



Grand Junction Fire Department 2023 Program Appraisals

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**Taking Care of
People and Property**

Table of Contents

Administration.....	2
Administrative Support & Logistics.....	2
Community Outreach Program.....	5
Emergency Medical Services Program (EMS Division).....	9
Fire Operations.....	15
Fire Suppression Program.....	15
Hazardous Materials Program	18
Health and Wellness Program	21
Peer Support Program	25
Technical Rescue Program	29
Training Program.....	33
Wildland Program	38
Fire Prevention.....	41
Fire Investigation Program.....	41
Fire Prevention Program.....	46

Administration

Administrative Support & Logistics

Overview:

Program Responsibilities: Grand Junction Fire Department's Administrative support and logistics Program is responsible for personnel and budgetary needs of the department. Logistics for the department manages the day-to-day needs (apparatus/equipment, facilities, and uniforms/clothing).

Executive summary: Fire Administration oversees the Department's overall leadership, coordination, and management. This office is also the liaison with the City Council, City Manager, City Departments, and other agencies.

Type of appraisal: ☒ Annual ☐ Q1 ☐ Q2 ☐ Q3 ☐ Q4

Appraisal completed by: Gus Hendricks

Appraisal period: 01/01/2023-12/31/2023

Rating Score

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

2023 Administrative Support and Logistics Executive Summary:

Accomplishments (strengths):

- Construction of Fire Station 8 completed and in-service January 2023.
- Land acquisition for Fire Station 7 was completed under the First Responder Tax.
- Completed a comprehensive cooperative feasibility study with the Clifton Fire Protection District.
- Budget annual accreditation renewal fee for a total cost of \$1,560

Incomplete Objectives (opportunities):

- All budgeted objectives were completed for 2023.

Challenges (weaknesses/threats):

- Fire Administration was able to complete all projects and programs that were assigned but it was done with minimal staffing levels and there is a need for additional Administrative Assistance to work on projects so the department is more efficient and effective in its processes and able to spend time evaluating programs for the future.

2024 Funded Administrative Support and Logistics Needs and Objectives

Budgeted Needs:

- o Fire Station 7 Construction
 - o \$7,500,000
 - o Construction will begin in the Fall of 2024 for Fire Station 7 with a completion date of the Summer 2025.

Programmatic Objectives:

- o The department will continue to evaluate administrative needs to fill vacancies in administrative positions.
- o A Deputy Chief will be hired to replace an employee who has separated from the department.
- o A Training Chief will be hired to replace an employee who has retired from the department.

2024-2025 Unfunded Administrative Support and Logistics Needs and Objectives

Budget Needs:

- o Will be evaluated during the 2025 budget process which will begin Spring of 2024

Programmatic Objectives:

- o The department will continue to evaluate administrative needs to fill vacancies in administrative positions.

Community Outreach Program

Overview:

Program Responsibilities: The Grand Junction Fire Department's Community Outreach Program is responsible for various programs covering public information, public education, public relations, community risk reduction, and special projects supporting training, internal communications, and CPSE accreditation.

Executive summary: The current capacity of the Community Outreach Office is struggling to meet the needs of external and internal communications, community outreach, community risk reduction, supporting recruiting, supporting data analysis, and accreditation. Need to divide communications/outreach and CRR/Data analysis with the addition of two staff to meet the current needs demonstrated in 2022 and 2023.

Type of appraisal: ☒ Annual ☐ Q1 ☐ Q2 ☐ Q3 ☐ Q4

Appraisal completed by: Dirk Clingman and Ellis Thompson

Appraisal period: 01/01/2023-12/31/2023

Rating Score

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

2023 Community Outreach Executive Summary:

Accomplishments (strengths):

- Completed city department-based mitigation along the No-Thoroughfare trail, successfully began contracted work to fulfill COSWAP and BLM grants, supported one Redlands neighborhood in securing mitigation funding, and aided a second Redlands neighborhood with cost-share mitigation through two rivers wildfire coalition.
 - Create safer spaces in high-risk areas, protect critical infrastructure and homes, and reduce public health concerns along the riverfront, a mutual benefit to GJPD and GJ Utilities.
- Collaboratively establish a referral system to connect patients with a social worker via the MAC team.
 - Reduce service demands by providing appropriate resources for high-utilizers.
- Created a partnership with the American Red Cross to provide smoke alarms to responding crews for installation in homes without working smoke alarms while on low acuity calls.
 - Reduce the number of homes without working smoke alarms and document the department's efforts.
- Developed a departmental podcast to promote awareness of health and wellness concepts in the department and aid in the recruitment and retention process.
 - The GJFD podcast will benefit the well-being of the department and provide recruitment opportunities.

Incomplete Objectives (opportunities):

- The GJFD Drone Program has not expanded beyond the initial effort of purchasing a drone for Community Outreach.
 - Despite the successful use of the GJFD drone to support Community Outreach efforts and Fire Investigations, the program has not been funded for growth. The department continues to use GJPD resources when needs are beyond the scope of the current program. The program currently has one credentialed operator.

Challenges (weaknesses/threats):

- The staff in these roles continue to be utilized for projects beyond the job description.
 - Job descriptions should be evaluated, and additional staffing considered.
- Public Information related to emergency responses continues to experience challenges. Lacking uniform expectations on how and when PIOs are expected to respond, the office moved toward only putting out public information during regular business hours.

- The department will need to work together to determine the best way to deploy PIOs and define expectations for how this role interfaces with on-duty personnel and Chiefs.

2024 Funded Community Outreach Needs and Objectives

Budgeted Needs:

- Large cooler for events
 - Justification: Water for support staff during public events
 - \$80
- Customized GJFD pop-up tent
 - Justification: identification and shelter for support staff during public events
 - \$600
- Step & Repeat replacement
 - Justification: Updated banner for GJFD events reflecting modern branding
 - \$200
- 200 Smoke detectors (Community Outreach will pursue grants and donations from non-profits to fund this program)
 - Justification: Smoke detectors to present to community members for safety education purposes and to support installation efforts and partnerships with the American Red Cross
 - \$200
- Open house supplies to include educational handouts and community event giveaways
 - Justification: Professionally printed educational handouts to support community education efforts
 - \$300

Programmatic Objectives:

- Continue to manage Accreditation including annual compliance report, program appraisals developing community risk assessment planning zones, and updating the strategic plan.
 - All of these items facilitate strategic and continuous improvement for the department.
- Complete COSWAP wildland fire mitigation grant and secure a contractor to complete the BLM grant in 2025.
 - Strategic Community Risk Reduction
- Produce new recruitment video for 2024 and 2025 hiring cycles and gather content for completion of Station 7

- Significance to serving department/community
- Produce an annual report for 2023 in a new sustainable ADA-compliant format
 - To share departmental data to the community in an understandable format that is ADA-compliant per the new State of Colorado requirements
- Continue to expand GJFD's school outreach and reimplement online crews' involvement in the school program and pilot partnership with the American Red Cross to provide smoke alarms and installations for classrooms.
- Create a sustainable strategy for completing the GJFD Annual Report in the first Quarter in a sustainable ADA-compliant format.
- Expand and document GJFD's use of drones and establish SOPS for the operational use of drones.
- Create a sustainable marketing strategy for recruiting that includes targeting marketing before jobs become available and caters to both new employees and lateral hires
- Achieve a sustainable ADA compliance process and an up-to-date graphics standards guide for the department

2024-2025 Unfunded Community Outreach Needs and Objectives

Budget Needs:

- Two FTEs to manage needed re-alignment to communications/outreach and CRR/Data analysis
 - Justification: The current capacity of the Community Outreach Office is struggling to meet the needs of external and internal communications, community outreach, community risk reduction, supporting recruiting, supporting data analysis, and accreditation.
- Studio space and equipment for communications, recruiting, and training.
 - Justification: having a dedicated media specialist will enhance recruiting, training, outreach, CRR, and public information and save the department thousands of dollars a year with professionally produced products in-house.

Programmatic Objectives:

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

Emergency Medical Services Program (EMS Division)

Overview:

Program Responsibilities: Grand Junction Fire Department's Emergency Medical Services (EMS) Program is responsible for ensuring adequate, quality resources are available to provide high-level emergency care for the citizens who need medical evaluation and transport within our response area.

Executive summary: The EMS Division has made a lot of progress over the last 3 years, but still has a long way to go. With increasing call volume, we are losing the ability to complete QA reviews and handle the logistics of EMS needs. In addition, the low pay of the EMS-only positions is causing staffing issues. The department has made progress on transitioning back to paramedics on all apparatus, but still requires further staffing additions. Rapidly increasing costs will necessitate a revaluation of our current equipment and billing practices.

Type of appraisal: ☒ Annual ☐ Q1 ☐ Q2 ☐ Q3 ☐ Q4

Appraisal completed by: EMS Chief Mark McIntire

Appraisal period: 01/01/2024-12/31/2024

Rating Score

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

2024 EMS Program Executive Summary:

Accomplishments (strengths):

- A second Impact Car, Ambulance 11 was placed into service on a much more consistent basis starting in March. Ambulance 16 and Ambulance 11 lowered the call volume for the 911 ambulances and improved the efficiency of the system. 12-hour shifts for both ambulances continued, which increased employee satisfaction and allowed for easier scheduling of the units. The units started covering uncovered standbys and long-distance Transports which decreased overtime costs and improved service to our customers. A third impact car was approved for the 2024 budget with a planned deployment date later in the year.
- Five firefighters are scheduled to graduate from paramedic school in July. An additional 6 providers are scheduled to attend school in the third quarter of 2024.
- Internal EMS training at both the ALS and BLS level were provided to assist employees with maintaining certifications.
- The relationship with Mesa County EMS and the Medical Director has shown continual improvement.
- The department placed the last two 2023 purchased ambulances into service. The department also received reimbursement for one ambulance through the state EMTS Grant.
- The department completed the annual GEMT Medicaid Report and received a higher level of reimbursement than was anticipated.

Incomplete Objectives (opportunities):

- The EMS Chief planned to work with the Deputy Chief of Administration to implement Impact Car Supervisors in 2024. This was determined to be not a viable option currently by the Department Administration. This omission has eliminated any career path for EMS-only staff since all upper-level EMS positions require fire-related certifications. This was noted as a direct reason for a staff member seeking other employment and two other staff members considering a move to another department.
- The EMS Chief planned to work with the Deputy Chief of Administration to implement an EMS Logistics Technician position. Department administration opted to not consider this position as viable. This has left the high EMS logistics workload to EMS Administration and an overburdened Fire and Apparatus Equipment Coordinator position.
- The EMS Chief planned to work with the Fire and Apparatus Equipment Coordinator and Senior Administrative Assistant to create an evaluation and bid process for a new inventory management system. Due to budget cuts and the high workload of the Fire and Apparatus Equipment Coordinator position, this did not occur.

- The EMS Chief planned to work with the Fire and Apparatus Equipment Coordinator, Deputy Chief of Administration, and Senior Administrative Assistant on a process to move all EMS Supplies to Fire Administration. Due to budget cuts and the high workload of the Fire and Apparatus Equipment Coordinator position, this did not occur.

Challenges (weaknesses/threats):

- Although the EMS employees received a small raise in April of 2024, unfortunately this raise still ranks our department as one of the lowest paying in the state due to our hourly pay system being based on the 48/96 schedule. Since EMS-only staff work 12-hour shifts, this automatically lowers their pay.
- Although the Impact Car has proven to be a successful addition to the fleet, a shortage of personnel has caused large amounts of overtime to be used to keep it in service. A part time employee has agreed to go full time from May to August to cover the hole. It is hoped that the current hiring process will be completed by that time. If not, the vacancy will continue. Three additional employees were hired in January 2024. Two of the employees have completed their training and are functioning in the system. The third quit after a week online. There is a current hiring process to try and fill vacancies and staff a third impact car.
- The volume of QA reviews is stretching the current staff thin. Often the EMS Division Chief or light duty employees need to help complete the QA reviews in a timely manner. In addition, the QA burden on the EMS Training Officer has left her unable to produce quality EMS training for the department.
- Supply Chain issues in equipment/medical supplies created inventory problems for the department and drove up costs.
- Citizens of the City and the Rural Board requested an ambulance be put into service at Station 5. The deployment of the ambulance has been very sporadic due to staffing issues. It is anticipated that the graduation of the current fire academy in July should help with this, but deployment is not going to be daily without further staffing increases.
- The department is experiencing a 3% increase in call volume over the year 2023. This adds additional stressors to an already stressed system.
- The department did not budget to replace the EMS-only personnel transitioning to 12-hour shifts. This has left 6 vacant positions that cannot be hired until 2024. The number of individuals hired for the 2024 academy may not be sufficient to fill these vacancies either.
- The Fire and Apparatus Equipment Coordinator position was hired in July of 2023. However, this position was instantly overburdened with workload. Therefore, some of the EMS workload remained on EMS Administration staff.

- Zoll, our chosen cardiac monitor brand, implemented a 30-40% price hike on all products in 2023. This is driving up supply costs.
- The Mesa County Fire Authority lost all protocolled providers and was declared underserved by Mesa County EMS. This forced GJFD to cover their call volume which added additional stressors for our department. The timeframe for the correction of these issues is not known.
- The departments current ACLS/PALS and CPR training center will no longer be doing ACLS and PALS certifications. Therefore, the department will have to contract this service to another agency in 2025.

2024 Funded EMS Program Needs and Objectives

Budgeted Needs:

- Unknown amount to hire 4 additional Impact Car staff to get the 3rd Impact Car in service.
- Funding for 6 personnel to attend paramedic school.

Programmatic Objectives:

- The EMS Chief will work with the Deputy Chief of Administration and HR to complete the hiring of 4 additional EMS Only positions to fill the night Impact Car and also two additional positions to fill the remaining vacancy and backfill an employee going to paramedic school. This will help decrease the night interfacility transport burden which is mainly shouldered by one station and also get all impact cars in service without overtime.
- The EMS Chief will transition the department to ambulance licensure through the State of Colorado rather than Mesa County. There is no anticipated cost for this until 2026. The actual fee costs have not been determined by the State of Colorado at the time of the writing of this document.
- The EMS Chief will work with the Mesa County Medical Director and multiple outside agencies to transition the department to the Pulsara patient tracking program. This program has the potential to streamline EMS reporting to the hospitals and make patient care more efficient at all levels. There is no cost for the department to implement this program since funding for the Imagetrend/Pulsara integration was covered by the Mesa County EMS Council.
- 6 employees will attend paramedic school starting in July/August. This will help bolster our paramedic numbers when these employees return in July 2025. There will be no costs for school for 4 of the employees attending Colorado Mesa University. The two

employees attending outside schools will require funding and will be placed on repayment contracts.

- The department should consider evaluating whether Zoll is the proper cardiac monitor for our department. Poor customer service and a large price hike are causing issues and driving up costs. There are multiple other monitor brands out there with some new brands becoming available that were not in business at the time of the last evaluation period. There is no cost to conduct this process but could result in lower costs.
- The department contract with Whitman Enterprises is up for renewal in 2025. The department should consider implementing an evaluation process to explore other billing company options that may be available. There is no cost to conduct this process but could result in greater revenues and lower contract costs.

2024-2025 Unfunded EMS Program Needs and Objectives

Unbudgeted Needs:

- \$10-15,000 for the shelving and logistics to move EMS Supplies to Fire Administration
- Unknown amount to implement an Impact Car Supervisor position
- Approximately \$8,000 to cover ACLS/PALS Certifications
- Unknown amount to hire an EMS Logistics Technician
- Unknown amount to implement a QA Technician position
- Unknown amount to implement a new EMS Supply Management software system

Programmatic Objectives:

- The EMS Chief will work with the Logistics Technician to create a plan to transition the EMS Supply cache to Fire Administration. This move will help with tracking, delivery, and security of EMS supplies and is anticipated to help cut EMS Supply Costs for the department.
- The EMS Chief will work with the Deputy Chief of Administration to come up with a plan to implement Impact Car Supervisors in 2025. This position is necessary because there is zero career path for EMS Only employees and is creating issues as noted above. There are many options to accomplish this with varying budget impacts. This position will also help alleviate the QA burden since they will help with QA.
- The EMS Chief will work with the EMS Training Captain, Training Chief and Deputy Chief of Administration to add \$8,000 to the training budget to cover ACLS/PALS training since this will have to be contracted out to another agency.
- The EMS Chief will work with the Deputy Chief of Administration to come up with a plan to implement an EMS Logistics Technician. This position is necessary to alleviate the heavy burden of EMS logistics which currently falls on EMS Administration and an

overburdened Logistics Technician. This issue often delays the completion of EMS logistics projects.

- The EMS Chief will work with the Deputy Chief of Administration to come up with a plan to implement a QA Technician position. This position is a need to alleviate the heavy QA burden currently placed on the EMS Training Officer and SAM Officers. This burden decreases the ability of both positions to function in their designed role effectively and often falls on EMS Administration or light-duty personnel.
- The EMS Chief will work with the Fire and Apparatus Equipment Coordinator and Deputy Chief of Administration to create an evaluation and bid process for a new inventory management system. The current system is not adequate to fit our needs, is unreliable and complicated to use. A new system will help make the logistics of EMS supplies more efficient and should help cut costs for the department.
- The EMS Chief will work with the Deputy Chief of Administration to increase the number of part-time EMS staff. The experiment with part-time employees in the latter half of 2023 was successful in decreasing overtime costs for the department. Further part-time staff additions will continue to help with this cost decrease.

Fire Operations

Fire Suppression Program

Overview:

Program Responsibilities: The Grand Junction Fire Department's Fire Suppression Program (Operations Division) is responsible for assuring adequate response for all calls for service within the community. This division responds out of seven strategically located fire stations to meet the emergency response needs of the community.

Executive summary: Emergency Operations is the largest division in the Department and is responsible for fire, medical, and hazardous materials response and mitigation. Fire suppression and extinguishment are complex processes involving several emergent activities that must be carried out simultaneously. In addition to extinguishing the fire, firefighters perform multiple types of rescues and provide medical care and victim assistance. After the fire, further loss is minimized by covering or removing personal property.

Type of appraisal: ☒ Annual ☐ Q1 ☐ Q2 ☐ Q3 ☐ Q4

Appraisal completed by: Gus Hendricks

Appraisal period: 01/01/2023-12/31/2023

Rating Score

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

2023 Fire Suppression/Operations Executive Summary:

Accomplishments (strengths):

- Deputy Chief Angermuller filled the role of Interim Fire Chief for Clifton Fire Protection District and performed a comprehensive merger/consolidation assessment with various other members of the city.
- Apparatus deployment white paper was completed to address the future needs of the department's apparatus deployment model.
- Applied for an AFG grant for the purchasing of SCBA washers for each station for a total cost of \$385,000. This project was completed by the end of the first quarter of 2023.
- Equipment ordered and delivered for the new 100ft platform.
- Engine 8 was placed into service.
- Upgrade station alerting system for all stations.
- Purchase of Lexipol SOP software.
- Replacement of outdated fire hose.
- Replacement of 34 sets of bunker gear.
- Budget for advance inspection and cleaning of department bunker gear.
- Annual Replacement of Air Vac filters in all stations.

Incomplete Objectives (opportunities):

- All budgeted objectives were completed for 2023.

Challenges (weaknesses/threats):

- The past year was challenging due to one Deputy Chief assigned to Clifton Fire Department.

2024 Funded Fire Suppression/Operations Needs and Objectives

Budgeted Needs:

- o Aerial Apparatus
 - o \$1,578,563
 - o Build of a new aerial apparatus will begin in 2024 with delivery in 2025.
- o Rescue Boat
 - o \$100,000
 - o A replacement river rescue boat will be purchased in 2024 and delivered in 2025

Programmatic Objectives:

- Improve data collection for call processing time.
- Evaluate and strategically plan for additional Battalion Chief and SAM Officer positions.
- Complete build and pre-delivery inspection for Truck 7
- Take delivery of Boat 5, decide location and develop training.
- Evaluate all mutual and automatic aid agreements
- Evaluate and update apparatus deployment
- Upgrade station alerting software and hardware
- Evaluate closest unit dispatch/AVL
- Re-instate monitoring of call processing times
- Re-evaluate dispatch zones

2024-2025 Unfunded Fire Suppression/Operations Needs and Objectives

Budget Needs:

- o Will be evaluated during the 2025 budget process which will begin Spring of 2024

Programmatic Objectives:

- o The department will continue to recruit and hire for the 2024 opening of Fire Station 7

Hazardous Materials Program

Overview:

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

Executive summary: The Hazardous Materials Program utilizes one cross-staffed apparatus to provide services to the community. Maintenance of this unit is provided by the Bureau of Land Management (BLM). Haz Mat response to low, medium, and high threat calls utilized on-duty personnel to respond. Supervision of the Hazardous Materials Response Team was provided by Deputy Chief Chris Angermuller and Deputy Chief Hendricks. The department currently has 37 certified hazardous materials technicians. Of those 37 hazardous materials technicians 10 are located at our hazardous materials specialty station. The HazMat team's focus of 2023 was to obtain more certified Haz Mat techs to be stationed at the HazMat specialty station. This was accomplished by hosting an in-house tech class to certify 7 new HazMat technicians. To further our service as the DERA we will need to work with BLM on acquiring replacement apparatus for our current outdated Truck and Trailer. We will also need to look into acquiring new and improved monitoring equipment to fulfill our duties as the DERA. As this city grows our responses will advance in size and severity. We must be well-equipped and trained to handle these future threats.

Type of appraisal: ☒ Annual ☐ Q1 ☐ Q2 ☐ Q3 ☐ Q4

Appraisal completed by: Captain Erik Nordine

Appraisal period: 01/01/2023-12/31/2023

Rating Score

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

2023 Hazardous Materials Executive Summary:

Accomplishments (strengths):

- Number of Calls responded to: 314
- BLM purchased FLIR Identifinder Radiological Spectrum Analyzer \$13,000
- 7 personnel sent to tech school
 - The more personnel trained as HazMat techs greatly increases our ability to handle larger scale incidents in future years.

Incomplete Objectives (opportunities):

- Incomplete objectives 2023
 - Determine SOG for required certs for specialty station assignments.
 - Minimum number of Hazmat Techs on duty to respond from Station 3
- Staffing needs and new personnel have not allowed for consistent station staffing.

Challenges (weaknesses/threats):

- Challenge
 - Lack in the number of training opportunities provided locally
 - Better system for recovering equipment costs from incidents. How do we bill?
- Suggestions to improve.
 - Host more training
 - Work with Chief Hendricks/billing on a form to provide to the property owner upon turnover of an incident

2024 Funded Hazardous Materials Needs and Objectives

Budget Needs:

- Test Gas purchase (as needed)
- Training \$10,000
- Air monitoring equipment replacement and maintenance \$3,000
- Radio Com system integrated into SCBA X4 \$1,200
- Bullard TIC \$7,500
- Rad Equipment maintenance \$2,000
 - Cost estimate. \$23,700

Programmatic Objectives:

- By incorporating SCBA communications into our masks greatly increases our ability for proper communication in dynamic hazardous response scenes. Adding a TIC to the hazmat reduces the need for cross-staffing equipment and potential for lost or forgotten tools. General maintenance for current equipment is needed to maintain the level of service provided.
 - These are needs for maintaining our current standard of response and the basic needs for a DERA response.

2024-2025 Unfunded Hazardous Materials Needs and Objectives

Unbudgeted Needs:

- BLM apparatus Replacement??
- Remote air monitoring for large-scale plumb modeling \$40,000
- Drone for Hot zone investigation/identification \$6,000
- Pendar X10 Standoff Raman \$72,000
 - Justification: Needed for advancement in maintaining our responsibilities as the DERA
 - Cost estimate \$118,000

Programmatic Objectives:

- As this city grows so will the Hazardous materials threat. If we do not start chipping away at these equipment improvements for larger-scale incidents, we will quickly find ourselves greatly unprepared when a large incident happens.
- Our Job as the DERA is to be the area expert in hazardous materials response/mitigation. If we do not keep up with advancing technologies in equipment, we will not be able to keep up with the growth and potential for large-scale incidents.

Health and Wellness Program

Overview:

Program Responsibilities: Grand Junction Fire Department's Health & Wellness Program is responsible for the physical and overall health & wellness of the department's members. The committee oversees the planning, purchasing, training, and maintenance of physical training equipment, and certifications, and encompasses all programs related to physical health & wellness.

Executive summary: The committee has purchased and maintained PT equipment for all seven stations as well as the fire academy gym. The committee conducts all candidate physical fitness tests and oversees the physical fitness program for the recruits. The committee created an annual mobility screening that detects areas of weakness or susceptibility to possible injuries before they occur. The committee has also created and conducted the annual skills course that has replaced the annual PT test.

Type of appraisal: ☒ Annual ☐ Q1 ☐ Q2 ☐ Q3 ☐ Q4

Appraisal completed by: Captain Bryson Rasmussen

Appraisal period: 01/01/2023-12/31/2023

Rating Score

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

2023 Health & Wellness Executive Summary:

Accomplishments (strengths):

- 180 annual physicals were performed at Occupational Health this year. 55 candidates were also run through the CPAT. Cancer awareness/prevention training was provided in the first quarter.
- GJFD Training Division sponsored five individuals to become certified peer fitness trainers.

Incomplete Objectives (opportunities):

- Our objectives are to provide adequate physical training equipment and education to our staff. We do not aim to have the latest and greatest but rather safe and durable equipment. We have made great headway in the last few years; however, we are only about halfway done.
- We were unable to complete all the planned mobility screenings/quarterly trainings this year and will continue to pursue this moving forward.

Challenges (weaknesses/threats):

- Our biggest challenge is funding/budget constraints to purchase recommended PT equipment for each station (listed below). Funding has been inadequate, especially when it comes time to pay for shipping.
 - We need to have a budget to buy these items all at once. These items are not cheap, and the pricing goes up every year. Shipping costs also continue to increase. If we continue to try and spread out the costs over time, we will end up paying an estimated 10% more.

2024 Funded Health & Wellness Needs and Objectives

Budgeted Needs:

- Station 5 treadmill
 - Replacement of damaged equipment
 - \$12,000

Programmatic Objectives:

- Provide adequate physical training equipment to our staff to prepare and perform their job duties.
- Provide education and training to reduce/prevent injuries and support longevity.

- Improve physical and mental health.
- Finalize light-duty rehabilitation policy.

2024-2025 Unfunded Health & Wellness Needs and Objectives

Unbudgeted Needs:

- Station 1, 2, 4, 5 PT equipment
 - Heavy Dumbbell Rack 55-100lbs \$3,000
 - Rogue Universal Storage system 2.0 \$450
 - Rep Fitness Wall Mounted Athena Rack \$3,000
 - Kabuki Bar \$500
 - Bamboo Bar \$300
 - 20# Slam ball \$50
 - 30# Slam ball \$60
 - Rogue Abram GHD 2.0 \$750
 - Climbing rope 20' \$110
 - Rogue P-4 pull-up bar \$160
 - Dip bar hangar \$50
 - Rogue Monster bands pullup package #1 \$75 (x2)
 - Rogue Vertical Bar Hangar \$50 (x3)
 - Axle Bar \$150
 - Sling Shots \$20 (x2)
 - Rogue Rumbleroller Gator \$60
 - Rogue Landmine \$100
- Stations 3 & 6
 - Rep Fitness Wall Mounted Athena Rack \$3,000
 - Kabuki Bar \$500
 - Bamboo Bar \$300
 - 20# Slam ball \$50
 - 30# Slam ball \$60
 - Rogue Abram GHD 2.0 \$750
 - Climbing rope 20' \$110
 - Rogue P-4 pull-up bar \$160
 - Dip Bar hangar \$50
 - Rogue Monster bands pullup package #1 \$75 (x2)
 - Rogue Vertical Bar Hangar \$50 (x3)
 - Axle Bar \$150
 - Sling Shots \$20 (x2)
 - Rogue Rumbleroller Gator \$60

- Rogue Landmine \$100
- Station 8
 - Rep Fitness Wall Mounted Athena Rack \$3,000
 - Axle Bar \$150
 - Sling Shots \$20 (x2)
 - Rogue Rumbleroller Gator \$60
 - Rogue P-4 pull-up bar \$160
- Treadmill
 - Station 2 (\$12,000)
- \$70,000 Total

Peer Support Program

Overview:

Program Responsibilities: Grand Junction Fire Department's Peer Support Team has 15 trained members who are the first line of defense for the mental health of our members. The Peer Support Team has a licensed counselor who provides mental health counseling to department members and their families.

Executive summary: As a Medical Director is to an EMS system, so is a counselor to the Peer Support Team. She provides, training, oversight, and guidance to the team, as well as familiarity and consistency to the employees who have radically embraced this program. She meets with each employee annually, and some multiple times. Her work has helped to reshape the cultural narrative surrounding mental health and resilience at GJFD. Consequently, her services account for the largest portion of our small budget, at \$1,000 per month.

A switch to EAP for payment of therapy sessions has kept the budget completely flat. EAP covers 6 sessions per issue and due to the addition of reimbursement now provided by the Colorado Firefighter Benefit Trust and Path 4 EMS we are not seeing sessions go uncovered. \$4,600 budgeted in 2024 has been used for wellness checks, training 2 new team members and a 3-day team training/retreat.

The Peer Support Team, with the assistance of Community Outreach also produced 10 podcast episodes at no cost. We also provide monthly training in the GJFD IC through the Mental Health minute. These were in response to a request for additional line training and to provide discussion and engagement with families and our community.

This year, we seek to move our training budget under our own umbrella and funding for expanded training opportunities for team members.

Type of appraisal: ☒ Annual ☐ Q1 ☐ Q2 ☐ Q3 ☐ Q4

Appraisal completed by: Captain Jamie Kavanaugh

Appraisal period: 01/01/2023-12/31/2023

Rating Score

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

4 – Excellent program – Meets and exceeds industry standards.

2024 Peer Support Executive Summary:

Accomplishments (strengths):

- Jami Lloyd conducted 133 counseling sessions with 62 separate employees in 2023. She also conducted 15-minute wellness visits with nearly every employee. During those wellness checks, 12 people scheduled follow-up sessions.
- Two new Peer Support Team members went through a 40-hour training and joined the team. The training was grant-funded.
- Provided Peer Support Team identifier coding in Telestaff for easy identification for personnel.
- Podcast began as an avenue for providing training and connection to our mission for employees and their families.
- Improve team engagement
 - Tracking contacts, 424 Peer Support contacts by team members in the last 6 months.

Incomplete Objectives (opportunities):

- Awaiting grant reimbursement
 - Submitted paperwork for behavioral health grant to reimburse for new team member training. (\$950)

Challenges (weaknesses/threats):

- Improve team engagement
 - Provide novel training opportunities and structure to support team movement.
- Employees falling through the cracks, mental health impacting performance or job status
 - Implemented shift/admin stewards will coordinate efforts to surround struggling employees with services (e.g., on FMLA or work comp)

2024 Funded Peer Support Needs and Objectives

Budgeted Needs:

- Jami Lloyd Clinical Supervision (\$12,000)
 - Justification: Monthly meetings and trainings, on-call 24/7 to peer support team on any critical response and case oversight
- Wellness Checks (\$3,600)

- Justification: 8 stations + Administration, 15-minute check-in with each person, modeled after annual health screenings with Occ. Health.
- Annual Refresher Training/Retreat (\$1,000)
 - Justification: Continuing Education for active Peer Support Team members, goal setting for the next year.

Programmatic Objectives:

- Improve training/increase team member engagement through improved training opportunities.
- Continue payment to our Therapist Jami Lloyd. Her oversight, training, and guidance are the backbone of the Program.
- Track peer support team member contacts
- Provide improved training for line personnel and improve team visibility.
 - Podcast and Mental Health Minute (low-cost solutions)

2024-2025 Unfunded Peer Support Needs and Objectives

Unbudgeted Needs:

- Training budget increase (\$5,000)
 - Justification: Increasing this amount will also allow new Team members to receive initial 40-hour training (\$500 each) to cover attrition. We would also like to bring in speakers, such as Jeff Dill and Dr. Gilmartin, to speak to employees and families. Travis Howze has been suggested for 2025. Provide ongoing training to employees and unique training opportunities to team members, such as conference attendance to learn about best practices. Marriage retreat and GJFD-sponsored conference are future goals.

Programmatic Objectives:

- GJFD Peer Support Team members act as resources for our coworkers when they are struggling with issues personal or professional.
- Suicide is one of the leading causes of death for first responders. The Peer Support Team aims to provide training and guidance to promote resilience in our challenging job, and a trained person to talk to when employees are struggling. Our goal is to create a proactive culture where mental health issues can be addressed successfully.

Technical Rescue Program

Overview:

Program Responsibilities:

With the rapidly growing population and recreational popularity the Western Slope is experiencing, there is a steep uptick in Technical Rescue incidents. Some of the areas of Technical Rescue include swift water rescue, high and low-angle rope rescue, confined space rescue, trench rescue, man v machine rescue, complex auto extrications, structural collapse/shoring, and heavy rescue.

The Grand Junction Fire Department responds to these complex incidents in conjunction with the Mesa County Sheriff's Office Search and Rescue Team both within and outside the city limits when available. Several incidents in 2023 occurred where Mesa County Search and Rescue did not have personnel to respond, or the Mesa County boat was unable to launch due to launch site conditions or night operations. Therefore, Grand Junction Fire Station 1 personnel were tasked with providing the highest quality service possible when others were unable to do so.

Executive summary:

In 2023 we have made huge strides by sending 8 people from Station 1 to get certified at the Technician level in the areas of swift water rescue, high/low angle rope rescue, and confined space rescue. However, the Team still needs 10 more people to become certified for a total of 18 people assigned to Station 1 as Rescue Technicians.

Furthermore, to meet or exceed industry standards we need to not only increase the number of people trained but also seek out higher-level training to further our scope and capabilities as Rescue Technicians. We also need to purchase additional relevant equipment that will enhance our capabilities and allow us to be more effective and efficient.

If our training and equipment needs are met, we will succeed as a Team and meet or exceed industry standards.

Type of appraisal: ☒ Annual ☐ Q1 ☐ Q2 ☐ Q3 ☐ Q4

Appraisal completed by: Captain Garrett DeHaan

Appraisal period: 01/01/2023-12/31/2023

Rating Score

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

2 – Needs improvement – Meets minimum industry standards.

3 – Satisfactory program – Meets most industry standards.

4 – Excellent program – Meets and exceeds industry standards.

Budget History:

The Technical Rescue Program up to this point is an unbudgeted program. However, starting in 2025 the Technical Rescue Program will be a budgeted line item.

2023 Executive Summary:

Accomplishments (strengths):

- 8 Rescue Technicians certified in swift water, high/low angle rope, confined space.
- Completed purchase of new lightweight rescue stokes basket with big wheel.
 - o Both of the above points are significant accomplishments moving forward to provide the highest level of effectiveness and efficiency with the goal being to provide the highest level of service possible.

Incomplete Objectives (opportunities):

- Training for a minimum of 10 more people to the Technician level across all disciplines of Technical Rescue.
- Continued training for current Station 1 or future Station 1 Rescue Technicians to broaden the scope and knowledge base of the Technical Rescue Team.
- Purchase essential equipment to assist in the effectiveness and efficiency of all operations.

Challenges (weaknesses/threats):

- Relevant training and updated equipment are the two biggest hurdles we face as a program.
- Suggestions to improve these issues are to provide the program with a budgeted line item for training and equipment that is supported by the Chiefs and Training Division.

2024 Funded Needs and Objectives

Budgeted Needs:

- 6 Station 1 personnel, technicians trained in swift water, rope, and confined space.
 - Justification: 6 more Technicians assigned to Station 1 will bring the total number of Rescue Technicians at Station 1 to 14. The target goal for Technicians at Station 1 is 18. With 18 Technicians at Station 1, this provides 4-6 daily staffing Rescue Technicians to provide high-quality safety and service.
- Technical Heavy Rescue for all Station 1 crews.
 - Justification: This will significantly increase the Department's safety and capabilities to handle larger extrication/stabilization problems moving beyond small passenger vehicles.
 - Total cost estimate = \$22,000

Programmatic Objectives:

- Provide the highest quality service possible through effectiveness and efficiency.
- Significance: This is what the citizens expect.

2024-2025 Unfunded Needs and Objectives

Unbudgeted Needs:

- Training
 - Send 6 additional station 1 crew members to Swiftwater training through Rescue 3 International, and rope rescue/confined space.
 - Justification: an additional four personnel would bring a total of 18 Technicians to station one which would complete the objective of having every person assigned to station one certified at the technician level.
 - Cost estimate. Format: \$13,500
- Equipment
 - Cab communication system fixed – unknown cost as of this writing

- Paratech Rescue Struts- \$8700
 - Significant increase in Department capabilities for **all hazards**
 - Versatile and can be used across numerous disciplines (heavy rescue, trench, auto extrication, rope rescue anchor systems)
 - Rebate for current Rescue 42's
- CMC Clutch x 2 - \$1800
- Grip Hoist - \$3000
 - Versatile for moving and stabilizing objects
- PMI static line - \$300
- Carabiner x 20 - \$1600
- SKED - \$750
- SCOTT RIT pack - \$3500
- Confined Space Escape SCBA bottles - \$3600
 - Expire and, needs replaced cannot be hydrotested after 2024
- Confined Space air and communications line
 - Versatility/safety for stabilizing and moving vehicles out of garages, Electric Vehicle fires
- Cribbing- \$1000
- MDT Console and Computer for Rescue- \$8000
- 3 CMC RigTech Packs- \$1000
- Black Mamba anchor slings x 2 - \$120
- 1 Slichman Traction Splint - \$200
- 1 Vortex Binoculars - \$500
- Annual Rope Replacement Cost - \$3000

Training Program

Overview:

Program Responsibilities: Grand Junction Fire Department's Training Program is responsible for providing training for new recruits, existing personnel, specialty services, health and wellness. Training is currently staffed with a Battalion Chief and two Training Captains who coordinate with the EMS Training Captain.

Executive summary: Since the expanded capacity of the training division in 2018 the uniformity and rigor of the training at GJFD have improved. However, the demands associated with the growth of the department and need to standardize and streamline training for existing personnel continue to outpace the capacity of the current staffing.

Type of appraisal: ☒ Annual ☐ Q1 ☐ Q2 ☐ Q3 ☐ Q4

Appraisal completed by: Battalion Chief Ben Blehm, Captain Brian Lurvey, Captain Jed Redding

Appraisal period: 01/01/2023-12/31/2023

Rating Score

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

2023 Training Executive Summary:

Accomplishments (strengths):

- Held the first live fire training for every front-line personnel since the completion of the regional training burn building in 2019.
- Held second successful lateral academy and graduated two traditional academies.
- Successfully recruited for second EMT-sponsored academy which continues to support hiring personnel with diverse backgrounds.
- Developed and recruited for first-ever fire-science internship.
- Entered MOU with the Department of Defense to be a skill bridge partner allowing current active-duty military members to apply for and accept employment with GJFD paid for in part by the DOD.
- Introduced combat-ready training to standardize and streamline strategy and tactics as well as increase safety.
- Hosted hazmat technician, tech rescue, swift-water, electric vehicle training, emotional survival training for first responders, and fire instructor I class.
- Sent two women to Colorado Women in Fire conference, seven to mile-high conference, sent two personnel to Georgia Smoke Divers, sent five personnel to be certified peer fitness trainers
- Placed a 20-foot connex box at the training facility to store expired PPE and acquired additional donated PPE for training.
- Purchased and placed connex box for confined space box.
- Purchased and placed five connex boxes at the training facility for expanded live fire training to include below-grade fire training.
- Rehabbed five existing acquired structures (re-roofing, doors, and windows) making them newly accessible with reusable props for training. This included utilizing the DOC crew for cleaning hazardous materials around the houses to create a safer environment for training.

Incomplete Objectives (opportunities):

- Weren't able to complete annual skills course, in part because of the inability to use overtime as well as task saturation at the administrative training officer level.
- Minimum company standards were not sent out to crews, therefore not completed to meet and train on NFPA 1410.
- Were not able to complete crew-level specialty training. e.g. rotating station 5 crew through confined space training to have awareness-level training.

Challenges (weaknesses/threats):

- Completed training calendar plan to meet criteria for JPRs, multi-company standards, and specialty trainings. Need additional oversight and coordination to ensure follow-through with the stated plans at the company level.
- Hosting more standardized and regular professional development for new captains, engineers, battalion chiefs, and all upgrades- this was due to a lack of capacity/staffing time in the training division.
- Cut off overtime for training in the summer which created inefficiencies for administrative training division staff time just to meet minimum training standards.
- As it is currently functioning, the training battalion chief position is consumed with recruiting, hiring, and backgrounds. This does not meet the intent of the position as written, leading to a lack of oversight and failed objectives in the training division. This would be solved with the hiring of a civilian professional standards position.
- Training hour documentation. In 2023 the department tracked 81,886 training hours. (In 2022 GJFD had a total of 50,296 total hours of training, and in 2021 there were 33,698. Total hours of training)

2024 Funded Training Needs and Objectives

Budgeted Needs:

- \$632 per operational and training person for external training in budget for 2024. (\$103,000)
 - o Justification: This includes fees to bring in external speakers, travel costs, as well as registration fees. Ex. Dr. Gilmartin, EV fire training, swiftwater and tech rescue, and all state fire recertifications are out of this budget as well.
 - o Cost estimate: \$103,000

The Academy budget includes PPE and uniforms for personnel \$195,000. The budget for academy consumables and classroom supplies is currently at \$31,407 to support 15 personnel.

- o Justification: PPE, uniforms, and consumables for a 15-person academy.
- o Cost estimate: \$195,000 + \$31,407 consumables

Programmatic Objectives:

- Plan, implement, and track improved performance on executing the training calendar.
- Training manual created by 2025 to align with new SOPs and current practices.
- Track if academy orientation increases retention for the academy and make a recommendation for it to be a mandatory part of the hiring process.

- Update and standardize BC Mentorship to align with captain and engineer mentorship formats.

2024-2025 Unfunded Training Needs and Objectives

Unbudgeted Needs:

- Increase operational training budget to \$750 per operational and training personnel for 2025.
 - Justification: With identified specialties (rope, swiftwater, confined space), new untrained personnel, attrition, and inflation this cost increase per person is needed not only to maintain the level of training the department has historically had, but also to move toward a nationally recognized certification.
 - Cost estimate: \$138,000 (184 personnel)
- Professional Standards Civilian position to manage certifications, state testing proctor, hiring administration (backgrounds, CVSA, CPAT coordination)
 - Justification: This was recommended in the strategic plan and through CPSE accreditation. It allows better alignment with job functions of skilled personnel at the training chief and training captain level.
 - Cost estimate: \$55,000-72,000 (based on Civilian Investigator PSU @ GJPD)
- Two additional training company positions at the FF/PM or engineer pay scale at a minimum.
 - Justification: Reduction of overtime for academy and departmental training, with more front-line personnel additional training oversight, planning, and delivery is needed to maintain JPRs, and develop new firefighters and engineers, oversee CPAT, annual skills course, live fire training. These two positions could also add increased capacity for coordination with Mesa County Training Officers Association and working with CMU and CMU Tech.
 - Cost estimate: \$240,000 salary for both + benefits
- Restoring the class A burn room in the burn tower.
 - Cost estimate: unknown at the time of this writing
- Construction to resolve drainage issues on the east side of the building where the concrete meets the asphalt.
 - Cost estimate: unknown at the time of this writing.
- Concrete pad on the west side for a driving pad.
 - Cost estimate: unknown at the time of this writing.
- Develop a strategic plan and funding stream for building out a collaborative training center with CLETC (CMU, MCSO, GJPD, GJFD).

- o Justification: collaborative partnership to build out a regional training facility serving multiple public safety agencies, cancer prevention, efficient training operations, overcome functional operation limitations due to weather (CPAT, throwing ladders), increase capacity to hold regional training events (like a conference with DFPC), and develop an overall strategic vision for the facility and space.
- o Cost estimate. the current estimate is \$15,000,000 shared between CLETC partners.

Programmatic Objectives:

- Create training BC and training captain mentorship program.

Wildland Program

Overview:

Program Responsibilities:

Operationally, Grand Junction Fire Department's Wildland Program is responsible for responding to wildland fires within Grand Junction city limits and the Grand Junction Rural Fire Protection District. In addition to local incidents, the GJFD Wildland Program responds as a mutual aid resource for neighboring fire departments and as a State Cooperator resource for larger State and National incidents. The Wildland Program's apparatus fleet consists of three Engines (two Type 3 and one Type 6).

Administratively, Grand Junction Fire Department's Wildland Program is responsible for managing an operational budget, issuing and maintaining all Wildland certifications, coordinating all logistical needs of the program, and providing ongoing Wildland training for GJFD employees.

Executive summary:

The Grand Junction Fire Department's Wildland Program currently consists of 97 employees (67% of the workforce) Federally qualified as Firefighter Type 2 or higher. From the 97 qualified employees, the Wildland Program designates a group of 35-40 specialists who belong to a Deployment Group and respond to 14-day Wildland assignments Nationally. Each year, the Deployment Group completes multiple 14-day assignments and generates all of the revenue necessary to operate the Program. In addition to generating revenue, the 14-day assignments provide Deployment Group members with valuable experience formulating strategy and performing tactics on large-scale, complex incidents. The Deployment Group then brings that experience back to the Grand Junction Fire Department in the form of training and equipment recommendations.

Aside from incident responses, the Wildland Program has recently been tasked with providing the training to qualify all Fire Department operational members as Federally recognized Entry-Level Wildland Firefighters (FF Type 2). The first phase of this task was to develop a program to integrate this qualification curriculum into all recruit fire academies hosted by the Grand Junction Fire Department. Now that this phase has been completed, the Wildland Program will shift focus to phase 2 which will design the program to issue and maintain FF Type 2 or higher qualifications for all incumbent operational employees.

Type of appraisal: ☒ Annual ☐ Q1 ☐ Q2 ☐ Q3 ☐ Q4

Appraisal completed by: Captain Bryson Rasmussen and Captain Wesley Engbarth

Appraisal period: 01/01/2023-12/31/2023

Rating Score

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

2 – Needs improvement – Meets minimum industry standards.

3 – Satisfactory program – Meets most industry standards.

4 – Excellent program – Meets and exceeds industry standards.

2023 Wildland Executive Summary:

Accomplishments (strengths):

- Successfully qualified all 2023 Fire Department recruits and laterals as Entry-Level Wildland Firefighters (FF Type 2).
- Provided Wildland refresher course and pack test for 70 department employees.
- Deployment Group completed 4 deployments (1 In-State and 3 in California) generating a total revenue of approximately \$421,000.
- Completed a fall fuel mitigation project in the No Thoroughfare wash. This was a 2-day project in cooperation with the City of Grand Junction Parks Department.
- Added Wildland Progressive packs to all Type 1 Engines.
- Purchased Wildland helmets and face shrouds for all operational employees.

Incomplete Objectives (opportunities):

- All operational members of the Grand Junction Fire Department are not yet certified as Entry-Level Wildland Firefighters (FF Type 2).
- The Type 6 Engine (BR5) replacement was not completed before the end of 2023.

Challenges (weaknesses/threats):

- Lack of an approved full-time Wildland Coordinator position.
- The replacement process of the Type 6 Engine (BR5) was managed exclusively by a GJFD Deputy Chief and the City of Grand Junction Fleet Manager. Wildland Program members

were not allowed to participate in the process which created multiple communication and design issues.

2024 Funded Wildland Needs and Objectives

Budgeted Needs:

- Expand Deployment Group from 31 to 40 members. The addition of members will help staff 14-day assignments, fill assignment backfill OT vacancies, and complete training and fuel mitigation projects. The expansion will cost approx. \$27,000 (\$3,000 per individual).
- Purchase 2 Wildland hand tools for each Type 1 Engine. Appropriate hand tools on Type 1 Engines will increase the productivity of the crews. The tool purchase would cost approx. \$2000 (\$250 per Engine).

Programmatic Objectives:

- Qualify all 2024 recruits and laterals as Entry-Level Wildland Firefighters (FF Type 2)
- Complete a Spring and Fall fuel mitigation project
- Provide Refresher and Pack Test for all Wildland Qualified Employees (97 currently)
- Complete Type 6 Engine replacement including purchase and installation of equipment.

2024-2025 Unfunded Wildland Needs and Objectives

Unbudgeted Needs:

- OT needs to provide an Annual Refresher and Pack Test to all Wildland qualified members if conducted off-duty. Currently, there are 97 individuals who would require 5 hours of OT per year.
- Full-Time Wildland Coordinator position. Cost unknown.

Programmatic Objectives:

- Move Wildland Specialty to Station 7 when it opens in 2025
- Relocate BR6 (Type 3 Engine) to Station 7
- Qualify a portion of the incumbent employees as Entry-Level Wildland Firefighters (FF Type 2). Currently, there are 48 individuals not meeting this new standard.

Fire Prevention

Fire Investigation Program

Overview:

Program Responsibilities: The department conducts origin and cause investigations for fire investigations within the jurisdiction.

Executive summary: Fire investigations within the jurisdiction are categorized as Level 1 or Level 2. Level 1 are considered basic fire investigations where the origin and cause are primarily identifiable and are not suspicious in nature. Level 2 fire investigations generally consist of suspicious incidents, the result of a crime, involve a fatality or injury, involve a fire code violation, or are complex in nature. All operational company officers and upgrade personnel have completed the International Association of Arson Investigators (IAAI) Fire Investigations for Company Officers Course and function as Level 1 fire investigators primarily. Level 2 investigations are conducted by fire investigator personnel certified to the IAAI-FIT level (Technician). The department has two Fire Inspector/Investigators who serve as the core of the program but can be supplemented by staff who may perform fire investigations as an ancillary duty on a multi-year contractual basis. It is a challenge to recruit and retain fire investigators.

Type of appraisal: ☒ Annual ☐ Q1 ☐ Q2 ☐ Q3 ☐ Q4

Appraisal completed by: Fire Marshal Steve Kollar

Appraisal period: 01/01/2023-12/31/2023

Rating Score

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

2023 Fire Investigation Executive Summary:

Accomplishments (strengths):

- The Fire Investigations Team conducted 14 Level 2 investigations in 2023 (Investigation that requires a higher level of training on call investigator to complete). The program conducted 19 Level 2 fire investigations in 2022, 11 Level 2 fire investigations in 2021, 13 Level 2 fire investigations in 2020, 16 Level 2 fire investigations in 2019, and 18 Level 2 fire investigations in 2018.
- Fire Prevention sought and was granted budgetary approval for a 2nd FTE Fire Inspector/Investigator position in 2023. This had been identified as a critical need for many years. The new FTE Fire Inspector position was successfully filled in May 2023.
- Fire Prevention completed an existing conditions report evaluating the viability of fire prevention and investigative activities related to a potential merger between the Clifton Fire Protection District and the Grand Junction Fire Department. The department included a brief summation of the information in the overall report.
- Fire Prevention continued to assess the viability of a wildland team member to participate in and complete wildland fire investigator training. The assessment will continue into 2024. The potential participant will serve as a wildland fire investigator to balance out the investigation team's skillset and lessen the agency assist impact on our Mesa County Sheriff's Office partners. A member of the Fire Prevention Division attended a FI-210 Wildland Fire Origin and Cause Determination class in 2023 but has not participated in the required practical experience/deployments necessary for full certification. This staff member's training is meant to supplement the eventual wildland team member's leadership and responsibilities.
- The Department reviewed the most recent publication of IAAI's Fire Investigator Health and Safety Best Practices. The fire investigations team compiled an equipment needs list to purchase personal protective equipment (PPE) in accordance with the guidance. Funding was approved for the 2024 budget. Bunker gear replacement purchases will be coordinated by Fire Administration along with operational personnel needs and are not reflected in Investigation's timeline or budget. Additionally, the fire investigations team drafted a 2023 interim scene procedure plan to address safety practices until new equipment could be purchased. Scenes were classified by "Category" and "Zone" which dictated PPE use.

Incomplete Objectives (opportunities):

- The Fire Marshal will continue to work with the Fire Investigations group and Fire Chief to establish a succession program that addresses anticipated and/or potential vacancies that may come about through the fire investigator multi-year contract system for those on the team who serve in an ancillary capacity. This is the most pressing concern given recruitment of fire investigators has been historically difficult for a multitude of reasons mentioned in previous program appraisals.

Challenges (weaknesses/threats):

- Although the 2nd FTE Fire Inspector/Investigator position was successfully hired in May of 2023, the existing Fire Inspector position became vacant in December 2023 when the employee was offered and accepted a position with the Colorado Division of Fire Prevention and Control. The department will seek to fill the vacant FTE Fire Inspector position in 1st Qtr. 2024.
- The department will continue to struggle maintaining a core team of Fire Investigators who can participate in an equitable, healthy, and predictable on-call system. There is one staff person vacancy at the Fire Inspector/Investigator position and one of the department employees performing ancillary Investigation duties did not renew their voluntary multi-year term leaving the department with only two fire investigators as of Feb 1, 2024. On-call/overtime compensation and potential inclusion in the cardiac & cancer trust for some employees will be a primary challenge to obtaining participants beyond the two Fire Inspector/Investigators. This is based on previous complexities related to job duties and description guiding what ancillary duties some employees can participate in. The core fire investigations team should consist of four staff members to function properly and equitably (i.e. admin employees, operations employees, or a combination thereof). Three employees, at a minimum, should be the foundation of a responsible on-call program. A program consisting of two employees is unsustainable and requires an individual to be on-call for half the year which can adversely affect job satisfaction, morale, and encumbers work-life balance personal, and time. The department has consistently operated along a spectrum of one to three IAAI-FIT fire inspectors at any given time which strains a reliable and predictable on-call investigations program. Stabilizing this staffing model may lessen the reliance on company officers as investigations personnel.

2024 Funded Fire Investigation Needs and Objectives

Budgeted Needs:

- Purchase and deploy fire investigator personal protective equipment and other safety gear to bring the Department in line with safety guidance provided in the most recently published IAAI's Fire Investigator Health and Safety Best Practices.

Programmatic Objectives:

- Work with Fire Administration to secure needed/replacement bunker gear to bring the Department into alignment with IAAI's Fire Investigator Health and Safety Best Practices. Timeline and budget are coordinated by others as gear, funding, and equitable logistical distribution becomes available departmentwide.

2024-2025 Unfunded Fire Investigation Needs and Objectives

Budget Needs:

- The Fire Investigations Team has begun compiling an essential equipment needs list for consideration during the budget process to include, but not limited to fire scene photography equipment, hand tools, wildland investigation equipment, radio for investigations truck, and potential drone equipment. Costs to be submitted at time of budget consideration. Estimated Cost: \$8,000.
- Assess and seek interest from operation's personnel if appropriate the re-implementation of crew fire investigators to augment the core fire investigations team. Cost to be assessed before 2025 budget consideration based on staff interest. Estimated Rollout Training Cost: \$7800 (\$1300 x 6 personnel In-Person Class). Costs do not include annual continuing education estimates.
- Expand the existing Fire Investigator on-call paid system from weekends (Fri/Sat/Sun/Holidays) to a full week (Mon thru Thursday) to be in line with peer fire departments and Grand Junction Police Department (Investigations). The additional Monday thru Thursday on-call pay rate would be one hour of double time for a total estimated additional cost of \$16,523 (e.g. 208 days at \$79.44 - 2 x \$39.72 Step 1 - Fire Prevention Specialist Rate). Total on-call cost for 365 days at one-hour of double time is \$28,995.

Programmatic Objectives:

- Stabilize and create a predictable on-call fire investigations team powered by committed staff who have been issued the needed resources helping the program to thrive (i.e. staffing, equipment, training, etc.) Creating a Fire Investigations team with appropriate staffing levels, as in past years, remains the primary focus of 2024.

Fire Prevention Program

Overview:

Program Responsibilities: The Fire Prevention Division is responsible for minimizing risk within the community of Grand Junction by conducting plan review of development and construction projects, technical construction site inspections, fire protection system acceptance inspections and general fire and life safety inspections of existing buildings to ensure compliance with the most recently adopted fire code.

Executive summary: Fire Prevention Division again experienced one of its busiest years on record comparable to that of 2006 and 2022 volumes. Although much was accomplished, Fire Prevention continues to operate at a demonstrated staffing deficit ratio of -2815 hours which is the equivalent of two full-time employees. Output expectations cannot be achieved given this significant need thus prompting prioritization of work based on resources provided. This creates a challenging scenario as staffing additions at peer organizations like Mesa County Building Department and Grand Junction Community Development Department in 2022/2023 appear to have outpaced Fire Prevention. Prevention is then forced to prioritize new development and construction projects over many other assignments like general fire inspections of existing buildings.

Type of appraisal: ☒ Annual ☐ Q1 ☐ Q2 ☐ Q3 ☐ Q4

Appraisal completed by: Fire Marshal Steve Kollar

Appraisal period: 01/01/2023-12/31/2023

Rating Score

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

2023 Fire Prevention Executive Summary:

Accomplishments (strengths):

- Fire Prevention statistical data is a compilation of multiple databases to include Mobile Eyes (GJFD), ENERGOV (GJCity), and MainStar (Mesa County). In 2023, the Fire Prevention Division recorded 996 plan reviews, 897 new construction permit inspections, and 1357 general fire inspections of existing buildings. Fire crews conducted 515 company fire inspections. By comparison, in 2022 the Fire Prevention Division recorded 1041 plan reviews, 729 new construction permit inspections, and 1296 general fire inspections of existing buildings. Fire crews conducted 905 company fire inspections. 2021 recorded 920 plan reviews, 520 new construction permit inspections, and 1679 general fire inspections of existing buildings. Fire crews conducted 365 company fire inspections.
- Fire Prevention continued the use and assessment of Mobile Eyes Software throughout 2023. The software has performed well for processing fire code operational, and construction permits. The digital environment has improved plan review efficiencies, contractor submittals, invoice fee payments, field inspections, and data reporting. Occupancy data and fire inspection frequency scheduling however remains challenging as enormous amounts of time are dedicated to managing more than 4300 fire inspections for buildings in the community. Managing the occupancy data for fire inspections and pre-plans is significantly time consuming for one Fire Prevention Specialist who serves as the Mobile Eyes coordinator in addition to regular duties. Furthermore, plan review job intake, the initial submittal from contractors, also remains time-consuming at an estimated 2 to 4 hrs. a week compounding challenges previously mentioned.
- Fire Prevention completed an existing conditions report evaluating the viability of fire prevention and investigative activities related to a potential merger between the Clifton Fire Protection District and the Grand Junction Fire Department. The department included a brief summation of the information in the overall report.
- Fire Prevention sought and was granted budgetary approval for a 2nd FTE Fire Inspector position in 2023. This had been identified as a critical need for many years prior to its original budgetary approval in 2020. Hiring for the position was halted in the spring of 2020 due to budget reductions resulting from the COVID-19 pandemic crisis. The new FTE Fire Inspector position was successfully filled in May 2023.

Incomplete Objectives (opportunities):

- Both future objectives from the 2023 program appraisal were completed.

Challenges (weaknesses/threats):

- Although the 2nd FTE Fire Inspector position was successfully hired in May of 2023, the existing Fire Inspector position became vacant in December 2023 when the employee was offered and accepted a position with the Colorado Division of Fire Prevention and Control. That employee had been assigned and served as the newest Fire Inspector's primary field training officer and mentor so despite having two Inspectors for half of 2023, the organization only saw the productivity of one in terms of fire inspections and other work completed. The department will seek to re-fill the vacant FTE Fire Inspector position in 1st Qtr. 2024.
- The absorption of all moderate-hazard occupancy inspections (Biennial frequency) from Operations into Fire Prevention has proven challenging given the existing work volume and lack of staffing for half of 2023. Approximately 670 additional inspections were absorbed bringing the total fire inspections assigned to Fire Prevention to over 2000 fire inspections distributed among 6 staff members to include the Fire Marshal (Managerial Position). This may seem viable; however, it is estimated that each inspection conducted by a member of Fire Prevention will likely generate a return inspection nearly 75% of the time to correct code violations, thus increasing the volume inspection rate annually. The re-inspections take precedence for legal reasons to ensure code compliance. This ultimately delays scheduled primary fire inspections for other occupancies and has a negative compounding effect on time, energy reserves, workload, and productivity of each member of Fire Prevention. The issue is worsened by the fact that fire prevention averages over 1000 plan reviews and nearly 600 to 800 construction inspections annually. Moderate-risk hazard inspections were removed from operational crews because of their complexity, operational staff shortages, and due to operations experiencing increased call volumes year over year preventing them from completing assigned inspections. Although this improved Operation's position, the move clearly compromised Fire Prevention's ability to complete those tasks. It is not sustainable.
- Fire Prevention was required to incur a 10% reduction in operating budget in 2024 with no new FTE positions considered. Time management calculations based on NFPA 1730 demonstrate the Division does not have sufficient staffing numbers and availability to cover all assigned work activities. The most recent calculations suggest the Division at a minimum operates at a deficiency of -2845 hrs. which is the equivalent of approximately two 2080 hr. employees (FTE positions average 1528 available staff work hours). Note: This calculation excludes significant project and fire code research, construction

meetings with developers and contractors, citizen interactions, internal staff meetings, and general office duties.

- The Division requested a minimum of one FTE for 2024 in the form of a Fire Prevention Technician or Fire Inspector/Investigator. Neither position was granted. The fire prevention division does not specifically have support staff and all administrative functions are absorbed by existing staff detracting from time allocated to plan reviews, construction inspections, and general fire inspections. Fire Prevention will again seek approval of the position(s) during the 2025 budget process. It is recommended that the proposed FTE in the form of a Fire Inspector/Fire Investigator if granted actually be a working Assistant Fire Marshal that supervise staff and programs related to fire inspections, educational presentations, fire investigations, special event inspections, fire protection system impairments, etc. The Assistant Fire Marshal would be an administrative equivalent of a Fire Unit Supervisor and serve as Acting Fire Marshal as assigned.

2024 Funded Fire Prevention Needs and Objectives

Budgeted Needs:

- Fire Inspector Vehicle (Assigned to Fleet)
- Fire Marshal Vehicle (Assigned to Fleet)
- Existing Fire Inspector with 6 months experience requires training.
- Vacant Fire Inspector position will require training, gear, office equipment, etc.

Programmatic Objectives:

- Assess a third-party inspection process used by Fire Prevention Offices nationally to track and maintain records of code-required annual inspection, testing and maintenance (ITM) of fire protection systems within the jurisdiction. The program would be used to augment the limited capacities and staffing of the department's fire inspection program. Currently, 25% of all code violations noted by fire prevention staff are related to a fire protection system that has not received its required third-party annual inspection, testing, and maintenance review. It is estimated that this statistic would climb approximately 5 to 15 percent higher if all occupancies that contain those systems were inspected by the fire department.
- Assess viability of implementing an overtime and/or on-call budget for fire prevention specialists to address training, evening assignments, and potential weekend work as needed. Currently, the budget does not include an overtime allocation and is subsidized

by the fire investigations on-call schedule when applicable. The matter will be discussed with leadership during the 2024 budget process.

- Pre-incident planning, a program benefiting operations and conducted by operational line staff at the company officer level, is meant to collect building familiarization data through a site visit prior to an emergency. That data is then utilized to manage the event and help keep citizens and emergency responders safer. Approximately 40% of all pre-incident planning assignments are completed leaving room for improvement. The pre-incident planning program will be assessed and reconfigured to include a potential software change/recommendation in the 1st and 2nd Qtr. of 2024. Selected Ops personnel will take part in that assessment to help cultivate an improved completion rate. Pre-incident planning is an operational deployment matter and as such its managerial transition to operations staff will be reviewed for appropriateness.
- The organization's strategic work plan has assigned Fire Prevention the task of assessing the viability of implementing a Community Risk Reduction (CRR) program and creating a vision for staff, resources, time, and energy allocation.

2024-2025 Unfunded Fire Prevention Needs and Objectives

Budget Needs:

- Fire Prevention Technician
Mobile-Eyes Software Coordinator, Construction Plan Review Intake, Fire Inspection Scheduling, Low-Hazard Occupancy Education Outreach, Pre-incident planning data management, and Minor Permit Processing. Salary: \$54,840; Benefits: \$25,000; Vehicle: N/A
- 3rd Fire Inspector/Fire Investigator OR Assistant Fire Marshal
 - Fire Inspector/Investigator
Fire Inspections, Fire Investigations, Educational Presentations, Special Event Inspections, Fire Protection System Deficiency and Impairment Management. Salary: \$74,811; Benefits: \$25,000; Vehicle: \$41,550
 - Assistant Fire Marshal (Fire Unit Supervisor)
Working Fire Inspector/Fire Investigator with supervisory functions overseeing Fire Inspections, Fire Investigations, Educational Presentations, Special Event Inspections, Fire Protection System Deficiency and Impairment Management. Serves as Acting Fire Marshal as assigned. Salary: \$113,618; Benefits: \$25,000; Vehicle: \$41,550
- On-call and/or Overtime Funding.

Training, Evening Assignments and Weekend Potential Inspections and Call-Backs (i.e. System Impairments, Special Events, etc.). The matter will be assessed for appropriates and funding needs. Cost: Undetermined

Programmatic Objectives:

- Secure the funding, staffing, and time allocation that is commensurate with the work assignments and expectations of the city.