



Grand Junction Fire Department 2020-2024 Strategic Plan

Excellence in Service Through: Integrity • Empathy • Professionalism

**Taking Care of
People and Property**

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MESSAGE FROM THE FIRE CHIEF



It is my privilege to present the 2020-2024 Strategic Plan for the Grand Junction Fire Department. This plan was developed to meet the demands of modern fire and emergency medical services and the needs of the City of Grand Junction. The plan is also designed to dovetail with the guiding principles and strategic directives of the City's Strategic Plan.

Planning is key to ensuring that our programs and resources are efficiently utilized to meet these needs. The Strategic Planning process considers both internal and external forces that have an impact on service delivery for the organization. This plan will serve as the department's road map for the next five years, and along with efforts toward accreditation, will ensure continuous improvement as we evaluate our services and move into the future. As an organization we look forward to the implementation of the goals and objectives of this strategic plan and to what the future holds for the Grand Junction Fire Department.

I want to acknowledge the citizens, elected officials, and other key community members that participated in the process and surveys. Their participation guided the development of this document and is critical to the current and future success of the department.

Lastly, I want to say how proud I am of the members of the department and the services that we provide to the community. The organization has recognized the need to not only build on the rich traditions of the fire service and our own history, but to also embrace change to provide the highest level of service. As an organization we are not afraid to challenge industry norms and are constantly looking for ways to improve our service delivery. So, on behalf of the men and women of the Grand Junction Fire Department it is an honor and a privilege to serve and we look forward to what the future holds.

Respectfully,

Ken Watkins, Fire Chief

Grand Junction Fire Department

EXECUTIVE SUMMARY

The Grand Junction Fire Department is pleased to present the 2020-2024 Strategic Plan. The Strategic Planning process was more than just the development of a document, challenged the membership of the agency to look critically at paradigms, values, philosophies, beliefs, and desires. It challenged individuals to work in the best interest of the “team” and emphasized the future of the agency. In addition, it provided the members with an opportunity to participate in the development of their agency’s long-term direction and focus.

This Strategic Plan will serve as a living document and a work in progress, subject to change under evolving circumstances and updated on an annual basis. It was developed using a Community-Driven Strategic Planning process that included input from representative groups composed of members of the agency (departmental stakeholders) and from the community at large (community stakeholders); as well as ongoing discussions, collaborations and input from members, command staff and City Council.

This process serves to cultivate ideas, challenges, and needs from all areas of the community and department. A key principle of this plan is that it allows the membership to have “buy-in” and a forum for communication on the department’s long-term purpose and direction. This strategic plan establishes the agency’s Mission, Vision and Values, and sets forth a continuous improvement plan that offers a road map for the next five years.

The Grand Junction Fire Department Strategic Plan summarizes the agency’s goals and objectives for the next five years, 2020 - 2024. The agency has had a strategic plan previously and the agency’s leadership believed it was critical to the success of the agency to implement a strategic plan for short- and long-term successes. The direction contained in this plan will help guide the agency in continuing efforts to satisfy the mission statement and providing core services to the community.

The strategic initiatives and objectives contained in this plan are items that the agency has identified as important, but with the understanding that it is not a budget document. The growing demand for services, combined with the ever-increasing costs of service delivery, make it imperative that an effective Strategic Plan be put into place that will maintain the high standards expected by the community. This document is a culmination of the agency’s efforts to detail how it will meet the needs of the community, how it will prioritize those needs, and establish timelines to achieve those needs. A constantly changing economic and political climate as well as evolving demographics may drive the need to change direction and adjust strategic initiatives accordingly. This strategic plan will be reviewed annually to document progress and discuss relevance to the level of service, the level of service provided to the community, and changes in leadership principles and philosophy necessary to make the plan a reality.

The resultant plan contains specific initiatives tailored to the local situations, internally and externally, that are implementable as part of an applied plan as well as an assessment of our current situation. The agency is committed to maintaining public trust through the highest levels of responsibility and accountability. We will remain fiscally responsible in our decision-making, treat every resident with the utmost dignity and respect, ensure our equipment is always in superior working order and ready to respond, and continue to perform our profession to the best of our abilities.

We identified specific areas that are working well, where improvements are needed, and what new resources are needed to implement the recommendations. The initiatives consider the agency's ability to implement them. This strategic plan, with its foundation based in community and membership input, establishes the agency's pillars (Mission, Values, and Vision) and sets forth a continuous improvement plan that offers a road map for a justifiable and sustainable future.

The plan sets forth a continuous improvement model that establishes a road map for the next five (5) years; 2020-2024.

The major strategic initiative of the plan focuses upon the following five areas:

1. Service Delivery
2. Community Risk Reduction
3. Administration / Human Resources
4. Training
5. Growth

ORGANIZATIONAL BACKGROUND

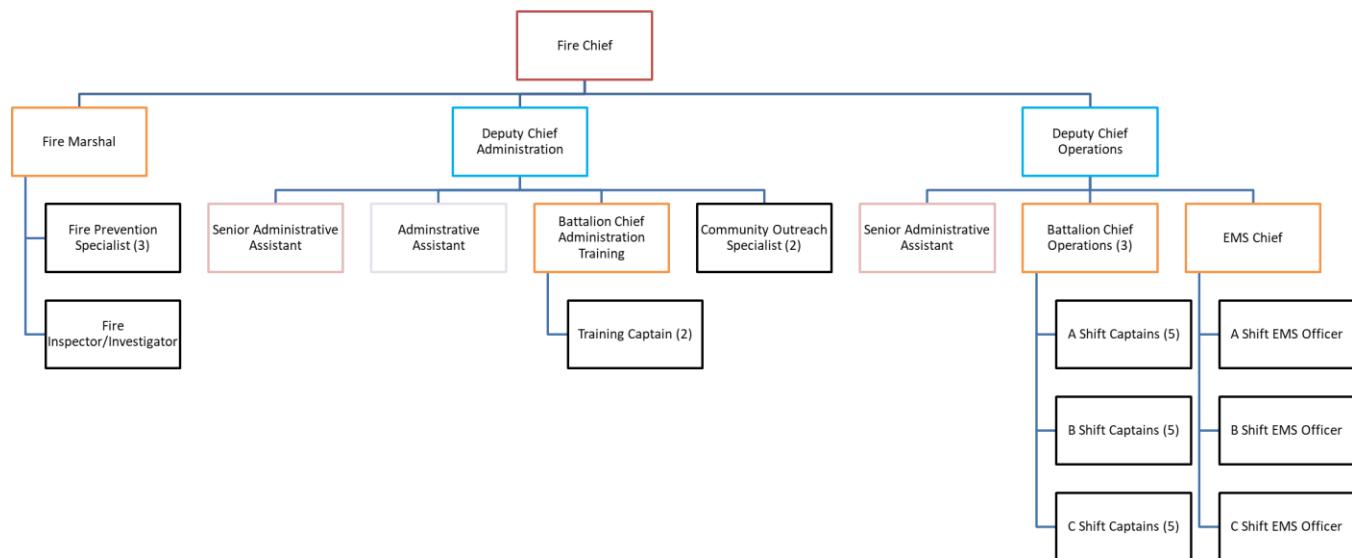
Grand Junction, Mesa County's largest city, has a strong history that dates back more than 135 years. In the 1880s, the area was part of the Northern Ute Reservation, although the Native Americans were later moved west into Utah. In September 1881, the area experienced a land rush settlement and a town site was staked. This town, located in the Grand Valley, was first called Ute, then West Denver and finally came to be known as Grand Junction. The name stems from its location at the confluence—or junction—of the Gunnison and Colorado Rivers.



The agency began on July 18th of 1889 as the Cameron Hose Company, which later collaborated with the Grand Junction Volunteer Hook and Ladder Company, and both companies unified in 1891 as the Grand Junction Fire Department. The agency's transition from volunteer to career fire department occurred June 17th, 1898 and the first paid Fire Chief, John Dickerson was appointed. In 1902 the two fire companies were reorganized as the Grand Junction Fire Department; the new agency consisted of a Chief, six professional firefighters and six men who assisted with large fires. The agency purchased its first fire truck in 1912, up until this time the apparatus were horse drawn.

Currently the agency operates out of six strategically located fire stations. The agency provides Fire Suppression, Rescue, Emergency Medical Services, Hazardous Materials Response, Prevention, Investigation and Public Education services to the community of Grand Junction (39 square miles and a population of 62,475). These services are provided by 131 career members.

ORGANIZATIONAL CHART



PLANNING METHODOLOGY

For any agency to reach its full potential, it must have a plan. An agency that knows where it is going, knows the environment in which it must operate, and identifies how to get there, will have the best chance of meeting the needs of the community and achieving its goals. The planning process that the members of the Grand Junction Fire Department have undertaken has served to refresh the organization's commitment to excellence and set the path to our future success.

Strategic planning is a systematic, formal process that is used to set priorities, focus energy and resources to ensure that all organizational members are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment and the community's needs.

When Done Effectively, Strategic Planning:

- Provides a road map to show where the agency is going and how it will get there
- Facilitates a process that results in the best allocation of resources (time, talent, and funding) that provides the most benefit for the taxpayers
- Provides an opportunity to question the status quo
- Identifies the agency's potential through the identification of its strengths and weaknesses
- Builds a shared vision that is values-based
- Creates a participatory process in which management and all employees take on a shared ownership to ensure accountability to the community and is based on quality data
- Creates a frame of reference for annual budget development and short-range operating plans

Like many fire/medical agencies, we currently find ourselves in a dilemma; being capable of responding to an increasing call volume while often being asked to do so with the same or less funding. With the assumption that these expectations will not quickly resolve in coming years, a solid Strategic Plan becomes even more relevant for the future. The strategic planning process helps to balance these seemingly opposing factors by enabling the opportunity to challenge paradigms, values, and current delivery programs to modify and adjust accordingly to meet the needs of the agency's businesses, residents, and visitors.

The planning process provides the membership with an opportunity to have a voice in the development of the agency's long-term direction and future focus. The fire service has found themselves in a very competitive time. Our nation's fire service is continually being challenged to be more efficient with fewer resources while maintaining their effectiveness and the Grand Junction Fire Department is no exception. Public expectations are increasing while financial and other resources are decreasing. Impacts are being felt across the nation as the effectiveness of our public safety systems strain against the pressure on a local level.

With these issues in mind, agency members need to have a clear understanding of the agency's direction. In order to make more efficient use of available resources, the agency must set goals and objectives based on resource availability as well as service limitations in order to maintain the protection of the community and its citizens while ensuring the safety of its firefighters.

STRATEGIC PLANNING PROCESS

The agency is pursuing the highest professional recognitions possible by becoming an Internationally Accredited Agency by the Center for Public Safety Excellence and decreasing the Public Protection Classification rating from the Insurance Services Office. As part of the agency's commitment to continued excellence, sustaining a thoughtful, comprehensive Strategic Plan is critical. Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the agency. Planning is a continuous process, one with no clear beginning and no clear end.

While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. The planning process should be flexible and dynamic, with new information from community members, like-providers, and life changes factored in appropriately. Community Strategic Planning creates a platform for a wide range of beginnings. The approach comes to life by being shared, debated, and implemented in the context of agency realities. Successful agencies have recognized that attaining community focus is essential. Aware of this necessity, public safety agencies must strategically plan how they will deliver high-quality products and services to the public through better, more efficient and less expensive programs.

Once their strategic goals are established, agency leaders must establish performance measures, for which they are fully accountable, to assess and ensure that their agency is, delivering on the promises made in their strategic plans.

Strategic planning can be defined as a continuous and systematic process where the guiding members of an agency make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured. To fully understand strategic planning, it is necessary to look at a few key words in the strategic planning definition:

- **Continuous** refers to the view that strategic planning must be an ongoing process, not merely an event to produce a plan.
- **Systematic** recognizes that strategic planning must be a structured and deliberate effort, not something that happens on its own.
- **Process** recognizes that one of the benefits of strategic planning is to undertake thinking strategically about the future and how to get there, which is much more than production of a document
- **Guiding Members** identifies not only senior unit executives, but also employees. (It also considers stakeholders and customers who may not make these decisions, but who affect the decisions being made.)
- **Procedures and operations** mean the full spectrum of actions and activities from aligning the organization behind clear long-term goals to putting in place organizational and personal incentives, allocating resources, and developing the workforce to achieve the desired outcomes; and
- **How success is to be measured** - recognizes that strategic planning must use appropriate measures to determine if the organization has achieved success.

Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progress and levels will measure success.

A Strategic Plan serves as a tool that reflects the shared mission and vision of an agency through a series of short-term and long-term strategic objectives. The intent is to drive the organization toward a common vision while optimizing resources. The strategic planning process consisted of three major components; each of these components is addressed in detail in this section.

- Community Stakeholder Input
- Departmental Strategic Plan Team Development
- Input Opportunity for All Employees

Understanding the needs and expectations of the community we serve is a prerequisite to creating a successful strategic plan. To help achieve an understanding of the needs and expectations of the community, the first step taken in the strategic planning process was to gain input from community stakeholders. Community stakeholder workshops were held as well as a community wide survey which drew feedback from over 100 citizens. The community stakeholders were members of the business and governmental community, as well as representatives from homeowner associations and non-profit organizations. The workshops consisted of an information overview of the agency including:

- Demographics and resources of the agency
- Overview of emergency and non-emergency services provided
- Financial review of the agency
- Question and answer session
- Attendees surveys on programs and Grand Junction Fire Department expectations

Using the SWOT analysis model (Strengths, Weaknesses, Opportunities and Threats) to interpret the data gathered, the evolution of the plan, and the development of action items were completed by the strategic planning committee. These dedicated members have established an effective set of specific, measurable, attainable, realistic, and timely (SMART) objectives that will close the gap between desired and actual performance. These action items are organized by department and will drive the budget process.

Community Driven Strategic Planning

In order to be a successful agency, the agency realizes that community involvement is paramount to the strategic plan. Providing the level of service to the community that is expected while ensuring customer service on all levels begins well before any emergency and starts with opportunities to interact and listen to the needs of the community.

To work more efficiently with available resources, organizations must establish their direction based on constructive efforts while eliminating programs that do not serve the community. To ensure that community needs were incorporated, the Community Strategic Planning process was used to develop this strategic plan. Businesses employ this type of process to identify market trends, allowing the service provider to focus resources while reducing risk and wasted effort.

Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning and no clear end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. The planning process should be flexible and dynamic, with new information from community members, like-providers, and life changes factored in appropriately.

During the Community-Driven Strategic Planning Process, specific steps were followed to ensure that all participants were provided an overview of the department and its services while ensuring that feedback was obtained that could be employed directly into the strategic planning process for the department's five (5) year plan.

Community Driven Strategic Planning Process Outline

The specific steps of the process are as follows:

1. Define the programs provided to the community.
2. Establish the community's service program priorities.
3. Establish the community's expectations of the organization.
4. Identify any concerns the community may have about the organization.
5. Identify the aspects of the organization that the community views positively.
6. Revise the Mission Statement, giving careful attention to the services and programs currently provided, and which logically can be provided in the future.
7. Revise the Values of the organization's membership.
8. Identify the Strengths of the organization.
9. Identify any Weaknesses of the organization.
10. Identify areas of Opportunity for the organization.
11. Identify potential Threats to the organization.
12. Identify the organization's critical issues.
13. Identify the organization's service gaps.
14. Determine strategic initiatives for organizational improvement.
15. Establish realistic goals and objectives for each initiative.
16. Identify implementation tasks for the accomplishment of each objective.
17. Determine the Vision of the future.
18. Develop organizational and community commitment to accomplishing the plan.

Federal Benchmarking Consortium. (1997, February). Serving the American Public: Best Practices in Customer-Driven Strategic Planning

City of Grand Junction Strategic Plan Compliance

The City of Grand Junction Strategic Plan was accepted by the City manager and City council in 2020. Within this plan are the guiding principles, strategic directive, and key initiatives to ensure future success. The guiding principle of partnership and intergovernmental relationships states that the City of Grand Junction must effectively partner with both public and private agencies. As a regional hub with urban challenges unique to a community of our size and composition, it will take collective action to succeed in advancing our most important initiatives. Partnerships may include but are not limited to agencies involved with government, education, economic development, transportation, and business development.

The principle of fiscal responsibility places an emphasis on trust as the City must continue to build the trust placed in us by our citizens, we must be responsible stewards of the resources entrusted to our care. In a world of scarce resources, we must be effective in prioritizing our spending to focus on the things that citizens have identified as most important. As we establish plans and priorities, we do so with an eye to the future. It is not enough to find a way to fund a new project or amenity, but we must also ensure that we are planning for ongoing operations and maintenance with each item that we prioritize.

The City is a stand-alone regional hub with urban challenges not found in other communities on the Western Slope. It is critical that the City establish public safety programs to meet current needs and anticipate future public safety needs. This will require the development of a framework to evaluate effective levels of service. To do this, collaborating with other communities that may share similar challenges. The City will also analyze best practices from other agencies and evaluate current workloads to develop an effective staffing model. In the spirit of partnership with surrounding communities, the City should also evaluate regionalization opportunities. This will include a review of current mutual aid agreements.

The City must establish clear policy direction and funding. To ensure that policies and funding mechanisms align with our public safety model and service delivery standards, the City will work with policy makers to establish dedicated funding for public safety that meets the needs and considers the necessary increases in public safety services commensurate with growth.

Through the planning process as well as into the future, the Grand Junction Fire Department must ensure that it aligns with the key initiatives and success metrics established by the City.

KEY INITIATIVES:

- Development of a framework for effective service levels
- Establishment of City's public safety responsibilities relative to other area agency's
- Partnership with outside stakeholders
- Evaluation of current and future dedicated funding options

SUCCESS METRICS:

- Citizen survey to gauge public perceptions of safety
- Public safety personnel and equipment funded in accordance with established levels of service
- Updated MOUs with partners
- Obtain or maintain accreditation
- Continued effort to address crime trends
- Address increasing Fire response times and maintain appropriate response times for Police and EMS

It is clear to see that this document solidifies and supports the City of Grand Junction's strategic plan. The Grand Junction Fire Department is committed to implementing a strategic management system that focuses on community priorities and results as well as the leadership for the City.

The Fire Department primarily supports the Public Safety through preventative and all-hazards emergency response. The Grand Junction Fire Department tracks and monitors additional key performance data and performance measures in conjunction with the annual operating budget. These measures will be refined annually to ensure proper methodology, usefulness, and relationship to the departmental budget.

MANAGING THE PLAN

The transition from developing the Strategic Plan to implementing the plan is potentially the most critical and challenging aspect of the strategic planning process. Effective implementation is necessary to ensure issues are addressed and the agency is positioned as effectively as possible to achieve its mission.

This Plan identifies the most significant issues and opportunities facing the agency today and establishes the foundation for the agency's response. Every action and investment contained in this document is important to protecting the safety, well-being, prosperity of our community, as well as the factors and demands associated with growth into the future. The agency has the capacity to advance all the action items contained in the Plan, allocating existing resources when possible, and requesting additional resources when necessary.

The Departmental Strategic Planning Team was assembled from a cross-section of the agency's members. The participants were asked to participate on a non-rank or position basis. This facilitation strategy, coupled with the participants' commitment, helped to facilitate a more open and honest dialog. As part of the process, the participants identified the importance of creating an action document that provided realistic, specific, measurable tasks.

Given the fluid nature of our operating environment and the need to continue to be flexible and adaptive, adoption of this Plan does not mark the end of discussion and decision making. This document identifies decision points that will be evaluated when key indicators are seen in the environment or when our performance tracking indicates change is necessary.

Implementation requires strong employee involvement and willingness to change and adopt new approaches. Although the Plan guides the agency in preparation for the next five years, unforeseen external, economic, and administrative changes may emerge. When our service area's population grows beyond the ability of the agency to continue to perform according to specified standards, for example, changes in staffing and facilities may be necessary. This Plan identifies those decision points, triggers, or indicators, but does not specify when they are likely to be reached or lock in plans for tactical implementation. The ongoing process of monitoring the need for change and adapting when appropriate given changes in our environment is illustrated in the established Strategic Initiatives.

Implementing a Strategic Business Plan poses many challenges; however, a proactive approach will bring life to the Plan and allow positive changes to take place within the agency. This plan will be shared broadly with departmental and community audiences, ensuring that we continue to operate in a transparent fashion, fully accountable for our successes and our shortcomings.

The Staff is responsible for Plan implementation and maintenance, including monitoring, evaluating, and amending the Plan regularly, and for aligning the existing operations with the Strategic Plan for uniformity. The 2020-2024 Grand Junction Fire Department Strategic Plan is the result of input from many sources. The agency Staff recognize that for many elements of the Plan to succeed, all members must be involved in the Plan implementation and maintenance over the next five years.

The Command Staff currently meets twice a month to discuss the operations of the Department and will take on the following tasks and responsibilities as part of the Strategic Plan implementation process. As part of this process, we will conduct surveys of the agency staff every year and community stakeholders as several the performance measures throughout this document rely on regular updates of these instruments. The contents of this plan describe our commitment to publish and document the agency's performance.

PERFORMANCE MEASUREMENT

As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Collins states, "What matters is not finding the perfect indicator, but settling upon a consistent and intelligent method of assessing your output results, and then tracking your trajectory with rigor." They must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes. It has been stated that "...successful strategic planning requires continuing review of actual accomplishments in comparison with the plan...periodic or continuous environmental scanning to assure that unforeseen developments do not sabotage the adopted plan or that emerging opportunities are not overlooked."

In order to establish that the Strategic Plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. An integrated process, known as “Managing for Results,” will be utilized, which is based upon the following:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

The success of the strategic planning process relies not only on community involvement, but measurement of the goals completed, and performance achieved. Performance is measured both quantitatively and qualitatively. The Grand Junction Fire Department strives to set realistic and measurable goals for its various strategic plan components. The measurement tools used by the agency include the following:

- Daily Dispatch Shift Performance Analysis
- Monthly Performance Report
- Yearly Activity Report
- Annual Strategic Planning Review Documents
- Annual Strategic Planning Steering Sessions
- Annual Compliance Report

Measuring performance and outputs is not only quantitative but also requires qualitative analysis. The agency realizes the importance of member input on the evaluation of the organizations performance and solicits feedback through a variety of ways including formally established meetings and committee processes

- Regular Meetings of Command Staff (twice a month)
- Quarterly meetings of the Strategic Steering Committee
- Established meetings of the Labor Management Committee
- Annual Resource Review
- Annual program appraisal

Metrics are essential for understanding the agency’s climate as well as the impact of our programs and initiatives. We propose metrics organized around goals and objectives contained within the Strategic Plan. Metrics track the outputs of each division and program within the agency and provide insight into the progress of the action items established to meet each objective. Effectiveness metrics track the results of the agency’s action items and provide insight into how well we are achieving our objectives. Numerous metrics are measured at a high-level to track the outcomes sought by engaging members of the agency as well as members of the community.

The agency is committed to making metrics an integral part of this Strategic Plan and a key component of its ongoing work. Further, regular reporting to the members of the department, City Council, and citizens is a critical component to promote accountability and improve decision-making on key objectives.

The measures utilized to indicate, and measure performance includes the following:

- Inputs: Value of resource used to produce an output.
- Outputs: Quantity or number of units produced which are activity-oriented and measurable.
- Efficiency: Inputs used per output (or outputs per input).
- Service Quality: The degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
- Outcome: Qualitative consequences associated with a program/service, i.e., the ultimate benefit to the customer. Outcome focuses on the ultimate “why” of providing a service.

COMMUNITY STAKEHOLDER FEEDBACK

The agency invited stakeholders from the community and city leaders to provide input on the strategic plan as well as solicit feedback on the agency’s level of service, community expectations, concerns, and other comments about the agency.

A key element of the agency philosophy is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. Therefore, the agency invited community representatives to participate in a meeting focusing on the community’s needs and expectations of the agency. Discussion centered on the current programs provided, and on priorities for the future. Community stakeholder satisfaction and involvement are key to the agency’s current and future success. To obtain quality external stakeholder feedback, the department used a feedback instrument during the Community Stakeholder Process.

During the Community Stakeholder Process, much was learned about the perception of the agency and areas of improvement. Discussions centered not only on the present service programs provided, but also on priorities for the future. These discussions, combined with the feedback from survey instrument, allow fire department leadership to modify and prioritize elements of the five (5) year strategic plan.

The survey instrument utilized standard questions that attempted to gain information about the participants and their input about the agency. The multiple-choice questions asked the following:

1. What is your affiliation with the City of Grand Junction?
2. As a member of the community what are your expectations of the Grand Junction Fire Department?
3. As a member of the community what are areas of concern that you have about the Grand Junction Fire Department?

4. Please rate the following services provided by the Grand Junction Fire Department in order of importance.
 - Emergency Medical Services
 - Fire Suppression
 - Technical Rescue
 - Fire Prevention Public Fire/EMS Safety Education
 - Hazardous Materials Mitigation
 - Fire Investigation
 - Domestic Preparedness Planning and Response
5. The Grand Junction Fire Department provides fire suppression, emergency medical, vehicle extrication, hazardous materials, technical rescue, emergency response services to the City of Grand Junction. Based on your experience and observation of the department, as a citizen, do you understand the scope of their service to the community?
6. What service types would you like to see the department emphasize in the coming decade?
7. The fire department adopts national standards for response time goals. These standards include 90 seconds to process and dispatch an emergency call at the 911 center, 60 seconds for firefighters to react and get on the apparatus for EMS calls and 80 seconds to get on the apparatus for fire calls, and 240 seconds for the first unit to travel to the scene of the emergency. As a resident of Grand Junction do these response time standards meet your personal expectations.
8. Would you like to know more about the Grand Junction Fire Department, its level of service, or another specific topic if so, how would you like it to be disseminated?
 - a. Newspaper
 - b. Social Media
 - c. Radio
 - d. Other
9. As a member of the community how important is it to you that the department become an Internationally Accredited Agency and an ISO Class 1 Department?
10. What can the fire department do to better serve the community?

Understanding what the community expects of its fire and emergency agency is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community needs. In certain areas, education on the level of service that is already available may be all that is needed.

There were 102 participants who participated. Their affiliation with the agency is as follows.

Table 2: Survey Participants

Citizen	49.02%
Elected Official	4.90%
Business Owner	.98%
City of Grand Junction Employee	36.27%
Member of Neighboring Fire Jurisdiction	4.90%

In order to dedicate time, energy, and resources on services most desired by its community, the agency needs to understand what the customers consider to be their priorities. The community stakeholders were asked to prioritize the programs offered by the agency through a process of direct comparison.

Table 3 Prioritization of Programs

Program	Ranking	Score
Fire Suppression	1	7.97
Emergency Medical Services	2	7.78
Fire Prevention Public Fire/EMS Safety Education	3	5.76
Technical Rescue	4	5.62
Hazardous Materials Mitigation	5	4.50
Fire Investigation	6	4.22
Domestic Preparedness Planning and Response	7	3.03

Community Expectations Comments (Appendix A)

Community Concerns Comments (Appendix B)



DEPARTMENTAL STAKEHOLDER FEEDBACK

Prior to the strategic planning session, an internal questionnaire was utilized to begin the thought processes for the strategic planning team. The purpose of this questionnaire was to begin the framework for the strengths, weaknesses, opportunities and threats (SWOT). The questionnaire generated a high level of interest and participation by the firefighters in attendance.

Previous strategic steering sessions showed that some participants were unaware of current efforts or accomplishments of the agency. Updating the participants would seek to equalize knowledge among participants. The questions combined with feedback from the external survey instrument, allow agency leadership to modify and prioritize elements of the five (5) year strategic plan. The survey instrument utilized standard questions that attempted to gain information about the participants and their input about the agency. The questions asked included the following:

1. Describe the Delivery of Services by the Grand Junction Fire Department Grand Junction Fire Department presently.
2. How do you think the Grand Junction Fire Department should increase its level of service in the next five years?
3. What are the top three goals that the Grand Junction Fire Department should focus on in the next year?
4. What are the top three goals that the Grand Junction Fire Department should focus on in the next five years?
5. What should the Grand Junction Fire Department be better at than it is today?
6. How can the Grand Junction Fire Department better satisfy its customers' needs better than in the past and better than other fire departments?
7. What will fuel your passion and commitment to the improvement of the Grand Junction Fire Department?
8. Within your specific area of influence, list trends-projections-opportunities-threats facing the Grand Junction Fire Department over the next 2 years.



- a. Social Demographics
- b. Competition/Substitutes
- c. Economics
- d. Political
- e. Technical
- f. Industry/Suppliers
- g. Customers/Citizens
- h. Leadership

9. What is the one thing your organization* was worst at this year? Which department, division, team or function was most responsible for standing in the way of your organization's success this year and what needs to happen to fix it?

10. Is there anything not covered in this questionnaire that you would like to highlight or any comments that you would like to make to increase our strategic planning discussions?

Utilizing the input from agency membership and what they expect from its services is critically important to developing a long-range perspective. With this feedback, emphasis may need to be placed on communication methodologies and planning.

Table 6: Departmental Stakeholders

Chris Angermuller	Joel Arellano	Nate Baker
Matt Carson	Chris Clear	Dirk Clingman
Mike Cox	Patrick Dibsie	Ellis Thompson Ellis
Josh Evans	Jerome Gardner	Tyler Glassman
Sean Hazelhurst	Gus Hendricks	Maranda Jones
Sheldon Kier	Brian Kretchman	Steve Kollar
Ryan Leonard	Zack Leyda	Brian Lurvey
Brandi Manuppella	Chris McCoy	Jessica Miles
Scott Myers	Erik Nordine	Ginger Oviatt
Logan Piccolo	Bryson Rassmusen	Matt Sewalson
Nick Stanko	Clark Thompson	Sean Turley
Doug Walsh	Ken Watkins	Jason Wytulka
Kay Yeager		

MISSION, VISION, VALUES

During the process of developing the strategic plan the department came together and reevaluated its mission, vision, and values statement. During this process it was determined that they needed to be updated to reflect the direction that the department wants to go in the future.

Mission:

To serve the community through emergency response and risk reduction. Our actions will be guided by purpose-driven decisions supporting growth and safety while investing in relationships and continuous professional development.

Vision:

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

Values:

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

Empathy – We care about the wellbeing 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.



S.W.O.T ANALYSIS

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is designed to have an agency candidly identify its positive and less-than-desirable attributes. As part of the next step of the strategic planning process, the department wanted to gain an understanding of relevant and common issues facing the fire service across the country and how those issues apply to the agency's future. The International Association of Fire Chiefs (IAFC) published an article in December of 2012 titled "Defining Relevance for the Fire Service in 2013." The article's points of relevance were discussed at several of our workshops and include the following:

- Agile – manage and thrive in a changing environment
- Analytical – forecast service demand needs before customers even realize they need them
- Able to Prioritize – issues and services
- Collaborative – identify common goals and align with other fire/medical service organizations where appropriate
- Community-Oriented – remain in tune with the community, be engaged with them through education, stakeholders' communication, and be a community advocate. Community involvement in the fire service can best determine and address priorities
- Emergency Medical Services Focused – demand for this service will continue to increase
- Innovative – crucial in the evolution of an all-hazards response capability to better serve our communities
- Tech Savvy – leverage technology as a tool; avoid the temptation of technology for technology's sake

Another article from the International Association of Fire Chiefs (December 2013) titled "Five Wicked Issues We Can No Longer Ignore" was also discussed to aid the identification of key strategic issues. The five wicked issues, identified as generally applicable to the fire service, included:

- Cost Efficiency - Citizens and public administrators expect services to be delivered in an effective and cost-efficient manner.
- Data - There remains much work to be done to collect, develop, and disseminate meaningful and current fire service data that helps inform decision-makers and policy.
- Deployment and Staffing – involves efforts to define how best to protect communities, especially from the perspective of all the resources available and how they are used.
- Culture - The environment today's fire service operates in is constantly changing. Demands for service are dramatically different; the fire problem has changed and demand for Emergency Medical Services represent the major fire service activity. Generational differences between previous firefighters and those of tomorrow further emphasize the need to reevaluate the skills, competencies and attitudes required for the modern fire service at all levels.
- Political Acumen – The fire service is increasingly surrounded by political environments. Stakeholders including labor groups, elected officials, and business interests all operate in and are influenced by political processes.

Discussion of the IAFC's "Relevancy" and "Five Wicked Issues" articles helped provide a springboard for identifying key strategic issues the agency currently faces and will continue to face over the course of the coming years. In applying national trends and stakeholder input, the agency considers the mission to provide service and the strengths, weaknesses, opportunities, and threats associated with the delivery of core services, customer service and organizational management. The agency participated in this activity to record their strengths and weaknesses, as well as the possible opportunities and potential threats.

Strengths (Internal)

It is important for any organization to identify its strengths in order to assure that it can provide the services requested by the community and to ensure that strengths are consistent with the issues facing the agency. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match the agency strengths, or the primary function of the agency, should be seriously reviewed to evaluate the rate of return on staff time. Through a consensus process, the internal stakeholders identified the strengths of the agency as follows:

Table 7: Internal Strengths

People	Equipment / Technology	Community Support
Recruitment	Determination	Organizational Support
Grants	Tax Revenue / Tax Payer Support (2B)	Opportunity for Growth
All Hazard Response	Council / City Manager Support	Individual Member Motivation
Future Funding	Succession Planning	Reputation
Demographics / Location	Training Center	Pro QA Dispatching
Public Information Officers	Public Education	Peer Support

Weaknesses (Internal)

Performance or lack of performance within an agency depends greatly on the identification of weaknesses and how they are confronted. While it is not unusual for these issues to be at the heart of the agency's overall concerns, it is unusual for an agency to be able to identify and deal with these issues effectively on their own. For any agency to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress. The following items were identified by the departmental stakeholders as weaknesses:

Table 8: Internal Weaknesses

Lack of Direction	Culture	Standard Operating Procedures
Training	Judgement / Entitlement	Lack of Accountability
Being Competitive	Equipment Improvement	Hiring Appeal
Qualified Applicants	Software Programs	Preplans
Risk Reduction	Lack of Focus	Overwhelming Workload
Data Analysis	Fear	Standby Process
Analysis from Paralysis	Lack of Follow Through	Silo Thinking
Budget	Planning	Staffing
Administrative Span of Control	Pay Plan	Clean Cab
Lack of Communication	Recruitment / Retention	EMS Culture
Fleet Maintenance	Ambulance Availability	Fire Station 3
Workload Distribution	Light Duty Expectations	“Eating our Own” Mindset
Crew Consistency	Feeling of Disconnect	Lack of Training for New Employees
Self-Preservation Mindset	Equipment Maintenance	Ill Defined Culture
Establishment of Measurable Plans		

Opportunities (External)

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. Projects or programs that increase level of service, improve safety, and boost the agency's public image. The internal stakeholders identified the following potential opportunities for the agency:

Table 9: Opportunities External

2B Future Funding / Expansion	Pro QA Efficiency	Dispatch Relationship
Automated Vehicle Location	Partnership with St. Mary / Colorado Mesa University	Fire Science Degree with Colorado Mesa University
Be Competitive with Other Departments	Recruitment	Career Advancement
Public Relations	Growth in New Leaders	Valley Wide Fire District (Consolidation)
Regional Fire Training Center	Training Manuals	Colorado Mesa University Education

Resources Offered	Social Work Partnership to Reduce Call Volume	Clear Direction
Increasing Current Community Support	Equipment / Tool Optimization	Risk Reduction
Cultural Change	In House EMS Education	Strengthening Succession Planning
Outside Training	Involvement with State / National Groups	Increased Recruitment Presence

Threats (External)

To draw strength and gain full benefit of any opportunity, the threats to the organization, with their new risks and challenges, must also be identified in the strategic planning process. By recognizing possible threats, an organization can greatly reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some of the current and potential threats identified by the internal stakeholders for the agency were as follows:

Table 10: Community Threats

Lack of Follow Through	Increased Service Demand	Lack of Resources
Public Opinion	Private Sector Competition	Employee Retention
Loss of Experience	Influence of Outside Agency's on Operations	Private Ambulance Services
Growth	Recruitment / Retention	Losing Personnel to Other Departments
Burnout	Opportunities for Competition from Other Companies	Complacency
Negativity	Burnout / Compassion Fatigue	Lack of Communication / Direction
Time / Funding for Specialty Services	Growing Community	Call Volume Type / Staffing
External EMS Oversight / Physician Advisor	Growing Responsibilities	Inter Facility Transfers
Maintaining Level of Service with Growth	Standards for New Employees	Large Scale Emergency Preparation
Liability	Lack of Communication with Medical Director	Managing Transition

CRITICAL ISSUES AND SERVICE GAPS

After reviewing the various programs and services of the agency, it identified primary critical issues and service gaps were identified. These provide a prioritized foundation for the establishment of future goals and objectives in order to improve the department.

The following is a summary of critical issues and service gaps identified by the focus groups utilizing the strengths, weaknesses, opportunities, and threats analysis as well as departmental and community stakeholder feedback. Every aspect of the assessment suggests that the agency is doing an excellent job in all facets of its operation, but there are obvious areas for improvement. The fact that the agency has identified critical issues and service gaps is not unusual as every agency can make improvements. The internal stakeholders identified their primary critical issues and service gaps as the foundation for the development of goals, objectives, and action items in order to move into the future and meet their current needs and future vision.

Critical Issues / Service Gaps:

Table 11: Critical Issues and Service Gaps

Lack of Accountability	Public Awareness and Preparation	Internal Education / Buy In
Standard Operating Procedures	Lack of Direction	Staffing Levels
Workload	Recruitment / Retention	EMS Quality Control
Consistency of Operations	Change Culture	Perseverance
Academy Staffing	Communication Barriers	Poor Leadership at all Levels
Workload Saturation	Burnout	High Call Volume
NFPA Compliance	Internal Communication / Information	ALS All Hazard Model / Medic Response
Morale	Lack of Comprehensive / Specialized Training	Employee Development
Succession Planning	Employee Health and Wellness	Safety
Communication Follow-Thru	Adequate Paramedic Personnel	Goals and Objectives
Fleet Maintenance	Have a Concrete and Clear Plan in Place	

GOALS AND OBJECTIVES

Goals and objectives, developed from feedback from the community and departmental stakeholders, are essential to allowing the agency to achieve its mission and vision. Departmental stakeholders, when considering community feedback and organizational dynamics, provide a reliable source of change for the agency. This information is then discussed and filtered within the leadership of the agency and city to identify reasonable goals to support the strategic initiatives and overall plan. An important element of this plan is the on-going review and management year to year as budget and political conditions change. The agency will continue to produce a yearly strategic steering summary to show accomplished and deferred goals and objectives.

In developing the plan's goals and objectives, the agency defined a new implementation method for the 2020-2024 Strategic Plan. The five goals presented on the following pages are structured in a way that assists in each goal's fulfillment. These goals represent crucial elements in our forward progress and in achieving our mission. Our goals include common focal areas, defined below, to facilitate their implementation:

- Goal - The Strategic Planning Team defined a Goal as the component that addresses a strategic issue and significantly contributes to our Mission. The result of achieving a Goal is often broader in nature compared to the result of an Objective.
- Objective - Goals and Objectives are similar in that they both describe an expected result. However, Objectives are typically far more specific in defining the result to be achieved as compared to the more general, and often more complex, nature of a Goal statement. Our Objectives are clear statements that articulate specific actions needed to reach the associated Goal. Objective timeframes are captured in calendar year quarters and completion is expected by the end of the quarter referenced.
- Critical Tasks - For the Department, a Critical Task is defined as our best-case scenario in obtaining a Goal. Our Strategic Plan's Critical tasks are meant to be a benchmark of ultimate performance from an internal perspective. It is not an indication of success or failure but offers direction in achieving our Goals and Objectives well beyond our five-year Strategic Plan time frame.
- Goal Lead -To assign greater accountability to the overall process, a "Goal Lead" was selected to manage the fulfillment of each of the five goals. The role of the Goal Lead is to coordinate the efforts of the various Division and Department Heads in reaching assigned Objectives.
- Action Plans - Although not published in this document due to their timely and dynamic nature, Action Plans are an important part of our Strategic Plan's continued development. Action Plan will be completed as a tool to bring fruition to our Plan's Objectives. This process allows each

Division to remain fully involved in fulfilling the Plan's Objectives and affords the Goal Lead an opportunity to focus on the overall management of the Goal. Action Plans provide a means of capturing the tactical tasks required to achieve each Objective.

An important element of this plan is the on-going review and management year to year as budget and political conditions change. The department will continue to produce a yearly strategic steering summary to show accomplished and deferred goals and objectives.

FOCUS AREA 1: 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	Develop service delivery plan that outlines staffing.		
	Critical Tasks	<ul style="list-style-type: none">— Form an internal committee to review station boundaries and meet on an annual basis.— Develop a Job Description evaluation committee to ensure realistic job performance expectations and update current job descriptions while maintaining span of control— Update staffing SOP as the department grows on an annual basis or as needed. Include the union in discussions that involve staffing changes.— Work to maintain staffing levels to meet NFPA 1710 staffing requirements for residential and commercial structure assignments	
	Benchmarks		
	Lead: Deputy Fire Chief Chris Angermuller	Team: Jason Wytulka, Scott Myers, Brian Kretschman, Mike Cox, Chris McCoy, and Ginger Oviatt	
	Target Date: End of Fourth Quarter of 2022	Key Partnerships: Human Resource Department	

Objective 1B	Increase the delivery of emergency medical services in the community.	
	Critical Tasks	<ul style="list-style-type: none"> — Identify a long-term EMS model and publish a comprehensive white paper outlining plan and how to implement the plan with annual benchmarks — Evaluate the effectiveness of the day car on an annual basis — Work with dispatch to adopt a model to determine low acuity calls and assigning appropriate resources and alternative response options — Establish and adhere to a rotation schedule for ambulance and fire apparatus staffing
	Benchmarks	
	Lead: Deputy Fire Chief Chris Angermuller	Team: Jason Wytulka, Scott Myers, Brian Kretschman, Mike Cox, Chris McCoy, and Ginger Oviatt
Target Date: End of Fourth Quarter of 2023		Key Partnerships: Medical Director

Objective 1C	Explore and implement technology to enhance communication data collection and performance measurement.	
	Critical Tasks	<ul style="list-style-type: none"> — Implement tools to allow personnel to stay in district to complete trainings and meetings — Evaluate performance gaps through the program appraisal document within the department's various divisions on an annual basis and publish the document to the department membership and on the department's website. — Review and analyze department data on a monthly basis. — Evaluate and adopt emerging in vehicle technology utilized for emergency response and fire prevention on a quarterly basis through the department's technology committee.
	Benchmarks	
	Lead: Deputy Fire Chief Chris Angermuller	Team: Jason Wytulka, Scott Myers, Brian Kretschman, Mike Cox, Chris McCoy, and Ginger Oviatt
Target Date: End of Fourth Quarter of 2023		Key Partnerships: Information Technology Department

Objective 1D	Administratively evaluate and determine projected growth determinations through the Standards of Cover and response goals of NFPA 1710.	
Critical Tasks <ul style="list-style-type: none"> — Annually measure compliance with established benchmarks adopted within Standard of Cover for emergency response — Work with the Communications Center and measure compliance within established benchmarks NFPA 1710 including 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 — Analyze the service delivery model and future apparatus deployment based upon the community needs through the community risk assessment in the Standards of Cover on an annual basis — Enhance current mutual and automatic aid agreements with surrounding fire service agencies and review 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. 		
Benchmarks		
Lead: Deputy Fire Chief Chris Angermuller		
	Team: Jason Wytulka, Scott Myers, Brian Kretschman, Mike Cox, Chris McCoy, and Ginger Oviatt	
Target Date: End of Fourth Quarter of 2022	Key Partnerships: Grand Junction Regional Communications Center	

FOCUS AREA 2: 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	Identify target hazards and risks within the community through community risk reduction. <ul style="list-style-type: none"> Critical Tasks <ul style="list-style-type: none"> — Identify Risks and hazards through data analysis and community profile characteristics for target hazards — Utilize definitions commensurate with the Center for Public Safety Excellence (CPSE) and develop Standards of Coverage for Risk Hazard Assessment Inventory. — Utilize the updated Risk Hazard Assessment Inventory and information compiled by the Community Risk Reduction Team to complete a risk analysis for each station's first due. — Describe risk attributes and vulnerability through rating/scoring of target hazards. — 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. 	
	Benchmarks	
	Lead: Fire Marshal Steve Kollar Team: Matt Sewalson, Ellis-Thompson Ellis, Joel Arellano, Kay Yeager, and Dirk Clingman	
	Target Date: End of Fourth Quarter of 2021	Key Partnerships: N/A

Objective 2B	Develop and offer risk reduction programs to address target audiences and risks.	
Critical Tasks <ul style="list-style-type: none"> — 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. — Identify all internal program stewards and accountability measures for the programmatic implementation and facilitation of each active CRR program. — Develop and implement programs utilizing the Five-E's of Community Risk Reduction - Education, Engineering, Enforcement, Economic Incentives, and Emergency Response. — Evaluate, communicate, and prioritize progress for all active Community Risk Reduction programs on a bi-annual basis to ensure sustainability and effectiveness. — 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. 		
Benchmarks		
Lead: Fire Marshal Steve Kollar		Team: Matt Sewalson, Ellis-Thompson Ellis, Joel Arellano, Kay Yeager, and Dirk Clingman
Target Date: End of Fourth Quarter of 2023		Key Partnerships: Operations Personnel

Objective 2C	Increase the effectiveness of the fire inspection program	
	Critical Tasks	<ul style="list-style-type: none"> — Develop a standard operating procedure for the implementation of an effective fire inspection program for new and existing occupancies within the jurisdiction. — 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. — 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. — Evaluate, identify and implement annual training programming for all staff members related to fire inspections and pre-incident planning of new and existing occupancies. — 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
	Benchmarks	<p>Lead: Fire Marshal Steve Kollar</p> <p>Team: Matt Sewalson, Ellis-Thompson Ellis, Joel Arellano, Kay Yeager, and Dirk Clingman</p> <p>Target Date: End of Fourth Quarter of 2023</p> <p>Key Partnerships: Information Technology Department</p>

FOCUS AREA 3: 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	Enhance the health and safety of all department members <ul style="list-style-type: none"> Critical Tasks <ul style="list-style-type: none"> — Establish a program with health and wellness initiatives to identify and enhance the overall health, physical fitness, and wellness for all employees — Provide continuing education to peer support team members. — Strengthen mental health program by adding more trained employees to peer support team — Establish periodic / mental health checks for department membership through the utilization of the peer support team — Continue to implement cancer prevention initiatives — Establish effective equipment storage (PPE) within station designs to enhance health and wellness of members. — Complete transition of operations apparatus to clean cab — Install exhaust removal systems in fire stations — Continue participation in cardiac/cancer trust — Relocate Station 3 to address health and safety issues — Allow supervisors to evaluate an employees' fitness level and establish a program to help the employee meet department standards — Establish formal and regular communications from leadership to operations staff — Evaluate use of a newsletter to improve department communication — Establish department work standards and ensure they are being adhered to by all staff — Continually review pay plan and establish a competitive wage with cost of living adjustments — Further the partnership with: Sage, Occupational Health and Colorado Mesa University for behavioral wellness programs — Provide training, education, rehab, injury prevention prioritization 	
Benchmarks		
Lead: Deputy Fire Chief Gus Hendricks		Team: Brandi Manuppella, Jennifer Miles, Chris Clear, Ryan Leonard, and Zach Leyda
Target Date: End of Fourth Quarter of 2022		Key Partnerships: Sage Clinic

Objective 3B	Develop Comprehensive recruitment and retention plan to address current membership as well as ensure effective workforce for the future.	
	Critical Tasks	<ul style="list-style-type: none"> — Evaluate the need to accept CPAT for entry level physical ability testing — Hire dedicated fire recruiter to assist with hiring and background investigations — Establish plan to balance workloads — Maintain effective crew balance and crew continuity — Develop and distribute effective recruitment materials — Increase external recruiting efforts to other cities and states. — Evaluate efficiency of hiring process — Ensure consistent hiring standards — Develop a lateral program — Develop an effective marketing plan — Annually evaluate a formal process for the succession of all organizational positions — Define needed positions within the organization through 2025 — Establish an officer development program — Research providing internal Paramedic program
	Benchmarks	
	Lead: Deputy Fire Chief Gus Hendricks	Team: Brandi Manuppella, Jennifer Miles, Chris Clear, Ryan Leonard, and Zach Leyda
	Target Date: End of Fourth Quarter of 2024	Key Partnerships: International Association of Firefighters and the Human Resources Department

Objective 3C	Ensure that cultural evolution is addressed as the organization grows.	
	Critical Tasks	<ul style="list-style-type: none"> — Ensure a workplace environment that welcomes and supports diversity among its employees. — Perform a strength, weakness, opportunity, and threats assessment each year in traditional accreditation model program areas — Develop and implement programs that bridge the gap between the fire department and our diverse community — Align expectations of the job with reality — Change EMS culture to be shared responsibility in department
	Benchmarks	
	Lead: Deputy Fire Chief Gus Hendricks	Team: Brandi Manuppella, Jennifer Miles, Chris Clear, Ryan Leonard, and Zach Leyda
	Target Date: End of Fourth Quarter of 2023	Key Partnerships: Human Resource Department

FOCUS AREA 4: TRAINING

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:	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	Research, enhance, develop and evaluate robust training programs.		
	Critical Tasks	<ul style="list-style-type: none">— Develop and maintain a department training manual.— Commit to providing out of area training for employees so the department can benefit from developments in the fire service.— Develop and maintain task books based on our station specialties.— Develop advanced level training above minimum proficiencies for all ranks— Develop and maintain EMS training plan.— Develop proficiency standards for all levels (Engineer, BC)— Promote EMS Training Captain to provide all EMS training.— Develop minimum company standards for our specific needs in the forefront.— Maintain the standards and growth in the fire academy	
	Benchmarks		
	Lead: Battalion Chief Matt Carson		Team: Sean Hazelhurst, Maranda Jones, Nick Stanko, Brian Lurvey, and Nate Baker
Target Date: End of Fourth Quarter of 2023		Key Partnerships: Various Conferences and Medical Director	

Objective 4B	Commitment to employee development through leadership, tactical concepts and task level superiority on all levels of the organization.	
	Critical Tasks	<ul style="list-style-type: none"> — Develop training SOP that matches our operations, training and Blue Card. — Standardized Mentor Programs for all ranks. — Implement a succession plan. — Encourage employees to obtain relevant certifications based on their job duties and desired career path. — Develop a committee to review and evaluation the program on an on-going basis.
	Benchmarks	
	Lead: Battalion Chief Matt Carson	Team: Sean Hazelhurst, Maranda Jones, Nick Stanko, Brian Lurvey, and Nate Baker
	Target Date: End of Fourth Quarter of 2023	Key Partnerships: Human Resource Department

Objective 4C	Implement, design and complete The Training Center at Whitewater Hill.	
	Critical Tasks	<ul style="list-style-type: none"> — Develop a partnership with CMU that provides a path to the Paramedic program. — Grow the relationship with CMU to help facilitate the build out of the training center. — Develop and maintain an adequate training budget based on current and future needs. — Organize a committee to help facilitate the growth with CMU. — Obtain and evaluate needs of the training facility for items such as Classrooms/Props/Gear/Water/Ice/Apparatus/SCBA.
	Benchmarks	
	Lead: Battalion Chief Matt Carson	Team: Sean Hazelhurst, Maranda Jones, Nick Stanko, Brian Lurvey, and Nate Baker
	Target Date: End of Fourth Quarter of 2024	Key Partnerships: Colorado Mesa University

FOCUS AREA 5: 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	Achieve International Accreditation Through the Center for Public Safety Excellence		
	Critical Tasks	<ul style="list-style-type: none"> — Develop accreditation team to include accreditation manager, data team, and program leads. — Analyze policies, practices and equipment that need improvement or modification to meet industry best practices. — Develop improved methods for data gathering, analysis and dissemination. — Identify service gaps that negatively impact the community and department. — Determine and implement changes needed to achieve and maintain accredited performance. — Report departmental changes via compliance reports. — Complete recommendations from CFAI Peer assessment team. — Promote innovation in the organization. 	
	Benchmarks		
	Lead: Fire Chief Ken Watkins		Team: Bryson Rasmussen, Tyler Glassman, Josh Evans, Clark Thompson, Logan Piccolo, and Patrick Dibsie
	Target Date: End of Fourth Quarter of 2021		Key Partnerships: Center for Public Safety Excellence, Rocky Mountain Accreditation Consortium

Objective 5B	Define and Commit to Comprehensive Expansion Plan		
	Critical Tasks	<ul style="list-style-type: none"> — Identify capital needs – facilities, vehicles, and equipment — Create staffing plan and trigger points to plan and adjust for growth — Identify and secure funding for expansion plan needs — Construct facilities to improve current distribution and concentration of emergency responses resources — Review plan as part of the accreditation Standard of Cover process. 	
	Benchmarks		
	Lead: Fire Chief Ken Watkins		Team: Bryson Rasmussen, Tyler Glassman, Josh Evans, Clark Thompson, Logan Piccolo, and Patrick Dibsie
	Target Date: End of Fourth Quarter of 2024		Key Partnerships: Finance Department and Human Resource Department

Objective 5C	Improve Partnership Opportunities with County Fire Agencies	
	Critical Tasks	<ul style="list-style-type: none"> — Evaluate current agency partnerships for effectiveness and increased opportunity. — Leverage regional partnerships to enhance the effectiveness and efficiency of all services provided. — Create new agency partnerships where a mutually beneficial goal can be identified. — Improve interoperability, communications, and training with mutual aid departments
	Benchmarks	
	Lead: Fire Chief Ken Watkins	Team: Bryson Rasmussen, Tyler Glassman, Josh Evans, Clark Thompson, Logan Piccolo, and Patrick Dibsie
	Target Date: End of Fourth Quarter of 2024	Key Partnerships: Mesa County Fire Agencies, State and Regional Agencies

The agency has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and members of the organization during the development stage of the planning process, the agency utilized professional guidance and the community-driven strategic planning process to compile this document. The success of the agency's strategic plan will not depend upon implementation of the goals and their related objectives, but from support received from the authority having jurisdiction, membership of the agency, and the community at large.

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify internal and external stakeholders through a jointly developed understanding of organizational direction; how all vested parties will work to achieve the mission, goals, and vision; and how the agency will measure and be accountable for its progress and successes.

ACKNOWLEDGEMENT

The 2020-2024 Grand Junction Fire Department Strategic Plan is a product of the hard work and diligence of the men and women of the Grand Junction Fire Department. By design it will ensure the future success of the agency by strategically mapping to key resource allocations, personnel acquisitions, program implementation, and process management. The goal of the strategic plan is to provide the necessary medium to display the vision, development, and implementation of philosophies necessary to meet and exceed the expectation of Grand Junction citizens, city leaders and the members of the Grand Junction Fire Department.

The Strategic Plan included representatives from all areas of the department who helped shape and create a common set of values, mission and vision for the agency. This process serves to cultivate ideas, challenges, and needs as well as validate the direction and service model employed for the City of Grand Junction and its surrounding areas. The process allows the membership to have “buy-in” and a forum for discussion of the agency’s long-term purpose and direction.

Recognition should be given to the leadership staff for taking the opportunity to listen to the members of the department and implement changes for the future and increasing the level of service throughout the community.

APPENDIX A (COMMUNITY EXPECTATIONS COMMENTS)

Prompt professional service
Fast, efficient, and effective response to emergencies. Community involvement is secondary but important as well.
Friendly fast service with the best outcomes for all
To manage some of the hazards of the area. Prompt response, thorough coverage, well-informed, and transparent.
efficient response times
strong contribution to protection life and property
Be "there" within 4-5 minutes
Response times are @ standards - professional staff & public outreach don't stop - be relentless
I have faith that our fire department is doing amazing job. I'm not an expert in this field and you are. Thank you all for doing a fantastic job.
To response timely to emergency
The same as every other fire department in similar sized communities.
Through the dedication of your members provide the highest level of service in a cost-effective manner
Respond to fires and other emergencies and mitigate the effects of those incidents as much as possible.
1My expectations are that GJFD respond quickly and prevent the loss of lives and hopefully minimize property damage in the case of fire. Everything else is a bonus in my opinion.
emergency medical services, fire response & mitigation, public education, prevent a catastrophic fire from spreading throughout a residential area
well trained personnel
professional, compassionate, all hazards, service
To Be proficient & effective with services to the community.
Maintain a level of expertise that can efficiently handle fire and EMS calls throughout the service area
Quick response and knowledgeable, experienced staff.
Fast fire suppression and medical response where needed.
I think fire prevention and putting out fires go hand in hand in the community, since the Grand Junction area is notorious for drought-induced fires! Whatever the FD can do to keep people aware of this issue (keeping citizens from setting off fireworks in the neighborhoods and countryside, keeping brush from accumulating in yards and ranches, etc.), I applaud whole-heartedly!!
To keep fires from spreading.
To fight fires when we have them, to prevent fires during our riskiest weather
Quick response
The list above and preventing fire by requiring property owners to keep weeds and dead trees in check.

Community fire protection	Community fire preplanning	All hazard service	Natural disaster response
(river, earthquakes, forest fires) and preplanning. Medical services			
Community preparedness and education			
To provide community stewardship, education, and emergency services.			
To continue the excellent services, they already provide and continue to keep pace with the advances in their fields.			
I would like to see more open firehouses for education. I want my kid to know that a fireman is not a monster if they need to be rescued from a burning building. Quick response time to calls is also desired.			
Since most of the calls are for EMS, keeping the medics educated and having enough ambulances available most of the time. Fire calls are important but represent a lower volume of overall responses.			
To help in emergency situations			
To be educated by them to prevent fires or disaster. If I ever need them, I expect to have their help in a timely manner.			
Only expectations are to do as what they are trained to do, in responding and executing what needs to be addressed.			
I expect the GJFD to provide appropriate service in the timeliest fashion with the resources currently available.			
Quick response to calls for service and education for prevention			
Fully staffed and ready to respond			
Respond quickly to emergencies requiring their services			
Quick, highly trained response as needed. Compassion and problem solving.			
Help the community when emergencies happen. Put out fires, rescue people from car accidents, gas leaks, hazardous materials, plane crashes, help the hospital with medical calls, natural disasters			
Help those in need			
Highly competent fire department that provides emergency services in a time of need.			
Highly trained personnel to respond to any emergency within our community.			
To provide true emergency services. Fire and medical, should be the PRIMARY focus.			
Helping community members when emergency happen to them.			
Get here fast when I call.			
Fire protect and associated services, crash rescue (planes trains and autos) Rescue (elevators, towers, climber, windows washers) Hazardous service (chemicals, drugs, bad sit -gas explosions) Assist in medical stuff for hospitals			
To provide the service to the citizens that they are claiming. I.e. a paramedic on every call.			
An expectation I have of the GJFD is the highest level of care possible anytime 911 is called for any emergency. Learning from the news coverage that medics were being removed from ambulances and getting put on SUVs was incredibly disheartening. It should be an expectation and requirement that our ambulances function at the highest-level care possible.			
rapid response			
Public safety and emergency response.			
To provide firefighting and search and rescue services to the city			

Fire suppression, EMT emergency medical response, fire prevention education. I believe the fire department is excellent and meets City wide expectations.
That the Department responds to emergencies quickly and efficiently.
To be there when needed whether medical or fire emergencies.
Emergency Services
To respond to emergencies in a timely manner
Citizen emergency assistance
To provide EMS and Fire services according to the Department charter.
Be ready when need and in a timely manner.
Be prepared for emergencies and be able to respond when needed
First responders in times of crisis.
24/7 EMS and Fire Suppression Services
To be trained, ready, and available when needed.
Fast response to calls for service; professionalism in all aspects of services; community engagement
Lead by example, make training a priority, be passionate and show compassion, be skilled communicators and decision makers.
To arrive at the location of the emergency within the time frame outlined in national standards with fully prepared, fully equipped personnel.
To provide the best service to protect life and property
Professional delivery of services to the citizens and mutual aid partners. Highly trained and well-equipped personnel. Fiscally responsible for the delivery of services.
Fire protection.
Reasonable response times, professional, well trained.
To be better staffed and have enough people to cover calls without burning out
To be well trained and prepared to address all emergency situations in a timely fashion.
To put out fires and have firefighters available for emergencies.
We want our firefighters to be ready to protect my house and property. I was concerned to see on the news that we were sending our firefighters out of town to fight other fires.
To perform professionally
Prompt responses to calls for emergencies
Professional, Respectful, Dedicated, Well trained in their disciplines.
To help educate the community of fire prevention, continue to provide fire safety education programs, to provide continuous fire training to the GJ fire fighters.
Putting out fires and saving lives.
Professional emergency medical and fire service delivery. Ideally the GJFD would help people be/become their own "first responders" because the Department, no matter how much it grows, cannot be all things to all people and people need to begin to realize that and take more account of their responsibility for emergency situations.
Provide adequate staffing to meet the needs of this district
Expertise

To keep the citizens aware of why there is a necessity for increased stations and personnel. How many calls are stations running the require such?
Work to prevent fires, but aggressively attack structure fires when they do occur. Treat all calls as if they were for family/friends/loved ones. Train. Be prepared. Know your area and job.
Stay safe and Thank you.
Put out the fires, rescue, enforcement.
Be at a fire within 15 minutes and ready and able to put the fire out.
To continue the excellent service, you have always provided
To have a professional fire/ems service standing by.
Quick response and quality care
A timely response to emergencies.
Highly trained individuals that provide excellent all hazards mitigation while excelling at customer service.

APPENDIX B (COMMUNITY CONCERN COMMENTS)

Cost of services. Lack of ambulances for emergencies instead of a private company doing non emergent transports like when AMR was here
The limited number of fire houses but thanks to the last election, that's about to change.
Community outreach. Friendly service.
Up Little Park and other places which have a single inlet and outlet.
None
department growth
response times
Proximity to population and the growing needs. Staffing the new "houses" once built.
I just hope you have what you need from the city and taxpayers to continue to do a stellar job. No concerns in how you are doing the job now. I just know you are stretched thin and I will support whatever you need to grow with our ever-growing community.
Short staffed
Stop putting paramedics on engines/trucks. They belong on ambulances
I'm concerned that the EMS department has become a primary care provider for some people in the community. Surely there is another way to divert some of these incidents and stop the drain on resources to the fire department as insurance reimbursement declines.
My concern is that I would need your services. Hopefully that never happens. I'd love to know if GJFD is meeting those standards
Being able to respond to a rapidly developing brush fire spreading down from the monument
more outreach to the community. Information about the correct response when you see firetrucks, etc. in action
collaboration/consolidation with neighboring depts.
response to large incidents & outlying areas

response time to my neighborhood
Acquiring the personnel and equipment to meet the need of the community
Not enough stations to be close enough to more remote areas.
The need for additional fire stations in order to provide more area coverage leading to faster response times to fire or medical emergencies.
I would hope that there isn't a lack of interest in applying for fire department positions, and I wonder of fire fighters get paid what they're worth to the community and that might contribute to a lack of interest in applying...
Are they wasting financial resources by sending fire trucks on medical calls?
not enough staff
Fire prevention
Redlands fire protection with limited access, fire hydrants and lots of brush. Mass shooting and public safety. River corridor fire protect Interstate and highway service Airport / aircraft service
Need to continue to add staff and stations as the population and area expands. Would prefer too many rather than not enough.
Your resources are limited, and I hope the recent increase in funds helps support updated firehouses, equipment, and personnel safety equipment. Comparison to other cities of similar size is a good goal but we're a growing community. Your vision needs to be set to the future.
That newly hired FF/EMT's are not being affected by the "older" firefighters expressing dissatisfaction with the job.
Having the staff to meet the needs of GJ
That they are fully staffed.
Staffing and services are a need for our community's fire departments. The concern would be if there was enough staff to do an efficient job in a community our size.
My biggest concern is that the department seems to be understaffed. I have heard from multiple sources that there are a great number of the staff at risk for burnout (no pun intended) due to the extended shifts and increased call volume.
Staffing
There are way too many calls for the department to respond to which is causing a delayed response on some calls.
Whether available funding will support the ability to keep training and response at expected levels.
Increasing taxes
They are amazing
Having an emergency (fire) and not having someone show up.
These folks are strained; need help for them yesterday. We voted on 2A and 2B why not implement these improvements sooner?
I see stories about Firefighters not being able to eat meals or sleep and constantly see ambulances and fire trucks all over town, is that healthy for them to be so busy?
We voted for a tax increase for better fire service, I haven't heard how our fire protect has increased.
Not having a paramedic on my emergency medical call. Having 3 weeklong EMT classes.

A large concern I have is the medic shortage we are facing here in the valley. Medics need to remain on the ambulances and this position needs to be incentivized accordingly. This is seen in nursing and many other facets of the medical field and it is effective.
appropriately staffed and equipped
Wildland Fire
Those are being addressed through the building of new stations and adding additional staff
The Union
Staffing levels, knowing that they work a lot of extra shifts because of lack of staff, may impact preparedness.
Recruitment of the most qualified candidates.
Enough staff to keep up with demand. Response times.
Adequate number of trained personnel and proper equipment
Staffing and burn out.
Staffing levels (that are being supplemented); overwork or fatigue; additional stations and equipment
Having enough personnel to carry out the mission. Fortunately, this is being addressed with funds from the passage of 2B and state-of-the-art recruitment methods.
Recruitment and retention
Responder safety. Service delivery capabilities. Building partnerships with other response agency's.
duplication of services offered by search and rescue. Not enough stations, not enough personnel, depleting volunteer services in outlying agency's and no forward thinking of partnering with them to help communities outside of the city of grand Junction. annexation- partnerships. all mesa county should have the same level of service offered
Growing jurisdiction with limited resources.
Not enough staffing, people who don't like doing EMS calls and people who are burnt out
improvements on response times in out lining areas of the city
Overuse of GJFD fire engines for medical calls. The clinic I work at calls 911 frequently for EMS transport of patients and current protocols seem to have GJFD fire engines responding with the ambulance when patients are stable, and ambulatory.
My concern is that the department is very understaffed.
I voted for 2B and was expecting more fire stations to be opened at the beginning of next year. I recently heard that it won't open until mid-summer. Why hasn't the planning already happened to build these stations. I was very concerned with how this money would be used and want transparency to know that this money will be used strictly for our firefighters.
Poor administration. Poor hiring tactics. Politically biased.
Overworked personnel; understaffing; underfunding for equipment/capital needs
Funding, Retention of career seeking employees - long term, undersized/understaffed, adequate space for day-to-day operations
Making sure that the GJFD follows the NFPA standards for the number of FF on an apparatus or responding to an incident to provide for the safety of each FF on the fire scene.
Firemen need higher pay and absolutely NO mandatory shifts.
Too many calls for service and not enough personnel to handle the calls

The Department is pulled so many directions, especially concerning EMS call and responding to so many "non-emergency" emergencies. People need to begin to take account for their own conduct and understand that the Department cannot "fix" everything with more stations, more personnel and more dependence on responses times.
Staffing, cooperation, quality of personal/ medical care
None
EMS utilization rather than law enforcement utilization. Drunk and homeless doesn't require an ambulance.
Not staffed, equipped or supported for future growth.
Could be more aggressive, and SOP/G driven.
As a child of a former fire fighter I have concerns that too many calls are dispatched to ETOH patients and taking units away from call areas from actual critical patients.
They never become political!
Having adequate equipment and enough trained and competent fire persons
To provide better coverage throughout the City and closer areas. Hopefully that will be achieved soon
Call volume, sending units on non-essential calls