



Grand Junction Fire Department

2023 Strategic Plan Performance Indicators Annual Review



Grand Junction Fire Department 2020-2024 Strategic Plan
Grand Junction (CO) Fire Department
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Goal Status Key

	Goal or Performance Indicator has been achieved or met
	In Progress or continually evaluated
	No progress accomplished

The Grand Junction Fire Department 2020-2024 Strategic Plan was established in 2020. The Department identified five focus areas: service delivery, community risk reduction, administration human resources, training, and growth. An important goal is to establish clear linkage of the Strategic Plan and its components to the Mission, Vision, and Values of the Grand Junction Fire Department. In other words, every activity, program, or process in the Department directly correlates to the organization's overall Mission, Vision, and Values. Creating and maintaining this linkage is a management philosophy that requires constant evaluation to ensure the work of the Fire Department remains focused and purposeful. By design, the Operational Plan is intended to be utilized by fire department members, stakeholders, or citizens in our community. It provides transparency and a succinctly defined roadmap to the future.

Components of the Operational Plan

The Strategic Plan Performance Indicators is the supporting document for the Grand Junction Fire Department 2020-2024 Strategic Plan and takes into account the focus areas defined within the Strategic Plan. These focus areas provide the framework and direction the Fire Department will take over the next year and, in some cases, beyond.

The Strategic Plan Performance Indicators are evaluated on an annual basis and updated as items are completed. Some of the initiatives in the Grand Junction Fire Department 2020-2024 Strategic Plan are long term and require on-going evaluation for the purpose of continuous improvement, while other initiatives are short-term and will be assessed upon completion. This allows for the evolution of the fire service and creates a dynamic working environment however ensures the Department remains focused within established Mission, Vision, and Values.

The Strategic Plan Performance Indicators established the goals and objectives for each of the five Strategic Initiatives with each comprised of two components which include Critical Tasks, and Performance Measurement. Each goal and its associated objectives have an assigned timeframe and member of command staff that is assigned the responsibility for the analysis, completion, and continuous improvement of each Strategic Initiative.

Each of these components describes the objectives and their intended purpose. Please see the specific descriptions listed below.

Critical Tasks:

Critical Tasks refer to the actions associated with the completion of each of the established goals and objectives identified during the strategic planning process. They are reflective of the needs and interests of the Grand Junction Fire Department as well as the organization's Mission, Vision, and Values. Approval and implementation of a Critical Task will result in improved service delivery to the community.

Performance Measurement:

The Performance Measurement of each goal and objective defines the specific Grand Junction Fire Department policies and processes in place to ensure that the department complies with defined standards and industry best practices while ensuring the highest level of service to the community.

Desired Outcome:

The Desired Outcome is the success measurement of each goal and objective. It describes the benefits of achieving the goal and what the end result will accomplish for the community.

The Fire Department's strategic plan aligns with priorities and goals identified by the City Council and supports work in focus areas identified in the City's annual budget process. The alignment with the City of Grand Junction budget process allows the Grand Junction Fire Department to manage progress toward strategic targets, continually improve efficiency, and ensure that residents' investment of tax dollars lead to better delivery and value of city services. It also provides the framework to align City priorities, objectives, strategies, and actions, and ultimately provides a way to monitor performance – including the Fire Department. In response to the Council priorities, the City's leadership team develops organizational objectives aimed at meeting the expectations of the Council as well as the community.

The Fire Department's activities impact several of the organizational goals, and investments in public safety have long been a Council priority. The Department measures our performance on key indicators that assess our contributions to those goals. Over the plan's five-year timeframe, progress on the objectives and tasks will be measured to ensure focus remains on the key areas identified by Department members, City leadership, and the community.

The Mission of the Grand Junction Fire Department:

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.

The Vision of the Grand Junction Fire Department:

We pursue excellence in public service with efficient service delivery, utilizing sustainable planning and promoting organizational evolution while being responsible with community resources.

The Values of the Grand Junction Fire Department:

Integrity: We uphold the public trust through honesty and strong moral principles.

Empathy: We care about the well-being of the members of our organization and community.

Professionalism: We demonstrate the best of knowledge, competence, and expertise to serve the needs and expectations of the community.

SERVICE DELIVERY

Emergency service delivery is the foundation of the agency. The primary core services are identified as fire suppression, emergency medical services, community risk reduction, and special operations response including hazardous materials, and technical rescue. These objectives were developed to enhance the standard of service delivery that is currently being provided to the citizens of the community while being efficient and effective through the delivery of services.

Goal 1: Service Delivery: Deploy and manage our resources effectively to provide a full spectrum of services to the community through people, equipment, and infrastructure.			
Objective 1A	Timeframe: End of Fourth Quarter of 2022	Assigned: Deputy Fire Chief Hendricks	
	Objective	Critical Tasks	Performance Measurement
	Develop service delivery plan that outlines staffing.	Form an internal committee to review station boundaries and meet on an annual basis.	A committee has been formed and will be meeting on an annual basis or more often if needed. This committee will review existing or new boundaries and provide recommendations on needed changes. The committee includes representatives from the Captain and Engineer rank from each station. 2023- This committee is not meeting on a regular basis and will be part of a department-wide committee review happening in 2024. 2024 – A taskforce will be created in early 2024 to discuss station boundaries and assist with auto-aid areas.
		Develop a Job Description evaluation committee to ensure realistic job performance expectations and update current job descriptions while maintaining span of control.	Not accomplished in this review period. 2024 – This process has not currently been developed. Job Descriptions will be evaluated once all current job openings are filled. This will likely occur in late 2024.
		Update staffing SOP as the department grows on an annual basis or as needed. Include union in discussions involving staffing changes.	Operational directive has been established and put in place to address staffing needs and changes as needed. All staffing changes are discussed with the union president to ensure proper communications are maintained. The operational directive that has been established will be replaced with a formal SOP (201.0 Minimum Staffing) that will go into effect January 23, 2023. Our SOP needs to be formally reviewed and accepted. The Minimum Staffing SOP is now in Lexipol and is under (205) waiting for final approval.
		Work to maintain staffing levels to meet NFPA 1710 staffing requirements for	Added an additional fire apparatus to commercial structure fire assignments. As a whole the organization needs to continue to work toward staffing levels at 4 people per fire apparatus.

residential and commercial structure Assignments.

Goal 1: Service Deliver: Deploy and manage our resources effectively to provide a full spectrum of services to the community through people, equipment, and infrastructure.

Objective 1B	Timeframe: End of Fourth Quarter of 2023		Assigned: Deputy Fire Chief Hendricks
	Objective	Critical Tasks	Performance Measurement
	Increase the delivery of emergency medical services in the community.	Identify a long-term EMS model and publish a comprehensive white paper outlining plan and how to implement the plan with annual benchmarks.	In 2021 a comprehensive EMS plan was published to the department outlining the plan for the EMS system and how it will be implemented.
		Evaluate the effectiveness of the day car on an annual basis.	Rather than evaluate this on an annual basis the department has implemented monthly response evaluations for the day-car to ensure its effectiveness. 2023- Now known as the impact car, services have expanded as it has consistently demonstrated value to removing non-emergency calls from 24-hour ambulances. This model continues to experience high rate of staffing turnover. 2024 – An addition of two EMTs and two Paramedics to the Impact Car schedule will allow 24-hour coverage of one of the Impact Cars. Schedules and deployment will continue to be evaluated on an annual basis.
		Work with dispatch to adopt a model to determine low acuity calls and assigning appropriate resources and alternative response options.	This is an ongoing process that is completed by the Deputy Chief of Operations. 2024 – A needs survey will need to be created in 2024 to determine the number of low-acuity calls and how call volume would be affected.
		Establish and adhere to a rotation schedule for ambulance and fire apparatus staffing.	The department has established that company officers are responsible for ensuring that a rotation schedule is established as needed to allow for a break from the ambulance. If it is determined that a whole crew needs to move to another station slower station for a period of time, then the battalion chief will coordinate the move.

Goal 1: Service Deliver: Deploy and manage our resources effectively to provide a full spectrum of services to the community through people, equipment, and infrastructure.

Objective 1C	Timeframe: End of Fourth Quarter of 2023		Assigned: Deputy Fire Chief Hendricks
	Objective	Critical Tasks	Performance Measurement
	Explore and implement technology to enhance	Implement tools to allow personnel to stay in district to complete trainings and meetings.	Target Solutions has been implemented to keep crews in the stations as much as possible. The department also utilizes Microsoft teams for video conference meetings in order to keep the crews in their district as much as possible.

	communication data collection and performance measurement.	Evaluate performance gaps through program appraisal document within the department's various divisions on an annual basis and publish document to the department and the department's website.	Performance appraisal document has been published to the department and the community through the utilization of the annual program appraisal document. This document identifies and addresses service gaps within the organization.
		Review and analyze department data on a monthly basis.	The department performs a monthly performance evaluation based on daily turnout time reports to include travel time and effective response force (ERF) assembly.
		Evaluate and adopt emerging vehicle technology utilized for emergency response and fire prevention on a	The departments apparatus committee will evaluate new and emerging technology for apparatus on routine basis.

Goal 1: Service Deliver: Deploy and manage our resources effectively to provide a full spectrum of services to the community through people, equipment, and infrastructure.

Objective 1D	Timeframe: End of Fourth Quarter of 2022		Assigned: Deputy Fire Chief Hendricks
	Objective	Critical Tasks	Performance Measurement
	Administratively evaluate and determine projected growth determinations through the Standards of Cover and response goals of NFPA 1710.	Annually measure compliance with established benchmarks adopted within the Standards of Cover for emergency response.	This had been accomplished through the utilization of the annual data reference guide that is published to the department and the community on the department's website.
		Work with the Communications Center and measure compliance within established NFPA 1710 alarm handling time of less than 90 seconds, 90% of the time with call answering time less than 10 seconds 90% of the time on an annual basis.	Deputy Chief of Operations meets with the Communications Center supervisor on a monthly basis to evaluate call time performance. 2023- With reduced administrative capacities, and administrative turnover at GJRCC, monthly meetings were paused. 2024 – This has not been re-instated for 2024.
		Analyze the service delivery model and future apparatus deployment based upon the community needs through the Community Risk Assessment and Standards of Cover on an annual basis.	This has been accomplished through the utilization of the departments established EMS plan and the annual data reference guide.
		Enhance current mutual and automatic aid agreements with surrounding fire service agencies and review on an annual basis.	This is continuously reviewed and addressed by the Fire Chief on an annual basis.
		Evaluate on an annual basis the goal of meeting NFPA 1710 on scene time within 4 minutes with the goal of achieving it within five years.	This is currently a work in progress and an evaluation is performed on an annual basis after a new station has been added to evaluate compliance. As an organization we have not achieved this goal during this review period. 2024 – Construction of the eighth station will begin in 2024 with an opening in July 2025. A full evaluation of response time will be initiated at that time.

COMMUNITY RISK REDUCTION

Community Risk Reduction, in partnership with our community stakeholders, is the responsibility of all members of the agency. Each member plays an active role in

community risk reduction efforts through the strategic use of the five E's - education, engineering, enforcement, economic incentives and emergency response. The proper identification and prioritization of undetected, new, and emerging hazards are paramount to effectively assigning resources in an effort to mitigate community risks at the local level. Investment and effective management of strategic resources in the form of life safety education initiatives, physical environment modifications, fire code enforcement, influential economic incentive programs, target hazard identification and pre-incident response planning are all vital pieces to the puzzle if the agency is to effectively reduce occurrences of high risk/high loss outcomes.

Goal 2: Community Risk Reduction – Define an effective community communication and outreach program to prepare the community and improve its safety while investing in opportunities to engage with our citizens			
Objective 2A	Timeframe: End of Fourth Quarter of 2021		Assigned: Fire Marshal Steve Kollar
	Objective	Critical Tasks	Performance Measurement
	Identify target hazards and risks within the community thought community risk reduction.	Identify risks and hazards through data analysis and community profile characteristics.	Collecting data through the accreditation process, fire prevention bureau databases, community resources, etc. This was completed through the utilization of the departments Community Risk Reduction and Standards of Cover.
		Utilize definitions commensurate with the Center for Public Safety Excellence (CPSE) and develop Standards of Coverage for Risk Assessment Inventory.	Review of all relevant processes, documents, and initiatives currently underway to encourage consistency among documents (Exception: Fire Code verbiage when present will be maintained when present)
		Utilize updated Risk Assessment Inventory and information compiled by the Community Risk Reduction Team to complete a risk analysis for each stations first due area.	Assessment of all occupancies classified as “High” Hazard or above were assessed with the Occupancy Hazard Risk Assessment Tool (See SOP 402.0 Fire Inspections and Target Hazards, Appendix A. Data given to Accreditation Team for analysis and inclusion in the Standards of Cover.
		Describe risk attributes and vulnerability through rating/scoring of target hazards.	Assessment of all occupancies classified as “High” Hazard or above were assessed with the Occupancy Hazard Risk Assessment Tool (See SOP 402.0 Fire Inspections and Target Hazards, Appendix A.
		Develop a standard operating procedure for the implementation of an effective pre-incident planning services program to help address identified risks and hazards for new and existing occupancies within the jurisdiction.	SOP 404.0 Pre-Incident Planning created, Fire Station 6 assigned Pre-Incident Planning as Specialty and Mobile Eyes Software will be utilized to deploy.

Goal 2: Community Risk Reduction – Define an effective community communication and outreach program to prepare the community and improve its safety while investing in opportunities to engage with our citizens

Objective 2B	Timeframe: End of Fourth Quarter of 2023		Assigned: Fire Marshal Steve Kollar
	Objective	Critical Tasks	Performance Measurement
	Develop and offer risk reduction programs to address target audiences and risks.	Develop and implement a process to forecast the needs of our evolving community and address those needs through targeted and well-defined Community Risk Reduction programs that are sustainable.	Annual Community Risk Assessment- CPSE Outreach will annually plan messaging related to CRR and develop a plan for programmatic focus, strategy, and evaluation based on community hazards, opportunities, and administrative leadership. Outreach developed SOPs that were adopted in 2022. Program Manual is draft form. 2024- A strategic vision will be set for Community Risk Reduction at the Department.
		Identify all internal program stewards and accountability measures for the programmatic implementation and facilitation of each active CRR program.	<u>Specialist Clingman</u> : Youth Fire Intervention, Hands-only CPR and Bleeding Control, Delaney Safety House, GJFD Schools Program, social media strategy, video production <u>Specialist Thompson-Ellis</u> : Wildfire Community Risk Reduction, Online Extinguisher training, Post-fire neighborhood canvassing, car seat checks, departmental data analysis <u>Shared Programmatic Stewardship</u> : Public Information, approving and planning and delivering community events Databases for tracking these programs has been created: https://grandict.sharepoint.com/sites/GJFDCommunityOutreachRiskReduction
		Develop and implement programs utilizing the Five-E's of Community Risk Reduction - Education, Engineering, Enforcement, Economic Incentives, and Emergency Response.	Youth Fire Intervention, GJFD School Programs, and Wildfire Risk Reduction are the priority programs of Community Risk Reduction, all with strategies that utilize the 5E's. 2023- special projects have reduced the administrative capacity of Community Outreach and youth fire intervention program, while still viable, is not being utilized to its full potential.
		Evaluate, communicate, and prioritize progress for all active Community Risk Reduction programs on a bi-annual basis to ensure sustainability and effectiveness.	Databases for Outreach and CRR program tracking were created in the 4 th quarter of 2021. Annual progress will be published in the annual report, and a second quarter update will be provided at a staff meeting. Progress reporting for wildfire risk reduction, schools' outreach, and YFI will be prioritized in 2022.
		Create a template/plan of action to serve as the basis for an official "Measured Outcome" report that will be completed annually for each active CRR program	As identified in proposed SOPs, community events, Youth Fire Intervention, Wildfire Community Risk Reduction, and School Programs all have measurable impact and outcome evaluations that will be recorded in the established databases.

Goal 2: Community Risk Reduction – Define an effective community communication and outreach program to prepare the community and improve its safety while investing in opportunities to engage with our citizens

Objective 2C	Timeframe: End of Fourth Quarter of 2023		Assigned: Fire Marshal Steve Kollar
	Objective	Critical Tasks	Performance Measurement
	Increase the effectiveness of the fire inspection program.	Develop a standard operating procedure for the implementation of an effective fire inspection program for new and existing occupancies within the jurisdiction.	SOP 402.0 Fire Inspections and Target Hazards created
		Evaluate, identify, and implement a new software program and associated equipment related to fire inspections and pre-incident planning services for new and existing occupancies.	Mobile Eyes (Tyler Technologies) has been evaluated and selected to administer Fire Inspections and Pre-Incident Planning Services.
		Implement new fire inspection program specific to criteria in NFPA 1730, as modified by the local jurisdiction, to address prioritization and inspection frequency based on identified occupancy types and hazard classifications.	SOP 402.0 Fire Inspections and Target Hazards used NFPA 1730 as a foundational guideline for implementation and has been modified and adjusted to reflect local needs and available resources.
		Evaluate, identify, and implement annual training programming for all staff members related to fire inspections and pre-incident planning of new and existing occupancies.	SOP 402.0 Fire Inspections and Target Hazards and 404.0 Pre-Incident Planning Services both require annual training for organizational members. FM Kollar will coordinate with Training Division to deliver online classes via Target Solutions.
		Identify a programmatic means for research and identification of common code violations occurring in the community and implementation efforts to reduce their frequency through Community Risk Reduction.	Collecting data through accreditation process, fire prevention bureau databases, community resources, etc.

HUMAN RESOURCES

Employee safety and wellness are a top priority consideration in what is often described as one of the most hazardous professions. The agency recognizes the hazards and risks inherent in being a firefighter and sets forth a proactive, comprehensive approach to ensuring the safety and health of the members. Recognizing that the employees as the agencies number one priority; the health, wellness, and safety of departmental customers has been given a top priority for all members; Fire Chief to Firefighter.

Goal 3: Human Resources - Achieve improved levels of health and safety, culture and ensure that the staffing needs of the agency are met for the future of the agency.			
Objective 3A	Timeframe: End of Fourth Quarter of 2022		Assigned: Deputy Fire Chief Hendricks
	Objective	Critical Tasks	Performance Measurement
	Enhance the health and safety of all department members.	Establish a program with health and wellness initiatives to identify and enhance the overall health, physical fitness, and wellness for all employees.	The agency currently works with the City of Grand Junction's Sage clinic for employees to get preventative information out to the members of the agency. The Health and Wellness committee has developed an annual plan with monthly training topics.
		Provide continuing education to peer support team members.	The peer team has identified the need to add additional personnel through its annual appraisal that is contained in the health and wellness section. The agency will work to bring on more members of the peer team. 2022&2023- The peer support team added members bringing the total to 16, provided annual training to team members, annual check-ins for all department members, and is expanding outreach to the department.
		Strengthen mental health program by adding more trained employees to peer support team.	The agency has acquired a grant to add 20 new peer support team personal to the departments established peer support program. These positions will be added by the end of the third quarter of 2022. 2022&2023- The peer support team added members bringing the total to 16.
		Continue to implement cancer prevention initiatives.	The agency has reviewed Cancer Prevention SOPs to ensure compliance and accuracy. The Agencies Health and Wellness committee will provide annual Cancer Prevention training annually during Firefighter Cancer Awareness month. 2022- The department invested in becoming part of the state cancer and cardiac trust.
		Establish effective equipment storage (PPE) within station designs to enhance health and wellness of members.	As stations are built, the PPE storage is improved as has been set in the new fire station design used for fire stations 4 and 6.
		Complete transition of operations apparatus to clean cab.	The agency will continue ordering clean cab engines to continue the process of transitioning over to an all-clean cab fleet.

		Install exhaust removal systems in fire stations.	Systems were installed in 2021.
		Continue participation in cardiac/cancer trust.	The agency has established membership for all of the agency's employees in the cancer and cardiac trust and will continue to maintain that membership for the agency's membership.
		Relocate Station 3 to address health and safety issues.	The relocation of station 3 has been completed.
		Allow supervisors to evaluate an employees' fitness level and establish a program to help the employee meet department standards.	The department's Health and Wellness SOP has been updated with opportunities for employee referral to Sage Health and Wellness if they do not meet department fitness standards.
		Establish formal and regular communications from leadership to operations staff.	The agency has established that the Deputy Chief of Operations and EMS Chief will perform quarterly stations meetings. The Fire Chief and Deputy Chief of Administration will participate in those meetings every 6 months.
		Evaluate use of a newsletter to improve department communication.	A newsletter, the "IC" has been established to provide updates of ongoing projects.
		Establish department work standards and ensure they are being adhered to by all staff.	The agency has established through SOPs that all policies and agreements will be reviewed on an annual basis. This is as outlined in: 116.0 Policy Communication and External Agency Agreements
		Continually review pay plan and establish a competitive wage with cost- of-living adjustments.	The City pay plan has been evaluated and updated for 2024. The City pay plan will be periodically evaluated and adjustments made as necessary and deemed by the City.
		Further the partnership with: Sage, Occupational Health and Colorado Mesa University for behavioral wellness programs.	The department and SMH Occupational Medicine have developed a program to refer employees to Sage Health and Wellness if concerns are found during the employee's annual wellness check.
		Provide training, education, rehab, injury prevention prioritization.	Nothing has been accomplished during this review period.

Goal 3: Human Resources - Achieve improved levels of health and safety, culture and ensure that the staffing needs of the agency are met for the future of the agency.

Objective 3B	Timeframe: End of Fourth Quarter of 2024		Assigned: Deputy Fire Chief Gus Hendricks	
	Objective	Critical Tasks	Performance Measurement	

	Develop comprehensive recruitment and retention plan to address current membership as well as ensure Effective workforce for the future	Evaluate the need to accept CPAT for entry level physical ability testing.	The agency has recently established a CPAT program for all new hires. The 2022 Recruit Academy was the first recruits to be hired since the department began using CPAT as the physical ability testing during recruitment.
		Hire dedicated fire recruiter to assist with hiring and background investigations.	Nothing has been accomplished during this review period. 2024 – The department will continue to work with City Human Resources for all hiring and one administrative position will need to be assigned as the primary hiring manager for recruitments and background investigations.
3B (continued)	Develop comprehensive recruitment and retention plan to address current membership as well as ensure Effective workforce for the future (continued)	Establish plan to balance workloads.	The agency reviews its response SOP on an annual basis to ensure that the proper resource is being sent to each call. 2024 – With the addition of an Administrative Specialist, the workload of the Senior Administrative Assistants will be re-evaluated. This should be complete mid-year.
		Maintain effective crew balance and crew continuity.	Staffing operational directive has been established during this review cycle that outlines the minimum staffing for each shift. The three BC's will continue to work together to ensure that resources are properly distributed.
		Develop and distribute effective recruitment materials.	The Training Chief has established a program to distribute recruitment materials. One program in particular is the Skillbridge program to assist in the placement of military personnel in the department.
		Increase external recruiting efforts to other cities and states.	The agency currently works with its Human Resourced Department to cast a large blanket for the announcement of positions within the agency. Sites such as Daily Dispatch and IAFC are utilized to communicate at the national level.
		Evaluate efficiency of hiring process.	The agency works with HR to ensure that the hiring processes are as streamlined as possible and evaluates the efficiency of those processes on an annual basis.
		Ensure consistent hiring standards.	The Agency works closely with City Human Resources to consistently manage recruitment and hiring.
		Develop a lateral program.	A successful lateral Firefighter program was established in 2022.
		Develop an effective marketing plan.	Nothing has been done in this evaluation period. 2024 – With the designation of a hiring manager, this project will be added to their duties.
		Annually evaluate a formal process for the succession of all organizational positions.	The agency has an established mentor program as outlined in: 166.0 Mentor Program It also has an established Career Development plan that outlines the requirements for each position within the department as outlined in: 165.0 Career Development 2024 – There are on-going discussion with Battalion Chiefs to encourage qualified firefighters to begin operational mentor programs.

		Define needed positions within the organization through 2025.	The agency has outlined a vision for 2025 for what positions will be needed in order to efficiently operate.
		Establish an officer development program.	A consultant was hired in 2022 to evaluate the staffing needs of the department. Create officer skills for annual skills review.
		Research providing internal Paramedic program.	The Agency supports internal selection of candidates to attend Paramedic school. Four internal personnel attended Paramedic school in 2021 and the intent is to send an additional four in 2022.

Goal 3: Human Resources - Achieve improved levels of health and safety, culture and ensure that the staffing needs of the agency are met for the future of the agency.

	Timeframe: End of Fourth Quarter of 2023		Assigned: Deputy Fire Chief Hendricks
Objective 3C	Objective	Critical Tasks	Performance Measurement
	Ensure that cultural evolution is addressed as the organization grows.	Ensure a workplace environment that welcomes and supports diversity among its employees.	Nothing has been accomplished during this review period. 2024 – The department is continually assessing its diversity amongst all employees.
		Perform a strength, weakness, opportunity, and threats assessment each year in traditional accreditation model program areas.	Nothing has been accomplished during this review period. 2024 – Nothing has been accomplished during this review period.
		Develop and implement programs that bridge the gap between the fire department and our diverse community.	The agency has established a no certification requirement recruitment process that has allowed for a more diverse recruitment program. This process is conducted every other year and will continue into the future.
		Align expectations of the job with reality.	The agency performs an annual review on job descriptions during the annual SOP review in order to ensure that they remain inline with job expectations. 2024 – No changes for this period
		Change EMS culture to be shared responsibility in department.	The agency has published a comprehensive EMS plan that outlines the future of the EMS system and what responsibility each position has. 2024 – No changes for this period

The development of personnel on every level of the organization is imperative in providing excellence in public service. For current and future success, our personnel will be highly skilled, motivated, engaged with foundational and advanced skill sets to provide efficient service delivery. Leadership development is an essential component for the long-term health of the organization. Leadership, management, tactical concepts, and task level superiority will support the exploration of new ideas and practices.

Goal 4: Training - Build a foundation and provide advanced professional development through dedication for constant improvement. Focusing on the specialized needs and requirements of our members and citizens.			
Objective 4A	Timeframe: End of Fourth Quarter of 2023		Assigned: Division Chief Training
	Objective	Critical Tasks	Performance Measurement
	Research, enhance, develop, and evaluate robust training programs.	Develop and maintain a department training manual.	Working on creating a full operations and training manual that will be available through SharePoint. In 2021, the Training Division began working with Community Outreach Office to make videos and build a SharePoint site as a repository of training materials and curricula based on academy blocks. Expected to launch in 2025.
		Commit to providing out of area training for employees so the department can benefit from developments in the fire service.	2020 – No trainings allowed. 2021 –Personnel were registered for some out of area trainings. 2022- Budget secured for out-of-town training, bringing in external instructors for The First Five Minutes and a Fire Service Culture, sending personnel to Mile High Conference, Wildland Conferences, Extrication, HazMat ID training. 2023- Sent two women to women in fire conference. Hosted hazmat tech, tech rescue, swift water, EV training, emotional survival training, and fire instructor 1.
		Develop and maintain task books based on our station specialties.	All task books completed. Need to determine administrative expectations for level of service and competency in specialties to include check-off procedures and timeframes. Once decided this should be document in standard operating procedures
		Develop advanced level training above minimum proficiencies for all ranks.	2021 scenarios completed at training center and Alpine Bank. 2022 conduct multi-company drills. See training schedule. 2023- Unable to complete annual skills course, minimum company standards, and crew-level specialty training due to administrative workload in training division and overtime limitations.
		Develop and maintain EMS training plan.	In 2021 a 3-year plan built based off the Colorado requirements for ALS and BLS and incorporated into the larger training schedule. This plan will be implemented beginning in 2022. 2023- EMS training plan is integrated into the annual training calendar.
		Develop proficiency standards for all levels (Engineer, BC).	Mentorship proficiency standards for Captain and Engineer were completed in 2022. The Battalion Chief mentor program should be finalized in 2024.
		Promote EMS Training Captain to provide all EMS training.	Permanent hire for EMS QA/QI was finalized in 2022.

		Develop minimum company standards for our specific needs in the forefront.	2021- Foundational training has been rolled out, but no evaluation has been started. 2022- Formal/standardized evaluations will begin in late 2022. 2023- Unable to complete annual skills course, minimum company standards, and crew-level specialty training due to administrative workload in training division and overtime limitations
		Maintain the standards and growth in the fire academy.	Established in 2021, ongoing pre-academy planning session and academy review following each academy. Outcomes of each academy review process is incorporated into the next academy's pre-planning process.

Goal 4: Training - Build a foundation and provide advanced professional development through dedication for constant improvement. Focusing on the specialized needs and requirements of our members and citizens.

Objective 4B	Timeframe: End of Fourth Quarter of 2023		Assigned: Battalion Chief Matt Carson
	Objective	Critical Tasks	Performance Measurement
	Commitment to employee development through leadership, tactical concepts, and task level superiority on all levels of the organization.	Develop training SOP that matches our operations, training, and Blue Card.	2023- The department contracted with Lexipol to standardize and update SOPs. Committee was formed and is facilitating that process. Expected due date TBD. Blue card training will continue in house.
		Standardized mentor programs for all ranks.	Captain and Engineer mentor programs are complete, paramedic is completed and is now listed as the paramedic preparatory course. The Battalion Chief mentor program should be finalized in 2024.
		Implement a succession plan.	Plan for academy succession complete. Informal and targeted succession planning in progress, with target for one month of onboarding training for new employees/upgrades in training division leadership. Three vacancies in 2022. 2023- Training Division continues successional planning for the division and the academy.
		Encourage employees to obtain relevant certifications based on their job duties and desired career path.	Encouragement of employees is ongoing. There is a need for those that could promote but balance is needed for those not quite ready to promote or move to the next step. Engineer, and wildland are straightforward. Company Officer has COTC/leadership classes above and beyond.
		Develop a committee to review and evaluate the program on an on-going basis.	This group (Lurvey, Baker, Stanko, Carson, M. Jones) is current working group-appraisal. Meeting quarterly. Looking to unify training steering committee above to academy steering committee in 2022. 2023- Training division representatives work together annually to complete a formal program appraisal.

Goal 4: Training - Build a foundation and provide advanced professional development through dedication for constant improvement. Focusing on the specialized needs and requirements of our members and citizens.			
Objective 4C	Timeframe: End of Fourth Quarter of 2024		Assigned: Battalion Chief Matt Carson
	Objective	Critical Tasks	Performance Measurement
	Implement, design, and complete the Training Center at Whitewater Hill.	Develop a partnership with CMU that provides a path to the Paramedic program.	Training Captain should have some input in the class. Current CMU program isn't great but very helpful to get more paramedics. CMU – provide support – research the internal paramedic (Fidel).
		Grow the relationship with CMU to help facilitate the build out of the Training Center.	Administrative Chiefs “BIG THREE” in communication with CMU Fire Science Program Director. 2023- Training division has set an aspirational 2025 goal of working with CLETC and CMU to develop a strategic plan to collaboratively build out training center.
		Develop and maintain an adequate training budget based on current and future needs.	2022 budget meets the needs of 2019. 2023 budget should reflect expansion to accommodate the management and training 48 additional line employees, including the needed promotional processes. Mirror the 100 in the 107 budget categories. 2023- Training has set goals in program appraisal for increasing the training budget per FF to keep up with expanding staffing.
		Organize a committee to help facilitate the growth with CMU.	Need to move management of the Training Center to Training Chief. Then there is a need to formalize the process for setting collaborative priorities and decision-making CLETC, CMU, DFPC, & GJFD. 2023- Training division has set an aspirational 2025 goal of working with CLETC and CMU to develop a strategic plan to collaboratively build out training center.
		Obtain and evaluate needs of the training facility for items such as Classrooms/Props/Gear/Water/Ice/Apparatus/SCBA.	2022 capital budget includes needs identified in 2021. Annual inventory of equipment beginning in 2022. Needs will be annually accounted for program reviews. 2023- Needs for the training center have been identified in program appraisals.

GROWTH

The community is changing through growth in population, demographics and needs, and we have an opportunity to change with it. The risk of fire for homes, businesses and open spaces is always in play, and a fundamental role of our department is that we are the best-trained and best-equipped force to respond to emergency incidents in order to protect people and property. We are a valued component of the healthcare delivery system through emergency response but also through the delivery of non-emergent services. The needs for our community and agency go well beyond emergency incidents and we play a strategic role in creating and maintaining a safe and healthy Grand Junction community.

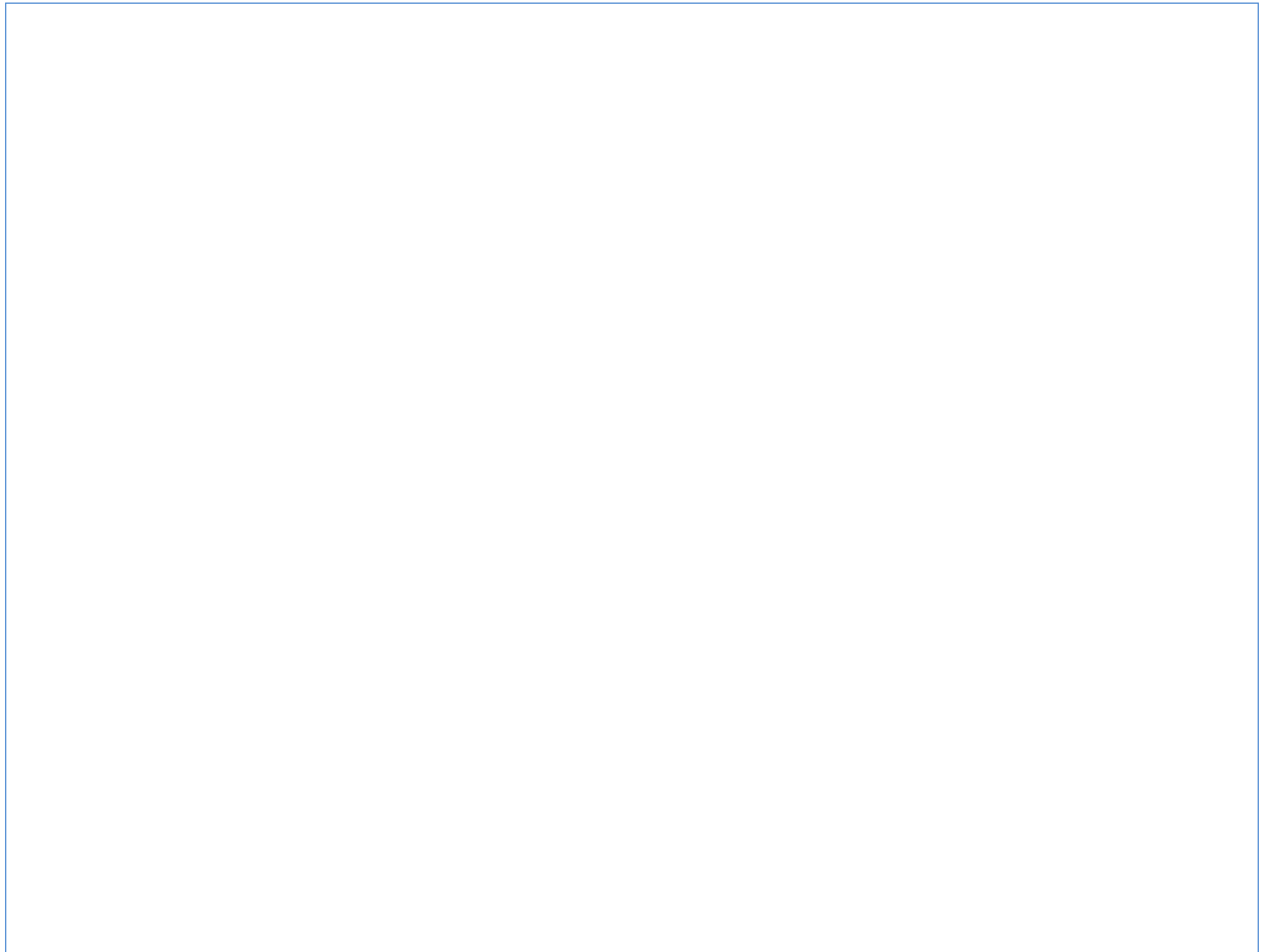
Goal 5: Growth – Meet the current and future demands of our changing community through partnerships, infrastructure, resources, and continuous improvement			
Objective 5A	Timeframe: End of Fourth Quarter of 2021		Assigned: Fire Chief Ken Watkins
	Objective	Critical Tasks	Performance Measurement
	Achieve International Accreditation through the Center for Public Safety Excellence.	Develop accreditation team to include accreditation manager, data team, and program leads.	Completed. Deputy Chief Angermuller services as the accreditation manager- Data team complete. Program leads for each team (specialties) done.
		Analyze policies, practices and equipment that need improvement or modification to meet industry best practices.	Program appraisals is what completed this for needs. Policies may be covered by SOP's. Transitioning on the policies but in particular mentorship there are 3 possibilities. Timeline of completion of SOPS? Candidate agency on June 1 st . Peer review possibly late fall. Helpful to set up a timeline for completion of SOPs. Deadline for reviewing the SOPs is too soon for how many are sent at once and would be helpful to have a process to submit questions or suggestions for correction.
		Develop improved methods for data gathering analysis and dissemination.	Group will review Data Guide. 2023- Department produces annual data guide for CPSE accreditation, analysis as needed and as requested by project managers. There is no current KPIs established by the department to align with monitoring or achieving progress toward goals unrelated to accreditation.
		Identify service gaps that negatively impact the community and department.	Program appraisals- shows what's be done and needs for certain areas. SOC – also identifies gaps. Review EMS Plan for service gaps. The department also publishes a comprehensive annual data reference guide that identifies service gaps. 2024- Program appraisals will be presented to staff meetings and compiled into a “state of the department” for dissemination to City Manager and crews.
		Determine and implement changes needed to achieve and maintain accredited performance.	The department has established an accreditation committee that continuously reviews the recommendations and establishes plans to meet those recommendations.
		Report departmental changes via compliance reports.	Identification of steps for meeting the standard or just completing the task but not accurate for data. Find the middle ground for importance of response times. Define more specifically requirements for response times. Accreditation is for showing continuation improvement. Are there other compliance reports? 2023 & 2023- GJFD has submitted CPSE annual compliance reports

		Complete recommendations from CFAI Peer assessment team.	2023- Final report has been completed and the department received 15 recommendations from the peer team. At this time the department has completed 14 of those recommendations.
		Promote innovation in the organization.	How are we promotion innovation? Program appraisals. Paramedic sponsorship hiring. Apparatus purchasing. Social worker program – intern made a difference. Add to email-list of innovations. 2023- Lateral academy, EMT sponsorship, peer support team, peer support team podcast, drone program, increased impact car use

Goal 5: Growth – Meet the current and future demands of our changing community through partnerships, infrastructure, resources, and continuous improvement			
Objective 5B	Timeframe: End of Fourth Quarter of 2024		Assigned: Fire Chief Ken Watkins
	Objective	Critical Tasks	Performance Measurement
	Define and commit to Comprehensive Expansion Plan.	Identify capital needs – facilities, vehicles, and equipment.	Admin has created a needs list after 2B passed. Operating capital plan includes the facilities, vehicles, and equipment. Internal vehicle tracking replacement list. Replacement vehicle is in fleets budget, but all new (1 st) purchase are in our budget. Data can be used to shown needs of vehicles particularly ambulances in service.
		Create staffing plan and trigger points to plan and adjust for growth.	Completed after 2B was passed. Chief Hendricks is creating the staffing plan and the growth plan to send out to department. 2022- Chiefs developed 3-year staffing plan with an org. Chart.
		Develop improved methods for data gathering analysis and dissemination.	More time for improvement 2023- Department produces annual data guide for CPSE accreditation, analysis as needed and as requested by project managers. There is no current KPIs established by the department to align with monitoring or achieving progress toward goals unrelated to accreditation.
		Identify and secure funding for expansion plan needs.	First Responder Tax helped but need for other area of improvements. Fire Impact Fees 1/2022 for building new capital (apparatus and stations) which is how Station 9 will be funded. \$300 per dwelling unit.
		Construct facilities to improve current distribution and concentration of emergency responses resources.	Stations that are being built 6-9.
		Review plan as part of the accreditation Standard of Cover process.	Standards of Cover has been completed and the expansion plan is included. The Standards of Cover has also been published on the department's website for the community to access.

Goal 5: Growth – Meet the current and future demands of our changing community through partnerships, infrastructure, resources, and continuous improvement			
Objective 5C	Timeframe: End of Fourth Quarter of 2024		Assigned: Fire Chief Ken Watkins
	Objective	Critical Tasks	Performance

			Measurement
	Improve partnership opportunities with County Fire Agencies.	Evaluate current agency partnerships for effectiveness and increased opportunity.	2022- The agency is completed an automatic aid agreement with Clifton Fire Protection District for the area around station 8.
		Leverage regional partnerships to enhance the effectiveness and efficiency of all services provided.	2023- Chief Watkins working to prepare memo for council on status of partnerships. Partnership with DFPC, CMU and Mesa County has created the Fire Training Center. Partnership with School District 51 to land for new Fire Station 3. Developing partnership with CMU for Fire Science Program.
		Create new agency partnerships where a mutually beneficial goal can be identified.	Not accomplished in this review period.
		Improve interoperability, communications, and training with mutual aid departments.	Department has conducted joint training with mutual aid departments and is on a common radio channel for interoperability.





Grand Junction Fire Department

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