under the advice and review of the City Attorney's Office and City Manager's Office, regularly review and update the City of Grand Junction Personnel Policy Manual in accordance with local, state, and federal requirements. These policies apply to all Department personnel. This manual is available electronically to all employees via the City Intranet site and the employee HR Portal, with additional forms and policies referenced in the manual. Additionally, Grand Junction Fire Department maintains and regularly updates Standard Operating Procedures (SOPs) and operational directives that offer Department-specific clarifications on policies and procedures for all personnel. SOPs and operational directives are available via a shortcut on any GJFD computer desktop.

Appraisal

The current availability, clarity, publishing, and review of both the City Personnel Policy Manual, GJFD SOPs, and GJFD Operational Directives currently meet the needs of the Department. Each set of guidelines are reviewed regularly by committees with subject matter experts and/or Human Resources and the City Attorney's Office to ensure that all policies and procedures are aligned with local, state, and federal requirements. Designated HR employees belong to professional associations, subscribe to industry newsletters, and attend annual law conferences to ensure compliance with new legislation and update the related policies as needed. The current process of Deputy Chiefs and the GJFD Steering Committee reviewing SOPs and Operational Directives as needed, but at least annually is currently meeting the needs of the Department.

The review process for department SOPs starts with an individual (firefighter/chief officer) making a recommended change and presenting the recommendation to the department Steering Committee. The Steering Committee with review the recommended change and solicit input from committee members. Once the recommended change is reviewed by the Steering Committee it is presented to department Administrative Chiefs for review prior to a decision to adopt or deny the recommendation at a future command staff meeting.

Plan

GJFD Administration and City of Grand Junction Human Resources will continue to review and update policies and procedures as needed and in accordance with local, state, and federal regulations. Human Resources will continue to participate in professional development and professional memberships to ensure that the latest legal changes are reflected in our policies.

References

City of Grand Junction Personnel Policy Manual

City of Grand Junction Intranet- Policies and Manuals.PNG (screenshot) GJFD SOP Desktop Location.PNG (screenshot)

Criterion 7B: Recruitment, Selection, Retention and Promotion

Systems are established to attract, select, retain, and promote qualified personnel in accordance with applicable local, state/provincial, and federal statutory requirements.

Summary:

The Deputy Chief of Administration, an Administrative Battalion Chief, and a Human Resource Analyst comprise the core of the hiring and recruitment leadership at the Department and are supported by two Training Officers, two Community Outreach Specialists, and ad-hoc support from Department employees for testing, interview, and training processes. Together, the team maintains formal recruiting, hiring, mentoring, and promotional processes to select and retain the most qualified employees for the Department. The team also ensures that each of these processes are in-line with local, state, and federal regulations.

As the needs from this team have grown over the past two to three years, so too has the strategy and infrastructure to support them. The team is continually looking for ways to improve these processes in order to recruit, select, and retain the most qualified individuals while supporting the growth and diversity of the Department.

Performance Indicators:

7B.1 A mechanism is in place to identify and announce potential entry-level, lateral, and promotional positions.

Description

Human Resources and Fire Department Administration are responsible for evaluating the need for new positions. The collaborative team works together to plan, design, and open the recruitment process for vacancies, new positions, or promotions based on the needs of the Department. All positions are posted to the [City of Grand Junction Employment Announcement Website](#) for a minimum of 10 days. External Recruitments are also advertised on social media, fire career websites, the Missouri Valley Division of the IAFC, directly to educational institutions, social media platforms, and LinkedIn. Interested candidates are also able to complete a [job interest card](#) that will notify them when a position is open in their area of interest.

Currently, there is no minimum number of applicants for a position and the department continually strives to encourage personnel to promote through the department. If there are not enough eligible candidates in the department for a promotional opportunity the department will post the opening externally. As an example, in the past two years there were not enough qualified candidates to promote to the position of Battalion Chief, so the promotional process included both internal and external applicants.

All internal applicants for promotional opportunities will complete an application through NeoGov, the City's hiring platform. All applications go through subject matter expert review by the department to determine eligibility of the candidate. The SME review for an internal promotional process will review the applicant's certifications and qualifications so the candidate does not have to include them in the application.

Appraisal

All Department vacancies, new positions, and promotions are filled by a competitive process that create a pool of eligible and qualified candidates. Rarely does a position have to be re-posted because of a failure to draw quality applicants. The re-posting of a recruitment has only occurred once in the past five years. This recruitment was for a paramedic position and there were insufficient candidates in the initial recruitment. Currently the Department is working to evaluate the efficacy of different advertising channels. The Agency currently hires lateral recruits with entry-level recruits, all are required to attend fire academy together, but lateral recruits are compensated for experience.

Plan

The process for posting opportunities for promotion and employment are meeting the needs of the Department. In collaboration with HR, the Department will continue to evaluate and modify strategies in the process to meet both the needs of applicants and the Department.

References

City of Grand Junction Personnel Policy Manual, Policy 4.01, PDF P. 53 [City of Grand Junction Employment Announcement Website](#)
[City of Grand Junction Job Interest Card](#)
Facebook Recruiting Ad.png

7B.2 The agency's administration and its members are part of the recruiting process.

Description

The Deputy Chief of Administration, an Administrative Battalion Chief, and an HR Analyst comprise the core of the hiring and recruitment leadership at the Department and are supported by two Training Officers, two Community Outreach Specialists, and ad-hoc support from Department employees for testing, interviews, and training processes.

Appraisal

The composition of the recruiting team at every step of the process includes members of the Department from all ranks and values the input of each member. Department members collaborate through a SharePoint site where recruiting resources are organized for everyone in the team. The candidate-facing recruiting website is managed by the Administrative Battalion Chief with support from Community Outreach and Human Resources. Paid social media marketing for recruiting is managed and communicated by Community Outreach. Additionally, both line-level and command staff are included in interview panels and assessment centers. The current process for internal recruiting through mentorship programs, assessment centers, and sending EMTs to paramedic school involves department personnel throughout the internal promotional process.

Plan

The Department plans to continue with representation in the recruiting and hiring process from the Department as described. While strategies for recruiting may change based on feedback from Department members, applicants, and marketing results, the foundation of Department involvement in the process will remain the same.

References

[GJFD Recruiting Website](#)

[GJFD Recruiting Video](#) and [YouTube](#)

GJFD Recruitment Ad Coordination.PNG (screenshot)

GJFD and City HR [Recruiting SharePoint](#) Coordination.PNG (screenshot)

CC 7B.3 Processes and screening/qualifying devices used for recruitment and selection of initial, lateral, and promotional candidates are job-related and comply with all local, state/provincial, and federal requirements, including equal opportunity and discrimination statutes.

Description

City of Grand Junction Human Resources and Grand Junction Fire Administration ensure that all recruitment and hiring process are compliant with all local, state, and federal requirements including discrimination and equal opportunity statutes. All testing, interviewing, and promotional processes are standardized and continually reviewed by HR to ensure they are up to date.

Promotional assessment centers are closely coordinated with HR and aligned with job descriptions for the position at hand. The City and the Department are an equal opportunity employer. In order for a department member to be eligible to test in an assessment center, they must complete a department mentor program. New employees and promotions have an introductory period of six months. At the end of the introductory period, the employee's supervisor completes a modified performance evaluation. During this evaluation, the employee is recommended to be moved off of their introductory period or continued for further training and evaluation. If a new employee or new promotion has their introductory period extended, they will be placed on a Performance Improvement Plan (PIP) that will identify the area of concern and how the employee will be evaluated, to complete the introductory period. If the employee is still not successful at the end of their PIP, the process of dismissal for new employees or demotion for promotions will begin. All line personnel must complete an EMS field training program with a field training officer. This process was developed and administered by the Mesa County Medical Director.

Appraisal

While current recruiting and hiring practices fully comply with local, state, and federal regulations, the Department still has challenges recruiting minorities and women. However, in recent years, the diversity of recruits seems to be increasing. In 2020 the Department began the transition from an internally developed physical test to the use of CPAT for nationally validated physical testing. The promotional process for Captain has been recently updated to provide more structure and efficiency including testing out of the current position for eligibility, a program to build Department-wide experience and knowledge, and a requirement to test out of the mentorship process with a skills demonstrations and interview assessments.

Additionally, in 2021, the HR Department began removing wage history and personally identifiable information from job applications in accordance with the [Colorado Equal Pay for Equal Work Act](#). Finally, members of the HR Department, including the agency's designated Analyst, completed the "[Diversity, Equity and Inclusion in the Workplace Certificate program](#)" through the University of South Florida Muma College of Business. The seven-week course provided best practices, tools, and resources to help organizations increase diversity among employees and establish a workplace culture that fosters equity and inclusion.

Plan

Beginning in 2021, the Department will switch to the use of CPAT for candidate physical testing. Human Resources will continue to provide assessor training for interview panels that includes unconscious bias training and is working formalize an assessor training program utilizing the knowledge gained from the Diversity, Equity and Inclusion in the Workplace Certificate program. HR will continue to remove wage history and personally identifiable information on job applications and will continue to have to have mixed gender panels with invitations to sworn female personnel in each panel opportunity.

Promotional processes positions requiring mentorship will be updated to match the structure of the new Captain evaluation process.

References

Evaluation Criteria & Performance Ratings 2021.doc

Captain Assessment Center Sample Scores.xlsx (names removed) GJFD SOP 166.0 Mentor Program.docx

University of Florida Muma College of Business Diversity, Equity, and Inclusion in the Workplace Certificate program

[Colorado Department of Labor and Employment, Equal Pay for Equal Work Act, Part 2: Transparency in Pay and Opportunities for Promotion Advancement](#)

[Include example of mentor program checklists](#)

7B.4 The agency's workforce composition is reflective of the service area demographics, or the agency has put forth a reasonable effort by instituting an effective recruitment plan to achieve the desired workforce composition.

Description

Demographics for the City and the Department are shown below. In an effort to increase diversity, in 2019 the Department began a special recruitment that did not require applicants to hold an EMT certificate prior to hire. In this academy the Department hired personnel, then sponsored them through an EMT certification process as employees of the Department.

		City	GJFD
Race	White	92.7%	91.2%
	Black or African American	1.0%	0.7%
	Native American	0.6%	0.0%
	Asian	1.4%	0.0%
	Native Hawaiian or Other Pacific Islander	0.5%	0.7%
	Two or More Races	2.0%	0.7%
	Hispanic or Latino	1.8%	6.7%
Age	Median Age	35.5	36.0
Gender	Male	49.3%	89.3%
	Female	50.7%	10.7%

Appraisal

In terms of race and age the department is representative of the community. However, the Department is not representative of the community for gender representation. The EMT sponsorship academy was found to be successful in recruiting diversity, with 42% of that academy representing minorities in the department. The 2021 fire academy had 24% of recruits that represent minorities in the department. Based on recent data, it appears the Department is attracting and hiring increasing amounts of diverse candidates to better reflect the community in which we serve. Furthermore, in sponsored advertising, the Department has prioritized diversity in its marketing content in the past two to three years.

Plan

The Department will offer EMT sponsorship academies every two years to continue to recruit diversity in the Department. The Department will also continue to prioritize diversity in marketing materials. The Department will continue to utilize CPAT as the physical evaluation of candidates both to increase access to the testing process and to encourage both racial and gender diversity in the Department.

References

GJFD Community Risk Assessment and Standards of Cover.docx Facebook Recruiting Ad.png
Employee Information Report.xlsx

7B.5 A new-member orientation program is in place.

Description

All full-time and regular part-time City employees receive an orientation from Human Resources in which they review the City's strategic vision, core values, City workforce structure, and employees receive training on where to find the Personnel Policy Manual with an acknowledgement that they can find and will read and abide by the policies therein. This orientation also serves to help new employees understand and register for health and retirement benefits.

The Department conducts a detailed orientation for sworn personnel. Shortly after hiring, the Local 2808 hosts a family orientation dinner, to familiarize recruits and their loved ones with the union, the fire service, and one another prior to the start of academy. Fire academy also features educational modules on, and taught by, the different divisions of the Department including administration, fire prevention, and operations. All on-duty personnel complete an EMS academy and FTO training program allows them to get on Mesa County Protocols. For all employees, the Department reviews the location of SOPs and employees sign an acknowledgement that they can find and will read and abide by the policies therein.

Appraisal

City of Grand Junction HR provides adequate orientation to the City for all new employees. The Department provides a robust orientation for sworn personnel.

Plan

Human Resources will continue to provide orientations for all City Employees. Feedback from new Department employees will guide recommendations and modifications to the Departmental orientation program for new employees.

References

GJFD 2021 Academy schedule.pdf

HR New Employee Orientation 2021.pdf

HR Acknowledgement of Training for Personnel Policy Manual.pdf

GJF EMS FTO Workbook.docx

CC 7B.6 A supervised probationary process is used by the agency to evaluate new and promoted members based on the candidates' demonstrated knowledge, skills, and abilities.

Description

All City employees have an introductory period of employment as described in the Personnel Policy Manual. This period allows the city to train, observe, and evaluate an employee's work following initial employment, promotion, demotion, transfer to another position, reinstatement, or re-employment. The duration of this introductory period varies by position. New firefighters are required to complete a task book, signed off on by their supervisor, to formally exit the introductory period. It is not uncommon for this to take 12 to 18 months to complete. Conversely, civilian employees may have an introductory period of 90-180 days, while supervisory positions may be between 6-18 months.

Appraisal

The Department currently has an adequate probationary process to evaluate new and promoted members of the Department based on the responsibilities of their position. This process is best defined for new firefighters, captains, EMTs, and paramedics. The Captain mentorship program was updated to provide a more uniform approach to mentorships, ensuring that each mentee gets standardized rigorous development of experience and skills to prepare them for the job, as demonstrated in exit interviews and testing.

Plan

Over the next four years the Department will work to structure evaluation processes for Battalion Chiefs, EMS Supervisors, Paramedics, and Engineers to follow the structure of the newly updated Captain promotional and evaluation process. The Department will continue to use task books to evaluate new firefighters, and FTO workbooks to evaluate EMS employees during the probationary period.

References

City of Grand Junction Personnel Policy Manual, Policy 4.04, PDF P. 59 GJFD EMS FTO Workbook.docx
GJFD Probationary FF Workbook V2020.docx

7B.7 The agency has an employee/member recognition program.

Description

The City of Grand Junction recognizes employees at an organization level and provides funding for Departments to provide Department-level recognition and awards. At the City level, two annual appreciation events are held for all employees. Additionally, if the Department chooses an employee of the year is selected a plaque and small bonus check. Employees are also recognized throughout the City for their years of service, with each increment of five years being awarded a bonus cash amount and additional leave time accrual for every hour worked. Informally, any employee can give kudos to another employee for demonstrating core values or exceptional service to be acknowledged in the monthly employee newsletter.

With funding allocated by the City, the Department hosts recognition events quarterly to recognize promotions, award City years of service, and to award GJFD Personnel Awards which are built around the GJFD Personnel Awards Guidelines. These recognition ceremonies may also include awards or recognition for citizens based on the SOP - Employee and Community Awards. Annually, the Department members can nominate their peers for employee of the year. A commendation committee makes a recommendation to the Chiefs who then affirm or deny the recommendation.

Appraisal

Current recognition and awards provided by both the City and Department provide ample opportunity for all classes of employees to be recognized for their service, hard work, and dedication within the organization and the community. However, the Department would like to be able to recognize more employees for their continued hard work and for any special projects, incidents, etc.

Plan

The Department will continue to explore new ways to increase awareness of and participation in Departmental awards including kudos for other city departments. The Department will solicit and evaluate suggestions and improvements to the program.

References

City of Grand Junction Personnel Policy Manual, Chapter 5, Policy 5.300, PDF P. 69 GJFD Recognition Budget 2021.xlsx

City of Grand Junction Annual Employee Appreciation Event Flyer.pdf GJFD Personnel Award Descriptions.docx

7B.8 The agency's working conditions and environment accommodate diverse and qualified applicants and retains a tenured workforce that is reflective of the community.

Description

The Department strives to attract and retain qualified employees with safe working conditions, specialty training, a strong relationship with the Local 2808 Union, and modern stations and apparatus. The Department and the City also provide a competitive benefit program including multiple healthcare options, competitive retirement plans, a healthcare clinic for City employees and their families, Departmental peer support, and EAP counseling services for all City employees. During the pandemic the city also created and ran a free daycare/ remote school alternative for all City employee families to allow parents to continue serving the community through their careers. The Department offers a 48/96 schedule for all sworn personnel, and flexible scheduling for civilian employees. Lastly, when recruiting outside of the region, the Department also heavily features work/life balance through location-based activities.

Appraisal

The Department has largely been able to attract and retain qualified employees, with improvements in diversity. According to a 2021 Telestaff report, the median tenure time of employees is 8.5 years. The Department has identified an ongoing need for recruitment and retention of paramedics.

Plan

With the goal of placing a paramedic on each apparatus, the Department will develop a comprehensive ALS recruitment plan, to include a lateral recruitment and training program. Human Resources is working to assess their ability to collect diversity information in the application phase for recruitment goal setting and strategy purposes. Lastly, HR is also considering transitioning to electronic exit interviews and employee engagement surveys to create a database from which to gain insights on employee departures. With the implementation of electronic exit interviews, the Department will be able to make data-driven decisions on how to increase employee tenure and job satisfaction. A decision on this software acquisition will be made in 2022.

References

Telestaff tenure report 2021.xlsx

City of Grand Junction 2021 Benefit Guide.pdf GJFD 4 Year EMS Plan.docx

Fire Station 3 Construction Memo and Attachments to City Council.pdf GJFD Recruitment Ad Coordination.jpg

7B.9 The agency conducts exit interviews, periodic employee surveys or other mechanisms to acquire feedback for improving policies and procedures.

Description

Exit interviews are informal and offered to any employee who leaves the Department or the City for any reason. Interviews are conducted by the Fire Chief and/or Human Resources. This is a two-tiered process

The first tier starts with the Fire Chief also conducts an exit interview with employees that are leaving the department. This process starts with the employee filling out the Fire Chief Exit Interview Form and submitting it to the Fire Chief. Once this is complete the Fire Chief meets with each person that is leaving the department and discusses their concerns.

The second tier is the Human Resources Department conducts an exit interview. These are informal opportunities for feedback on the job, supervisors, and the Department as a whole. HR also uses this time to discuss and educate employees about their final paycheck, payment for unused time off, and transitioning their benefits to comply with federal laws including COBRA and the Patient Protection and Affordable Care Act. Items of concern or areas for improvement may be shared with the Department unless requested otherwise by the employee.

These processes allow for the department and the City of Grand Junction to collect critical information that can help to alleviate losing employees in the future.

Appraisal

The system that the department and the City of Grand Junction utilizes has been shown to be an effective system at collecting data on why employees are leaving. The core issue that the Department has been facing is the low pay. A large number of employees have left to go work in other departments where they can make more money.

Plan

Human Resources is evaluating the possibility of transitioning exit interviews to be collected in an electronic database for analysis and improvement purposes. Exit interviews conducted by the Fire Chief are effective in providing feedback for Fire Administration.

References

Exit Interview Comments.pdf

Exit Interview Employee Questions.pdf Chief Exit Interview Form

7B.10 The agency conducts workforce assessments and has a plan to address projected personnel resource needs, including retention and attrition of tenured and experienced employees/members.

Description

Each division in the agency is responsible for conducting a workforce assessment and requesting needed positions during the budgeting process. Currently, personnel assessments have been completed with the addition of new stations, the need for paramedics, considerations of the four-year EMS plan, and the future needs of fire prevention and administration. For these assessments corresponding positions, recruitments, academies, and timelines were succinctly defined in the Chief's Vision from the 2021 Command Staff Retreat.

Appraisal

EMS staffing needs have been successfully determined by the EMS plan, using a combination of call volume, training needs, employee wellness, and average time spent on a call. Firefighter staffing needs have been successfully determined with the building and staffing of Stations 6, 7, and 8. Lastly, a preliminary analysis of administrative and fire prevention staffing was completed at the 2021 Command Staff Retreat to support the expansion of the Department in the coming years.

Plan

Annual budgeting processes will continue to allow for flexibility with projected assessments. As a result of the workforce assessments done by each division, the Department expects to add the following positions:

2021: Logistics Tech, EMS Chief, EMS Officer, EMS QA/QI Training Officer, Station 8 academy

2022: Battalion 2, Inspector/Investigator, Financial Analyst

2023: Data/Records Analyst, Fire/Special Ops Chief, 8-10 over hires, Station 7 academy

2024: HR Analyst, Administrative Specialist, EMS Officer (3), Training – 21 in recruit academy, 4-6 in paramedic training

The Department has an approved budget item for 2022 to have a staffing study completed by a consultant to ensure that administrative and department-wide positions are strategic, efficient, and meeting the needs of the community.

References

Chief's Vision 2021 Command Staff Retreat.pptx GJFD 4yr EMS Plan.docx

New Position Request.xls Audit Request Form.xls

Criterion 7C: Personnel Policies and Procedures

Documented personnel policies and procedures are in place to guide both administrative and personnel behavior.

Summary:

The City provides all employees with the Personnel Policy Manual. Human Resources, in conjunction with the City Manager and the City Attorney's Office, ensure that this manual is compliant with local, state, and federal law. As such, this manual includes ethical standards, and prohibitions of harassment, violence, discrimination, and alcohol and drug use in the workplace. This manual is easily available to employees via the City intranet.

Additionally, the Department has SOPs and operational directives to guide administrative and personnel behavior specific to the Grand Junction Fire Department. Departmental SOPs are available through shortcut on all Department computers. Both City and Department policies are published in written form and updated regularly.

Performance Indicators:

CC 7C.1 Personnel policies, procedures, and rules are current, documented and communicated to all personnel.

Description

Within the first week of employment, all employees are shown the location of the City Personnel Policy Manual, within the first year of employment GJFD SOPs are acknowledged, and all employees sign an acknowledgment that they understand where to find these documents, they will read them, and they will follow the guidelines as employees of the Department. Both the City Personnel Policy Manual and GJFD SOPs are maintained in electronic formats to ensure that the most current version is available to all employees. When an SOP changes, or a new SOP is approved, all personnel are made aware through the training platform Target Solutions and sign an additional acknowledgement of the new guideline. If personnel have questions about or need clarity on any policy, it is the responsibility of that person to request clarification from their chain of command or Human Resources.

Appraisal

The Department's process for creating, communicating, and publishing both City and Department policies is meeting the needs of the employees, Department, and City. New SOPs or modifications to SOPs are issued through the Department's training platform Target solutions, which provides documentation and gives all employees an opportunity to review and acknowledge new procedures. The Department conducted a thorough review and re-formatting of SOPs in 2019 to improve clarity, approval processes, training procedures, and references for each SOP including CFAI and NFPA references along with the creation and last revision dates.

Plan

The Department will continue to keep policies and procedures up to date and provide all employees with notices, training, and acknowledgement of changes to Department Policies. The Department will review SOPs as needed, with a minimum of an annual review for all SOPS and will conduct a thorough review on a five-year cycle through the Deputy Chiefs and the Department Steering Committee. The Human Resources Director or Designee will communicate City personnel policy changes via a meeting the leadership team, a meeting with all managers and supervisors, the Employee Advisory Committee, and the City's monthly internal newsletter.

References

City of Grand Junction Personnel Policy Manual GJFD SOP Desktop Location Screenshot.png
GJFD SOP 116.0 Policy Access and Communication
HR Acknowledgement of Training for Personnel Policy Manual.pdf

CC 7C.2 The agency has a policy that defines and prohibits harassment, bias and unlawful discrimination of employees/members based on sex, race, disability, or other legally protected characteristics, and describes the related reporting procedures. The policy and organizational expectations specific to employee behavior are communicated formally to all members/employees and are enforced.

Description

The City's harassment policy states that no City employee will harass or intimidate any other person or class of people on the basis of race, color, religion, sex (including pregnancy, gender identity, and sexual orientation), national origin, age (40 or older), disability, genetic information, marital status, veteran status, or any other status protected by applicable state or local law. Sexual harassment will not be tolerated whether such harassment is directed toward fellow employees or the public. An employee who feels victimized by harassment should inform the individual engaging in harassing behavior that such behavior is unwelcome, then report each instance of alleged misconduct to the appropriate supervisor, department director or Human Resources Director.

The City's nondiscrimination policy further addresses equal employment opportunity related to hiring, transfer, promotion, training, dismissal, working conditions, compensation, benefits and other terms and conditions of employment with specific sections outlining nondiscriminatory practices for employees with disabilities or pregnancy.

The City's complaint (informal) and grievance (formal) processes provide a series of steps an employee may take in order to address and resolve complaints and grievances limited to the interpretation or application of City policies or state and federal laws, working conditions, discrimination, and harassment.

Appraisal

The City conducts mandatory annual training and evaluation of understanding for all employees on these policies. Additionally, in 2021 the City began a mandatory training about racism and structural racism for all employees.

Plan

The Department will continue to provide this training to all employees through the city- coordinated annual trainings and will communicate expectations and all available opportunities to complete these trainings.

References

City of Grand Junction Personnel Policy Manual, Policy 6.02, PDF P.75 Racism Bias and Inequality roster report
Education Day Quiz 2019

7C.3 A corrective actions system, which ensures accountability, is in place.

Description

The City discipline and appeals policy (7.01) outlines the procedures, progressive nature, and appeals process for disciplinary action. These policies have been reviewed by the City Attorney's Office to ensure they comply with local, state, and federal law. At lower levels, disciplinary action may be offered by a supervisor to an employee which may include counseling, oral warnings, and written reprimands. At the point of written reprimands, a copy is provided to Human Resources and included in the employee's personnel file.

Additional disciplinary options include suspension, probationary status, demotion, and dismissal, all of which involve a collaborative effort between the Department, Human Resources, and City Administration.

When information received by the supervisor indicates the possible need to impose disciplinary action which may affect the employee's pay, benefits, or status, a Notice of Contemplated Discipline (Notice), signed by the Chief and Director of Human Resources, is issued to the employee by confidential means including hand delivery or certified mail. Within five working days of issuing the Notice, the Chief, or their designee, will conduct a Disciplinary Review Meeting to provide the employee an opportunity to offer any facts, circumstances, arguments, or evidence as to what occurred leading up to the Notice. The employee may bring a representative of their choice to the meeting. Within ten working days following the meeting, the Chief, or their designee, will prepare and issue a Letter of Discipline (Letter) citing the determination of the discipline to be imposed. Should the employee wish to appeal the disciplinary action, they may request a meeting with the City Manager within five working days of receiving the Letter. The appeal meeting should be scheduled with the City Manager or their designee within 20 working days of the date a written request is received by the City Manager's office.

Appraisal

From 2018 – present, the Department has only extended the disciplinary process for one employee due to scheduling conflicts. The City's system of discipline and appeals has effectively addressed disciplinary issues and is meeting the needs of the Department. The process is fair and has aligned conduct and behavior with Department expectations.

Plan

The Department will continue to follow the guidance and practices of the City policy for discipline and appeals.

References

City of Grand Junction Personnel Policy Manual, Policy 7.01, PDF P.94

CC 7C.4 An internal ethics and conflict of interest policy is published and communicated to employees/members.

Description

The City of Grand Junction has a published code of conduct that includes defined expectations for ethical conduct and conflicts of interest. Employees are expected to conduct themselves in such a way that their actions and relationships with each other are professional at all times and are free of gossip. Employees must avoid any action which might result in or create the impression of using public office for private gain, giving unauthorized preferential treatment to any person, or losing impartiality in conducting City business. It is the City's policy that all employees conduct themselves ethically and avoid all misconduct or the appearance of misconduct.

Appraisal

The City Code of Ethics is published and available electronically for all employees. Additionally, employees complete an annual training about ethics in the workplace, and all EMS personnel operating under the Mesa County EMS director receive training on HIPAA. These standards and trainings are currently meeting the needs of the Department.

Plan

The Department will continue to abide by and conduct training on ethical conduct that reflects the City Policy of Ethical Conduct, HIPPA, and best practices for medical ethics.

References

City of Grand Junction Personnel Policy Manual, Policies 6.06-6.06, PDF P.73-93- Employee Conduct
City of Grand Junction Personnel Policy Manual, Policies 4.02, PDF P.54- Conditions of Employment
HIPAA Overview CDPHE
HIPAA Training Completion Roster Education Day Quiz 2019

7C.5 An employee/member grievance/complaint process is published and communicated to employees/members.

Description

Grand Junction Fire Department SOP 105.0 outlines the procedures for reporting and resolving complaints from both employees and citizens. All internal complaints, reference to conduct or performance will be reported in writing to the member's supervisor. Serious accusations of conduct or performance will be brought to the immediate attention of the supervisor and followed up in writing. Any written complaints shall be forwarded to the appropriate Deputy Fire Chief by the member's supervisor. Investigations may include, but are not limited to, Human Resources and City Attorney representatives. Citizen Complaints can be made a variety of ways, including an online complaint form. All citizens complaints, including those that are anonymous, will be followed up and documented as soon as possible. The documentation will be immediately forwarded through the chain of command to the appropriate Deputy Fire Chief.

Appraisal

The policies and procedures outlined in GJFD SOP 105.0 are meeting the needs of the Department with regard to reporting, documenting, investigating, and resolving complaints both from employees and citizens.

Plan

The Department will continue to use the procedures outlined in SOP 105.0 to handle complaints. If a problem arises, or a weakness is found in the policy, consideration will be given to review and amend the policy as needed according to Department procedures.

References

GJFD SOP 105.0- Complaints Citizen Complaint Form Online

Criterion 7D: Use of Human Resources

Human resources development and utilization is consistent with the agency's established mission, goals, and objectives.

Summary:

The Department, Human Resources, City Attorney's Office, and the Office of the City Manager work closely together to ensure that employee and Department needs are being met. The Department ensures that it has staffing, equipment, training, and policies to achieve its mission of serving the community through emergency response and risk reduction with actions that are guided by purpose-driven decisions supporting growth and safety while investing in relationships and continuous professional development.

Performance Indicators:

CC 7D.1 A position classification system and a process by which jobs are audited and modified are in place.

Description

The City of Grand Junction Human Resources provides a policy (2.01) on classification and compensation that is regularly updated and communicated to employees. The Classification and Compensation Plan is based on survey data of other employers in the market defined by the City. Internal value is then measured through a job evaluation process, which assesses the value of a position relative to other City positions. Job descriptions are reviewed prior to posting to ensure accuracy of each description, and new positions may be requested through the new position request form. Reclassifications, audits, and new positions are completed by the Department and Human Resources and are requested through the annual budgeting process.

Appraisal

The policies and processes guiding classification and compensation, as well as the partnership between the Department and HR for auditing, reclassifying, or creating new positions is currently meeting the needs of the Department and the City. These systems currently allow the Department to effectively recruit and retain employees, as well as acquire new positions as the Department grows.

Plan

The Department will continue to collaborate with Human Resources, following the City of Grand Junction Policy on classification for all job classification and compensation needs. The Department will continue to request and reclassify positions as needed through the annual budgeting process to meet the changing needs of the Department and the community.

References

City of Grand Junction Personnel Policy Manual, Policy 2.01, PDF P. 14-15 Classification and Compensation Plan

City of Grand Junction Class Comp – Handout – 2021.pdf Audit Request Form.xls

New Position Request.xls

7D.2 Current documented job descriptions exist for all positions, and incumbent personnel have input into revisions.

Description

In collaboration with Human Resources, the Department maintains [up-to-date job descriptions for all positions within the Department](#). These descriptions are available online in the same forum as job interest cards, job postings, and job descriptions for the City as a whole. If a job description needs to be audited, any personnel member may work through their chain of command to make suggestions, and in collaboration with Human Resources, the Department Administration is responsible for either the informal or formal review and audit of job descriptions.

Appraisal

Current job descriptions and the process for auditing or drafting new position descriptions is currently meeting the needs of the Department and the City. Any time a job is posted it is reviewed for accuracy to ensure it will meet the needs of the Department. An audit request can also be initiated by a supervisor if it is observed to be needed for the health of the organization and the position, this is typically done in conjunction with the budgeting process. Appropriate incumbent personnel are included in these considerations and revisions.

Plan

The Department will continue to collaborate with incumbent personnel and Human Resources to audit and write job descriptions that match the duties required and meet the needs of both personnel and the Department.

References

City of Grand Junction Personnel Policy Manual, Policy 2.01, PDF P. 14-15 Classification and Compensation Plan
Audit Request Form.xls New Position Request.xls GJFD Position Description

7D.3 A personnel appraisal system is in place.

Description

Department personnel performance is evaluated annually using the Trakstar system which is used City-wide in accordance with City Personnel Policy 5.02. Annual reviews must be completed by March of each year. Within the Trakstar system, employees are evaluated on the following criteria: job knowledge and performance, customer service, communication, safety, strategic plan competency, staff management and development (if appropriate), and customizable goals that may be set independently or with their supervisor. Self-appraisals are first completed by the employee, reviewed and available for comment by supervisors, and finally completed by the Fire Chief and Human Resources. When an appraisal is complete, the employee can review comments from and with their supervisor, the Chief, and Human Resources.

Appraisal

After moving to the Trakstar system in 2018, the current evaluation system is exceeding the Department's expectations and meeting the needs. This system has streamlined the process for conducting performance evaluations for all employees. Additionally, this system allows employees throughout the City to make notes and support colleagues by documenting instances where they are meeting performance objectives with comments, letters, attachments, and images.

Plan

The Department and the City will continue to use the Trakstar system to evaluate the performance of all employees annually. Performance appraisals will be complete by March of each year for reviews of the performance reviews of the previous year.

References

City of Grand Junction Personnel Policy Manual, Policy 5.02, PDF P. 69 Performance Appraisal Annual Performance Review Sample.jpg

7D.4 The agency has a policy or program for receiving employee/member input or suggestions.

Description

Per GJFD SOP 126.0 all members of the Department can provide input and suggestions for the improvement of the organization. Suggestions for improvement are made in writing through the chain of command and shall be passed through the chain of command for review by the fire Chief and/or placed on the appropriate committee agenda for review. In addition to suggestions for improvement, employees are encouraged to also provide solutions to problems including budget impacts and other considerations. The Department also includes employees from all levels and experience in the Department in the strategic planning process, so that input and perspectives representing the diversity of experiences in the Department are accurately included in the Strategic Plan.

As of late 2019 the Department also formally participates in near miss reporting for the betterment of the Department and the Fire Service as a whole.

Appraisal

Employee suggestions and solutions are valued in the Department. The structure for employee suggestions and concerns to be addressed through the chain of command, allows many issues to be resolved at the crew or shift level. Those requiring higher authority or organizational direction are taken to monthly staff meetings to determine a course of action which ensures a timely response to all concerns. It is not uncommon for training and operational suggestions to be made and implemented in a timely fashion to improve the safety and efficiency of the organization. From cancer prevention to hose deployments, pandemic protocols, and technology implementation, the pathways, and procedures for submitting and reviewing employees' suggestions are not only meeting the needs of the Department but provide pathways for the Department to improve.

Plan

The Department will continue to accept and review employee suggestions through the chain of command and make changes to policies, procedures, and practice as appropriate through the budgeting and SOP processes to better serve external and internal customers. The Department will also formally participate in near miss reporting.

References

GJFD SOP 126.0, Suggestions

GJFD SOP 108.0, Near Miss Reporting

7D.5 Career and professional development programs are in place for all members and encourage the pursuit of professional credentialing.

Description

The Department offers professional development to all personnel through a variety of pathways including mentorship programs, professional memberships, seminars, conferences, training and certification courses, crew and Departmental training, City training, one on one coaching, tuition reimbursement, and courses through the National Fire Academy and FEMA. Sworn personnel have defined career pathways through mentorship programs that include task books and bi-annual assessment centers for promotional processes that offer tailored feedback to all participants. Certifications are monitored and maintained by the Training Division, and all certifications are documented in Target Solutions.

Appraisal

Due to budget issues, current funding for training is meeting the minimum needs of the training division but is not adequate to support advanced training. Currently minimum requirements for certifications are being met, but funding doesn't support the external industry-specific professional development for the members. All training requests are budgeted and approved through the Training Division.

Plan

The Department will continue to evaluate and support professional development opportunities through the training request process, mentorship and assessment centers, the use of Target Solutions, company trainings, City sponsored trainings, and outside seminars, courses, conferences, and memberships. Budgetary concerns are being addressed in the 2022 budget to better support external trainings from subject matter experts including Instructor I class for five members of the department, sending members to conferences such as Mile High Firefighters, FDTN (Fire Department Training Network), Water on the Fire, Colorado State Fire Chiefs Conference, and two people to the SERTC Haz-Mat Tech course per the program appraisal identified needs.

The local community college, Western Colorado Community College (WCCC), began a two-year Fire Science degree program in August of 2021. The department currently holds a seat on the program advisory committee and will work with WCCC staff to allow Grand Junction Fire Department training and Fire Academy training to crossover to a degree program within WCCC.

References

GJFD SOP 165.0- Career Development GJFD SOP 166.0- Mentor Program
GJFD SOP 191.0- Professional Credentialing Training Request Form Sample.PDF
2020 Program Appraisals

7D.6 The agency has a succession plan that incorporates mentoring.

Description

The Department offers formal succession planning through mentorship processes for the ranks of paramedic, captain, EMS officer, engineer, and battalion chief as outlined in GJFD SOP 166.0. All mentorships begin with the protégé approaching a potential mentor holding the position they wish to enter the mentorship program, and the mentorship process begins with the approval of the Deputy Fire Chief of Operations. Once the mentorship is approved that candidate and mentor work through skills and knowledge check-off sheets, JPRs and other appropriate documentation as skills are demonstrated and completed. Once all documentation is complete, the protégé completes an exit interview and receives a formal Temporary Upgrade Agreement at which time they are eligible to upgrade in the position for which they mentored.

Appraisal

Through the mentorship and promotional processes, the Department has been able to adequately plan for succession of leadership positions in the Department. The Department recognizes an ongoing need for paramedics in the organization and is currently working to develop a recruiting plan to supplement the current sponsored paramedic program through which the Department identifies interested candidates, organizes and pays for 100% of their paramedic training and certification while continuing to pay them as an employee of the Department.

Plan

In 2019 the captain mentorship program was updated to provide more detail to mentors and protégés and create efficiencies in the process as a whole. By 2024 the Department plans to update the remaining mentorship programs to incorporate similar updates. The Department will also develop a paramedic recruiting program to supplement the ability to fill vacancies.

References

GJFD SOP 166.0- Mentor Program GJFD SOP 165.0- Career Development Captain Mentor Program.pdf

Criterion 7E: Personnel Compensation

A system and practices for providing employee/member compensation are in place.

Summary:

Employee classification and compensation is determined annually by City of Grand Junction Human Resources and the City Manager. In 2018 the City implemented a new pay scale step system, which allows an incremental annual increase to adjust for cost of living and experience level. Classification and compensation for the City are available electronically to all employees via the City intranet, and each employee has access to an electronic HR portal with their specific pay rate, tax information, and PTO accrual information.

Performance Indicators:

CC 7E.1 Rates of pay and compensation are published and available to all employees/members.

Description

Classification and compensation for the City are available electronically to all employees via the City intranet, and each employee has access to an electronic HR portal with their specific pay rate, tax information, and PTO accrual information. Pay ranges are also posted with each active recruitment and job descriptions are available online to the public. Rates of pay are determined by City Human Resources in conjunction with Fire Administration and are based on survey data of other employers in the market defined by the city and the position's internal alignment, this review is completed every two years for the City as a whole. Beyond base-pay-plans the City also remains competitive in the job market with a comprehensive benefits package including FPPA for sworn personnel.

Appraisal

An annual classification and compensation handout is readily available to all employees through the City intranet, and employees may access their compensation information via the Employee HR portal. Employees also receive a Total Compensation Statement to include wages and benefits. The current compensation rates and availability of this information is currently meeting the needs of the Department and its employees.

Plan

The Department will continue to utilize the annual Classification and Compensation Handout available on the intranet, as well as the HR portal for individual employees to remain aware of their pay rate. Human Resources will continue to issue Total Compensation statements annually.

References

City of Grand Junction Class Comp – Handout – 2021.pdf

[City of Grand Junction Online Job Descriptions- Fire Prevention Officer Example](#) HR Portal.png (screenshot)

Grand Junction Total Compensation Statement

7E.2 Member benefits are defined, published, and communicated to all employees/members.

Description

The City of Grand Junction offers a comprehensive benefit package that includes: medical, dental, and vision plans, an employee health clinic, a wellness program, flexible spending accounts, telehealth access, life and AD&D insurance, an Employee Assistance Program with free counseling and coaching, accident insurance, critical illness insurance, identity theft protection, long term care insurance, retirement benefits, leave programs, paid holidays, paid time off, and other discounts on goods and services. A summary of benefits is available on the City Intranet, and HR is available to help employees with specific questions they may have about benefits. All full-time and regular part-time employees attend a New Employee Orientation in which benefits are reviewed, and the City's internal monthly newsletter keeps employees apprised of changes in their benefits throughout the year. Annually the City holds an open enrollment period for employees to review and enroll in benefits online or in person as they prefer.

Appraisal

The ease of access to benefit information through the New Employee Orientation, City intranet, internal newsletter, annual open enrollment period, and ongoing access to City HR personnel allow ample opportunity for employees to understand and engage with their benefit packages available through the city. The current systems are meeting the needs of the employees and the Department.

Plan

The Department will continue to rely on City HR to communication benefit information to employees through the methods noted above and remain available to answer specific benefit questions for all employees.

References

City of Grand Junction Intranet- Policies and Manual.PNG (screenshot) City of Grand Junction 2021 Benefit Guide.pdf
Benefit Fair Invitation.jpg
Open Enrollment 2022 Options Example

Category VIII: Training and Competency

Training and educational resource programs express the philosophy of the organization they serve and are central to its mission. Learning resources should include a library; other collections of materials that support teaching and learning; instructional methodologies and technologies; support services; distribution and maintenance systems for equipment and materials; and instructional information systems, such as computers and software, telecommunications, other audiovisual media, and facilities to utilize such equipment and services. If the agency does not have these resources available internally, external resources are identified, and the agency has a plan in place to ensure compliance with training and education requirements.

A learning resources organizational structure and a technically proficient support staff are central to success of training and educational programs. The training staff should provide services that encourage and stimulate competency, innovation, and a continual learning cycle. The agency or system should provide those learning resources necessary to support quality training. The agency should depict its approach to recognized state/provincial and national fire service professional standards programs in its written responses to the performance indicators in this category.

Criterion 8A: Training and Education Program Requirements

A training program is established to support the agency's needs. The agency provides access to and guidance on educational programs that increase advancement potential and support the agency's needs.

Summary:

The Training Division of the Department supports the mission, "To serve the community through emergency response and risk reduction. Our actions will be guided by purpose-driven decisions supporting growth and safety while investing in relationships and continuous professional development", vision, "We pursue excellence in public service with efficient service delivery, utilizing sustainable planning and promoting organizational evolution while being responsible with community resources", and values, "Excellence in Service Through: Professionalism, Integrity, Empathy" of the Department. Training at the Department incorporates federal, state, and local requirements.

The Training Division is overseen by an Administrative Battalion Chief, with the support of two dedicated Training Captains. Auxiliary support for academies is provided by on-duty personnel and subject matter experts. Many on-duty personnel develop and execute regular crew-level trainings. By 2022 the Department expects to add the position of EMS Training Captain to support the need for ongoing EMS training.

The Training Division is responsible for conducting recruit fire and EMS academies, monthly hands-on skills training for line personnel, operational policy formulation and review, post incident analysis (PIA) of most major incidents, focus on station specialties scenarios and maintaining the Target Solutions record keeping system for all employees' training activities and certifications. Specialty stations provide specific training based on the needs of the crew and the specialty. Future training will be geared towards advanced skill sets building on foundational training.

The Department operates a training center in collaboration with Colorado Mesa University and Colorado Division of Fire Prevention and Control which is managed by Colorado Law Enforcement Training Center (CLETC). This facility offers two classroom spaces, a live burn facility, CPAT testing, fireground training props, and a gym. The training facility is available to crews and is the central location of all fire academies. The training center continues to grow through capital budget requests.

Performance Indicators:

CC 8A.1 The organization has a process in place to identify training needs, including tasks, activities, knowledge, skills and abilities.

Description

The Department identifies training needs through knowledge and skills. This is accomplished by reviewing incidents, reviewing training evolutions, gathering crew and individual feedback, and more recently from post-incident analysis (PIA), external training from other Departments, and well as regional conferences. The Training Division utilizes Target Solutions to monitor the completion of job performance requirements (JPRs) for each certification in alignment with the Colorado Division of Fire Prevention and Control pertaining to each rank's basic certification requirements. An Academy Steering Committee supports the Training Division in reviewing feedback from each academy to identify areas of improvement of Academy Training.

Specialty training is provided at the station level and monitored by the Training Division to ensure that adequate specialty training is being provided on a consistent basis.

Mandatory EMS training is required by Mesa County. EMS providers must complete one squad review per trimester. Squad reviews involve reviews of protocols and case studies on patient care as well as any pertinent subjects the Medical Director feels needs to be re-enforced. EMS providers must also complete one ALS or BLS skills day annually where hands-on training is provided per their certification level. Other EMS trainings are done at the station level based on the needs of individual certification requirements.

Appraisal

In 2021, while evaluating new SCBAs for purchase, the Training Division took the opportunity to also informally evaluate foundational fireground skills of most employees in the department. Through this process the Training Division recognized a need to re-visit and standardize those foundational skills with tenured employees. As a result, a plan was put in place to re-train crews on individual task-level skills, culminating in training evolutions that combined those skills in a follow-up session where the battalion chief and captain had the opportunity to discuss performance with the training division. In 2019 the Training Division put into place a rigorous and robust training plan that would address the deficiency and lack of understanding between what new recruits are being taught and what the expectations and standards are for line personnel. The end goal is to get all personnel on the same page pertaining to skills. This will increase the efficiency and effectiveness of crews moving forward. Once all basic foundational skills are complete, the Department will move to more complex scenario-based training, incorporating training opportunities for all ranks including battalion chiefs, captains, engineers, and firefighters.

In 2021, with increased capacity in the office, the Training Division began supporting the PIA process. The Training Division has guided those involved in critical incidents to support their communication of lessons learned in the development of PIA materials.

EMS trainings currently meet the minimum standards, but the Department recognizes a need for a dedicated EMS Training Captain to provide crews with the EMS training and support they need.

Plan

The Training Division will put a plan in place to re-visit strategic, operational, and task level skills, as well as areas of opportunity to learn from mistakes to provide the highest level of service possible. The Training Division will continue to support the PIA process as a pilot program until formalized support is refined, updated, and adopted in SOPs. The Academy Steering Committee will continue to support the Training Division in identifying training needs for the fire academy.

EMS training will continue to be guided by Mesa County EMS with the hopes of getting a new EMS Training Captain onboard as soon as possible to get crews the additional training and support they need to be successful.

References

2021 Training Plan

EMS Squad Review Calendar Fireground Skill Evaluation Follow Up

8A.2 The agency's training program is consistent with the mission statement, goals and objectives, and helps the agency meet those goals and objectives.

Description

The Training Division of the Department supports the mission, "To serve the community through emergency response and risk reduction. Our actions will be guided by purpose-driven decisions supporting growth and safety while investing in relationships and continuous professional development", vision, "We pursue excellence in public service with efficient service delivery, utilizing sustainable planning and promoting organizational evolution while being responsible with community resources", and values, "Excellence in Service Through: Professionalism, Integrity, Empathy" of the Department.

The Training Division's goal is to put the citizens served by the Department first. This is done by pushing for constant improvement and skill development to provide the most effective and efficient solutions for citizens in both the fire and EMS services. The Department's external community training programs include training the community in fire prevention, home fire safety, hands-only CPR, fire extinguishers, and wildfire mitigation to support community risk reduction. Some professional development is offered by the City, statewide groups, and conferences, but these opportunities are not available to the majority of the employees of the Department due to budget constraints.

Appraisal

A training plan was adopted in 2021 based on the performance of crews on emergency responses and training evolutions. The Training Division has completed foundational firefighter training and is moving towards company-level training, multi-company training and specialty training. The 2021 training plan was effective in building foundational skills and evaluating performance for remedial training as needed. However, a formalized evaluation process was not implemented due to cultural acceptance of formalized training structure and evaluation.

EMS training is currently run by a line captain on a shift-by-shift basis and is supplemented by squad reviews each trimester from the medical director as well as annual ALS/BLS skills days. Professional development, a key part of the organization's mission, is available to Chiefs, Fire Prevention, and Community Outreach through the National Fire Academy (NFA) and annual conferences. General training through the City along with NFA courses, and industry-specific conferences often remain inaccessible to the majority of the Department's employees due to budget constraints as well as the lack of prioritization of funds to line personnel professional development during the City's budgeting process.

Plan

In 2022 an annual evaluation supported by the Operations Division will be given to all crew members for fireground skills, and a pass/fail performance measure for each skill will be recorded based on observations. Failing skills will trigger a workplan and skills development process with the Captain of the crew with specific timelines and goals.

A new position for EMS Training Captain is expected to be filled in 2022 to address the need for formal and structured EMS training. Department-led training in fire and EMS operations will be continued annually. Specific areas of opportunity have been identified through department-wide trainings in the

areas of basic fireground skills, strategy, and tactics. These areas of opportunity will be addressed individually through one-on-one training, mentorship, and career development.

References

Chief's Vision 2021-Org. Chart 2021 Training Plan
2020 Training Budget

8A.3 The training program is consistent with legal requirements for mandatory training.

Description

In Colorado, per the Firefighter Voluntary Certification Program, there is no statutory requirement for firefighter certifications. Certifications required are at the discretion of the Chief, who has elected to participate in the Voluntary Certification Program offered through the Colorado Division of Fire Prevention and Control in accordance with NFPA requirements. EMS certifications in Colorado are regulated and administered through the Colorado Department of Public Health and Environment (CDPHE). The Department's training programs follow FEMA, Colorado Division of Fire Prevention and Control, Colorado CDPHE, and Mesa County protocols and guidelines. All EMS providers at the Department must hold a current Colorado EMT or Paramedic Certification in accordance with CDPHE requirements.

Appraisal

The training program meets all legal requirements for EMS. Lacking legal requirements for other Department services, the Department's training program has met industry standards. All employees hold certificates in the incident command system (ICS) as well as certifications that meet NFPA standards where a position's duties align with such certifications. The training program supports such certifications and ensures they are maintained for personnel holding them. While Colorado is not an OSHA state, the Department has complied with continuing education hours outlined in Superfund Amendments and Reauthorization Act (SARA) Title III. The Department is a certified EMS training center, as identified through CDPHE, which allows Department employees to meet the legally mandated training for EMS providers.

Plan

The Department will continue to offer training to meet the requirements of fire, incident command, driving, hazardous materials, fire investigations, emergency medical services, and community risk reduction. The Department will continue to review and update training plans and processes to meet industry standards and address emerging issues in the fire service.

References

[Colorado Firefighter Voluntary Certification Program](#)
CDPHE EMS Certification Requirements SOP 165

8A.4 The agency identifies minimum levels of training and education required for all positions in the organization.

Description

The minimum qualifications for each position in the organization is posted in each job description, and further defined for upgrade positions in SOP 165. The Department has job descriptions for every position and JPRs for every certification. Minimum levels of required certifications are identified in each job descriptions and JPRs for certifications held. The minimum levels of training are based on the requirements of Colorado Division of Fire Prevention and Control, CDPHE, Insurance Services Office (ISO), and Colorado Intergovernmental Risk Sharing Department (CIRSA) which provides insurance for the City of Grand Junction.

Per ISO requirements, all on-duty personnel complete training congruent with topics defined in ISO Item 581. At the conclusion of the Department's fire academy, all recruits take exams for Firefighter I, HazMat Operations and Awareness, and Driver Operator. All EMTs and Paramedics attend an additional EMS academy, whose format has changed over the years, and most recently in 2021 changed to a longer format to improve the readiness of new EMS providers.

The Department requires the completion of "Rookie Books" for new firefighters, which are currently being updated. Mentorship programs exist for the promotable positions of captain, engineer, battalion chief, and EMS officer. The captain and engineer mentorship programs were recently updated to be more rigorous, including testing out of the current position for eligibility, a program to build Department-wide experience and knowledge, and a requirement to test out of the mentorship process with a skills demonstrations and interview assessments.

Employees that participate in the wildland team must have Firefighter Training- Field Review(S-130), Introduction to Wildland Fire Behavior (S-190), and successfully complete an annual arduous pack test.

Those with Firefighter I or II certifications are required to also have HazMat awareness and ops certifications. Those certified to the HazMat technician level are assigned station three.

Employees that participate in the interagency Bomb Squad have minimum requirements of Hazmat Technician, as well as a successful completion of a six-week FBI Hazardous Device course. The Department uses Target Solutions which verifies each employee's minimum required training based on their certifications and rank.

Appraisal

The minimum standards for training and education at all levels are meeting the needs of the Department and the community. The change from a one-week EMS academy to a three-week EMS academy has improved the performance of the newest employees.

Anecdotal feedback from EMS Officers and on-duty paramedics following the modified Academy indicate that the new format has resolved the issues that were previously identified. The adoption of Target Solutions has streamlined the process of maintaining and validating minimum training requirement for all employees.

Plan

The Training Division will continue to adjust minimum training levels as standards and mandates change. These changes will be reflected in the Operational Manual as a foundation along with a more advanced standards of expectations. The Training Division also plans to implement standardized annual minimum skills requirements to ensure that skills are maintained.

References

[Job Descriptions](#)

[Rookie Book](#)

SOP 165

ISO Item 581- Training Requirements

Criterion 8B: Training and Education Program Performance

Training and education programs are provided to support the Department's needs.

Summary:

The Department's Training Division is responsible for organizing, communicating, and evaluating all of the fireground operational training. The Division has programs in place to evaluate training needs and ensure that all fire employees are appropriately trained from the start of their employment or promotional process, and that those skills are maintained throughout their career both at an individual and company level. These training programs support the organization's needs and meet the certification criteria as a part of the Colorado Voluntary Certification Program administered through the Division of Fire Prevention and Control.

Mandatory EMS training including regular squad reviews and three annual ALS Skills Days are organized by Mesa County EMS. The schedule for these trainings is posted on the MCEMS website early in the year. Squad reviews can be completed via in person training or by a distributed video-based class. BLS providers are required to attend a BLS Skills Day. These are put on by the department. Additional internal EMS training is held on a monthly basis and is currently organized by an on-duty Captain. In 2022, it is anticipated that an EMS Training Captain position will be added to the Department to help formalize an internal EMS training program similar to the Training Division's fireground trainings.

Training for specialty teams such as wildland, HazMat, tech rescue and bomb squad are managed through the teams. Trainings for station-based specialties are managed by station captains on station training days.

Training staff collaboratively provide short and long-range training schedules using a shared Microsoft Office 365 Outlook Calendar. The Department utilizes Target Solutions to training and track certification maintenance for all members.

Performance Indicators:

8B.1 A process is in place to ensure that personnel are appropriately trained.

Description

In 2019 the Department began using Target Solutions to maintain records for trainings, remind employees of renewals, and track all certifications held by employees and JPR requirements for those certifications. The Department has established minimum certification requirements for each position that are reflected in the job description and are compliant with the Colorado Firefighter Voluntary Certification, CDPHE, and Colorado Division of Fire Prevention JPR's. Additionally, the Department requires "Rookie Books" to be completed for new firefighters to demonstrate skills for first year employees and mentorship training programs for promoting employees to the positions of captain, engineer, battalion chief, and EMS officer.

To ensure that tenured employees maintain and demonstrate appropriate skill levels commensurate with required training and certification, the Department conducts annual performance reviews. Performance while responding to calls is continually evaluated. If an employee needs improvement then an improvement and training plan may be formally or informally instituted.

Specialty training is provided by subject matter experts (SMEs) at each station. SMEs have a combination of higher-level certifications and experience and are responsible for providing training in that specialty for the assigned members of the specialty station.

Appraisal

The processes and systems in place to ensure minimum training requirements are compliant with or exceed regulatory requirements is effectively working for the Department. Recently updated "Rookie Books" and mentorship programs have worked well for new firefighters, engineers, and captains, but need to be updated for battalion chief, and EMS officer positions in the coming years.

Plan

The Department will continue to use Target Solutions for tracking certifications and renewal requirements. The Training Division will use information from evaluating the skills of tenured employees to formalize and adopt a process to ensure that all employees skills are regularly updated to the most recent tactics taught in the academy. Additionally, the Training Division is working with on-duty battalion chiefs and administrative chiefs to create more opportunities for battalion chiefs to be involved with the formulation of a training plan and monthly training opportunities.

References

Rookie Book

Captain Mentor Program

Screenshot of Target Solutions Certification Expirations

8B.2 The agency provides a training schedule that meets the organization's needs.

Description

The Department utilizes Microsoft Office 365 Outlook Calendar to schedule all department trainings. Annually, by the end of January the Training Division puts in monthly trainings in accordance with the adopted training plan for that year. Stations are also responsible for developing and scheduling training for their crew one to two times per month. Station training days are flexible and are typically decided by the respective Battalion Chief.

EMS squad review opportunities are scheduled and published in advance, with flexible options for crews to meet the requirement of completing one squad review each trimester. Required EMS skills days are also published to all crew members and put on the Outlook training Calendar.

Annually the City schedules and publishes many flexible opportunities for employees to complete the required training for human resources, information technology, and the City as a whole.

Appraisal

The current system of using the Outlook Calendar to distribute and communicate scheduled training is meeting the needs of the Department. All operational employees have access to the calendar.

Plan

The Department will continue to use the Outlook Training Calendar to communicate and schedule all Department training.

References

EMS Squad Review Calendar Screenshot of Training Calendar O365 City Training Opportunities

CC 8B.3 The agency evaluates individual and crew performance through validated and documented performance-based measurements.

Description

The Department utilizes Target Solutions and annual performance evaluations to track and ensure that individuals and crews perform to industry, national, and department standards. JPRs that are compliant with DFPC standards are documented in Target Solutions in accordance with each re-certification timeline, and performance is validated in annual performance appraisals for every employee of the Department. EMS performance is formally evaluated annually during an ALS/BLS skills day. In 2021 the Training Division informally evaluated foundational fireground skills of most tenured employees in the department. Through this process the Division developed a program to re-train and evaluate individuals and crews regularly on task-level skills progressing through company training evolutions.

Appraisal

The current processes, systems, and JPRs to evaluate individual and crew performance have ensured that all employees are performing to minimum standards developed by the Department. The 2021 training plan was effective in building foundational skills and evaluating performance for remedial training as needed. However, a formalized evaluation process was not implemented due to cultural acceptance of formalized training structure and evaluation. EMS performance evaluations and annual employee performance reviews are currently meeting the minimum needs of the Department to document validated job performance.

Plan

The Department will continue to utilize Colorado Firefighter Voluntary Certifications and annual skills days to document adequate and validated job performance. In 2022 an annual evaluation supported by the Operations Division will be given to all crew members for fireground skills, and a pass/fail performance measure for each skill will be recorded based on observations. Failing skills will trigger a workplan and skills development process with the Captain of the crew with specific timelines and goals.

References

DFPC JPRs

BLS Skills Day Agenda

8B.4 The agency analyzes student evaluations to determine reliability of training conducted.

Description

The Department uses instructor evaluations and exams from fire academies to assess the reliability and quality of instruction provided. Candidates for promotion to captain, engineer, battalion chief, or EMS officer must first complete a mentorship program that provides a combination of training, experience, and demonstrated skills to prepare candidates for assessment centers. Assessment centers help evaluate the reliability of the mentorship programs.

For external community training in fire prevention, youth fire intervention, hands-only CPR, fire extinguisher training, and wildfire education evaluations have been updated or added over the past three years to demonstrate a change in knowledge, behavior, or environment as a result of the training. Qualitative feedback is also gathered to evaluate the quality of instruction.

Appraisal

Evaluations from fire academies have provided valuable feedback to instructors resulting in recent changes including: extending the EMS academy, extending engine training block by one week, and modifying the physical training program. With the recent updates in the mentorship programs for captain and engineer, performance of successful candidates and anecdotal feedback has demonstrated the reliability of the revisions to those programs.

The mentorship programs for battalion chief and EMS officer need to be updated to reflect the increased rigor of the captain and engineer mentorship programs, including testing out of the current position for eligibility, a program to build Department-wide experience and knowledge, and a requirement to test out of the mentorship process with a skills demonstrations and interview assessments before becoming eligible for the assessment center.

For external community training, the new evaluations are preliminarily working well to demonstrate positive changes as a result of training, but the Community Outreach Office has struggled to create reliable databases to store evaluation information in for analysis and retrieval. Additionally, most programs simply need more evaluations before analysis can be done.

Plan

The Training Division will continue to collect and utilize feedback from the fire and EMS academies to improve those programs. The Division will also work to update mentorship programs to align with recent changes in the captain mentorship program. The next program to be updated is the Battalion Chief programs, and dependent on the capacity and overall priorities of the Training Division.

For external training, Community Outreach will continue to work to create databases and system for analysis of program evaluation.

References

Youth Fire Intervention Pre-Post test Captain Mentor Program
Academy Feedback Example

8B.5 The agency maintains a training records management system that meets its needs.

Description

The Department began using Target Solutions in 2019 to track and maintain training records and certifications for employees.

For training, Target Solutions provides libraries of CAPCE certified EMS trainings, and NFPA trainings. It also offers fully customizable trainings where the Department is able to upload and track training participation, create and grade assessments, assign trainings, set due dates, and it has mechanisms to ensure completion of and participation in online training while automatically keeping records of employee training activities and completion.

For certifications, Target Solutions provides a platform to track both EMS and firefighter certifications, including expiration dates unique to each employee, and criteria that show completion toward recertification requirements.

Appraisal

Previously the Department used High Plains to track certifications and training. In 2020 the Training Division provided 44,056 hours of training to the agency which was a 65 % increase over the total training hours from 2019 which were 15,367. The dramatic increase in training hours is due to the departments transition from High Plans RMS to Target Solutions as the main training RMS system. This allowed for a more comprehensive training records entry and tracking system that is more user friendly. Target Solutions provides all of the same functions with the additional capabilities of: assigning training from pre-certified online training libraries, the ability to upload and create department- specific trainings, SOP update acknowledgement and quizzes. Overall Target Solutions increased accessibility to online training and streamlined tracking for training and certifications.

Plan

The Department will continue to utilize Target Solutions in its current state of development to track and maintain training and certification records. As a new software, the Department recognizes a need to cross-train employees as experts or staff an in-house IT expert to manage multiple programs and administer for Target Solutions. There is a need for additional training to ensure Target Solutions is being used to its full capacity, but this need is constrained by capacity and budget.

References

Target Solutions Screen Shot of Certification Expirations Target Solutions Training Video Options Screenshot

CC 8B.6 The agency conducts a formal and documented program appraisal, at least annually, to determine the program's effectiveness and compliance with meeting the needs of the organization.

Description

The Department conducts and publishes a comprehensive annual program appraisal for its training program and evaluates the following information:

Overall Program Rating

Summary of Equipment Needs

Summary of Personnel Needs

Summary of Inputs / Resources

Summary of Outputs for the Previous Year

Summary of Outcomes / Impacts for the Previous Year

Conclusions

Next Steps (Goals for the Next Fiscal Year)

The Department has an established standard operating procedure that outlines the specific items that are required to be covered under each section listed above. Furthermore, an extensive program review is also completed during the Department's annual strategic plan performance indicator review process.

Appraisal

The system that the department has utilized for appraisal of its training program found the training program to be satisfactory, with new implementation for foundational skills development, new EMS academy format that improved outcomes of EMTs and paramedics, and establishing a plan for formalize foundational skills development for tenured employees. However, needs were identified including: flashover chamber prop, long term water solution at the Training Center, and an Instructor I class for five members of the department. The training division will continue to send members to conferences such as Mile High Firefighters, FDTN (Fire Department Training Network), Water on the Fire, Colorado State Fire Chiefs Conference. The training division will send two people to the SERTC Haz-Mat Tech course.

Plan

The Training Division will continue to perform an annual program appraisal that will identify the needs of the Training Division for the upcoming year. This appraisal will also evaluate all inputs and outputs as well. Once completed this document will continue to be published to all affected stakeholders of the Department.

References

Standard Operating Procedure 153.0 *Program Appraisals*

2020 Program Appraisal Document

Grand Junction Fire Department 2020 Strategic Plan Performance Indicators

Criterion 8C: Training and Education Resources

Printed and non-printed training and education resources, library materials, media equipment, facilities and staff are available in adequate quantity, relevancy, and diversity, and are current.

Summary:

The Department maintains training equipment, resources, libraries, and facilities in a variety of ways. Each station is equipped with a library and exercise facility as well as training equipment for station training days. Fire Administration also maintains a multimedia library and has a large training room with integrated AV equipment as well as three breakout rooms and a conference room that are available for larger trainings.

In 2020 the Department completed construction of the Grand Junction Fire Training Center. This facility houses two classrooms shared with the Colorado Law Enforcement Training Center (CLETC), classes are equipped with AV, a gym, CPAT course, training props, and a three-story live burn facility that was constructed collaboratively with the Division of Fire Prevention and Control and Colorado Mesa University.

The Training Division is staffed with an administrative Battalion Chief, and two Training Officers. An additional EMS Training Captain position is anticipated in 2022. In addition to dedicated staff, the Division relies on adjunct instruction from on-duty personnel and subject matter experts to fill training roles both in academies and trainings for on-duty personnel. Mesa County EMS and a collaborative regional training association also provide staff for an organize training opportunities.

Performance Indicators:

CC 8C.1 Facilities and apparatus are provided to support the agency's all- hazards training needs. The agency has plans to address any facilities and apparatus not available internally to complete training activities.

Description

Between 2018-2020 the Department has been working incrementally with partners and grants to complete a training facility to meet the needs of the Department. The Training facility now has access to a gym, two classrooms, fireground props, CPAT testing, and a live fire facility that is a result of a collaborative effort between the Department, Colorado Mesa University, and the Colorado Division of Fire Prevention and Control. The Department maintains a reserve apparatus and equipment for use by fire academies at the training facility, as well as training props that are separate from the burn facility.

Appraisal

Historically the Department used outlying agencies' facilities and acquired structures to accomplish live burn evolutions for fire academies. Line personnel had a fabricated CONEX box used for training but was unrealistic and not ideal for the training needs of the Department. With the addition of the training facility there is now one location for all live burn and most other trainings. The Department still utilizes Colorado Mountain College's flashover chamber for fire behavior demonstrations for the fire academy. The completion of the core components of the training facility, including the facility, apparatus provided, and current equipment, in 2020 have been a significant improvement for the quality, efficiency, safety, and accessibility of fireground training for the Department.

However, with the addition of the Training Center, the Department now struggles with realistic training that comes with unknown obstacles for crews to manage that is available with acquired structures. The location of the Training Center also causes many weather constraints throughout the year, including snow and icy conditions in the winter months and high winds throughout the spring and summer that shut down trainings.

There are also still equipment and facility needs to be included at the training facility including: safe updated air packs for recruits and instructors dedicated to training that are the same make and model as front-line packs, a larger classroom facility in order to conduct larger academy classes needed to staff upcoming stations and turnover, and SCBA compressor, Padgenite panel insulation, updates to water infrastructure to provide consistent water supply and pressure, and class B burn props such as a vehicle and liquified petroleum gas props.

The Training Division needs its own flashover chamber, which has been requested in the 2022 budget.

Plan

To try and overcome the challenge of simulating realistic trainings the Training Division will continue to work with local businesses, contractors, and other industry-related businesses to obtain building suitable for training in. The Training division will work to develop a system in 2022 to track cancelled or delayed training due to weather and road conditions at the training center.

Class B burn props, a flashover chamber, 10 SCBAs, Padgenite panels, trench rescue and confined spaces props, and equipment for the training engine have been requested in the 2022 budget. Any

unfunded needs will continue to be prioritized and requested through the annual budgeting process.

References

2022 Budget Request Training Center Opening

CC 8C.2 The agency has access to instructional personnel, within the organization or from identified external resources, with teaching qualifications and expertise to meet its needs.

Description

Beginning in 2020 the Department now has two dedicated training captains that are responsible for designing, implementing, and evaluating annual fire and EMS academies. Each of these Captains holds a Fire Instructor I, Fire Officer I, and Live Fire Instructor certificates which allows them to design, implement, and evaluate fire operational training. In most recruitments, the Department requires that applicants already have their EMT or Paramedic certification, but in 2019 the Department hosted its first sponsored EMS Academy which was responsible for instructing and certifying new employees to receive their EMT certification. The instruction for this certifying EMT Academy was contracted with a local private EMS education contractor, and seven employees received their EMT certification through the four-week process.

To maintain annual CPR certifications the department maintains 5-10 employees who are certified as American Safety and Health Institute (ASHI) instructors and are responsible for re-certifying all employees.

Advanced specialty certifications are offered through external instructors with the exception of the annual wildland firefighting arduous pack test which is administered by a qualified Department employee.

Appraisal

All instructors utilized at the Department have the appropriate credentials and experience to provide professional training and are additionally vetted and observed through the Training Division. The Department has appropriate access to internal and external instructional resources including classroom space, instructional personnel, multimedia libraries, and curricula to prepare for and maintain minimum certifications. As the Department grows in the coming years, a need for a dedicated EMS Training Captain has been identified and is expected to be filled in 2022. The need for this position is driven by consistent challenges in meeting state and local requirements for continuing EMS training.

This position will also be responsible for a portion of QA/QI currently performed by EMS Officers. With increasing call volumes EMS Officers have a decreasing capacity to thoroughly conduct QA/QI, as this position takes over the QA/QI process this will drive the need for training offered by the EMS Training Officer.

Plan

The Department will continue to utilize appropriately qualified instructional personnel for fire operations, CPR, and awareness and operations level training for hazmat, tech rescue, swift water rescue. Qualified external instructors will continue to be utilized to bring in specialty training as needed.

References

Pro-EMS Bill (Sponsored EMT Academy) Current CPR Instructors

DeHaan Live Fire Instructor

Hazelhurst Fire and Emergency Services Instructor I Hazelhurst Fire Officer I

Hazelhurst Live Fire Training Evolutions Fixed Facility Instructor I DeHaan Fire and Emergency Services Instructor I

DeHaan Fire Officer I

8C.3 Instructional materials are current, easily accessible, and support the training program's stated objectives.

Description

Beginning in 2021 the Training Division has started working to update the training manual with the most recent content being taught at fire academy and EMS academies. Based on feedback from recent academies, the Division has worked to update the content and delivery of both EMS and fire academies to better prepare recruits for job performance and certification exams. Instructional materials for the fire and EMS academies are available via SharePoint to instructors and are maintained by the Training Division.

Training libraries are available at all stations for ongoing crew training and mentorships. Training videos and materials for on-duty crews are posted and tracked in Target Solutions. The Training Division also maintains a library of hard copy books for state testing.

Appraisal

The station libraries and training materials available on SharePoint and Target Solutions are current, easily accessible, and support the goals of the Training Division. Updates to the Department Training manual will be an ongoing effort. The library used for state testing should be updated in 2022 to ensure updated versions of each text are on file. The use of Resource 1 by the training division and academy instructors has been a reliable way to maintain updated materials for recruits training.

Plan

The Department will continue to maintain station and administrative libraries, instructional content for academies on SharePoint, and crew trainings on Target Solutions. The Training Division will continue to incrementally update the Department Training Manual as priorities and capacity allow.

References

Target Solutions Training Video Options Screenshot SharePoint Training Material Screenshot

8C.4 The agency has a process for purchasing, developing or modifying existing curriculum to meet its needs.

Description

The two Training Captains, with the support of the Academy Steering Committee and adjunct instructors, are responsible for developing the curriculum and materials for fire and EMS academies. The Training Captains are also responsible for the evaluation of fireground operational training needs for individuals and crews, and developing training plans to meet those needs. The annual training plan is approved by the Administrative Battalion Chief.

Appraisal

The process for developing both academy and crew training materials are currently meeting the training needs of the Department. All training provided by the Training Division for foundational skills assessments have been reviewed with crews immediately following the training, and written feedback provided to the Battalion Chief. The success of Academy curricula is completed through skill evaluations and end of academy feedback from the recruits on how to continuously improve the content of the academy, this information along with a hot wash from the academy instructors is reviewed by the Academy Steering Committee to determine what changes need to be made to improve content. Curricula revisions have been effective in producing better prepared recruits from each progressive fire and EMS academy.

Plan

The Department will continue to use the personnel and processes in place to evaluate the training needs of the Department, modify curricula, and adopt annual training plans.

References

Target Solutions Training Video Options Screenshot
SharePoint Training Material Screenshot
2021 Training Plan
Fireground Skill Evaluation Follow up Skill summary evaluation
End of Academy Summary Feedback

8C.5 Equipment utilized for training is adequately maintained in accordance with the agency's operational procedures. The agency makes training equipment readily accessible to instructional personnel.

Description

The live burn facility is inspected per the standards in NFPA 1403. All equipment and apparatus used for training at the training facility are maintained using the same standards for the front-line equivalents of the equipment but is specifically assigned to the Training Division for use. Since front-line equipment is interchangeably used as training equipment for station-based trainings, many of these items are checked on a daily or weekly schedule by crews. These maintenance schedules and standards are kept in accordance with departmental, state, ISO, and federal guidelines. Records of major apparatus maintenance and repairs are kept by the City Shops.

It is the responsibility of the crew or academy that is using equipment to properly clean and return the equipment to its designated storage area after each use, and to report any unplanned maintenance need that may have been discovered during the training.

Appraisal

The current systems in place for storing, maintaining, and repairing apparatus, equipment, and the live burn facility meet the needs of the Department and the Training Division.

Plan

The Department will continue to inspect training equipment alongside front-line equipment using the same standards and record-keeping for each. Apparatus will continue to be maintained by City shops. The live burn facility will continue to be compliant with the inspection schedule set forth in NFPA 1403.

References

NFPA 1403

2019 Hose Inspection Daily check sheet

8C.6 The agency maintains a current inventory of all training equipment and resources.

Description

The Department does not have a formal program that maintains a current inventory of all equipment and resources at the Training Facility. Equipment on front-line and reserve apparatus is inventoried as a daily practice at stations.

Appraisal

Daily checks at the station are meeting the inventory needs of the Department and have adequately ensured that each morning stations are fully equipped for all-hazards response. The Training Division has found a need to create a system to inventory and maintain equipment at the training facility.

Plan

The Department will continue to use daily and weekly station checks to maintain appropriate inventory at stations. The Training Division will work with the Department logistics technician to develop and maintain the inventory of training facility supplies by February 21, 2022.

References

Daily check sheet

8C.7 A selection process is in place for training and educational resource materials.

Description

The Training Division oversees the selection of education resource materials for the various curricula they train in. Target Solutions provides libraries of CAPCE certified EMS trainings, and NFPA trainings. Adopted and recent IFSTA texts and course materials are available through Department libraries and online. The Department also utilizes resources from external programs, such as the “blue card” command program and the latest version of the International Fire Service Training Association as the preferred training resources for fire crews.

Appraisal

The oversight of the Training Division for the selection and acquisition of educational resources is currently meeting the needs of the Department.

Plan

The Training Division will continue to survey recent trends in fire training materials and resources and evaluate the adoption and purchase of the materials based on the priorities and budget of the Training Division

.

References

Blue Card Report

Target Solutions Training Video Options Screenshot Administrative Library

CC 8C.8 Training materials are evaluated, at least annually, to reflect current practices and meet the needs of the agency.

Description

The Training Division selects and maintains training materials that reflect the industry best-practices and current adopted trends in fire training and tactics. As new editions of manuals are available and applicable the Training Division updates Department libraries with the most current information. The Division of Fire Prevention also maintains current copies of IFSTA and NFPA codes and standards, as well as online access to NFPA standards.

Training curricula are revised as needed based on feedback from employees and industry trends and standards. When a curriculum is developed or revised, materials that support the goals and lessons of the curriculum are evaluated by the Training Division to ensure they align with the desired outcomes of the training.

During the Department's annual program appraisal process the Training Division reviews all training materials to ensure that they meet the current needs of the Department.

Appraisal

Training materials are evaluated and updated on a regular basis to appropriately meet the goals of the Training Division, and to reflect the most current accepted best-practices for the Department.

Plan

The Training Division will continue to update libraries and ensure that the materials that support training programs and curricula align with the outcome goals of the training as well as the larger goals of the Training Division. Furthermore, the Training Division will evaluate all materials within its library on an annual basis during the annual program appraisal process to ensure that the materials continue to meet the needs of the Department.

References

NFPA Standard Library Screenshot 2020 Program Appraisals Administrative Library

Category IX: Essential Resources

Essential resources are defined as those mandatory services or systems required for the agency's operational programs to function. They should be given the same value of importance as a primary program. Appropriate adjustments may be necessary in the self- analysis to adapt the typical components listed below to the local situation. For example, when reviewing a water supply system, the evaluation may not be limited to conventional resources, such as water lines and fire hydrants, but may include alternative resources, such as tankers (tenders), ponds, streams, lakes, cisterns, etc.

Criterion 9A: Water Supply

The water supply resources are reliable and capable of distributing adequate volumes of water and pressures to all areas of agency responsibility. All areas meet fire flow requirements in accordance with applicable fire flow criteria. An agency seeking prima facie for this criterion should refer to the Commission on Fire Accreditation International Interpretation Guide for the qualifying language.

Summary:

Through the collaborative efforts of City of Grand Junction Utilities, Ute Water District, Clifton Water District, City and County building and development, and the Division of Fire Prevention the Department has adequate water supply that is regularly inspected, tested, and maintained to the standards of the adopted 2018 International Fire Code (IFC). All new developments meet fire flow requirements. Additionally, records of location and flow data are made available to crews via communications between water suppliers, City GIS, and emergency dispatch. The Department has protocols for establishing water supply, as well as apparatus and training to aid in fire suppression for areas where hydrants are not available.

Performance Indicators:

CC 9A.1 The agency establishes minimum fire flow requirements for new development in accordance with nationally and/or internationally recognized standards and includes this information in the fire risk evaluation and pre-incident planning process.

Description

The Division of Fire Prevention is responsible for plan review of new construction. Minimum fire flow requirements for new construction are determined by the adopted 2018 edition of the International Fire Code (IFC). All new construction in the service area of the Department is required to meet minimum flow requirements to IFC standard, which are determined by the building construction type and size. The Division of Fire Prevention works closely with development departments for the City and the County as well as designers and contractors to ensure that minimum fire flow standards are met for all new construction. For established developments and buildings, if new construction, modifications, or additions are being done, then fire flow requirements are re-assessed and go through the traditional planning and development process.

Appraisal

The current adoption of the 2018 IFC, along with partnerships and processes in building and development phase adequately ensure that all new construction meets the minimum fire flow requirements. Over the last five years the Division of Fire Prevention and City Planning collaborate on an average of 303 new development applications per year to ensure that all new development is compliant with the adopted 2018 IFC.

Plan

The Division of Fire Prevention will continue to offer oversight and expertise in the plan review process and will continue to make informational documents available online for contractors to aid in planning for and meeting minimum flow requirements. Continued partnerships and processes with building and development as well as designers and contractors will remain a priority. The Department will begin transitioning pre-plan information for existing and new construction to MobileEyes in late 2021.

References

City Ordinance Number 4830

Fire Sprinkler System Plan Review and Acceptance Testing Fire Flow Requirement for Buildings

Fire Sprinkler Requirement by Occupancy Informational PDF [Division of Fire Prevention Website](#)

CC 9A.2 An adequate and reliable water supply is available for firefighting purposes for identified risks. The identified water supply sources are adequate in volume and pressure, based on nationally and/or internationally recognized standards, to control and extinguish fires.

Description

The Department largely relies on hydrant water supply from the City of Grand Junction, Ute Water Conservation District, and Clifton Water. These agencies work collaboratively with one another as well as water managers to ensure that water supplies are managed, and that water management plans are adaptable to respond to varying degrees of drought conditions through partnerships with the Drought Response Information Program (DRIP), this includes points of interconnected supplies. The City of Grand Junction maintains Juanita Reservoir, capable of storing a year's water supply (7,400 acre-feet), as well as two storage tanks with 4 million gallons of storage. All three water suppliers have the ability to use alternate water supplies in times of extreme drought and have collaborative agreements in place to supplement water supply. Additionally, in areas that do not have easy access to fire hydrants, all fire apparatus is equipped to be able to draft water from nearby water supplies, and the Department maintains a 2,000-gallon water tender that carries and can establish a water supply for suppression apparatus to draft from.

Appraisal

The majority of the Department's service area has adequate and reliable water supply available for firefighting, with 1,206 hydrants maintained by the City and additional hydrants from Ute and Clifton Water on the eastern and western service area boundaries. All water distributors conduct annual testing and maintenance of hydrants and have made significant progress upgrading older water lines to hydrants to offer better pressure. In areas where hydrants may not be accessible, the Department can use or create a localized water supply for firefighting either by drafting or the use of a water tender. Additionally, the plan review process ensures that fire flow requirements are met with all new developments and renovations of existing construction.

Plan

The City of Grand Junction Utilities Department, Ute Water, and Clifton Water will continue to test and maintain hydrants and respond appropriately to drought conditions with other regional water managers through the DRIP program. Grand Junction Utilities will continue to provide flow information to the City of Grand Junction GIS department to be used as a resource for the Department. All water supply agencies and partners will continue to provide notifications of and timely resolutions for hydrants in need of servicing.

References

Drought Response Plan (DRIP)

[City of Grand Junction Utilities Overview](#)

[Hydrant Flushing Video](#)

[Water Tender Training](#)

City Ordinance No. 4830 (PDF)

City of Grand Junction Fire Hydrants

Clifton Water Cooperative Water Exchange Agreement Resolution No. 49-90 Contract 1990 Agreement with Clifton Water District Resolution No. 49-90 Hydrant Flushing Inspection Data Sheet

9A.3 The agency has a contact list on file and maintains regular contact with the managers of public and private water systems to stay informed about available water supplies.

Description

The Department is apprised of water supply and response through the Director of the City of Grand Junction Utilities' participation in the DRIP program. Additionally, the Grand Junction Regional Communications Center along with the on-duty Battalion Chief have two-way communications with the designated water agencies any time a hydrant is found to be deficient or temporarily out of service. Updated contact information for the managers of public and private water systems is reposed with and maintained by the Grand Junction Regional Communications Center and available to the Department as it is needed.

Appraisal

Any time a hydrant is found to be temporarily out of service, communications are coordinated through the Grand Junction Regional Communications Center, and the hydrant is "bagged" until it is returned to service. Often these notifications come from water managers to the Department and are fixed in a timely manner. Five notifications of out of service hydrants were made in 2020. Additionally, the plan review process adequately involves water managers in the design and planning process to ensure that flow requirements are met for all new developments.

Plan

The Department will continue to ensure adequate fire flow for new developments through the plan review process and will continue to rely on Grand Junction Regional Communication Center to coordinate two-way communication for hydrants temporarily out of service and in need of repair. Up-to-date water flow information will continue to be coordinated and represented through the City of Grand Junction GIS department and available for use by the Department.

References

Hydrant OOS Screenshot

Drought Response Plan (DRIP)

City of Grand Junction Fire Hydrants Clifton Water Contact CAD

Ute Water Contact CAD

9A.4 The agency maintains copies of current water supply sources and annually reviews fire hydrant maps for its service area to ensure they are accurate.

Description

The Department is provided with up-to-date hydrant location and flow information through the City of Grand Junction GIS department, accessible through any City network device. Information is provided through annual field flow-testing, upgrades, and maintenance provided by the major water suppliers in the Department's service area.

Additionally, the GIS maps offer information on water line locations and sizes. This information is also available to the Regional Communications Center through the CAD interface and mobile data terminals (MDTs) in each apparatus so that crews and dispatchers can get current information for incident responses.

Appraisal

The current process to map and update water sources through the service area is adequately meeting the needs of both operations and the Division of Fire Prevention. The City of Grand Junction GIS Department offers timely updates to any reported changes in the infrastructure and when changes are made, they are available immediately in CAD and on City network devices for use.

Plan

The Department will continue to collaborate with City GIS, Grand Junction Regional Communications Center, and water providers to maintain and make available the most current information on water lines and hydrants in the Department's service area.

References

City of Grand Junction Fire Hydrants City of Grand Junction Water Lines Hydrant Flushing Inspection Data Sheet

9A.5 Fire hydrant adequacy and placement are based on nationally and/or internationally recognized standards and reflect the hazards of the response area.

Description

Adequacy and placement of hydrants is determined in the planning and review process. The Department utilizes the adopted 2018 International Fire Code to determine the flow requirements as well as the number and placement of hydrants for all new development and uses the planning, development, and approval process to ensure that requirements are met.

Appraisal

Working with planners and developers, the Division of Fire Prevention is successfully able to ensure that adequate hydrant coverage is in place for all new developments based on the building type, construction, density, and location. Over the last five years the Division of Fire Prevention and City Planning collaborate on an average of 303 new development applications per year to ensure that all new development is compliant with the adopted 2018 IFC. Being involved in projects from planning to completion ensures that development has adequate fire flow, hydrant coverage, and emergency vehicle access. Partnerships with both County and City Planning Departments as well as local water providers ensures that hydrants are regularly tested, maintained, and information about hydrants is reflected in the City GIS system in a timely way.

Plan

The Division of Fire Prevention will continue to be involved from the planning stages of development, use the guidance of the 2018 IFC to ensure that new development has adequate and appropriately placed hydrants. Water providers and GIS will continue to work together to ensure that new hydrants are appropriately tested, maintained, and up-to- date information is readily available to fire crews and emergency dispatch.

References

Fire Flow Requirement for Buildings New Development Fire Flow Form
[Planning & Development Report December 2020, P.5](#)

9A.6 Public fire hydrants are inspected, tested, maintained, visible and accessible in accordance with nationally and/or internationally recognized standards. The agency's fire protection-related processes are evaluated, at least annually, to ensure adequate and readily available public or private water.

Description

The City of Grand Junction Utilities Departments, Ute Water District, and Clifton Water District regularly inspect, test, and maintain hydrants in accordance with NFPA 25 in the Department's service area. All water agencies maintain regular communications with emergency dispatch and the Department when a hydrant is found to need service, and the hydrant is "bagged" until the necessary maintenance has been performed. Water agencies maintain service, testing, and upgrade records, and ensure that up-to-date hydrant information is available to the City of Grand Junction GIS Department and all fire service employees. If a hydrant is found to be obstructed, it is sent to code enforcement and/or the respective water agencies for resolution. It is also possible for GJFD to address such concerns directly when they are found.

Appraisal

The City of Grand Junction Utilities department inspects, tests flow rates and other essential metrics, and maintains 1,206 public hydrants every two years. The communications and resolution systems for out of service or obstructed hydrants is adequately meeting the needs of the Department, with five hydrants reported temporarily out of service in 2020 using this chain of communication.

Plan

The Department will continue to rely on the current systems in place for inspecting, testing, and maintaining hydrants owned by the City of Grand Junction, Ute Water District, and Clifton Water. Communication and coordination of information through the Department, water providers, emergency dispatch, and City of Grand Junction GIS will continue to follow the established procedures.

References

Hydrant OOS Screenshot

City of Grand Junction Utilities Overview Hydrant Flushing Video

Hydrant Flushing Inspection Data Sheet

9A.7 The agency identifies, plans, and trains for the possibility of a water supply system failure, including fire hydrants with insufficient capacity and areas where fire hydrants are unavailable or inaccessible.

Description

The Department has written standards and procedures for the establishing water supply, documented in SOP 347.0. This policy includes the use of tank water, identifying and interoperability of hydrants from different water agencies, the use of water tenders, relay pumping, and drafting. In addition, crews are adequately trained in the various operations of the policy. The Department, along with emergency dispatch, can recognize areas with deficient hydrant coverage early in an emergency and have the capacity and training to respond appropriately to dispatch and/or utilize alternative water sources for fire suppression.

Appraisal

The Department's employees responsible for establishing a water supply through various means and are adequately trained on the techniques therein. The stations that serve areas lacking in hydrant availability and coverage are familiar with neighborhoods that may require the use of alternative water sources or adapters for Clifton Water fire hydrants.

Additionally, with updated hydrant information available through CAD, dispatchers are also able to recognize and communicate with crews the nearest available water source so that a response plan can be implemented early.

Plan

The Department will maintain the current training and response capabilities, and awareness of locations with deficient hydrant coverage. Apparatus and equipment will continue to be maintained and available to establish a reliable water supply for fire suppression.

References

SOP 347.0 Water Supply Water Tender Training
City of Grand Junction Fire Hydrants Water Supply Training Report 2020

9A.8 The agency has operational procedures in place outlining the available water supply and reviews those procedures as part of their documented review policy.

Description

The Department uses SOP 347.0 detailing the use of tank water, identifying and interoperability of hydrants from different water agencies, the use of water tenders, relay pumping, and drafting. This policy is reviewed regularly with all standard operating procedures. The Department also maintains mutual aid agreements with surrounding departments, and for large incidents, the Department can order air resources from the nearby Bureau of Land Management Air Resource Center. Additionally, water supply information is maintained online by City GIS, this information is available to both crews and emergency dispatchers for response planning.

Appraisal

The current standard operating procedures, mutual aid agreements, and training therein are adequately meeting the needs of the Department. In 2020 the Department completed a total of 1,284 hours of training related to water supply including Water Source Transfer, NFPA 1001, static water supplies, and shuttle operations in addition to minimum company standards for engine operations.

Plan

The Department will continue to use and train on the use of tank water, identifying and interoperability of hydrants from different water agencies, the use of water tenders, relay pumping, and drafting. Additionally, each station will maintain a familiarity with areas where access to water may be inadequate and maintain an awareness of the resources available through mutual aid agreements and the BLM.

References

SOP 347.0 Water Supply Water Tender Training
Water Supply Training Report 2020

Criterion 9B: Communication Systems

The public and the agency have an adequate, effective, and efficient emergency communications system. The system is reliable and able to meet the demands of major operations, including command and control within fire/rescue services during emergency operations, and meets the needs of other public safety agencies having the need for distribution of information.

Summary:

The Emergency Communications System (ECS) for law enforcement and fire agencies within the City of Grand Junction and Mesa County, Colorado, is operated by the Grand Junction Regional Communication Center. The 9-1-1 Communications Center is under the management of the Grand Junction Police Department and is responsible for providing comprehensive dispatch services for the Grand Junction Fire Department, Central Orchard Mesa Fire Department, Clifton Fire Department, East Orchard Mesa Fire Department, Gateway Fire Department, Glade Park Fire Department, Grand Junction Regional Airport Fire, Lands End Fire Department, Lower Valley Fire Department, Mesa County Fire Marshal, Palisade Fire Department, Plateau Valley Fire Department, and St. Mary's Care Flight Transport, as well as 11 law enforcement agencies, through an Intergovernmental Agreement. Housed in the Grand Junction Police Department at 555 Ute Avenue, the communications center is responsible for receiving 9-1-1 and non-emergency telephone calls from the public and dispatching appropriate law enforcement, fire, and emergency medical resources. The Grand Junction Regional Communication Center includes a staff of 55 including one 9-1-1 Center Manager, nine Communications Supervisors, 44 Emergency Communications Specialists, and one Quality Assurance Analyst. Additionally, the Center employs an Audio Technician at three-quarter time. Typical staffing includes one Communications Supervisor and up to 14 Emergency Communications Specialists, depending on the time of day, vacations, and sick leave.

The Grand Junction Regional Communications Center answers 9-1-1 and non-emergency calls for all of Mesa County and is a Public Safety Answering Point (PSAP). The Communication Center currently has a back-up mutual aid agreement with Garfield County Emergency Communications.

GJRCC Policy 206 Performance Evaluations and Quality Assurance Reviews, states that specific certifications are required to reach proficiency status in the job of an Emergency Communications Specialist. Passing of these tests are a condition

of employment and include certification as an Emergency Medical Dispatcher (EMD) through the International Academy of Emergency Dispatch (IAED). Each dispatcher has completed a 24-hour course to become EMD certified and is required to have 24 hours of continuing dispatch education (CDE) every two years to maintain certification. Each communications call taker, communications specialist, and communications supervisor is CPR-certified prior to receiving their EMD certification.

The Grand Junction Regional Communication Center also holds the APCO (Association of Public-Safety Communications Officials) Department Training Program Certification and complies with recommended standards set forth by the association as it relates to the protocols for public safety telecommunications, law enforcement communications, and fire service communications.

Technology:

16 Radio Consoles: Motorola MCC7500 Dispatch Consoles.

Fire Channel: Part of the state 800 MHz Digital Trunked Radio system
Sixteen 9-1-1 Phone Consoles: VESTA VIPER computers with GeoMapping and Wireless Phase 2.
Computer Aided Dispatch (CAD): NewWorld 10.2 AEGIS CAD
with GeoMapping Utility and Paramount Interface connection to the Priority Dispatch Systems (PDS)
ProQA software.
RapidSOS Integration with CAD to aid in locating callers.

Performance Indicators:

CC 9B.1 A system is in place to ensure communications with portable, mobile, and fixed communications systems in the field. When an area is identified as not being capable of adequate emergency scene communications, such as inside buildings or below grade level, an operational plan is written.

Description

The Grand Junction Regional Communication Center utilizes five talk groups to maintain communication between the dispatch center and the fire units. All units in the field have mobile radios and portable radios are provided for each riding position on apparatus.

The talk groups are repeated on the Colorado State Digital Trunked Radio System. Pre-tone, station tones, and dispatch occur on GJ Fire Dispatch channel. Incident traffic occurs on this talk group as well. Three tactical talk groups, labeled TAC 1, TAC 2, and TAC 3, are available for larger incident traffic use. TAC channels are assigned upon request of responders. Additionally, GJFD has a primary talk group, labeled GJFD, used for intra- Department communication.

The Department also has access to a mobile fire CAD interface that transmits information regarding calls for service to the ImageTrend records management system. Mobile data computers (MDCs) in each fire apparatus allow firefighters to read notes input by the dispatchers.

The last form of communication is through a telephone system installed in all fire stations and mobile phones available on each apparatus. All fire stations and the Grand Junction Regional Communication Center have back-up generators.

Appraisal

Radio coverage and signal strength can be challenging in certain areas of Mesa County due to landscape. However, the Grand Junction City limits have been covered sufficiently. Where buildings are known to have challenges, bidirectional amplifiers are required by section 510.0 of the adopted 2018 International Fire Code and is a part of the plan review process for new construction. Additionally, field responder radios are programmed with simplex and talk around channels for non-repeated fireground operations.

Plan

The Grand Junction Regional Communication Center Communications Board will continue to meet annually to re-evaluate our communications equipment, protocols, and budgetary needs. The next evaluation is scheduled for the fourth quarter of fiscal year 2021.

References

Colorado Digitally Trunked Radio System (CCNC) Policy 104 Radio System Overview

9B.2 The emergency communications system is capable of receiving automatic and/or manual early warning and other emergency reporting signals.

Description

The Grand Junction Regional Communication Center has access to multiple severe weather and region-wide emergency notification systems. These systems include alerts from the National Weather Service, through Everbridge Mobile Alert application, and via teletype from the National Crime Information Center (NCIC).

Road conditions and highway closure information is available 24/7 through internet access via the National Weather Service and Colorado Trip Reports. 9-1-1 communications interruption and outage alerts and updates are automatically sent to a central email address commcentersupervisors@gjCity.org, which is received by the 9-1-1 Center Manager, supervisors, and IT Supervisor, and an automated phone message is received at the 24/7 communications telephone number as well as the cell phone of the administrator.

Appraisal

The emergency communication system is capable of adequately receiving automatic and manual early warning and emergency reporting signals from various internal and external sources.

Plan

The Grand Junction Regional Communication Center will continue to evaluate notifications systems and resources to ensure the most up-to-date websites and applications are integrated into policies within the department.

References

National Weather Service Website Colorado Trip Report
Everbridge Mobile Alert System National Crime Information Center

9B.3 The agency's communications center(s) is/are adequately equipped and designed (e.g., security, telephones, radios, equipment status, alarm devices, computers, address files, dispatching circuits, playback devices, recording systems, printers, consoles, desks, chairs, lighting, and map displays).

Description

The Grand Junction Regional Communication Center is located at 555 Ute Avenue in Grand Junction, Colorado. The Center is equipped to staff sixteen (16) full consoles, complete with Computer Aided Dispatch (CAD), E911, and Colorado Criminal Justice Information computer workstations and radio consoles.

Each console consists of the following:

Four computers, keyboards, and mice

Eight monitors.

Two speakers

One radio console

One wireless headset base station with two (2) batteries

One radio foot pedal

One Genovation keypad (phone system)

Workstations are laid out in a semi-symmetric format that allows for access to all available dispatching equipment. There are three printers centrally located throughout the center. The lighting in the communications center is overhead lighting that can be adjusted, dimmed, lights turned off depending on dispatcher preference. There are also task lights at each console. The center has external windows which allow for some natural sunlight.

Map displays within the communications center are on the Tyler New World AEGIS CAD display at each workstation. Each dispatcher has one map to utilize at all times. Each dispatcher also has access to RapidSOS which is used to track incoming 9-1-1 calls.

The communications center handles all non-emergency and 9-1-1 phone calls on Intrado's VIPER E911 system. The 9-1-1 communications center has the capability to transfer all 9-1-1 calls to other Public Safety Answering Points (PSAPs) through star codes throughout the state. All phone calls can be transferred to the Garfield County Emergency Communications in the event of an emergency or power failure.

Playback applications and speakers for both the E911 system and the radios are accessible at each workstation. The Communications Center utilizes an Equature recording system for recording 9-1-1 phone calls and all radio traffic. The Equature recording system uses local storage with a total of 250 terabytes, in a RAID-5 configuration with redundant servers. Recordings are maintained for 24 months unless a subpoena is submitted to retain specific recordings beyond a twelve 12-month period. Each dispatcher also has the capability for instant radio playback from their VIPER Instant Recall Recorder (IRR) playback. The IRR playback stores approximately 24-48 hours or one and a half days of transmissions on a first-in/first out basis and is accessible within each phone console.

Appraisal

The facility is adequately equipped and designed to meet the needs of the Grand Junction Regional Communication Center.

Plan

The Grand Junction Regional Communication Center will evaluate and assess its center design and equipment to ensure that it continues to adequately meet the needs of the agencies it serves.

References

Policy 203 Records and Audio Recorded Information

9B.4 The uninterrupted electrical power supply for the primary communications equipment in the communications center is reliable and tested and has automatic backup capability.

Description

The Grand Junction Regional Communication Center is equipped with an automatic three- phase emergency 480-volt generator capable of supplying sufficient electricity to the dispatch facility. The generator is fueled by diesel fuel with a 24,000-gallon tank.

Two independent battery back-up systems are installed at the facility, which provide for redundancy for the computer systems, including the recording devices. The remote battery units are monitored and activate an audible alarm when maintenance is necessary.

Appraisal

The uninterrupted electrical supply for the communications center is reliable and has been effective in past power outages. Additionally, it has sufficient backup capacity to meet the operational needs of both police and fire communications. Preventative maintenance on generators and battery backup systems is the responsibility of City of Grand Junction Facilities Team in conjunction with City IT. Preventive maintenance on remote radio repeater sites is the responsibility of City of Grand Junction Information Technology team.

Plan

The Grand Junction Regional Communication Center will evaluate and assess the electrical supply needs at the center to ensure that it continues to adequately meet the needs of the agencies it serves.

References

GJRCC Generator Maintenance

9B.5 Adequate numbers of fire or emergency telecommunicators, supervisors and management personnel are on duty to handle the anticipated call volume.

Description

The Grand Junction Regional Communication Center includes a staff of fifty-five: one 9-1-1 Center Manager, nine Communications Supervisors, 44 Emergency Communications Specialists, and one Quality Assurance Analyst. Typical staffing includes one Communications Supervisor and up to 14 Emergency Communications Specialists, depending on the time of day, vacations, and sick leave. Minimum staffing varies from four to eight.

Peak hours, from 1100-2100: Minimum staffing of eight emergency communications specialists, plus one Supervisor. On Friday and Saturday nights, this is extended from 2100-0300. Other hours, depending on day of the week: Minimum staffing of four emergency communications specialists and one supervisor. These are increased depending on the hour of the day and the day of the week, at the discretion of the supervisory staff and the 9-1-1 Center Manager.

One emergency communications specialist is dedicated to fire Department operations for all fire agencies in the county during each shift. When working structure fires or other fire department incidents are moved to tactical channels, another dispatcher is typically assigned to monitor one of the fire department tactical channels.

Appraisal

The communications center is adequately staffed in accordance with minimum staffing level requirements. Currently calls for service are monitored, and staffing is adjusted depending on the time of year, special events, interdictions, and holidays. In 2020, the Center handled slightly over 143,000 incidents between police and fire.

Plan

The Grand Junction Regional Communication Center will continue to monitor annual data as it relates to staffing. At this time, the center is adequately staffed; however, this is evaluated on an annual basis to ensure the center is positioned to handle population growth and the subsequent rise in calls for service.

References

Policy 208 Scheduling

9B.6 A maintenance program is in place with regularly scheduled and documented system tests.

Description

Grand Junction Regional Communication Center generators are tested weekly by the City of Grand Junction information technology department and facilities. Maintenance on the E911 system is conducted quarterly, self-maintained by the City of Grand Junction IT team in conjunction with ConvergeOne Technologies. The communications center also self-maintains radio and remote repeater site maintenance, in conjunction with Colorado Consolidated Communications Network of Colorado and Colorado State Information Technology.

Appraisal

The maintenance program for the Grand Junction Regional Communication Center is comprehensive and combines monitoring, early identification, and testing to ensure that equipment is functional and available to meet the needs of the agencies it serves.

Plan

The GJRCC, along with the City of Grand Junction information technology department will continue to monitor maintenance needs to ensure a constant state of readiness.

References

GJRCC Generator Maintenance

9B.7 The agency has established time-based performance objectives for alarm handling. These objectives are formally communicated to communications center managers through direct report, contracts, service level agreements and/or memorandums of agreement and are reviewed at least annually to ensure time- based performance objectives are met.

Description

Grand Junction Regional Communication Center works to dispatch fire/EMS calls within one minute from the time the call is made available for dispatch in the CAD system. This goal is written in Policy 602 Dispatching Fire/EMS Calls for Service.

Appraisal

A report is run monthly to determine if the goal target has been met. The GJRCC 9-1-1 Center Manager and the GJFD Deputy Chief of Operations meet on a monthly basis to discuss improvement methods and barriers to meeting this goal. Minutes are kept of these meetings to ensure a record of items to address or improve.

Plan

The GJRCC, together with the City of Grand Junction Fire Department, will continue to monitor these call processing times using monthly reports and meetings with the Department to track compliance, progress, and find ways to improve when standards are not adequately met.

References

Policy 602 Dispatching Fire/EMS Calls for Service Monthly Call Processing Report

9B.8 Communications training programs for emergency telecommunicators and emergency response personnel ensure adequate, timely, and reliable agency emergency response.

Description

The Grand Junction Regional Communication Center has established a new hire training program as described in Policy 213 Training Program. The program consists of five phases of training: Academy (classroom), Call Take, Data, Fire Dispatch, and City/County Law Enforcement Dispatch. The total training program spans approximately 9-12 months and is scalable to the employee's needs.

The communications center also requires a minimum of 12 hours of continuing dispatch education (CDE) per year, as referenced in Policy 609 Medical Priority Dispatch CDE Process, Roles, and Responsibilities.

Each communications supervisor and emergency communications specialist is International Academy of Emergency Dispatch (IAED) certified in Emergency Medical Dispatch. Certification requires 24 hours of training and successful completion of testing. Recertification is every two years after completion of 24 CDE hours.

Appraisal

The communications center is adequately trained to meet the needs, expectations, and requirements of the agencies it serves and the community as a whole. Police, fire, and emergency medical dispatch training is provided to both new hires and existing staff in order to achieve and maintain certifications.

Plan

The Grand Junction Regional Communication Center will evaluate and assess the training needs at the center to ensure that it continues to adequately meet the needs of the agencies it serves. This evaluation and assessment will be done through monthly call reviews and related statistics tracking, providing employee feedback, and conducting reviews after each class of trainees and adjusting accordingly.

References

GJRCC Policy 213 Training Program

GJRCC Policy 609 Medical Priority Dispatch CDE Process, Roles, and Responsibilities

9B.9 The interoperability of the communications system is documented, tested, and evaluated. The agency has processes in place to provide for interoperability with other public safety agencies in the field including portable, mobile, and fixed communications systems, tools, and equipment.

Description

The Grand Junction Regional Communication Center has multiple ways to provide interoperability between agencies and other emergency responders. The communications center is a member of the statewide Digital Trunked Radio System (DTRS), which provides radio communications for the majority of fire agencies in our surrounding area. All fire agencies in Mesa County, including Grand Junction Fire Department, can access all Fire Department primary talk groups via their portable, mobile, and fixed radios.

Additionally, GJRCC maintains a very high frequency (VHF) channel to assist in communications should the DTRS fail.

Surrounding county agencies also utilize the DTRS, which allows GJRCC to patch Mesa County talk groups to outside agency talk groups. As part of the DTRS, there are several interoperable multi agency coordination (MAC) talk groups, accessible to all users, available for assignment to large-scale incidents.

The center utilizes the statewide ESInet system for 9-1-1 call delivery. This allows GJRCC to quickly connect reporting parties to neighboring agencies, if necessary.

Appraisal

The interoperability framework for the communications center is adequate. The center can communicate effectively with all agencies that it can be called to work with.

Plan

The communications center will continue to monitor interoperability needs and work with surrounding agencies to maintain radio and E911 communications gateways.

References

[Colorado Digitally Trunked Radio System \(CCNC\)](#)

9B.10 The dispatch process utilizes a formal and recognized emergency medical dispatch (EMD) system that allows for pre-arrival instructions and adequate triaging of medical calls for service.

Description

The Grand Junction Regional Communication Center utilizes Medical Priority Dispatch Systems (MPDS) Emergency Medical Dispatch (EMD) protocols that allow for structured call-taking, determination of the chief complaint and response mode, and pre-arrival and post-dispatch instructions through the use of ProQA software.

Appraisal

The MPDS EMD protocols are internationally recognized and adequately provide standard calls for service, pre-arrival instructions, and Department established response modes.

Plan

The Grand Junction Regional Communication Center will continue to assess the emergency dispatch system and protocols to ensure that it meets the needs of the agencies and communities it serves.

References

Policy 607 Medical Priority Dispatch Protocol Compliance; EMD Performance and Remediation
Policy 608 EMD Certification
Policy 609 Medical Priority Dispatch CDE Process, Roles and Responsibilities
Policy 610 Medical Priority Dispatch Response Assignment Plan
Policy 611 Medical Priority Dispatch System Use
Policy 612 Maintaining Current EMD Practice Standards
Policy 613 Quality Improvement Process, Roles and Responsibilities

9B.11 The agency has a documented and tested system in place for the notification and recall of off-duty agency personnel and telecommunicators for unplanned, large- scale incidents.

Description

GJRCC utilizes the Everbridge system for callback of personnel in the event of a large- scale incident. When such an incident occurs, the Supervisor or 9-1-1 Center Manager activates a pre-built message directing all fit-for-duty personnel to respond to the center for assignment.

Appraisal

This method is tested any time normal overtime is needed, as the same system is utilized for overtime needs on a regular basis. Employees are accustomed to this method and regularly respond for overtime needs.

Plan

GJRCC will continue to utilize this solution and will take steps to modify in the event changes become necessary.

References

Policy 208 Scheduling

9B.12 The agency has a documented plan, which is reviewed and tested annually, to ensure continuity in communicating during any partial or total disruption or failure of a communications system or facility.

Description

GJRCC uses several plans to ensure continuity in communications during disruptions or failures.

GJRCC uses a statewide ESInet for delivery of 9-1-1 calls to the center. If connection to the ESInet is lost, calls are routed by policy to Garfield County Emergency Communications Center, with radio used to relay information between centers. If the ESInet fails, social media and traditional media will be used to inform the public that 9-1-1 is down and alternate methods of requesting emergency help will be used (non-emergency lines, text to 9-1-1 if not affected by phone outage, social media, walk-in to local stations, etc.).

If connection to the phone system is lost entirely, employees will use center and personal cell phones to conduct needed communications.

GJRCC is a member of the GETS/WPS priority system, which provides priority access to emergency services in the event of network crowding due to large-scale incidents. This will allow employees to make phone calls on either the landline or cell phone system even when those systems are overloaded. GJRCC follows a radio down procedure which details actions to be taken depending on the specific failure of the radio system. This involves using alternate talk groups or an alternate VHF radio system.

Appraisal

GJRCC works to exercise these plans at least once per year, to evaluate the plans' effectiveness and make any needed adjustments.

Plan

These plans are new and still under review. GJRCC will continue to exercise and test the plans to ensure they are adequate to meet the center's needs in the future.

References

Radio Down Procedure Policy 207 Equipment Issues

CC 9B.13 A formal and documented appraisal is conducted, at least annually, to determine the effectiveness of the emergency communications systems and their impact of meeting the agency's goals and objectives.

Description

The Grand Junction Regional Communication Center conducts annual documented performance appraisals. Additionally, the center has two quality assurance/quality improvement programs to evaluate police and fire quality and medical priority dispatch compliance as described in Policy 613 Quality Improvement Process, Roles and Responsibilities, and in Policy 206 Performance Evaluations and Quality Assurance Reviews. QA/QI compliance is conducted on a monthly basis with feedback provided directly to the communications specialists.

Appraisal

The current appraisal documentation and feedback is adequate. It allows staff the opportunity to perform at the highest levels of excellence in accordance with the communication center's mission, vision, and values.

Plan

Grand Junction Regional Communication Center will assess on an annual basis the performance of the QA/QI program and adjust as needed.

References

Policy 206 Performance Evaluations and Quality Assurance Reviews Policy 613 Quality Improvement Process, Roles and Responsibilities

Criterion 9C: Administrative Support Services and Office Systems

Administrative support services and general office systems are in place with adequate staff to, efficiently and effectively, conduct and manage the agency's administrative functions such as organizational planning and assessment, resource coordination, record keeping, reporting, business communications, public interaction, and purchasing.

Summary:

Fire Administration is staffed by a Fire Chief, Deputy Chief of Operations, Deputy Chief of Administration, EMS Chief, Fire Marshal, Administrative Fire Officer, two training captains, a logistics technician, three Fire Prevention Specialists, one Inspector/Investigator, two Community Outreach Specialists, two senior administrative assistants, and one administrative assistant. Administration is responsible for the management, general oversight, planning, personnel management, budgeting, records management, quality control, support, organization, and resource ordering to support every division in the Department. These functions work collaboratively within the City framework including the City Manager, City Council, City Legal Department, Human Resources, and Finance departments to achieve the mission of the Department.

Performance Indicators:

CC 9C.1 The administrative support services are appropriate for the agency's size, function, complexity, and mission, and are adequately managed.

Description

Currently Fire Administration includes: a Fire Chief, Deputy Chief of Operations, Deputy Chief of Administration, EMS Chief, Fire Marshal, Administrative Fire Officer, two training captains, a logistics technician, three Fire Prevention Specialists, one Inspector/Investigator, two Community Outreach Specialists, two senior administrative assistants, one administrative assistant. As with the entire Department, administration is in a time of expansion to meet the needs of the growing Department and community.

Appraisal

The staffing, supplies, and support services currently support the size, function, complexity, and mission of the Department and are adequately managed. However, needs have been identified for the near future for expanded support in the areas of managing administrative assistance, finance, legal, public information, data analysis, human resources, recruiting, injury and leave, managing annual training evaluations, inspections/investigations, coordinating hazmat, wildland, and technical rescue. As the Department grows, additional specialized administrative support services and systems will be necessary.

Plan

By 2023 the Department will have hired a consultant to evaluate and make recommendations for growth in the organization and the administrative expansion and resources that will be necessary to support that growth.

References

20201 Org Chart
Chief's Vision 2025

9C.2 Public reception, public information, and electronic communications components support the customer service needs of the agency.

Description

One administrative assistant and two to three volunteers manage the front counter and main phone lines for the Department. This includes customer service for contractors and builders, records requests, ride-a-longs, EMS standby requests, stores orders, and general questions from the public. Public information and public relations responsibilities are shared between two Community Outreach Specialists and include emergency information, preparedness information, social media management, and regular appearances with local media. Office equipment and supplies are budgeted for and managed by Administrative Chiefs and assistants.

Appraisal

The systems and personnel in place are adequately meeting the needs of customer service, support, and public information for the Department. Annual budgeting and replacement schedule for office equipment at Administration and stations are appropriately funded to keep equipment up-to-date and in working order. Supply orders for office materials are requested by station personnel and ordered by office administrative assistants. Stores orders are requested by station personnel and ordered by office administrative support.

Plan

The Department will continue to budget for staffing and equipment to meet the growth needs of the Department and the community in order to provide the same level of service as demands increase.

References

GJFD Ride Along Request
GJFD Records Request
2021 Office Supply Budget
Stations 1&2 Stores Order Form

CC 9C.3 Organizational documents, forms, standard operating procedures or general guidelines, and manuals are reviewed at least every three years and updated as needed for all agency programs.

Description

Per SOP 116.0, SOPs are, at a minimum, reviewed annually and are advised by the SOP steering committee. All forms and manuals are reviewed and updated regularly by the division in which they are used to reflect current and best practices in training, operations, specialty rescue, fire prevention, community outreach, and public services. SOPs are available on all City desktop computers and Department manuals and forms are available on a shared drive of the City network. Forms for use City-wide such as leave requests, paid time off donations, and notice of secondary employment are available on the City intranet for all employees.

Appraisal

The current systems of reposing and reviewing SOPs, forms, and manuals are adequately meeting the needs of the Department. The SOP steering committee, with representation from various ranks from each shift, has proven to be efficient and effective in reviewing existing, new, and updates SOPs in a timely fashion for final approval by command staff.

Plan

The Department will continue to review SOPs annually and revise manuals and SOPs as needed through the appropriate and established approval committees.

References

SOP 116.0 Policy Access and Communication SOPs to Steering Committee Screenshot General City
Forms
GJFD Forms

9C.4 Public records are maintained, available and disposed of in accordance with local, state/provincial, and federal legal mandates. Record retention and destruction are documented in accordance with an adopted procedure.

Description

All records requests come in through the City Clerk's office via the City website. Requests are then forwarded to a Department administrative assistant who is able to process that request using a variety of systems for record management based on the Department's history. Records between 2007-2021 for the Division of Fire Prevention, as well as fire and EMS records between 2007-2018 are kept in HighPlains. Fire and EMS records between 2018-present are maintained in ImageTrend. The Division of Fire Prevention is currently transitioning permitting and inspection reports to Mobile Eyes. A detailed record retention schedule, adopted from the State Records Retention Schedule, is available for all Department records can be found [online](#).

Appraisal

After recent switches to ImageTrend and MobileEyes, all programs for records retention are meeting the needs of the Department. The current systems of requesting, maintaining, and disposing of records are adequate for the Department and compliant with local, state, and federal mandates.

Plan

The Department will continue to use the current records management, retention, and request systems in collaboration with the City Clerk's office and City Information Technology Department. Within the next year the Department will move to integrating online payments within the MobileEyes system.

References

Open Records Request Example from City Clerk GJFD Records Request
MobileEyes Screenshot
ImageTrend Records Retention Schedule

Criterion 9D: Information Technology

Information technology resources are in place with adequate staff to, efficiently and effectively, conduct and manage the agency's information technology functions, such as hardware and software implementation and maintenance and data analysis.

Summary:

City of Grand Junction Information Technology department largely manages the Department's IT needs, providing equipment purchasing, maintenance, security, and replacement as well as a helpdesk that is available by phone or email for troubleshooting IT systems and equipment. When new software is purchased, a review committee is established with stakeholders, including IT representatives, to evaluate the efficacy of the software in achieving the mission of the Department, as well as conduct a cost to benefit analysis that will support budgeting for the software. When a new software is adopted, training is provided for the users either by the company or in a train-the-trainer model through in-house staff. For data analysis the department is supported by the City GIS Department as well as the Community Outreach Office.

Performance Indicators:

CC 9D.1 Hardware, software and IT personnel are appropriate for the agency's size, function, complexity, and mission.

Description

The City IT Department is responsible for evaluating, recommending, purchasing, installing, and supporting all of the City's information technology systems including radio services, software, system integrations, as well as all hardware including computers, laptops, phones, and mobile devices. City IT also manages maintenance and security for all Department technologies including software and hardware. Additionally, IT offers on- demand troubleshooting services in normal business hours, which is accessible by phone or email.

Appraisal

Departmental communication and collaboration with the City IT department is currently meeting the technology needs of the Department. City IT was integral in the past few years with the adoption of and transition to ImageTrend and MobileEyes record management systems. City IT is responsive and has procedures in place to plan for, purchase, maintain, and replace equipment, and the helpdesk is able to resolve all issues that arise in the Department related to technology.

Plan

The Department will continue to collaboratively work with the City IT department to ensure that all hardware and software are secure, up-to-date, and functioning appropriately to help the Department meet its goals and objectives for service delivery and administrative support therein.

References

City of Grand Junction IT Org Structure

City of Grand Junction Purchasing Manual 2020 PDF p.38 New Laptop Request Form

IT Helpdesk Ticket

9D.2 Software systems are integrated, and policies are in place addressing data governance, data accuracy and data analysis.

Description

The EMS and Fire record management system, ImageTrend, is currently integrated with CAD to pull over information about call times, type, dispatch information, location, apparatus. Telestaff scheduling software is also integrated into ImageTrend to populate personnel information into call data based on apparatus assignments. These integrations ensure data accuracy from each source and reduce human error. In ImageTrend the Department also utilizes validation rules to ensure completeness of data, as well as driver's license scanning technology, and drop-down menu options for standardized fields like medications, and procedures administered. ImageTrend also has the ability to integrate and share patient information with local hospitals through EliteViewer while crews are enroute in order to provide seamless transfer of care. Additionally, GIS is integrated into Fire Mobile, and was recently updated with 2020 aerial views, which provide crews with offline and easy access to navigation and situational awareness. The Station Alerting system, using FirstIn software at each station, is also integrated to CAD to provide early notice to units in the dispatching process, as well as bedroom alarms that are customizable to each apparatus. Lastly, the Department recently switched to the use of NarcTrak for tracking and reporting of narcotics in accordance with DEA standards.

To further ensure data accuracy, the Department conducts monthly quality assurance checks on both NFIRS data and patient care reports. The Battalion Chief of Administration is responsible for NFIRS data quality assurance, data gathering, and submission of the data to the State. EMS officers are responsible for quality assurance within patient care reports for their shift.

Appraisal

Integrations with CAD, ImageTrend, Telestaff, GIS, are currently working well for the Department. Automatic Vehicle Locator (AVL) through Tyler Technologies currently has limited functionality and reliability, which is currently being analyzed by IT for resolution.

Plan

With the recent adoption of MobileEyes the Department and IT are working to integrate online payments. Troubleshooting AVL remains a priority. The Department and IT will also continue to work on Telestaff Automation for efficiency and accuracy of employee scheduling, callbacks, overtime, wildland deployments, and general staffing.

References

IT Validation Rules

IT-CAD-Telestaff Integration IT CAD Integration Narrative NFIRS Validation process

9D.3 A comprehensive technology plan is in place to update, evaluate and procure hardware and software.

Description

Over the past several years the Department has made significant upgrades in technology including: transitioning fire and EMS records management to ImageTrend in 2018, transitioning to the most recent version of Telestaff in 2019 with ongoing future updates adopting and implementing NarcTrak in 2020, adopting and transitioning Fire Prevention Division records to MobileEyes in 2021, and updating all department radios between 2020-2021 from Motorola HT1250 to Motorola APX6000, 4000, and 6500 series. The Department currently has 137 desktop computers, laptops, or tablets, 86 cell phones, and 122 desk phones all of which are regularly maintained by City IT. All hardware at the Department is on a replacement schedule, with many laptops, desktops, and phones replaced or upgraded in 2020. Major or unscheduled purchases of software or hardware are approved through a project request form, where the need is evaluated and approved or denied by a multi-disciplinary team that includes City IT.

Appraisal

All hardware at the Department is on a replacement schedule as determined by the City IT Department through their asset management program: desktop computers and Panasonic laptops are replaced every five years, surface laptops are replaced every four years, and iPads and tablets are replaced every three years. The replacement and maintenance of hardware is appropriately and adequately managed by the City IT Department. General helpdesk support and expertise offered by City IT is currently meeting the needs of the Department.

Plan

The Department will continue to utilize the IT project request system for major purchases, though none are expected in the near future. The Department will continue to collaborate with City IT to troubleshoot and meet replacement schedules for all hardware and software utilized by the Department.

References

IT-CAD-Telestaff Integration MobileEyes Screenshot
IT Helpdesk Ticket
IT Asset Management Screenshot

9D.4 A cybersecurity policy is in place to protect the integrity of the infrastructure, including networks, programs, and devices, from unauthorized access that could disrupt essential services.

Description

The City of Grand Junction has an intradepartmental team that advises and manages IT governance and security. The Information Security Committee (ISC) is responsible for the City's Information security Program and provides organizational oversight for information security and privacy policy. The membership of the ISC is comprised of senior officials and management staff as designated by the City Manager. Together the intradepartmental team oversees the development, implementation, and maintenance of City-wide information security policies, standards, guidelines, and operating procedures related to City technology and information in and form.

Appraisal

The guidance and oversight from the ISC and the current implementation of the Information security Governance Policy are meeting the general information security needs of the Department. IT identified a need for a new strategic position, Information Security Officer, which was filled in 2021. The new Information Security Officer has identified a need for specificity and detail in the policies to provide further security and training for the City as a whole.

Plan

The Department will continue to follow the protocols and standards of the Information Security Governance Policy and the leadership of the ISC. City IT is working to develop specific policies and training related to security awareness, server security, access control, monitoring, and threat detection. It is anticipated that the new policies will be submitted for review and approval in 2022.

References

City of Grand Junction Information Security Governance Policy

Category X: External Systems Relationships

An agency's external relationships are defined as those relationships which serve to integrate the performance of one system with another. The increased use of multiunit systems and the increase of interagency agreements between various types of government entities necessitate regular attention to these relationships and the agreements between autonomous operating units. Agreements must be legally adopted, current, monitored and updated within the accrediting period. Programs that rely on support from external system relationships to meet agency expectations must be referenced in the agreement.

Criterion 10A: External Agency Relationships

The agency's operations and planning efforts include relationships with external agencies and operational systems that affect or may influence its mission, operations and/or cost effectiveness.

Summary:

The City of Grand Junction Fire Department cultivates and maintains relationships with external agencies in the area that have an effect on the agency's mission, cost effectiveness, service delivery, and overall operations. These external relationships benefit the agency by allowing the agency to develop and improve policies and procedures by utilizing a collaborative process with external contacts. The Grand Junction Fire Department 2020-2024 Strategic Plan has placed emphasis on developing mutual and automatic aid agreements with surrounding fire service agencies in order to improve interoperability, communications, and training. The City of Grand Junction requires that all intergovernmental agreements and memorandum of understanding are reviewed by the Public Safety Attorney prior to being established. The agency currently has multiple agreements in place at the local level as well as the county and state level for operational response. The use of these agreements provides an enhanced level of service not only to the agency but also to the partners within stated agreements. Agency policy ensures that all agreements are reviewed on an annual basis for effectiveness and currency. The agency is dedicated to improving and creating relationships with external agencies to better serve the community.

Performance Indicators:

CC 10A.1 The agency develops and maintains external relationships that support its mission, operations, and/or cost-effectiveness.

Description

The agency works cooperatively with surrounding fire departments and fire districts through the Mesa County Fire Chiefs Intergovernmental Agreement for Cooperative Aid Between Fire Departments as well as individual mutual aid and automatic aid agreements that remain in place for necessary service provisions as identified in each agreement.

Furthermore, the agency has established an agreement with Clifton Fire Protection District for cross staffing of wildland crews for deployments in an effort to minimize staffing impacts for both departments. The agency develops and maintains these relationships to support the mission, operations, and cost effectiveness of the organization this is outlined in Grand Junction Fire Department Strategic Plan 2020-2024. The agency realizes the importance of these relationships and the increased level of professional development, emergency response support, training opportunities, and resources.

Appraisal

The relationships that the agency currently has are effective in supporting the mission of the agency while maintaining the operations of the agency at a cost-effective level. These relationships are essential to the long-term planning of the agency as they each offer essential services. The connections with external agencies and organizations will continue to be promoted and developed.

Plan

The Grand Junction Fire Department will continue to maintain and develop the mutual aid agreements and intergovernmental agreements with outside agencies and organization, while looking at implementing new agreements with other agencies. The Fire Chief and Deputy Fire Chiefs will continue to review and revise the agreements and make changes as necessary to promote the mission, operations, and cost effectiveness of the agreements.

References

Intergovernmental Agreement for Cooperative Aid Between Fire Departments
Memorandum of Understanding Between the United States Department of Interior National Parks Service Colorado National Monument and the Grand Junction Fire Department
Grand Junction Rural Fire Protection District Contract for Services Designated Emergency Response Authority (DERA)
Lower Valley Automatic Response Memorandum Agreement (Draft) MOU with Clifton Fire Protection District
Resolution for Mesa County Emergency Medical Services Resolution US Department of the Interior Bureau of Land Management MOU

10A.2 The agency's strategic plan identifies relationships with external agencies/systems and outlines a process to identify any impact or benefit to the agency's mission, operations or cost-effectiveness.

Description

The agency has placed a high-level focus on external relationships and their impacts on the agency's mission and operations through its established Grand Junction Fire Department 2020-2024 Strategic Plan. These agreements with external agencies ensure that resources of the agency and partnering agencies are utilized as efficiently as possible to provide the best possible service for the communities. All external agreements are reviewed on an annual basis to ensure that they still meet the mission of the agency and address the needs of our partnering agencies. Furthermore, these agreements are discussed during the annual strategic plan performance indicator review.

Appraisal

The process that the agency has utilized to ensure that all external agreements continue to meet the needs of the agency has been shown to be an effective process. The agency has included external relationships as part of its strategic plan as part of goal 5: objective 5.

Two specific critical tasks have been established within the strategic plan and they are as follows:
Evaluate current agency partnerships for effectiveness and increased opportunity.
Create new agency partnerships where a mutually goal can be identified.

Through this process the agency has identified that AVL dispatching would be beneficial for all departments within the region and has been working with other departments to establish this process.

Plan

The agency will continue to work towards AVL dispatching as it is a benefit to all departments. Furthermore, the agency will continue to evaluate its external agency agreements during the annual external agency review process and during the annual strategic plan performance indicator review process to ensure that all agreements continue to meet the mission. If during this annual review process the need to change an agreement is identified then the agency will work with the affected stakeholders to make the corresponding changes.

References

Standard Operating Procedure 116.0 Policy *Communication and External Agency Agreements*
Grand Junction Fire Department 2020-2024 Strategic Plan
Grand Junction Fire Department 2020 Strategic Plan Performance Indicator Annual Review
2020 Program Appraisal Document

10A.3 The agency researches, evaluates and considers all types of functional relationships that may aid in the achievement of its goals and objectives.

Description

The agency has a process for researching and analyzing the relationships that it maintains with other organizations. This process is completed through agreement review, revision, and the evaluation of agreements to ensure currency and compliance. The review is completed internally as well with the participating agency. In addition, the Public Safety Attorney reviews these agreements as well as representatives from each party. Documents and agreements are drafted by the Fire Chief and / or his designee along with the Public Safety Attorney. These relationships are routinely reviewed, updated, and renewed as needed.

Appraisal

The system that has been implemented is an effective system and will continue to be evaluated for effectiveness. This process ensures the currency of all agreements and applicability to the agency operations as well as allows a chance to analyze the relationship. As a result, in 2021, nearly all agreements have been being revised. These revisions are to add a conflict resolution clause that has never been part of the agreements that the agency has established. Through the updating process the agency has closed a gap in established agreements that it has had with other departments.

Plan

The agency will continue to evaluate and establish functional relationships with other agencies that may assist with the overall mission of the agency. These agreements will be formally researched and established to ensure that they are beneficial for all parties concerned. Once these agreements have been established they will be reviewed on an annual basis to ensure that they continue to meet the needs of all parties.

References

Standard Operating Procedure 116.0 Policy *Communication and External Agency Agreements*
City of Grand Junction Fire Chief Job Description

10A.4 A conflict resolution process exists between all external organizations with whom the agency has a defined relationship.

Description

The agency only has one agreement in place that has an established conflict resolution process in place. This agreement is with the Grand Junction Rural Fire Protection District. The Department does not have any other conflict resolution processes established or outlined in other external agreements.

Appraisal

The agency has understood that a conflict resolution process is critical to the success of all external agreements and has taken measures to address and update the agreements that have been lacking this process.

Plan

The agency has drafted verbiage to include the following for the two local automatic and mutual aid agreement documents:

All claims, controversies, or disputes arising out of this Agreement, or the breach thereof, shall be submitted to binding arbitration in accordance with the Colorado Uniform Arbitration Act, C.R.S. § 13-22-201 et seq., then in effect, unless the parties mutually agree otherwise, and judgment upon the award rendered by the arbitrator(s) may be entered in any court having jurisdiction thereof.

The agreement with the National Park Service has the following drafted verbiage:

All claims, controversies, or disputes arising out of this Agreement, or the breach thereof, shall be submitted to binding arbitration in accordance with the Federal Arbitration Act, 9 U.S.C. § 1, et seq., or Administrative Dispute Resolution Act, 5 U.S.C. § 571 et seq., whichever applies to the dispute and as in effect, unless the parties mutually agree otherwise, and judgment upon the award rendered by the arbitrator(s) may be entered in any court having jurisdiction thereof.

These agreements will be updated and in place by the end of the fourth quarter of 2021.

Once these are established the agency will continue to evaluate other agreements and ensure that all established agreements have this verbiage for an appropriate conflict resolution process that meets state and federal law.

References

Draft of 2021 GJFD and National Park MOU

Draft of Lower Valley Fire Protection District MOU

Draft of Intergovernmental Agreement for Cooperative Aid Between Fire Departments

Draft of Memorandum of Understanding Between the Grand Junction Fire Department and the Clifton Fire Protection District Regarding the Cross Staffing of Wildland Fire Crews.

Criterion 10B: External Agency Agreements

The agency maintains current agreements with those external agencies which support the identified programs. All external agency agreements required to be maintained in support of any program must be current, reviewed, and/or updated within the accreditation period and adopted by the appropriate governing bodies. All agreements should support the agency's effort to take advantage of any operational and cost-effective benefits. Data reports, at least annually, should reflect the impact of each agreement on the agency.

Summary:

The Grand Junction Fire Department maintains current agreements with external agencies that support specific programs within the fire agency and assist in meeting agency objectives. These agreements include mutual and automatic aid with neighboring fire departments and fire districts, and educational agreements. All mutual aid and intergovernmental agreements are on a schedule for review and adoption based on the agreement expiration dates. All of the mutual aid and intergovernmental agreements support the agency and its programs while supporting the agencies mission.

Performance Indicators:

CC 10B.1 External agency agreements are reviewed every three years and revised as necessary to meet objectives.

Description

The agency has established that the Fire Chief is responsible for the management of all external agreements and the review cycle within the Department. All external agreements that the agency has established are stored electronically on its Trim System that is utilized by the City of Grand Junction. The Deputy Chiefs of Operations and Administration maintain a current list of all external agreements in addition to the Trim System. This is accomplished through an annual review (rather than every three years) that is conducted by the Deputy Fire Chiefs of Operations and Administration. The Deputy Chiefs conduct an annual review of the agreements and provide recommendations to the Fire Chief on what changes need to occur. If the changes are approved the agreements are updated and the Fire Chief is responsible for ensuring that all parties sign the updated agreement.

Appraisal

The method that the agency has utilized has been effective in that it allows for three people to review the agreements and ensure that they continue to meet the needs of the Department. This review process has identified issues such as the need for a conflict resolution clause which had not been included in the previous agreements.

Plan

The agency will continue to utilize its annual review system to ensure that all external agency agreements continue to meet the needs of the Department and the community that it serves. If the need to update the Department's current agreements is identified, then the corresponding changes will be made and communicated to all affected stakeholders.

References

Standard Operating Procedure 116.0 *Policy Communication and External Agency Agreements*

10B.2 The agency has a process to manage, review and, if needed, revise agreements.

Description

The process that the agency utilizes is that all external agreements will be reviewed on an annual basis during the annual standard operating policy review process. This process allows for the Deputy Chiefs of Operations and Administration to identify any discrepancies within the agreements that need to be addressed. If the need for change is identified, then the Deputy Chiefs will make their recommendations to the Fire Chief for updates to the agreements. The Fire Chief then will make the corresponding changes and ensure that all parties involved agree and sign the updated agreement.

The process that the agency has established through its standard operating procedures also allows for the agreements to be revised earlier based on the following criteria:

Firefighter Safety

Critical Operational Functions

Regional Consistency

Compliance with Local, State, Or Federal Laws or Standards

Continuous Improvement Opportunity

Appraisal

The process that the agency utilizes has allowed for 3 external agreements to be updated to meet the needs of the agency. Previously the review process did not occur as it was not required by policy. After initiating the policy and adding the external agreement requirement in 2019 the Department has been able to stay on top of any pressing issues that may arise from these agreements.

Plan

The agency will continue to evaluate its process for the annual review of external agreements during the annual program appraisal and strategic plan performance indicator sessions to ensure that all agreements remain relevant and meet the needs of the agency and the community that it serves.

References

Standard Operating Procedure 116.0 *Policy Communication and External Agency Agreements*

10B.3 The agency evaluates external agency performance annually to ensure that external agencies are capable and effective in supporting the agency's goals and objectives.

Description

The assistance that the agency receives from its neighbors is crucial to the successful completion of its response time goals and objective for effective service delivery. This includes the assembly of effective response forces within certain response areas as well emergency service delivery during high call demand.

The agency currently evaluates its mutual aid and automatic aid system during the annual review of NFIRS data. Further evaluation occurs during the annual program appraisal process which looks at how many times aid was delivered and received.

Appraisal

The agency has realized that the system that has been utilized has not been an effective system at communicating the total mutual aid and automatic aid calls delivered and received and will develop a more comprehensive evaluation system.

Plan

The agency is currently working with neighboring departments to better collect call data and develop an annual automatic and mutual aid assessment document that will be published to all stakeholders. This document will be completed and published by the end of the fourth quarter of 2021. This document will be completed on an annual basis along with the annual program appraisal document.

In the future the agency would like to be able to evaluate overall response times into our response district to include other departments turnout times. This is a process that will take time to establish and will not be feasible until the end of the fourth quarter of 2024.

References

2020 Program Appraisal Document

Category XI: Health and Safety

Keeping employees/members healthy and safe is a major priority for any organization. Having adequate programs and processes in place will help meet the goals of eliminating employee injuries and deaths, reducing liability to the organization and ultimately making the organization more effective and efficient.

Category 11: Health and Safety

Keeping employees/members healthy and safe is a major priority for any organization. Having adequate programs and processes in place will help meet the goals of eliminating employee injuries and deaths, reducing liability to the organization and ultimately making the organization more effective and efficient.

Criterion 11A: Occupational Health, Safety and Risk Management

The Department's occupational health, safety and risk management programs protect the organization and personnel from unnecessary injuries, loss, and liability.

Summary:

The Department works with the City and its Risk Manager to ensure that occupation safety training is provided to members of the Department and that it is properly adhered to. Systems are also in place to properly report, evaluate, and report injuries and near misses within the Department and the City to ensure that reoccurrence of those issues do not occur. To further increase the safety of the Department's employees it has an adopted risk management philosophy that guides all decisions that occur will responding for calls for service within the community.

To increase the safety of the Department's employees the Department has established procedures to minimize exposure to harmful carcinogens. This has been accomplished through the utilization of clean cab apparatus in all newly purchased apparatus.

Performance Indicators:

11A.1 A specific person or persons are assigned responsibility for implementing the occupational health, safety and risk management programs.

Description

The City of Grand Junction has a designated Risk Manager position that works in the human resources Department. This position oversees the overall health, safety, and risk management programs for the City. This position oversees and administers the services and activities of safety, loss control, property/liability claims and risk financing programs; recommend programs, policies, goals and objectives; manage City resources and educate City personnel to minimize losses resulting from accidents, natural causes, regulatory non-compliance and legal/insurance claims against the City; evaluate losses and develop programs to address and minimize exposures; evaluate safety training requirements; coordinate loss control program activities within the City and across Departments and Divisions; implement program goals and objectives; inspect facilities for compliance with mandated safety regulations; minimize worker injury and property damage through training, education, job hazard analysis and safety promotion; perform a variety of administrative and technical tasks relative to assigned area of responsibility.

The Deputy Fire Chief of Administration serves as the point of contact with the City's Risk Manager and regularly communicates with the Risk Manager to ensure that there are no issues.

Appraisal

The overall responsibility for the Department's health and safety program has been the requirement of the Deputy Fire Chief of Administration. This position has reported back to the City's established risk manager position and has been an effective way to ensure that all requirements that the City has established have been met. Furthermore, the Department works with Dr. Stagg at occupational health (an outside agency) to ensure that all occupational health needs (medical / occupational health needs) have been met 100% of the time for all sworn personnel.

Plan

The Department will continue to maintain its relationship with the City's Risk Manager and check in on an annual basis to ensure that it remains compliant with local, state, and federal requirements for risk management.

References

Risk Manager Job Description

11A.2 The agency has policies and procedures for reporting, evaluating, addressing and communicating workplace hazards as well as unsafe/unhealthy conditions and work practices.

Description

The Department falls under the established requirements through the City of Grand Junctions Safety Manual. This manual clearly communicates how to evaluate, address unsafe working conditions, and communicating workplace hazards as well as who to report those issues to. The City of Grand Junction Personnel Policy Manual communicates the process to report injuries and the established requirements to ensure that they are reported in a timely manner. This policy also communicates what the responsibilities are for the employee and the supervisor as far as reporting requirements.

The Department also has specific policies that are in place as outlined through Chapter 10: Accident Reporting Procedures. This policy is in line with the requirements that have been set forth through the City's policies.

Appraisal

The City has established a program for the reporting and evaluating of all workplace hazards within the Department. This method has allowed for the City's Risk Manager to ensure that all reporting requirements have been communicated to all Department heads. In turn the Department has established clear standard operating procedures that have effectively outlines when to report issues and how to complete the reporting process. All unsafe work conditions that are present in the fire stations have been appropriately reported and a plan developed to address them. This program has been shown to be successful for the Department. The goal of this program has been to reduce all unsafe work conditions within the Department. A good example of this is the construction of a new fire station 3 that is currently ongoing. This station had been a health hazard as it did not have appropriate distance between vehicle exhaust and living quarters. Furthermore, the Department had identified the need for a vehicle exhaust removal system in all station in support of our cancer prevention program. These issues had been reported as concerns and addressed by the Department.

Plan

The Department will continue to evaluate the system that the City and the Department has in place for its policies and procedures for proper reporting and communicating workplace hazards. This evaluation will be completed during the annual policy review that the Department conducts in July of each year. If the need for changes is identified, then the corresponding changes will be made and communicate to all affected stakeholders.

References

City of Grand Junction Safety Manual

City of Grand Junction Personnel Policy Manual

Grand Junction Fire Department Standard Operating Procedure Chapter 10: Accident Reporting

11A.3 The agency documents steps taken to implement risk reduction and address identified workplace hazards.

Description

The City of Grand Junction has an established Safety Manual to address unsafe workplace conditions, reduce injury, prevent accidents, promote positive attitudes towards safety, provide medical care to employees as a result of an on-the-job injury, and complies with federal, state, and local safety rules and regulations. By way of committee and participation from all City Departments incidents are investigated. Additionally, a root cause analysis is performed after reported injuries from employees in order to reduce future incidents or injuries.

The City of Grand Junction and the Department promote a safety culture through annual training requirements of all employees via the web-based talent LMS training program (<https://gjc-city.talentlms.com/>). The risk manager and the professional development coordinator for the City outline mandated training requirements to all Departments and their employees. Periodic and scheduled reviews from the risk manager and the professional development coordinator, ensures compliance and documentation end points are met.

Appraisal

The City has established an effective system at identifying risk reduction efforts that each Department needs to take. The City requires that all Department heads ensure that these risk reduction efforts that have been outlined within the City's Safety Manual are adhered to. The Department has also ensured that it follows these programs, and that appropriate care is rendered to employees when an injury occurs. Accidents as required by the City are promptly investigated by employee supervisors and corrective actions are taken to minimize the chance of reoccurrence through the appropriate documentation process. The Department has had one instance over the last three years where a firefighter took off his safety gear and received a hand injury on scene of a structure fire. This has been remediated and additional training provided to the Department on PPE utilization.

Plan

The Department will continue to evaluate its process for risk reduction and workplace hazard identification. This evaluation will be conducted on an annual basis. During this evaluation if the need for changes is identified then the corresponding changes will be made and communicated to all affected stakeholders.

References

City of Grand Junction Safety Manual

City of Grand Junction Supervisor Investigation of Accident Form City of Grand Junction Supervisor Investigation of Injury Form City of Grand Junction Employee Accident Form

<https://gjc-city.talentlms.com/>

11A.4 The agency has established and communicated procedures and guidelines for preventing the transmission of blood-borne pathogens and other infectious diseases and reducing exposure to harmful chemicals. Guidelines should include an improvement of practices process.

Description

The Department has in place Standard Operating Procedure (SOP) 506.0 Infectious Disease Control that addressed potential risks of infectious disease, routes of exposure, preventative measures, decontamination procedures, and record keeping. This SOP also outlines that employee's are required to participate in annual refresher training for communicable disease (blood-borne pathogens) and PPE use. This training is also provided to all new hire employees as well as required by the City. The infection control training that is provided on an annual basis meets the requirements set forth by the NFPA 1581: *Standard on Fire Department Infection Control*, 2015 Edition and OSHA 29 CFR part 1910.130 blood borne pathogens standard.

The City of Grand Junction also requires that all employee's complete orientation training to include blood borne pathogens, haz-com and general safety utilizing a web-based training program called Talent LMS (<https://gjcity.talentlms.com/>). These trainings reinforce the utilization of PPE to minimize exposure to communicable disease as well as cover response to chemical spills.

Appraisal

The City and the Department have had established training requirements in place to ensure that all 131 employees receive the required annual refresher training on bloodborne pathogens, infectious disease, and chemical response. This program has been shown to be an effective system at ensuring that the Department has maintained the proper training requirements for all of its employees. The Department and the City have documented rosters that all 131 (100%) personnel have completed the required training.

Plan

The Department will continue to evaluate its established SOP on an annual basis during the annual SOP review in July. During this evaluation, the Department will assess its annual training to ensure that it still meets the needs of the Department. If the need for change is identified, then the corresponding changes will be made and communicated to all affected stakeholders.

References

Standard Operating Procedure 506.0: *Infectious Disease Control*

NFPA 1581: *Standard on Fire Department Infection Control*, 2015 Edition OSHA 29 CFR Part 1910.1030 Bloodborne Pathogens Standard

<https://www.youtube.com/watch?v=vsX638-SL4M&feature=youtu.be> (required training video)

CC 11A.5 The agency's occupational health and safety training program instruct the workforce in general safe work practices, from point of initial employment through each job assignment and/or whenever new substances, processes, procedures, or equipment are introduced. It provides instructions on operations and hazards specific to the agency.

Description

The Department has established Standard Operating Procedure 506.0: *Infectious Disease Control* to outline basic steps to take to minimize exposure to communicable diseases.

This training is provided on an annual basis to all members of the Department. This training and SOP provide specific information on mitigation methods that can be utilized for threats that the Department may face.

The City has established an annual training program that places on emphasis on general workplace practices in order to minimize potential injury. This training occurs during the City's annual education day. This training is provided to all new hire personnel as well as an established requirement for annual refresher training. After the completion of the annual training each employee is required to take a test to ensure that the information was understood.

Appraisal

The City has utilized the established annual occupational health training to communicate any new and emerging issue that may be of concern for City employees. This training has started from the day that an employee starts with the City and continues on annually during their employment. This program has ensured that 100% of the employees of the Department have been properly trained on how to work in a safe and efficient manner throughout their employment for specific job functions as needed. Furthermore, this process of required annual training has ensured that all employees receive annual refresher training on these topics.

Plan

The Department will continue to review its policies and process for training its members on an annual basis during the annual SOP review. If the need for changes is identified, then the corresponding changes will be made and communicated to all affected stakeholders.

References

Standard Operating Procedure 506.0: *Infectious Disease Control*

NFPA 1581: *Standard on Fire Department Infection Control*, 2015 Edition OSHA 29 CFR Part 1910.1030 Bloodborne Pathogens Standard

<https://www.youtube.com/watch?v=vsX638-SL4M&feature=youtu.be> (required training video)

Email from Beth McGrath Professional Development Coordinator

11A.6 The agency uses near miss-reporting to elevate the level of situational awareness in an effort to teach and share lessons learned from events that, could have resulted in a fatality, injury, or property damage.

Description

The Department has established through Standard Operating Procedure 108.0: *Near Miss Reporting* a system for reporting and evaluating all near misses that occur within the Department. When a near miss occurs the employee of the Department will fill out form 108.0: *Grand Junction Fire Department Near Miss Reporting*. After the form is completed, it is then sent to the Battalion Chief of Training to review within 48 hours of the incident occurring. The Battalion Chief of Training will evaluate the incident and develop a lesson learned training based on what occurred in an effort to keep it from occurring again. Furthermore, the Department also highly encourages its membership to enter their near miss information into the national near miss reporting system.

Appraisal

The Department established this reporting system in 2020 and has had two reports since the start of the program. This reporting system has allowed for close calls to be evaluated and lessons learned to be communicated to the whole Department in an effort to ensure that these types of near misses do not occur again.

Plan

The Department will evaluate its near miss reporting policy and reporting system on an annual basis to ensure that it continues to meet then needs of the Department and the safety of its employees. Should the need to change the process be identified during the annual review then the corresponding changes will be made and communicated to all affected stakeholders.

References

Standard Operating Procedure 108.0: *Near Miss Reporting*
Form 180.0: *Grand Junction Fire Department Near Miss Reporting*

11A.7 The agency has a process in place to investigate and document accidents, injuries, legal actions, etc., to determine root cause. The agency's information management system supports this process.

Description

The City has an established program that the Department utilizes for the documentation of accidents and the overall conclusions of the investigations. The process starts with a supervisor completing the Supervisor Investigation of Accident (Property Damage / Non- Employee Injury) Form or the Supervisor Investigation of Injury (Employee Injury) Form. These documents are located on the City's SharePoint site. During this process, the supervisor is required to evaluate the actions that contributed to the accident, what human factors contributed to the accident and what corrective actions have or need to occur to minimize the reoccurrence of this type of accident.

Once reports are completed electronically, they are sent to the City's Risk Manager for review for root cause and how to minimize this issue. The City's information management system ensures that the required forms are easily accessible and sent to the appropriate people for review once completed. The Risk Manager with work the Department's training division when specific actions need to be taken to provide training to the members of the Department in order to decrease the reoccurrences of these types of incidents.

Appraisal

The system for reporting these types of incidents has ensured that a root cause investigation has been completed by the initial supervisor when an accident occurs. Through this process the identification of corrective actions have been clearly outlined and discussed in order to decrease the chances for reoccurrence of this issue. This process has ensured that 100% of accidents have been investigated by company officers within the Department. As an example, an accident had occurred at our new fire station six where an ambulance hit a corner of the building. The employee completed an initial accident report and her supervisor completed a supervisor investigation report stating that the accident was preventable and addressed corrective actions with her to reduce the reoccurrence. This process has ensured that feedback is provided to the employees and that an investigation has been completed.

Plan

The Department will continue to evaluate its process that it utilizes through the City's established programs on an annual basis to ensure that it still meets the needs of the Department. During this evaluation process if the need for change is identified then the corresponding change will be made and communicated to all affected stakeholders.

References

Supervisor Investigation of Injury (Employee Injury)

Supervisor Investigation of Accident (Property Damage / Non-Employee Injury)

11A.8 The agency incorporates risk management practices to increase the level of decision making and the ability to identify unsafe conditions and practices during emergency operations.

Description

The Department has established risk management practices as outlined in Standard Operating Procedure 306.0: *Risk Management*. This policy outlines the Department's risk management philosophy that is utilized on all incidents states:

The incident commander and all members of the fire Department shall utilize the following risk management principles:

Activities that present a significant risk to the safety of personnel shall be limited to situations where there is a potential to save endangered lives. (We will risk our safety when lives can be saved – **“risk a lot to save a lot”** - life safety)

Activities that are routinely employed to protect property shall be recognized as inherent risks to the safety of personnel, and actions shall be taken to reduce or avoid these risks. (We will only risk our health and safety in a safe, highly calculated manner to save property – **“risk a little to save a little”** - property conservation)

No risk to the safety of personnel shall be acceptable where there is no possibility to save lives or property. (We will not risk our health and safety when there is nothing to gain – **“risk nothing when nothing is to be gained”**)

Appraisal

Through the risk management philosophy, the Department has established a culture that if you see something you say something. This has been established for the newest firefighter from the first day in the academy to the most senior member of the Department. This process has allowed for the notification of unsafe scenes to the incident commander (IC). This process has allowed for the IC to take corrective action and reroute resources to a safer location for incident operations.

Plan

The Department will continue to evaluate its current risk management SOP to ensure that it meets the needs of the Department and the community that we serve. During this annual evaluation if the need to update the Department's risk management policy is identified then the corresponding changes will be made and communicated to all affected stakeholders.

References

Standard Operating Procedure 306.0: *Risk Management*

11A.9 The agency has adopted a comprehensive program to address direct- and cross- contamination of clothing, personal protective equipment, other equipment, apparatus, and fixed facilities.

Description

The Department has established Standard Operating procedures for addressing PPE cleaning (Standard Operating Procedure 502.0: *PPE Inspection Care and Maintenance*), apparatus and equipment cleaning (Standard Operating Procedure 515.0: *Carcinogen Reduction Cab*) and on scene decontamination (Standard Operating Procedure 514.0: *Decontamination Bucket*).

The Department has taken a comprehensive approach to outline how PPE, equipment and apparatus are to be decontamination to ensure that there is no cross contamination. This includes the Department taking the proactive approach to implement clean cab engines for all newly purchased apparatus. Through this process the Department has established that all items that go into a structure fire are to stay out of the cab in remain in the compartments.

Appraisal

The Department has set clear expectations for the cleaning of all PPE and equipment. The Department has taken great care to purchase equipment that is easily cleaned and can be rapidly placed back in service again. PPE inspections have further helped to ensure that all members of the Department remain compliant with these established requirements.

Plan

On an annual basis the Department will continue to assess its established systems for minimizing direct and indirect contamination of PPE, equipment, apparatus, and fixed facilities. If during this annual evaluation the need for change is identified, then the corresponding changes will be made and communicate to all affected stakeholders.

References

Standard Operating Procedure 502.0: *PPE Inspection Care and Maintenance*

Standard Operating Procedure 515.0: *Carcinogen Reduction Cab*

Standard Operating Procedure 514.0: *Decontamination Bucket*

11A.10 The agency collects and maintains exposure records in accordance with local laws, regulations and/or current research.

Description

The Department currently utilizes Standard Operating Procedure 140.0 Record Retention, Reports, and Forms to outline the established requirements under the Colorado Municipal Record Retention Schedule. Under this schedule the Department is required to maintain employee medical records (90.110(B)) for 10 years after their employment ends. The City and the Department currently comply with this requirement and maintain their records.

Appraisal

The system that the Department has utilized for the retention of exposure records has been shown to be an effective system at maintain records and ensuring compliance with the state of Colorado requirements.

Plan

The Department will continue to evaluate its compliance with records management on an annual basis to ensure that it maintains compliance with state standards. If during the review process the need for change is identified, then the corresponding changes will be made and communicated to all affected stakeholders.

References

<https://www.colorado.gov/pacific/archives/municipal-records-retention-manual>

Standard Operating Procedure 140.0: *Records Retention, Reports, and Forms*

11A.11 The agency has established procedures to ensure effective and qualified deployment of an Incident Safety Officer to all risk events.

Description

The Department has established through its standard operating procedures that it will establish an Incident Safety Officer on large scale events and smaller events through the utilization of the company officer. For large scale events such as a structure fire the Department has established that a company officer or upgrade company officer from one of the apparatuses from the first alarm assignment will fill the role.

Appraisal

The Department has identified that utilizing a company officer for larger complex events has not been ideal. While this system has worked the Department has identified the need to establish a future Safety and Medical (SAM) Officer position on each shift. This will allow for the Department to maintain crew integrity and have a truly dedicated safety officer instead of splitting companies.

Plan

The Department will work to conduct a feasibility analysis to determine what the specific job descriptions of this new position will be. This evaluation will be completed by the end of the fourth quarter of 2021. Once this evaluation is completed the Department will request to add three additional positions through the budget planning process (one for each shift) to fill the role of Safety and Medical Officer. If the request is approved the plan will be to add the position during 2023.

References

Standard Operating Procedure Chapter 6: Emergency Operations: *IV. Safety Officer*

11A.12 The agency establishes and consistently follows procedures for maintaining accountability of all personnel operating at all risk events.

Description

The Department has established through the utilization of Standard Operating Procedure 504.0: *Personnel Accountability System* the system that is utilized to maintain accountability on all incident type and risks. This established policy ensures that everyone understands their role in the accountability system and how it works. Furthermore, it ensures compliance with the National Incident Management System (NIMS).

Appraisal

The method that the Department has utilized has been effective system at ensuring that proper accountability is maintained during the smallest incident to the most complex incident. This accountability system has been reinforced through various trainings that the training division provides throughout the year.

Plan

The Department will continue to evaluate the system that is utilized on an annual basis to ensure that it meets the local, state, and federal requirements and the need of the Department. If the need for change is identified during the review process, then the corresponding change will be made and communicated to all affected stakeholders.

References

Standard Operating Procedure 504.0: *Personnel Accountability System*

Criterion 11B: Wellness/Fitness Programs

The Department has a wellness/fitness program for personnel. The Department specifies and communicates the provisions if employees/members do not comply with the wellness/fitness program.

Summary:

The Department has an established comprehensive wellness and fitness program that is multi-tiered. This system that is in place ensures the overall health of the Department's employees is maintained. Comprehensive physicals are provided to each member of the Department that are NFPA 1582 compliant by a qualified physician. The City has an established program that provides health and wellness information to its employees to include recommended work out routines and healthy eating habits. Furthermore, the City and the Department provide a multi-tiered system that ensures that the mental health needs of its employees are screened and addressed as needed.

Performance Indicators:

CC 11B.1 The agency provides for initial, regular, and rehabilitative medical, and fitness evaluations.

Description

The Department has established through Standard Operating Procedure 113.0 *Medical Evaluations* that all members of the Department are required to have annual physicals, rehabilitative and fitness evaluations. This process starts with the initial hiring of an employee in the Department and continue on an annual basis throughout their career. The established Department physical requirement adheres to the requirements set forth by 29. CFR 1910.120 and National Fire Protection Association 1582: *Standard on Comprehensive Occupational Medical program for Fire Departments*.

The Department's physician evaluates the need for rehabilitative medical concerns for employees that are injured. The physician will establish what the rehabilitative program looks like and communicate to the employee of the Department. Prior to returning to work the Department physician is required to medically clear them (fit for duty).

The established policy for the Department also addresses return to work requirements.

Appraisal

The health and wellness system that the Department utilizes has been shown to be effective in that it has ensured that all 118 sworn employees receive initial, annual and rehabilitative physicals as needed. The program that is utilized has also ensured that proper care has been provided to employees that have received an injury prior to returning to work. All employees that have suffered injuries have been required to receive a clearance from the Department's physician prior to returning to work.

During 2020 the Department conducted 109 occupational health physicals. This was a decrease of 7.6% as compared to 2019 which saw the Department conduct 118 physicals. This decrease was attributed to the budget restrictions that were put in place in 2020 that had administrative staff postpone their physicals. Administrative staff physicals have resumed in 2021.

The rehabilitative program that the Department has utilized has ensured that 100% of the employees that receive on injury on the job and off the job receive clearance prior to returning to work.

Plan

The system that the Department utilizes for its physicals, rehabilitative and fitness evaluations will be evaluated by the Deputy Chief of Administration when he meets with the Department physician on an annual basis. If the need to modify the existing processes is identified, then the corresponding changes will be communicated to all affected stakeholders.

References

National Fire Protection Association 1582: *Standard on Comprehensive Occupational Medical program for Fire Departments* (2018)

Standard Operating Procedure 113.0 *Medical Evaluations*

OSHA 29 CFR Part 1910.120 Hazardous Waste Operations and Emergency Response

11B.2 The agency provides personnel with access to fitness facilities and equipment.

Description

The Department provides access to basic gym set ups at all six of its fire stations and the training center. These basic set ups allow for strength training and cardiovascular training to be performed in those stations and during new hire academies.

Appraisal

The Department has ensured that all facilities have the basic equipment needed for a physical fitness program. The Department has identified through its annual program appraisal process that there is a need to update the workout equipment at five of its stations as it is outdated and in various states of disrepair.

Plan

The Department is working to budget for the upgrading of workout equipment at five of its stations. This will be completed in the 2022 operating budget and will allow for the Department to address the workout equipment needs. The Department will continue to evaluate its equipment at its fitness facilities on an annual basis during the program appraisal review.

References

2020 Program Appraisal Document (pg. 35)

11B.3 The agency makes available wellness/fitness training to all employees/members.

Description

The City of Grand Junction currently has a well-established health and wellness committee that develops and maintains various programs to increase the health and wellness of its members. To ensure that the Department and its needs are represented there are currently three members that serve on this crucial committee. This committee establishes various competitions to increase the health and wellness of the City's employees and offers prizes for completing those competitions. Furthermore, they provide guidance on proper workout methods and how to increase the efficiency of your workouts.

As part of the overall health and wellness program the City has established a City health clinic (Sage Clinic) that is staffed with a physician assistant and is available to all employees and their family members. This service is only available for the City and no other entities. The City currently offers a health insurance premium reduction if you complete a comprehensive health review and biometric screening through the Sage Clinic.

Appraisal

The City has done a great job of promoting health and wellness programs throughout the entire City. New health and wellness opportunities have been offered on a regular basis to the employees of the Department.

Plan

The Department will continue to participate in the City's health and wellness committee to ensure that it is aware of new challenges and methods that can be utilized to better increase the health and wellness of its members.

References

Comprehensive Health Review Flyer Biometric Screening Flyer

Health History and Risk Assessment Flyer

2021 Sage Health and Wellness Program Departmental Wellness Training and Challenge Offerings

Sage Health and wellness Program Present Getting the Most Out of Your Workout

11B.4 The agency provides an employee/member assistance program with timely access to critical incident stress debriefing, peer support and counseling, and other behavioral health resources.

Description

The City and the Department have a multi-tiered system to ensure that the overall mental wellness of our employees are maintained. The first tier in this process is the employee assistance program (EAP) through Triad. This program allows for employees to call and talk to someone about any issues that they are dealing with and need assistance with. The City provides up to six free confidential face-to-face counseling sessions per incident with a local counselor or unlimited telephone counseling sessions through Triad.

The Department also recognizes that in some cases employees are not comfortable talking with the EAP provider and has an established peer support team with trained members on each shift. As part of its peer support program the Department also has an established contract with a local licensed professional counselor that members of the Department can utilize. The Department's peer support team will refer an employee on to the counselor should the need arise.

Appraisal

The City has provided an EAP program as well as the Department having an established peer support program to address mental health needs. Furthermore, the Department contracts with a licensed counselor that specializes in trauma in first responders and is available to any member of the Department that needs assistance. The peer team has established protocols to reach out to any member of the Department that has undergone a traumatic incident as reported to them by members of the Department to make sure they are doing ok. Due to confidentiality of the Department's mental health program contacts are not tracked for the peer support team. This process has ensured that the mental health needs of the Department's employees have been proactively addresses.

Plan

The Department will continue to evaluate its mental health maintenance program on an annual basis to ensure that the established programs that the City and the Department utilize are appropriate. Furthermore, the Department will also continue to evaluate the services that are provided through the contract that is evaluated and renewed annually for our licensed professional counselor.

References

Triad Flyer

Agreement Between The City Of Grand Junction and Jami Lloyd, LPC For Peer Support Team Clinical Supervisor

11B.5 The agency provides for cancer and behavioral health screenings and a cardiac assessment.

Description

The Department has an established annual physical program that perform a cardiac assessment and cancer assessment that starts with a questionnaire that each employee is required to fill out prior to their annual physical. During their annual physical they also receive a resting 12-lead ECG and comprehensive cancer screening to include digital rectal exam, testicular exam, clinical breast exam, skin exam, PSA (as indicated), stress test treadmill (as indicated) and infectious disease screening. The Department has established through Standard Operating Procedure 113.0 Medical Evaluations that on an annual basis (in August) an anonymous behavioral health assessment will be conducted. The results of this survey are reviewed by the Deputy Chief of Operations, peer support team and licensed professional counselor. This allows the Department to stay on top of any behavioral health challenge and identify steps to decrease these issues.

As an added benefit the Department has enrolled each of its members in the state of Colorado Cancer and Cardiac Trust that provide additional benefits to the employees should they have a cardiac or cancer event.

Appraisal

The Department has provided an all-encompassing program to ensure that the mental and physical health of all 131 employees has been addressed and has been preserved. This program has allowed for the immediate identification of issues during the annual physicals and has better prepared employees for issues that are unseen such as mental health.

Plan

The Department will continue to evaluate its compliance with National Fire Protection Association 1582: *Standard on Comprehensive Occupational Medical program for Fire Departments* on an annual basis to ensure that the cardiac, cancer and behavioral health screenings continue to meet the needs of the Department. The Department has identified the need to establish an annual behavioral health screening program. The Department will work with its licensed professional counselor to develop and implement a screening that will be conducted on an annual basis. This program will be established by the end of the fourth quarter of 2021.

References

National Fire Protection Association 1582: *Standard on Comprehensive Occupational Medical program for Fire Departments* (2018)

Standard Operating Procedure 113.0 *Medical Evaluations*

Colorado Firefighter Heart and Cancer Benefits Trust: Heart Award Program Coverage Plan

Colorado Firefighter Heart and Cancer Benefits Trust: Voluntary Cancer Coverage Award Plan

CC 11B.6 A formal and documented appraisal is conducted, at least annually, to determine the effectiveness of the wellness/fitness programs and its impact on meeting the agency's goals and objectives.

Description

The Department provides a comprehensive annual program appraisal to evaluate all components of the wellness / fitness program. This assessment includes the evaluation of equipment needs for the next year, personnel needs for the next year, inputs / resources (evaluation of financial resources, physical resources, human resources, and essential resources), outputs, outcome /impacts, conclusions, and next steps (goals and objectives for the next year).

Appraisal

While this appraisal system was only established during 2021 it has been shown to be an effective system in identifying the needs of the wellness / fitness program and planning appropriate financial resources to address those needs. Furthermore, it has established an accountability system that has ensured that specific goals and objectives have been identified with a specific time frame for completion and who is responsible for the completion of those goals and objectives.

Plan

The Department will continue to perform its annual program appraisal for the wellness / fitness program and ensure that all critical needs are identified, and a plan is established to address those needs. If during the annual evaluation a need to change the current system is identified, then the identified change will be made and communicated to all affected stakeholders.

References

2020 Program Appraisal Document (page 35)