

2020 Program Appraisals

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Instructions for filling out assigned program:

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

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

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

Date appraisal completed: Self-explanatory

Rating Score

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

Equipment Needs

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

Personnel Needs:

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

Inputs / Resources

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

Physical resources: Evaluation of equipment assigned to the program.

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

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

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

Outputs

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

Outcome / Impacts

What were the impacts of the outputs of the program?

Conclusions

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

Next Steps

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

Community Outreach Program

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

Type of appraisal: Annual Q1 Q2 Q3 Q4

Appraisal completed by: Ellis Thompson-Ellis and Dirk Clingman

Date appraisal completed: 1/01/2021

Rating Score

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

2 – Needs improvement – Meets minimum industry standards

3 – Satisfactory program – Meets most industry standards

4 – Excellent program – Meets and exceeds industry standards.

Rating Score: 3

EQUIPMENT NEEDS

One USB microphone and stand at a cost of \$70.00

1 DJ Gimbal at a cost of \$73.00

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

Photography monopod at a cost of \$34.00

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

2,000 Branding stickers at a cost of \$696.00

1,000 Branded plastic bags and printed public education materials (to hand out after a fire during neighborhood canvassing) at a cost of \$300.00

Smoke house maintenance equipment to include disinfectant and a smokehouse cart at a total cost of \$1,300.00

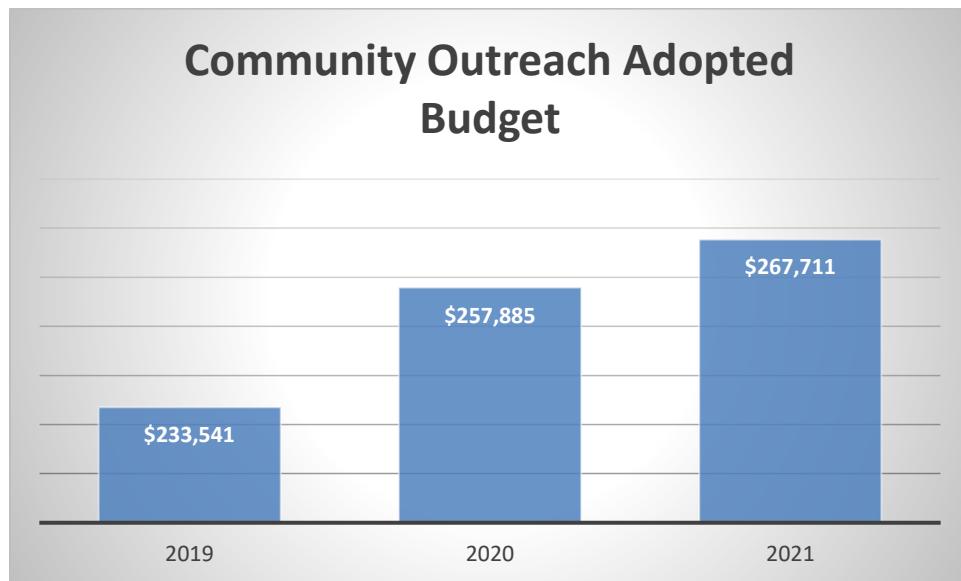
Open house supplies to include educational handouts and community events giveaways at a cost of \$300.00

PERSONNEL NEEDS

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

INPUTS/RESOURCES

Financial Resources: The agency's total operating budget for Community Outreach (Public Infor / Education) for F/Y 2021 is \$267,711. This is an increase of 3.7% from the F/Y 2020 budget which was \$257,885. Overall, during the three-year budget period an increase of 12.8% was noted between F/Y 2019-2021. The low end of the budget was realized during F/Y 2019 when the budget was \$233,541 and the high end was realized during F/Y 2021 when the budget was \$267,711. The growth increase is in line with projected budget increases for salaries and additional equipment needs for the Community Outreach Division. Furthermore, no budgetary abnormalities were noted during the fiscal review of the Community Outreach Division.



Physical Resources: Significant assets included:

- 2017 Dodge Durango
- 2 Motorolla Radios

- 2 Sets of PPE including: branded helmets, safety vest. Structural PPE, wildland shirt and pant.
- 50 CPR Inflatables
- Safety House with Trailer
- 2 Surface Laptops
- 42 First Alert Smoke Alarms
- Bleeding Control Class Tools

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

Human Resources: In 2016, the Community Outreach Office initially reduced crew participation in programs because of call volume and other demands. The office also withdrew from appearances at events that were not primarily focused on fire and life safety. With new stations being built, it is desirable to begin exploring agency-wide support for station based CRR and outreach involvement. This will require a cultural shift, that CRR and outreach are part of everyone's job, and that we have focused goals and programs we all participate in.

Station based CRR moving forward should be predicated on the needs and challenges in each station's response area and involves the participation of crews proposing projects and special events to mitigate CRR issues.

Community Outreach will continue working with School District 51 to provide broad fire safety education.

Essential Resources: In 2020, Community Outreach formalized and launched the GJFD Bleeding Control Program and revamped our Youth Fire Intervention Program.

Due to Covid-19 restrictions all programs provided by the Community Outreach office were restructured to be delivered in a virtual format. These programs included:

- Fire extinguisher training and testing
- Fire safety education programs for Mesa County Valley School District 51
- Youth Fire Intervention program

OUTPUTS:

Public education serves as a core priority for the Community Outreach Division. During the course of 2020 the following programs were delivered.

- Elementary School Visits:

- Presented fire and life safety education at two of five priority schools for grades 2-5.
 - Created online education dashboard with 411 click-throughs.
- Middle School OWL program:
 - Gave wildfire education at three OWL sessions for middle schoolers before pandemic.
- Hands-only CPR:
 - Produced hands-only CPR video for CDOT virtual training.
- Youth Fire Intervention:
 - Built partnership with DYC, held three interventions from five referrals through new framework.
- Premiere Digital Annual Report:
 - Produced the department's first digital annual report, saving \$946.45 in printing expenses and reaching 567 people.
 -

In 2020, the Community Outreach division placed a stronger emphasis on communication through social media and the delivery of virtual programs. This emphasis occurred due to Covid-19 restrictions.

A summary of the departments social media presence is listed below:

- Facebook followers increased by 1,215 or 9%. Total Followers: 14,225
- Next-door reach: 9,432 members
- Instagram Followers: 2,104
- Twitter Followers: 1,459
- Added Neighbors Public Safety Service

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

- Community Food Bank Fire prevention week partnership:
 - Distributed over 500 educational packets with food distributions to at-risk families. Produced collaborative PSAs with 22 airs on KKCO, 4,468 views on social media.
 - \$5,500 donated to community Food Bank, equivalent to 16,500 meals.
- Grand Valley Power Heating Safety Campaign:
 - 1000 cobranded heating safety education mailers sent with bills to GVP customers.
 - Article in Colorado Country Life distributed to 15,120 Mesa county residents.
 - Collaborative social media education campaign reaching 17,724.

- Two Rivers Wildfire Coalition
 - Received first donations in totaling \$2,200, with \$1,000 for mitigation.
 - Collaborative mitigation project completed with CPW, GVP, GJARA, and GJFD.
 - Applied for 501c3 status, website running, set goals for 2021.
- DFPC, State Chiefs, Fire Adapted Colorado
 - Worked with DFPC to formally open GJFD Training Facility
 - Aided Colorado State Fire Chiefs with virtual conference marketing, produced GJFD presentation with Casey Mays.
 - Produced virtual Honor Guard presentation
 - Aided with planning and presenting at Colorado Wildfire Fire Virtual Conference

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

- City and County COVID Communications:
 - In February 2020 Community Outreach was integrated into the City's COVID-19 response.
 - Community Outreach developed a produced a series of informational press conferences hosted at GJFD Administration and coordinated with City Hall to include subject matter experts from all over Mesa County.
 - Community Outreach collaborated with city departments to produce timely information for employees and the general public.
 - After the City decided to combine with County outreach efforts Community Outreach established the format and content for the first COVID-19 Call center in Mesa County and handed operation over to the Mesa County Public Health.
 - Later Community Outreach integrated with the County JIS and provided materials, equipment, and production value to County press conferences. After integrating into the County JIS our output was greatly reduced and eventually suspended.
- GJFD Training Videos & Clear and Available:
 - Starting in July, Community Outreach produced 5 Clear and Available episodes in 2020 reaching an average of 19,362 people per episode with an average engagement of 427.
 - Community Outreach produced several training videos in collaboration with the Training Cadre and individual crews. The production of a video on the new Minuteman Hose Load help establish a formal collaboration with the Training Cadre and plans to produce training videos throughout the 2021 recruit academy.

- Station 6 Communications:
 - 500 homes canvassed for communication campaign.
 - Produced premier Matterport digital station tour to meet COVID guidelines reaching 119 people.
 - Hosted custom sign ceremony and hose uncoupling ceremony.
- Data Analysis
 - Provided comprehensive data analysis for the development of the department's Community Risk Assessment and Standards of Cover document.
 - Conducted comprehensive EMS system analysis and made recommendations on future staffing needs based on data patterns and projected growth.

OUTCOMES/IMPACTS:

Free smoke detectors were given to 11 families in need that were identified through the elementary education program.

60 families reported forming and practicing a **home fire drill** though the elementary education program.

Defensible space was created protecting eight residences bordering riparian CPW property in Station 4's service area.

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

Distributed educational **packets** with food distributions to at-risk families.

Produced **collaborative PSAs**.

Distributed cobranded heating **safety education mailers** and article with bills to GVP customers.

Effectively designed, reviewed, and integrated GJFD content to new **City-wide website Content Management System**.

CONCLUSIONS:

The Community Outreach Division will continue to focus on **programs related to youth fire setting, wildfire, hands-only CPR, and bleeding control**.

Focus on **communications** related to, emergency response, department growth, department awareness, department trust and transparency to the public will continue to be emphasized.

Community Outreach will evaluate its programs through **surveys and pre- and post-testing** to ensure that educational materials are timely, and that the information is being expressed in an easily understood and applicable way.

Public Education benchmarks will be established, so that goals and objectives can be met. Programs will be regularly reviewed for changes as needed. Pre- and post-test data will be comprehensive, collected, and utilized for future program development.

Formal training in Community Risk Reduction will continue to be provided at the beginning of the fire academy and held on an annual basis with members of Fire Prevention and the line personnel. This will ensure that the appropriate message is delivered to the members of the community in a consistent fashion.

The Community Outreach Division will then evaluate its programs through **surveys** and asking the groups what their thoughts and suggestions are to improve the programs.

NEXT STEPS FOR 2021:

Community Outreach will produce training videos in coordination with the Training Cadre to be released in a coordination with updates to the training manual. This program will operate throughout 2021. Specialist Clingman will manage this project with the bulk of material being produced during the 2021 recruit academy.

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

Community Outreach will produce comprehensive Academy coverage to engage the community and promote recruiting. This will appear during the 2021 recruit academy. Specialist Clingman will manage this project.

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

Re-launch school programs in Fall 2021 with in-person education for at-risk schools. Specialists Thompson-Ellis and Clingman will manage. This project will be completed by the end of the third quarter of 2021.

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

Schedule community open houses and special events featuring the Safety House with appropriate safety measures when COVID restrictions are lifted. Specialists Thompson-Ellis and Clingman will manage. This project will be completed by the end of the fourth quarter of 2021 if Covid-19 restrictions are lifted.

Status: *Project will commence when COVID-19 restrictions are lifted, and tours are allowed in fire stations.*

Gain support for city wildfire mitigation. Specialist Thompson-Ellis will manage this project.

Status: *Project in progress Specialist Thompson-Ellis is working with Command and interested parties to develop mitigation projects approved by the City.*

Complete accreditation. Specialist Thompson-Ellis will manage this project. This project will be completed by the end of the fourth quarter of 2021.

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

Formalize CPR/Bleeding control outcomes/impacts.

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

Emergency Management Program

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

Type of appraisal: Annual Q1 Q2 Q3 Q4

Appraisal completed by: Deputy Chief Gus Hendricks

Date appraisal completed: 9/24/2021

Rating Score

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

2 – Needs improvement – Meets minimum industry standards.

3 – Satisfactory program – Meets most industry standards.

4 – Excellent program – Meets and exceeds industry standards.

Rating Score: 2

EQUIPMENT NEEDS:

Two Dell or Toughbook Laptops for Accountability Tracking System- \$2,200-\$6,500 each

PERSONNEL NEEDS:

There are no personnel needs at this time.

INPUTS/RESOURCES:

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

Physical Resources: Emergency Management Program significant assets included:

- Salamander Personnel Emergency Identification and Tracking System

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

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

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

OUTPUTS:

In 2020, Emergency Management successfully utilized the Incident Command System to continue essential services provided by the City in the wake of the COVID-19 Pandemic and was able to provide all department directors with an introductory overview of ICS. During 2020, the Continuity of Operations Plan (COOP) was created, and the pandemic flu plan was updated. The COOP is expected to be completed and approved in 2022.

It is a goal of emergency management to begin providing emergency management training for City Council members every two years as new councilmembers are elected.

OUTCOMES/IMPACTS:

In 2020, policies and procedures for each department were created and enacted as part of the COOP which enabled the City as a whole to provide uninterrupted services for the community. The City Public Information group was successful in providing timely and actionable information for the community related to City functions and services. The Logistics and materials sourcing division was successful in gathering supply needs for the City, purchasing, and storing all necessary equipment even amid shortages and backorders. The structure of ICS allowed for the successful re-allocation of resources to support city functions, citizens, employees, and local businesses. The agency was strategically ready to respond to new information and community needs.

CONCLUSIONS:

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

NEXT STEPS:

The Continuity of Operations Plan will be completed and adopted with lessons learned from 2020 and 2021.

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

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

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

Emergency Medical Services Program (EMS Division)

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

Type of appraisal: Annual Q1 Q2 Q3 Q4

Appraisal completed by: Interim EMS Chief Mark McIntire

Date appraisal completed: 2/6/2021

Rating Score:

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

2 – Needs improvement – Meets minimum industry standards

3 – Satisfactory program – Meets most industry standards

4 – Excellent program – Meets and exceeds industry standards.

Rating Score: 2

EQUIPMENT NEEDS:

Replacement of 7 expired E-Series Zoll monitors with the addition of 2 spare monitors for a total cost \$132,999.00.

Addition of 9 Narcbox narcotic lockers at a cost of \$1300 each to secure narcotics on all Engines and Trucks for a total cost of \$11,700

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

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

Total cost for training equipment is approximately \$11,000

Additional Ambulance for a total cost of \$236,000

Equipment to stock additional ambulance for a total cost of \$157,800

Order an EMS Training Vehicle (pick-up truck) for a total cost of \$30,000

Restock EMS Covid medical supplies for a total cost of \$29,000

PERSONNEL NEEDS:

Addition of a full time EMS QA/Training Officer-Position already approved

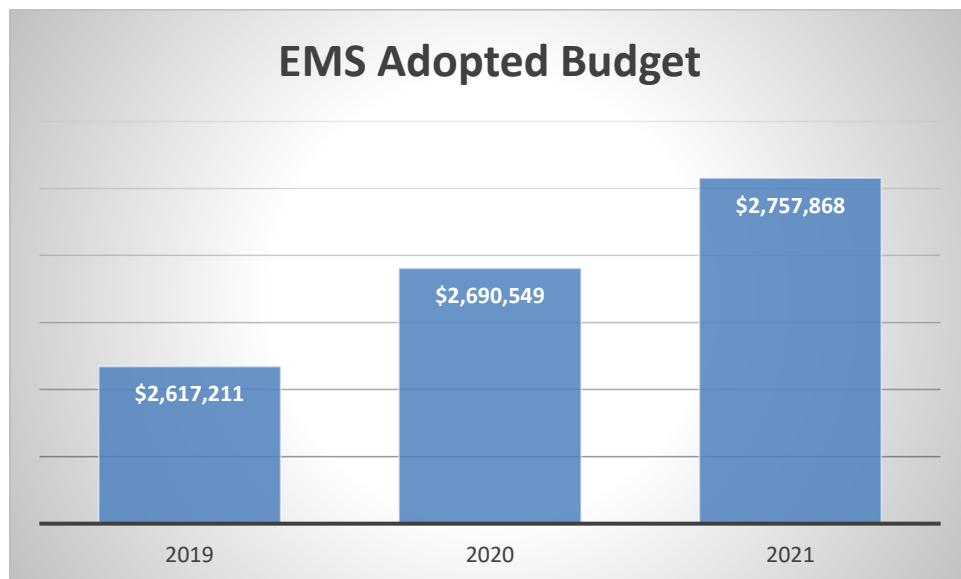
Addition of 13 full time Firefighter/Paramedics—this could be accomplished through a combination of hiring for vacancies and supporting Paramedic training with current employees

An increase in the Paramedic Education budget to educate additional line staff to the Paramedic level

Hire to fill the current vacancy in the Medic 1 position

INPUTS/RESOURCES:

Financial Resources: The agency's total operating budget for the EMS program for F/Y 2021 is \$2,757,868. This is an increase of 2.44% from the F/Y 2020 budget which was \$2,690,549. Overall, during the three-year budget period an increase of 5.10% was noted between F/Y 2019-2021. The low end of the budget was realized during F/Y 2019 when the budget was \$2,617,211 and the high end was realized during F/Y 2021 when the budget was \$2,757,868.

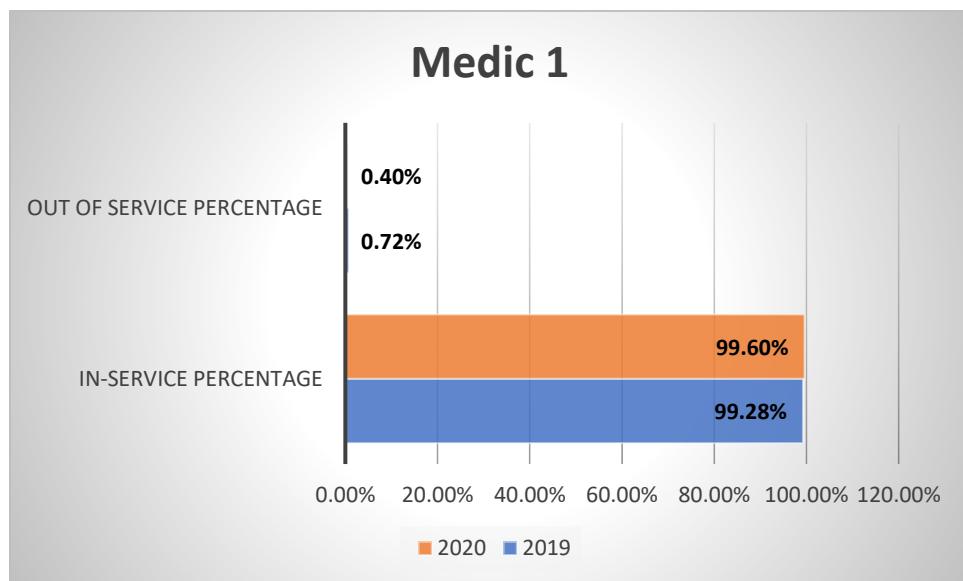


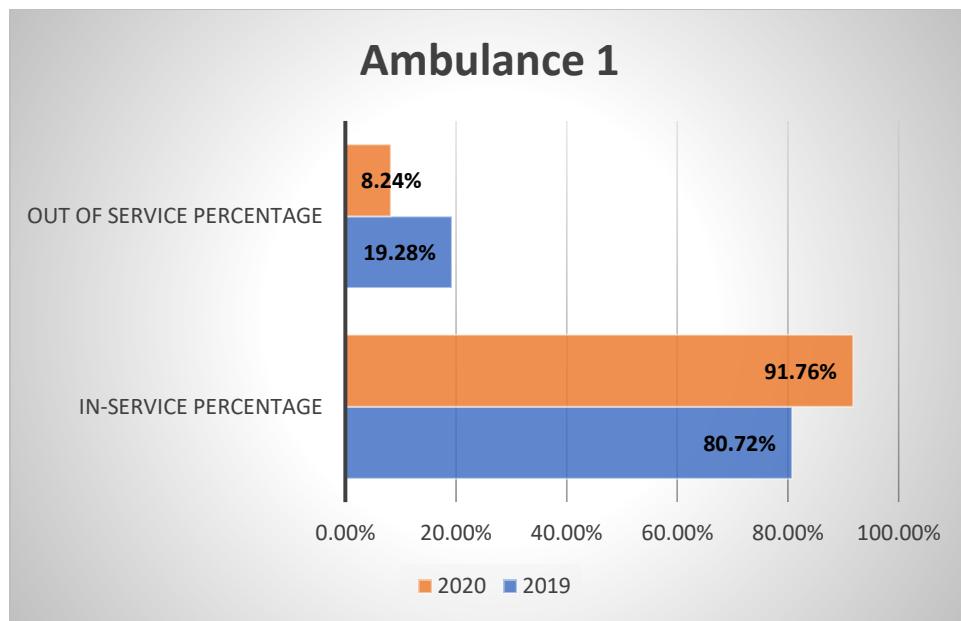
Physical Resources: Significant assets included:

- 7 Type I Advanced Life Support (ALS) equipped ambulances

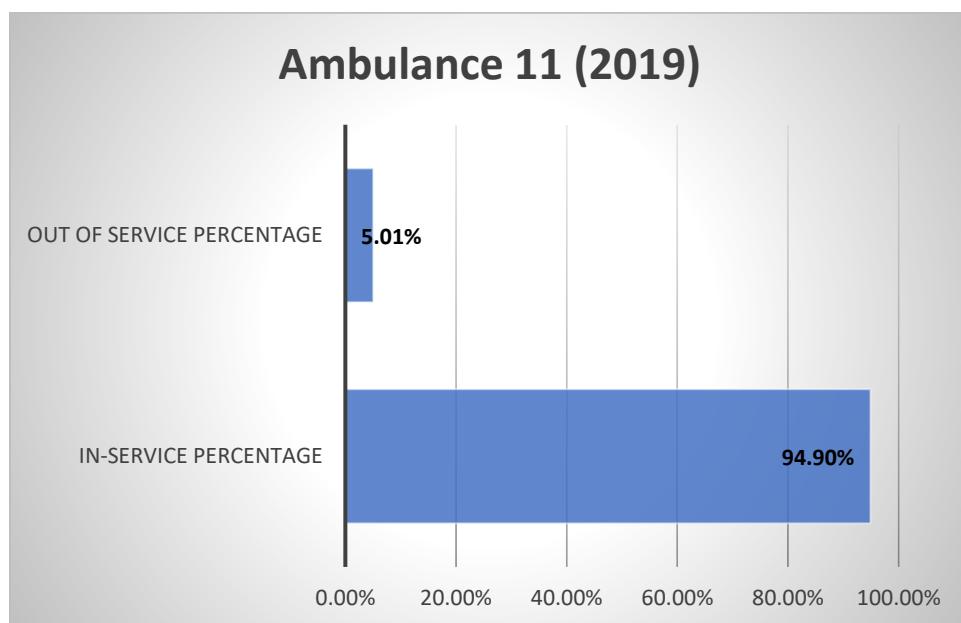
- 2 Type III Advanced Life Support (ALS) equipped ambulances
- 7 Advanced Life Support (ALS) equipped engines
- 2 Advanced Life Support (ALS) equipped ladder trucks
- 1 ALS equipped F150 Medic Unit
- 2 Type III Brush units equipped for backcountry ALS response
- 1 Type VI Brush unit equipped for backcountry ALS response
- 1 Heavy rescue equipped for backcountry ALS response
- 19 EMS supply kits
- 19 Pediatric EMS supply kits
- 19 Oxygen equipment kits
- 4 backcountry EMS supply kits
- 19 Cardiac Monitors

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

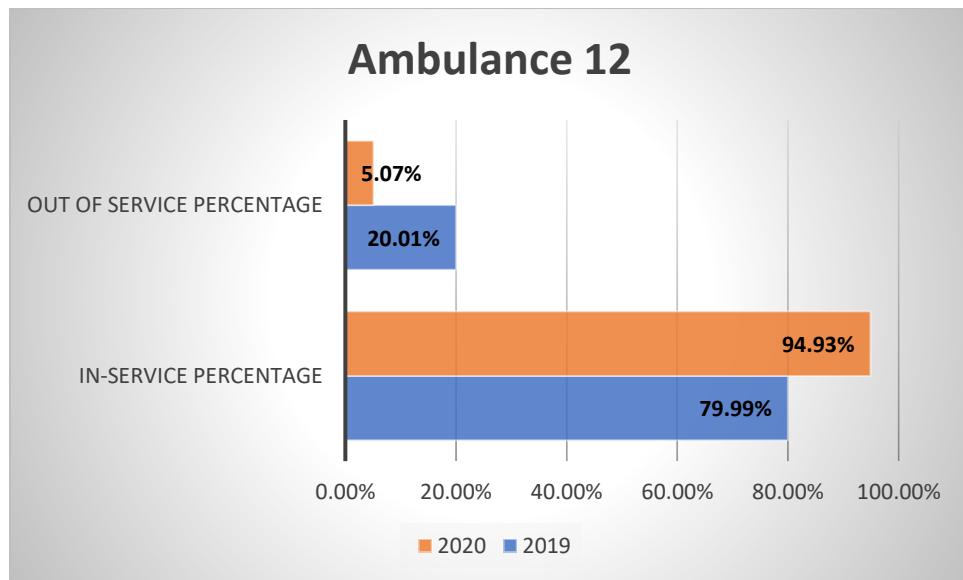
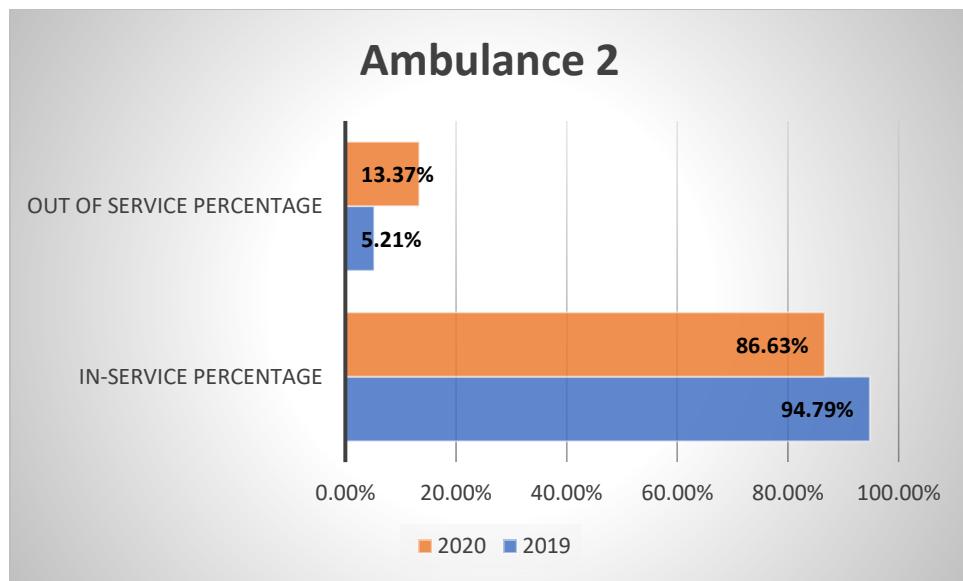




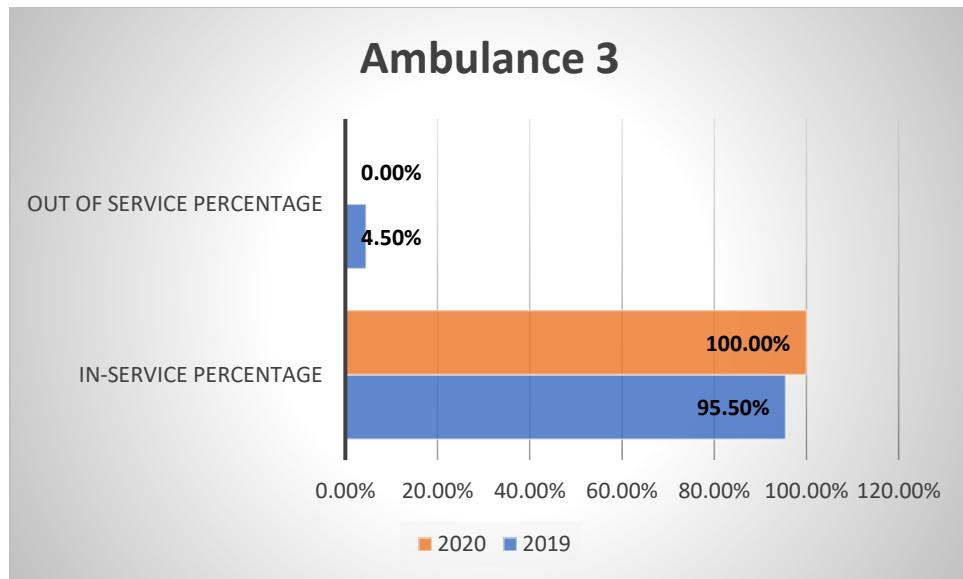
*Ambulance 1 was replaced with a new unit in late 2019. The old ambulance 1 was transitioned into reserve status.



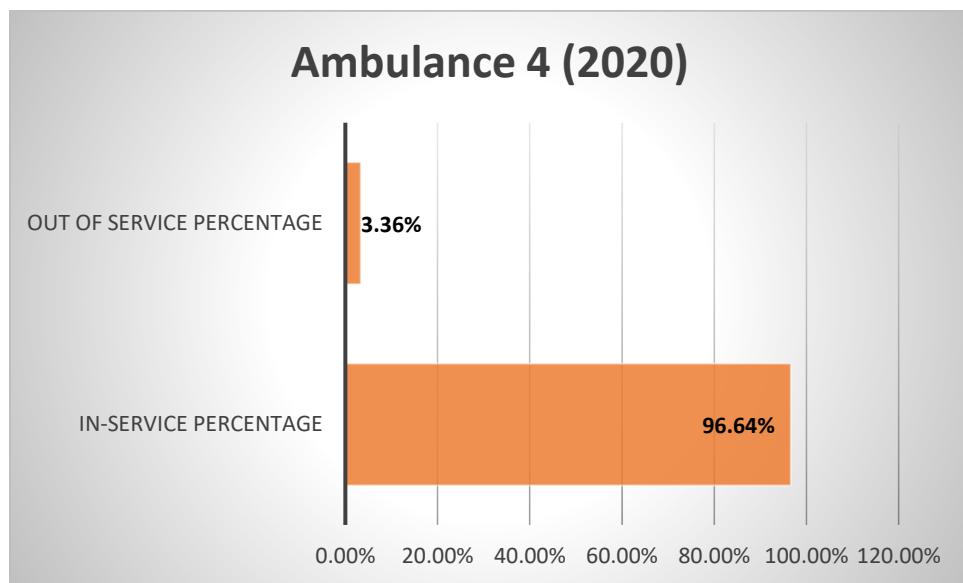
*Ambulance 11 was relocated from station1 to station 4 due to an increase in EMS call demand.



*Ambulance 12 was replaced with a new unit in late 2019. The old ambulance was transitioned into reserve status.

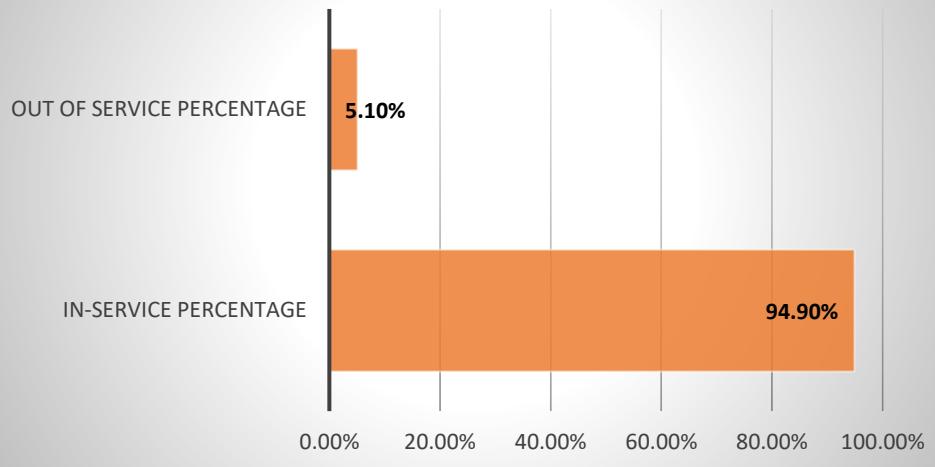


*Ambulance 3 was replaced with a new unit late 2020. The old ambulance 3 was transitioned to reserve status.



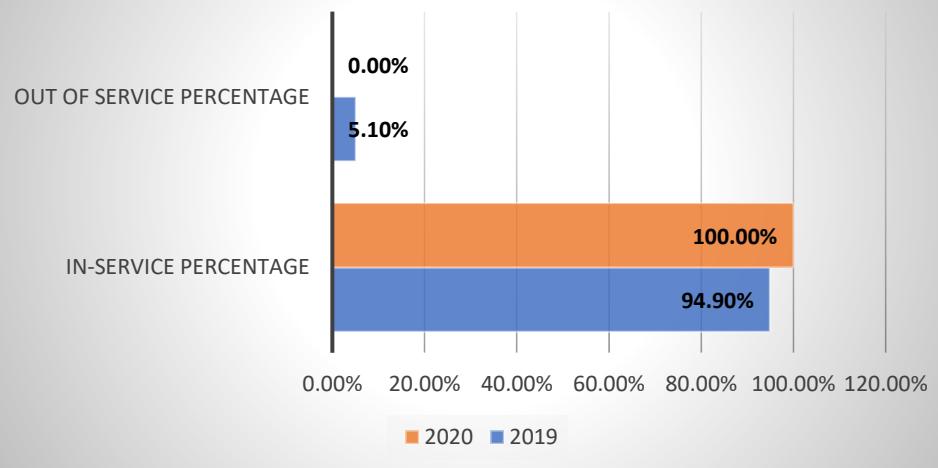
*Ambulance 4 was placed into service when it was relocated from fire station 1 (ambulance 11) to station 4 due to an increase in EMS call demands.

Ambulance 6 (2020)



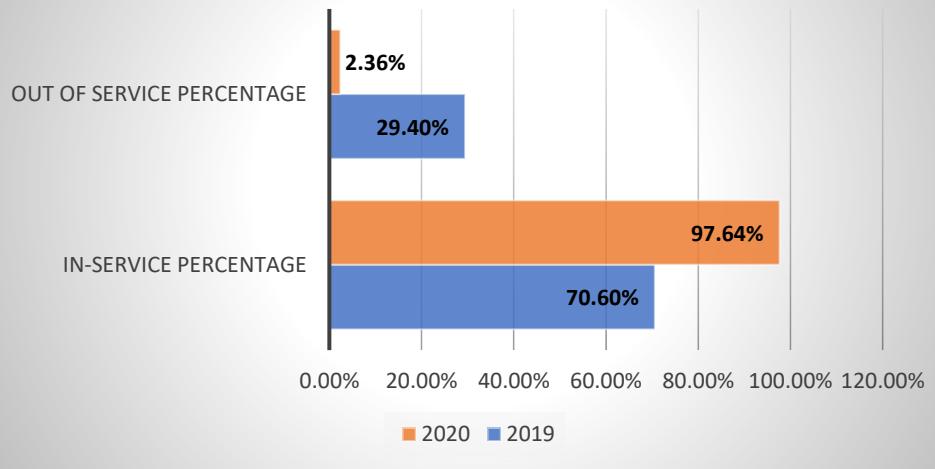
*Ambulance 6 was placed into service at station 6 when it opened late 2020.

Ambulance 16

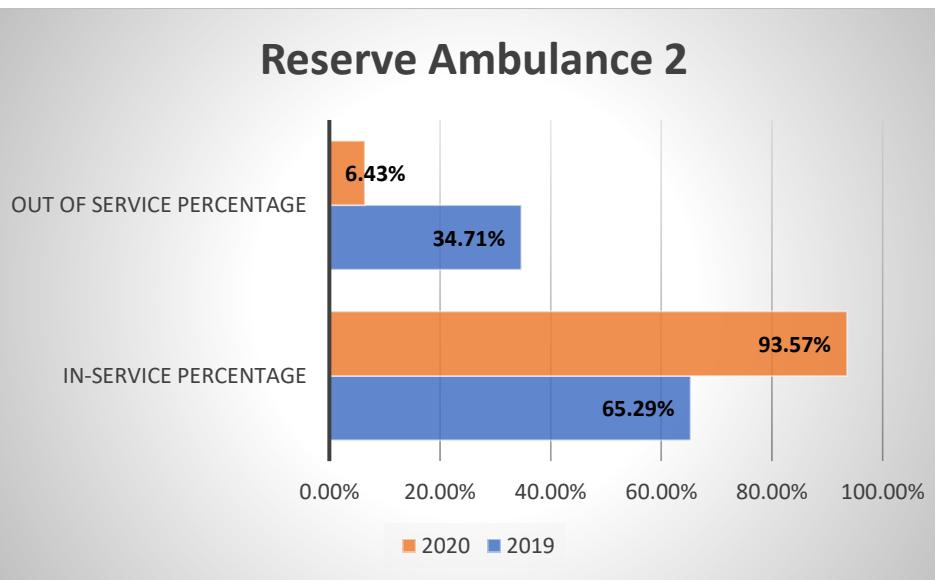


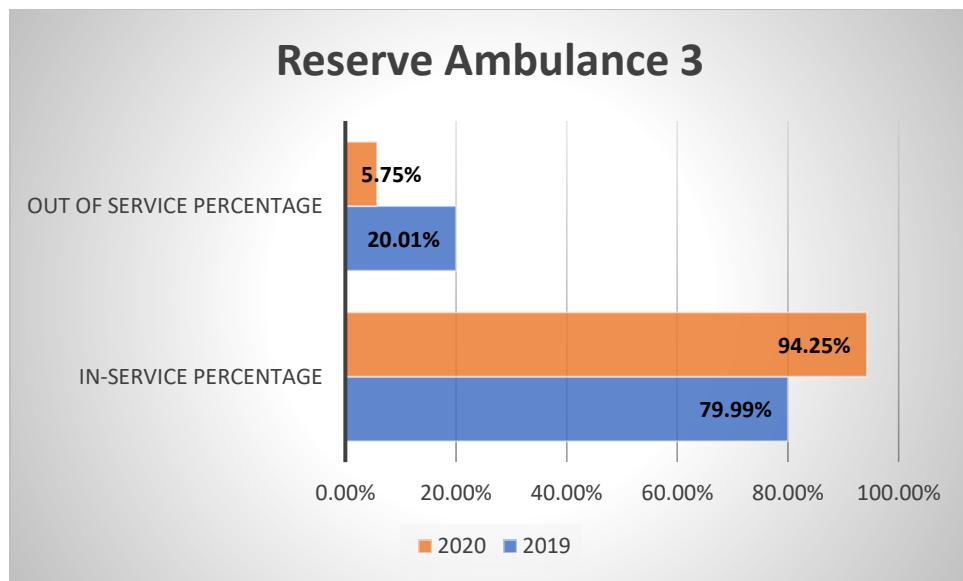
*Ambulance 16 is the impact car that covers various areas of the City during the day.

Reserve Ambulance 1



Reserve Ambulance 2





Human Resources: Emergency medical service activities rely primarily on the use of on-duty crews composed of advanced and basic level medically trained personnel. The department currently has thirty-three (33) paramedics and seventy-seven (77) basic Emergency Medical Technicians (EMCTs). At the time of this appraisal the department has three Firefighter/EMT personnel currently training to be Paramedics. Supervision of the EMS System within the Department is provided by the EMS Chief. This position is currently filled with an Interim Chief until a full time Chief can be hired. The providers of the GJFD function under the Medical License of the Mesa County EMS Director, Dr. Glen Burkett.

Essential Resources: Resources included the establishment and use of internal standard operating procedures. Established Mesa County EMS protocols ensures treatment consistency and provides medical direction oversite for compliance for providers. Robust collaborative relationships between agency partners through mutual aid agreements with surrounding jurisdictions. The agency currently has a Mesa County EMS agreement in place to provide transport and responses within the City of Grand Junction and neighboring jurisdictions. The agency also utilizes the ImageTrend report writing software to ensure consistency within its EMS reports.

OUTPUTS:

In 2020, The Grand Junction Fire Department responded to 13,329 medical calls of service. This is a 17.36% increase from 11,014 medical calls in 2019.

OUTCOMES/IMPACTS:

The addition of **Ambulance 16** (BLS Interfacility Ambulance) dropped call volume for the 911 ambulances and improved the efficiency of the system.

Three Firefighters were sent to **Paramedic school** to help supplement a current shortage in ALS providers.

The EMS supply system was updated to help with **tracking/ordering of EMS supplies**.

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

An **EMTS Grant** was received for the purchase of 8 video laryngoscopes and cases to be placed in service in early 2021.

An **EMS QA/Training Officer** position was approved, to be filled in 2021.

The **Narcbox** narcotic securing system was purchased and placed on all ambulances.

An **EMS Task Force Committee** was created to give administration input on all EMS issues faced by the Department.

Three EMS only Paramedics were hired

The **Coronavirus Pandemic** created multiple challenges for staffing, PPE, decon and patient care.

A **shortage of ALS personnel** created high rates of overtime and limited the amount of engine shifts for the Firefighter/Paramedics.

Two Ambulance 16 **personnel resigned** from the department creating an empty crew on that ambulance which has been filled with overtime since.

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

The Department was placed on 90-day **probation** by Mesa County EMS and completed a work plan for improvement in compliance with the Mesa County EMS System.

CONCLUSIONS:

The **EMS Officer** rank has been recognized as vital to the functioning of our agency. The filling of the vacant position is a pressing need.

The **deployment of Ambulance 16** needs to be evaluated and the vacant positions need to be filled based on that deployment model.

The **relationship** with the Mesa County EMS system needs to be repaired.

The **ALS personnel shortage** needs to be addressed.

The **EMS Plan needs to be evaluated** for feasibility. It needs to be amended to address any issues found so it can give a clear direction that the Department can base future decisions upon.

NEXT STEPS:

The EMS Chief and Deputy Chief of Operations will work to create an EMS Plan that adequately addresses the Department's current EMS needs and gives directions that will guide EMS related decisions for the next 5 years. This plan will be vetted through the EMS Task Force and implemented upon approval of the Chief of the Department. Estimated time for completion is by the end of the first quarter of 2021.

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

The EMS Chief will create a plan of action to address the current ALS shortage. This plan should include means to educate, hire, and promote lower ranks into ALS positions. It should also address methods to alleviate operational strain caused by the current shortage. Estimated time for completion is by the end of the first quarter of 2021.

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

Fire Chief Watkins, Deputy Chief of Administration Hendricks, Deputy Chief of Operations Angermuller and the EMS Chief will work to create an EMS only personnel staffing plan that addresses not only the needs of the Department but also provides job security and satisfaction for those personnel. This plan will include the deployment of Ambulance 16. Estimated time for completion is by the end of the first quarter of 2021.

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

The EMS Chief, Deputy Chief of Administration Hendricks, Deputy Chief of Operations and Fire Chief Watkins will work with Human Resources to finalize the pay and schedule of the EMS Officer position. They will then work to fill the vacant EMS Officer position. Estimated time of completion will be by the end of the second quarter of 2021.

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

The EMS Chief, Deputy Chief of Administration Hendricks, Deputy Chief of Operations Angermuller and Fire Chief Watkins will work with Human Resources to fill the vacant EMS QA/Training Officer position. Estimated time of completion will be by the end of the second quarter of 2021.

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

The EMS Chief and Deputy Chief of Operations Angermuller will work on securing an Assistance to Firefighter Grant for the replacement of the Cardiac Monitors that are expired. Estimated time of completion will be by the end of the third quarter of 2021.

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

Fire Investigation Program

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

Type of appraisal: Annual Q1 Q2 Q3 Q4

Appraisal completed by: Fire Marshal Steve Kollar

Date appraisal completed: 01/14/2021

Rating Score

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

2 – Needs improvement – Meets minimum industry standards.

3 – Satisfactory program – Meets most industry standards.

4 – Excellent program – Meets and exceeds industry standards.

Rating Score: 2

EQUIPMENT NEEDS:

None at this time

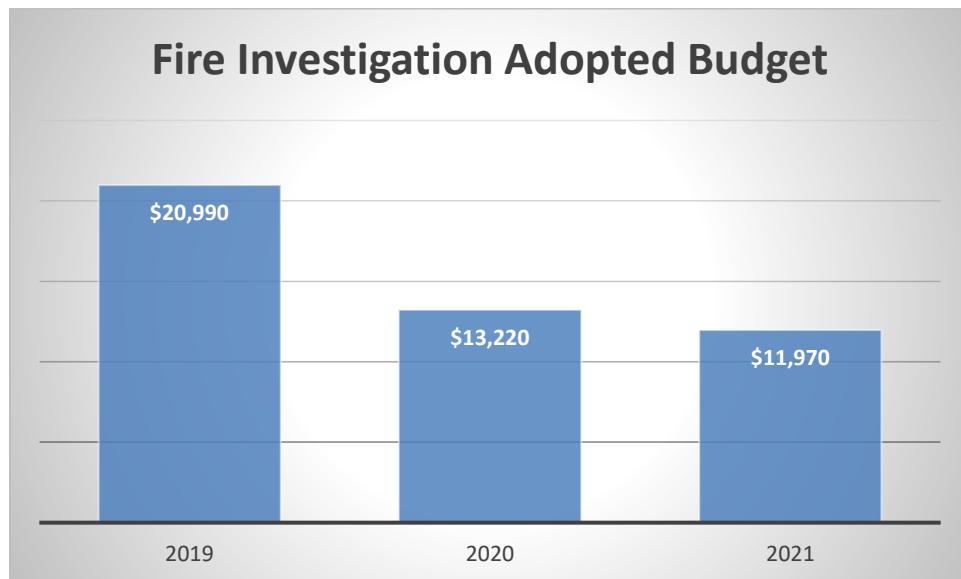
PERSONNEL NEEDS:

In the Fall of 2019, after years of inefficient and unpredictable service resulting from staffing challenges in the organization, the Shift Fire Investigations team consisting of 1 to 2 investigators per crews was provided the opportunity to opt in/opt out of the team. Many shift investigators had expressed displeasure with department's commitment to the program, and all but one assigned to operations opted out. Several efforts had been made to stabilize and create a more reliable, predictable, and fairly compensated system to no avail (on-call schedule, on-call pay, staff equalization among crews, recruitment of new members, etc.) Earlier in 2019, as a result of the 2B First Responder Tax approved by the voters, the Fire Prevention Division was authorized to hire one additional Fire Inspector/Fire Investigator in 2020. This would have resulted in 2 FTE positions (one new, one existing) dedicated to full time investigations coupled with one Fire Prevention Specialist volunteering to serve as a Fire Investigator. This plan, approved by Command Staff, was the cornerstone of creating a CORE Investigative Team of three personnel functioning in a fair, equitable, and most importantly, in a reliable/predictable on-call

schedule of dedicated personnel. The hiring process was halted after one unsuccessful recruitment round due to budget reductions resulting from the COVID-19 pandemic crisis. Budgets returned and the position was reconsidered for the 2021 but was not approved. The funds for the position were reallocated to the EMS division to support a new EMS Q&A/Training Officer. This team will likely not function effectively, nor predictably without a stable schedule that does not overburden the sole remaining team members. The Fire Inspector/Fire Investigator position is still needed to meet minimum challenges related to fire investigations. Limited fire investigator staffing allows this organization to marginally meet expectation of investigating all fires and now requires the supplemental use of company officers when and/or if a fire investigator is not available.

INPUTS/RESOURCES:

Financial Resources: The agency's total operating budget for the Fire Investigation Program for F/Y 2021 is \$11,970. This is a decrease of 9.5% from the F/Y 2020 budget which was \$13,220. Overall, during the three-year budget period a decrease of 42.98% was noted between F/Y 2019-2021. The low end of the budget was realized during F/Y 2021 when the budget was \$11,970 and the high end was realized during F/Y 2019 when the budget was \$20,990. The large decrease within the three-year cycle was due to vehicle acquisition and vehicle maintenance. These items were moved to another budget line-item.



Physical Resources: Fire Investigation Program significant assets included:

- None. Note: One Fire Inspector/Fire Investigator vehicle was purchased in Fall 2020 and was delivered in early 2021.

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

Human Resources: The organization currently has 3 Fire Investigators to include 1 Fire Inspector/Fire Investigator (FTE), 1 Fire Prevention Specialist (Serving a voluntary 3-year term beginning Jan. 2020), and 1 FF-Paramedic (Not subject to call-ins, serving voluntary 3-year Term beginning Jan. 2020).

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

OUTPUTS:

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

OUTCOMES/IMPACTS:

The agency conducted proper origin and cause investigations on all suspicious fires.

CONCLUSIONS:

The agency has identified the need to add more fire investigators. This may come in the form of shift fire investigators, trained company officers, or a return of the previously approved FTE Fire Inspector/Fire Investigator position. The limited number of trained and available fire investigators may adversely affect the organization's ability to meet goals that ensure all fires are reliably and predictably investigated.

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

Formal training should continue to maintain the current level of training that each investigator currently has. This training will also increase their ability to stay current on emerging trends in the fire investigation field.

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

NEXT STEPS FOR 2021:

Fire Marshal Steve Kollar will work with BC Matt Carson and DC Chris Angermuller to coordinate and administer Fire Investigation training for all company officers via online learning portals administered by the International Association of Arson Investigators (IAAI) in an effort to stabilize this program. Initial training will commence in January 2021 and will be completed by the end of the third Quarter of 2021.

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

Fire Marshal Steve Kollar will work with the Fire Chief to seek approval through the 2022 budgetary planning process to seeking approval to hire a Fire Inspector/Fire Investigator.

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

Fire Prevention Program

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

Type of appraisal: Annual Q1 Q2 Q3 Q4

Appraisal completed by: Fire Marshal Steve Kollar

Date appraisal completed: 01/11/2021

Rating Score

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

Rating Score: 3

EQUIPMENT NEEDS

Fire Marshal Ford Escape AWD for a total cost of \$25,310

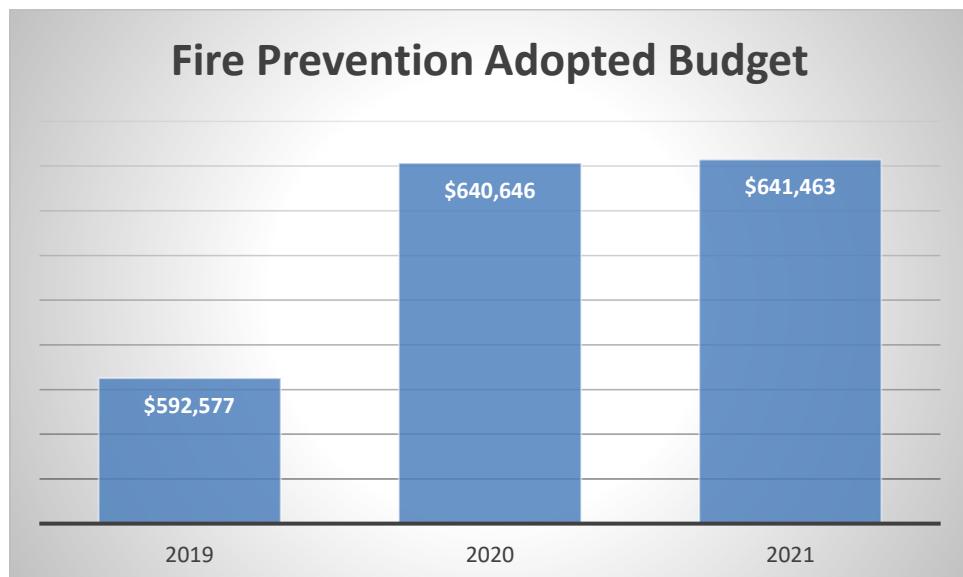
4 I-Pads w/ cellular connectivity and case for a total cost of \$2,532

PERSONNEL NEEDS

The Fire Prevention Division was approved to hire one additional Fire Inspector/Fire Investigator to assist with General Fire Inspections of existing buildings and supplement limited staffing levels on the Fire Investigations team. The hiring process was halted after one unsuccessful recruitment round due to budget reductions resulting from the COVID-19 pandemic crisis. The position was reconsidered for the 2021 budget but was not approved. The funds for the position were reallocated to the EMS division to support a new EMS Q&A/Training Officer. The Fire Inspector/Fire Investigator position is still needed to meet minimum challenges related to fire inspection frequency schedules and fire investigations.

INPUTS/RESOURCES

Financial Resources: The agency's total operating budget for the Fire Prevention Division for F/Y 2021 is \$641,463. This is an increase of .12% from the F/Y 2020 budget which was \$640,646. Overall, during the three-year budget period an increase of 7.62% was noted between F/Y 2019-2021. The low end of the budget was realized during F/Y 2021 when the budget was \$582,577 and the high end was realized during F/Y 2020 when the budget was \$641,463. The increase in the Fire Prevention budget was attributed to the addition of a fire inspector position in 2020.



Physical Resources: Fire Prevention division significant assets included:

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

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

Human Resources: The agency currently has 1 Fire Marshal, 3 Fire Prevention Specialists and 1 Fire Inspector/Fire Investigator.

Essential Resources

Essential resources include formalized standard operating procedures and records management system for the documentation of plan reviews, new construction inspections and general fire inspections of existing buildings utilizing High Plains (Life Safety Module). Miscellaneous small equipment carried by the inspectors.

OUTPUTS

In 2020 Fire Prevention Division recorded 921 plan reviews, 566 new construction permit inspections and 1679 general fire inspections of existing buildings. Fire crews conducted 365 company fire inspections.

OUTCOMES/IMPACTS

The agency **meets the standards of plan review and inspections** according to the International Code Council (ICC).

CONCLUSIONS

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

Formal training should continue to maintain the current level of training that each inspector currently has. This training will also increase their ability to stay current on emerging trends in the building & life safety field.

NEXT STEPS FOR 2021

Fire Marshal Steve Kollar will coordinate the purchase and implementation of the new Mobile Eyes (Tyler Technologies) software system addressing the long-needed move from paper plan reviews/inspections to digital submittals, reviews, and field inspections. Modules include building construction, general fire inspections of existing buildings and pre-incident planning services. All fire prevention personnel have been issued Microsoft Surface Computers to accommodate mobile field inspections. This project is anticipated to be completed by the end of the third quarter of 2021.

***Status:** Project in progress and an update will be provided when completed. Project will be implemented in phases to include Phase 1 (Building Plan Reviews/Inspections), Phase 2 (General Fire Inspections of Existing Buildings) and Phase 3 (Pre-Incident Planning Services).*

Fire Marshal Steve Kollar will begin to coordinate the installation and implementation of twenty (20) newly purchased cloud-based Knox Secure 5 key systems in all applicable front-line apparatus and ambulances as well any remaining administrative vehicles to include Deputy Chiefs and Fire Prevention. This effort will be coordinated in partnership with City of Grand Junction Fleets Services and the installations will take place as scheduling allows. This project is anticipated to be completed by the end of the 4th quarter of 2021.

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

Fire Suppression Program (Operations Division)

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

Type of appraisal: Annual Q1 Q2 Q3 Q4

Appraisal completed by: Deputy Fire Chief Chris Angermuller

Date appraisal completed: 1/2021

Rating Score

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

2 – Needs improvement – Meets minimum industry standards

3 – Satisfactory program – Meets most industry standards

4 – Excellent program – Meets and exceeds industry standards.

Rating Score: 3

EQUIPMENT NEEDS:

Installation of vehicle exhaust systems at stations 1, 2, 3, 4, and 5 for a total cost of \$141,555

Installation of command center for BC vehicle for a total cost of \$5,000

Replacement of Engine 5 with a new Pierce clean cab engine for a total cost of \$600,000

Replacement of outdated SCBA for a total cost of \$500,000

Replacement of outdated fire hose for a total cost of \$10,000

Replacement of two all-terrain vehicle (ATV) with a trailer for a total cost of \$50,000

Purchase equipment for reserve fire apparatus for a total cost of \$40,000

Replacement of broken thermal imaging camera for a total cost of \$10,000

Purchase of a Panasonic Tough Book for Deputy Chief of Administration Hendricks department issued vehicle for a total cost of \$7,000

Replacement of 77 sets of bunker gear for a total cost of \$231,000

Replace outdated extrication equipment for truck 1 and truck 6 for a total cost of \$60,000

Order a back-up Battalion Chief / EMS Officer Vehicle for a total cost of \$60,181

Replace station furniture with furniture that can be decontaminated for a total cost of \$16,000

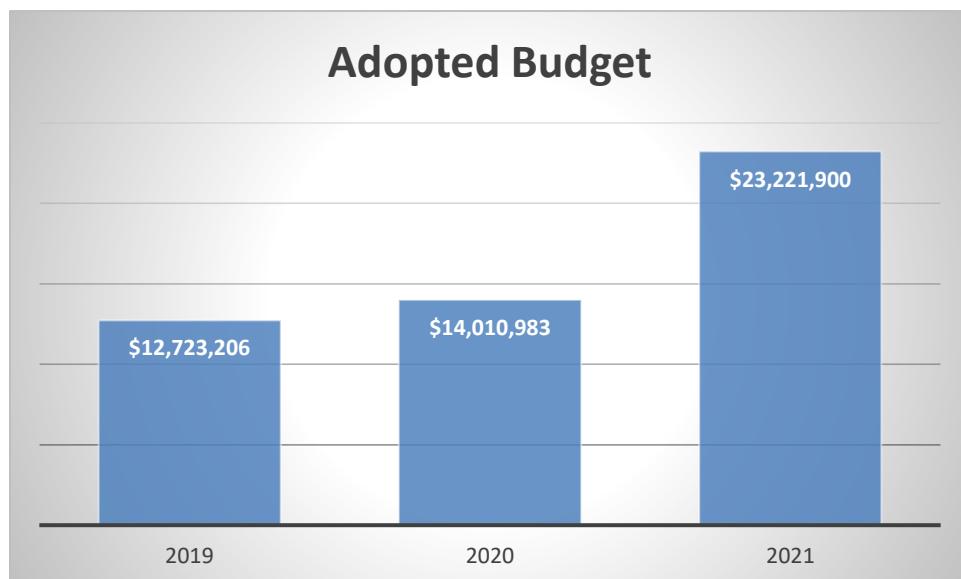
Asbestos demolition for existing station 3 for a total cost of \$425,00

PERSONNEL NEEDS:

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

INPUTS/RESOURCES:

Financial Resources: The agency's total operating budget for F/Y 2021 is \$23,221,900. This is an increase of 39.66% from the F/Y 2020 budget which was \$14,010,983. Overall, during the three-year budget period an increase of 45.21% was noted between F/Y 2019-2021. The low end of the budget was realized during F/Y 2019 when the budget was \$12,723,206 and the high end was realized during F/Y 2021 when the budget was \$23,221,900. The abnormal increase in the budget within the three-year window is attributed to two factors. The first being the construction and opening of station 6 in 2020 and the hiring of the additional personnel to staff the station. The second being the projected income from the 2B first responder tax in 2021.



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

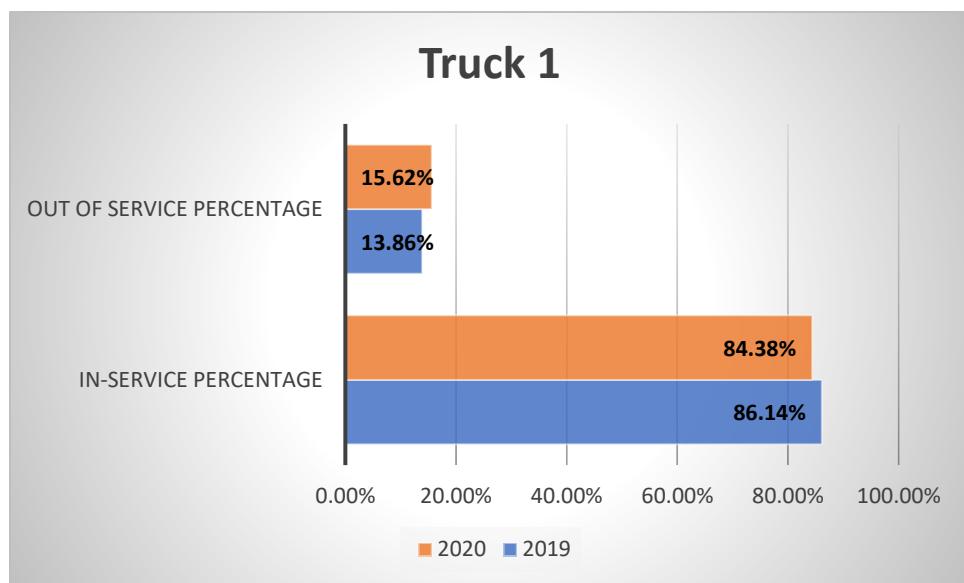
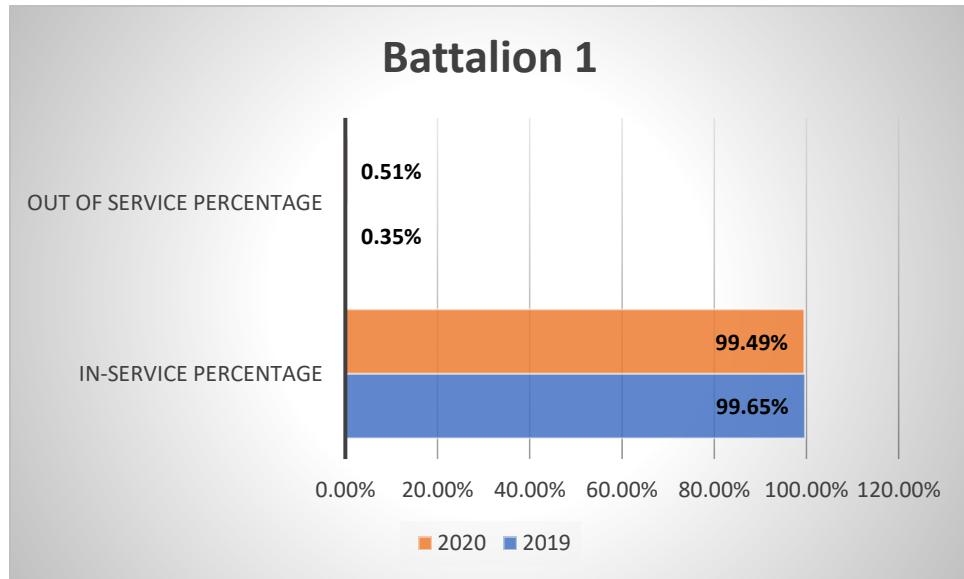
- First out apparatus to include 4 engines (with a replacement cycle of 13 years, 10 years frontline and 3 years reserve status).
- Reserve fleet to include 2 engines (3 year replacement cycle)
- Ladder truck with a 100ft ladder (10 year replacement cycle and 3 years reserve status)
- Quint with a 75ft ladder (10-year replacement cycle and 3 years reserve status)
- 1 Heavy rescue unit with a portable cascade system (15 year replacement cycle)
- Command vehicle to include 1 Dodge Ram (10 year replacement cycle)
- Brush apparatus to include 2 Type 3 and 1 Type 6 (7 year replacement cycle)
- 2 All Terrain Vehicles (replacement cycle of 10 years)
- Large amount of loose vital equipment carried on all apparatus to include hose, nozzles, thermal imaging cameras, extrication equipment and etc. (replaced as needed)
- Self-Contained Breathing Apparatus to include 66 Scott Air Paks and 132 Scott air bottles. (10 year replacement cycle)

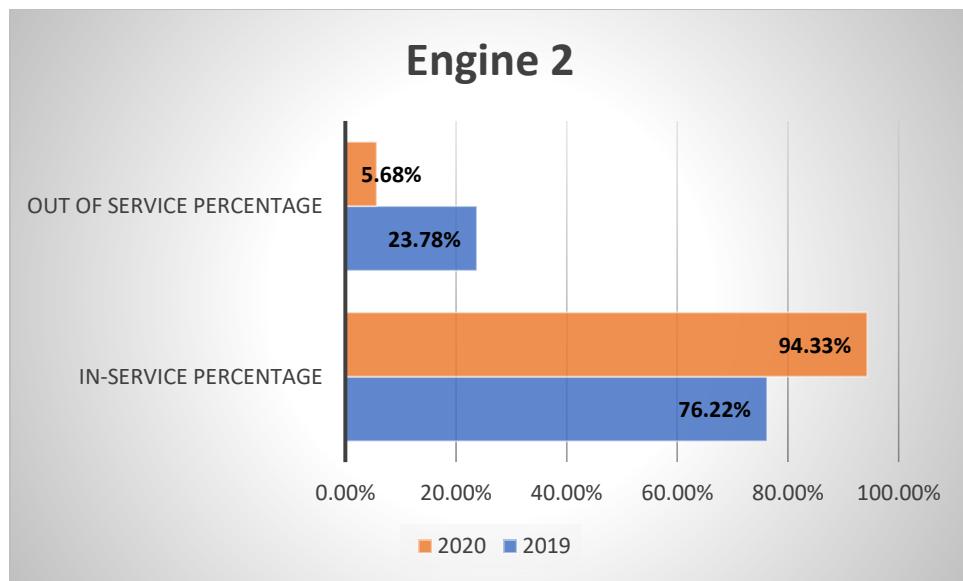
The following items include physical enhancements to the Fire Suppression Program during the current appraisal cycle:

- Construction of station 6 was completed and opened during the fourth quarter of 2020.
- An engine has been ordered to replace Engine 5 and will be delivered during the first quarter of 2021. The old Engine 5 will be placed into reserve status.
- The department was awarded a grant through the Assistance to Firefighter Grant (AFG) Program through the Federal Emergency Management Association for the replacement of the departments self-contained breathing apparatus (SCBA). The total amount awarded was \$472,430.00.
- All front-line engines has their outdated extrication equipment replaced with battery powered combi tools.
- Rescue 1's extrication tools were supplemented with heavy duty battery powered extrication tools as well as the replacement of its air bags and air bag system.
- 2 Dodge Rams were purchased and placed into service for the Deputy Chiefs of Operations and Administration.
- New portable radios were placed into service department wide to replace older radios.

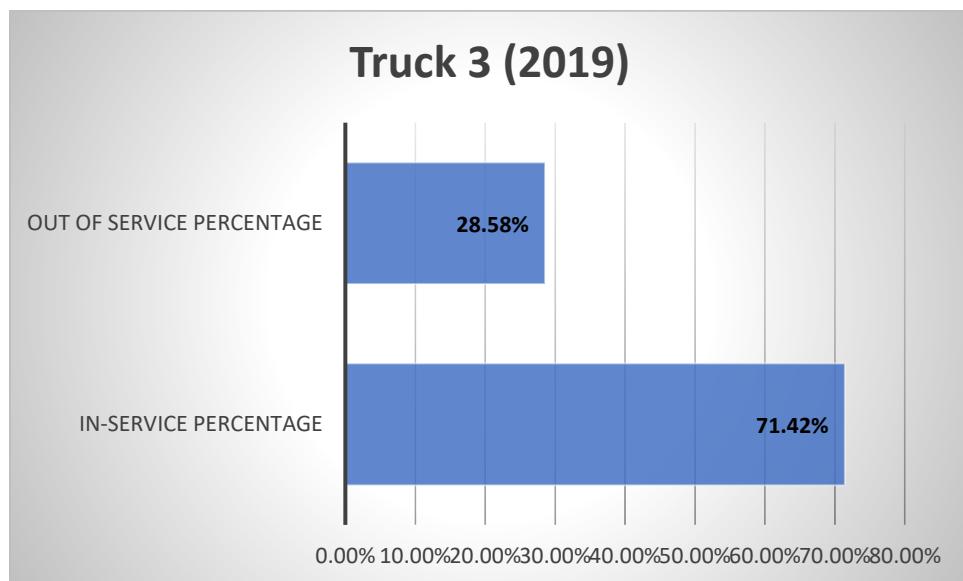
Apparatus Availability: The Fire Suppression Program utilizes six front line fully staffed fire apparatus and five cross staffed apparatus (not to include trailers) to provide services to the community. The department conducted a two-year evaluation of the percentage of time that an apparatus are available to respond to calls and the percentage of time that the

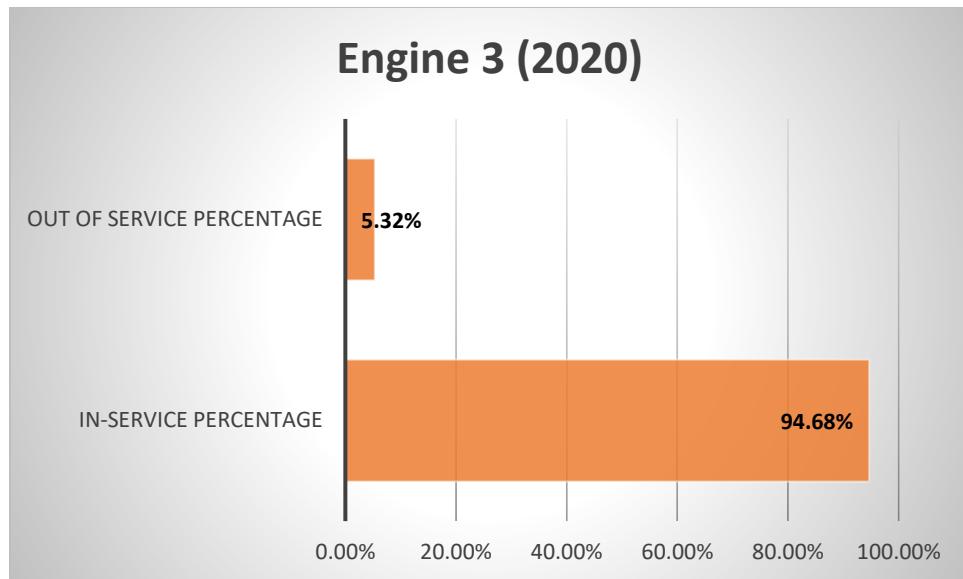
apparatus is out of service due to maintenance. These percentages are based on 8,760 hours in a year (365 days X 24 hours).



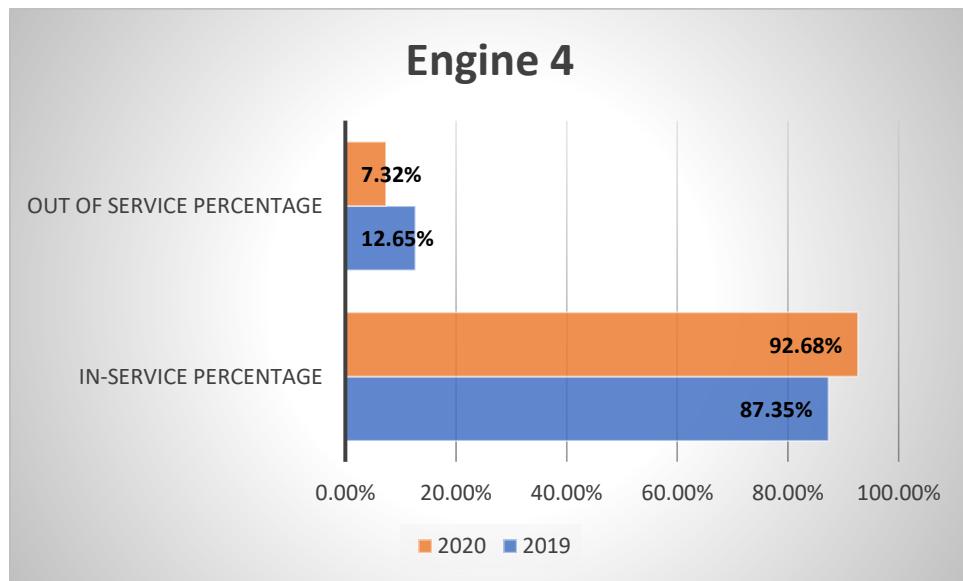


*The increase of in-service time that engine 2 is showing between 2019 and 2020 is attributed to the fact that engine 5 was replaced with a new apparatus in 2020. As a result of this new purchase the old engine 5 was assigned to station 2 as the new engine 2.

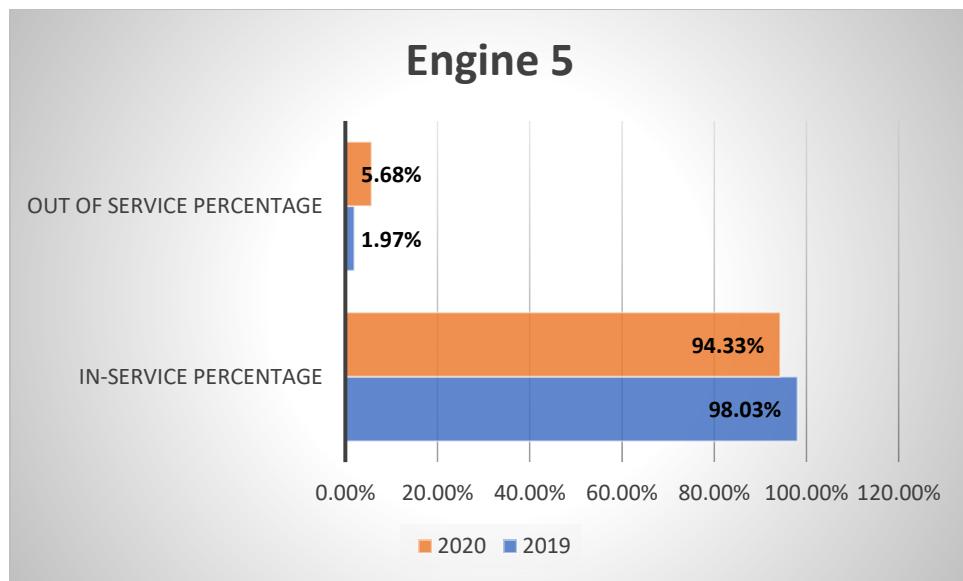




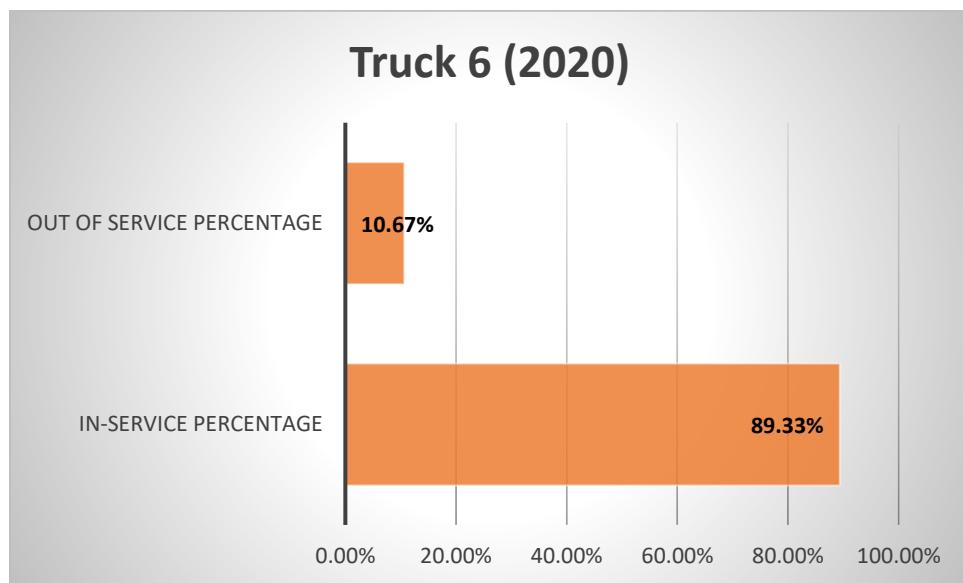
*Truck 3 was in-service at station 3 during 2019 and was relocated to station 6 to serve as truck 6 in late 2020. Engine 3 was placed in service when a new engine was ordered and delivered in 2019 and placed into service to take the place of truck 6 when it was relocated. Truck 6 remained at station 3 and was cross staffed until late 2020 when station 6 opened and it was relocated.



*The increase of in-service percentages for engine 4 are attributed to engine 4 being replaced with a new engine in late 2019.

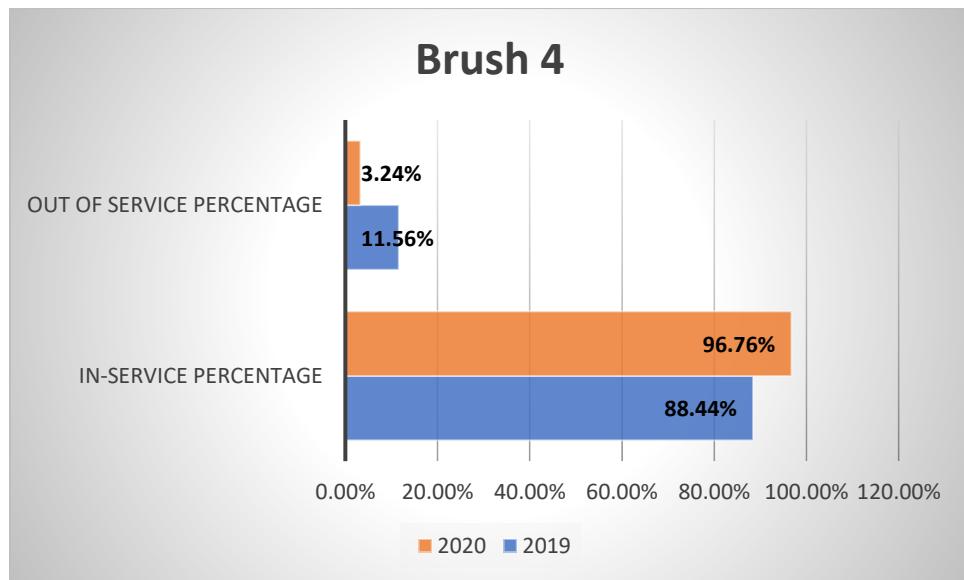
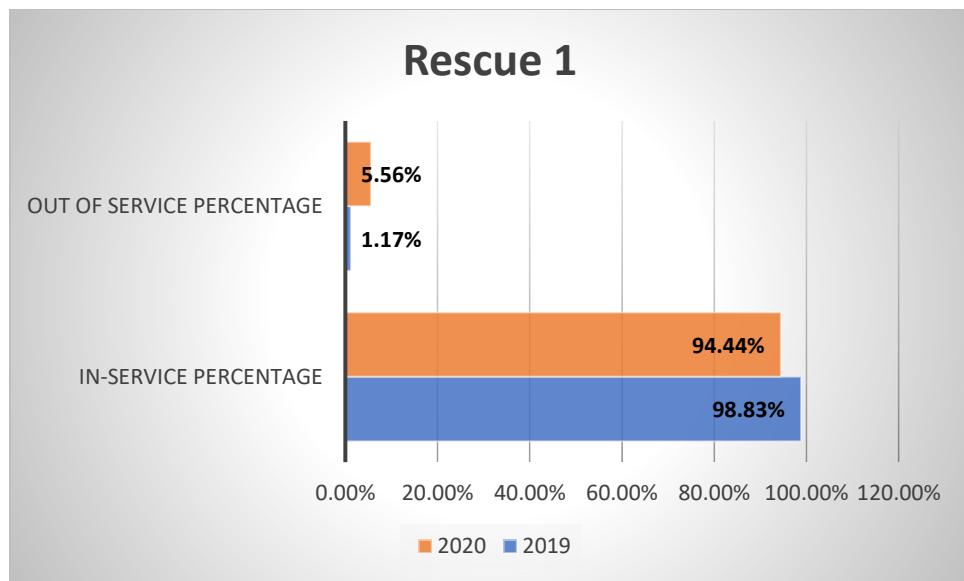


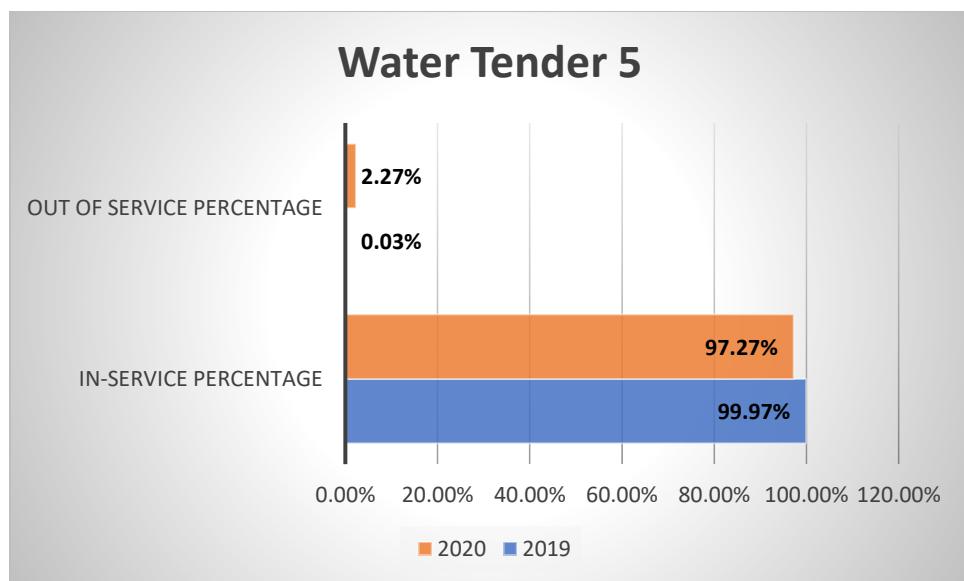
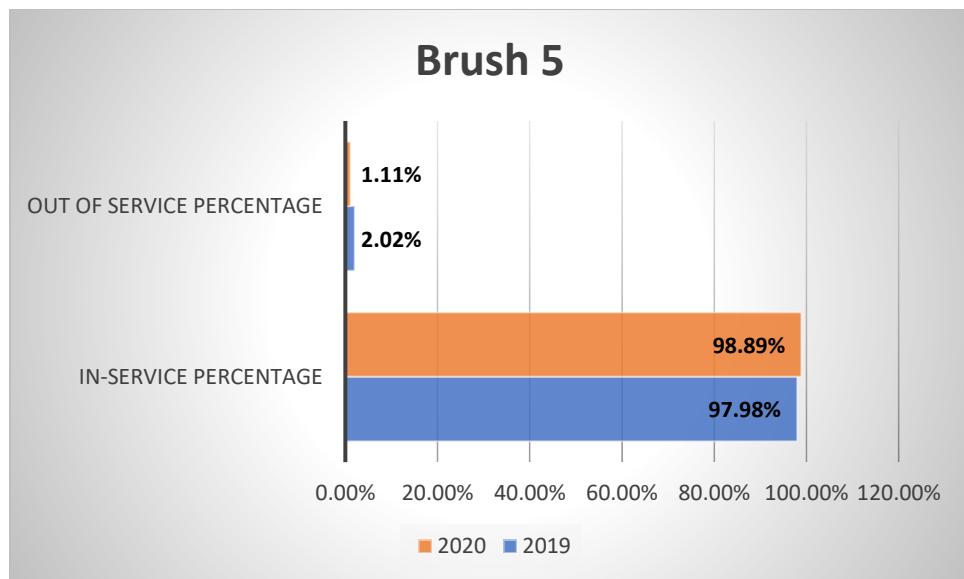
*In 2020 engine 5 was replaced with a new engine and the previous engine was moved to station 2 to serve as engine 2.

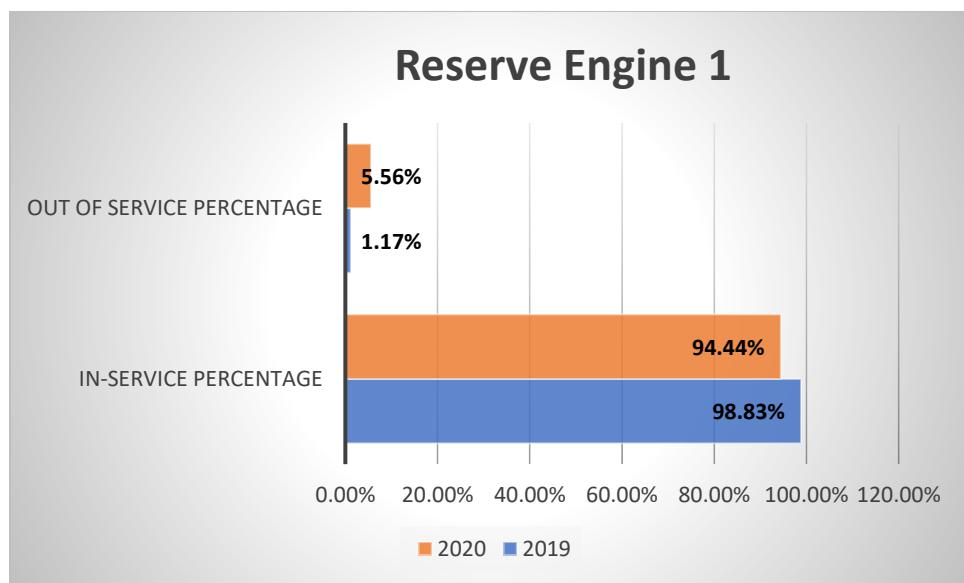
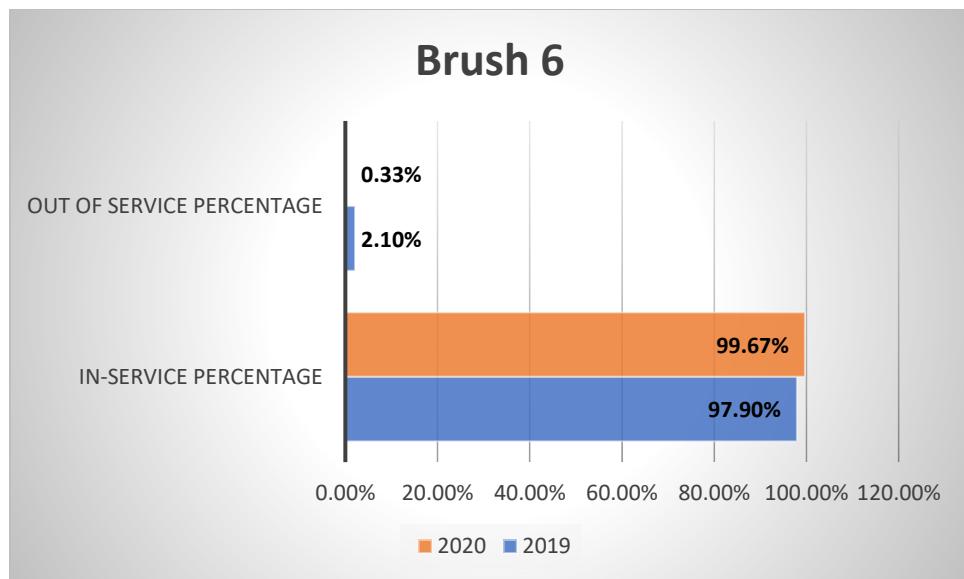


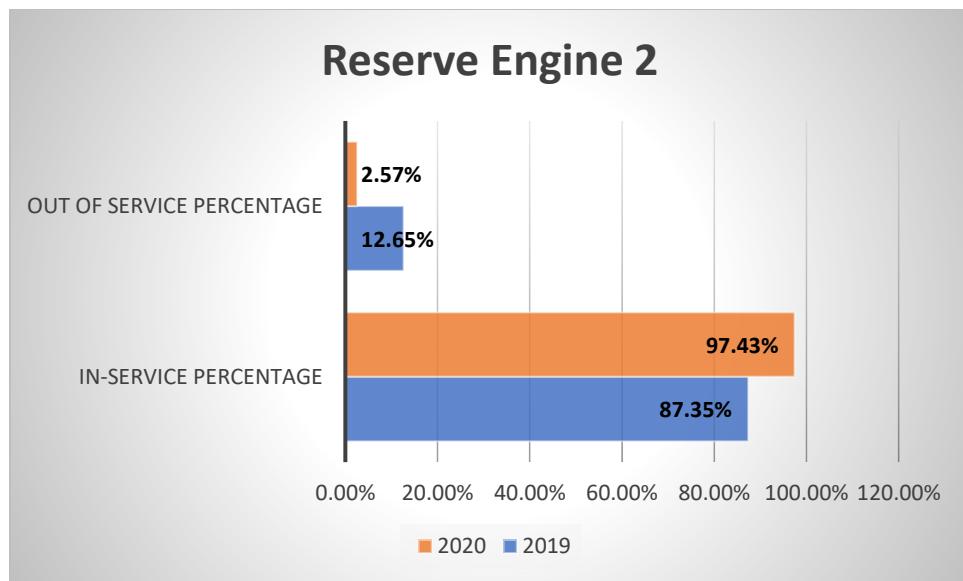
*Truck 6 formally served as truck 3 at fire station 3 until it was relocated to station 6 when it opened late 2020.

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









Human Resources: The Deputy Fire Chief of Operations oversees the daily operations of the Fire Suppression Program to include 120 full time personnel. The operations division is structured into three separate shifts to include a minimum of 33 personnel on each shift to include 1 battalion chief and 1 EMS officer.

The agency staffs three fire prevention specialists and two community outreach specialists. The fire prevention specialists perform routine inspections during the work day. The community outreach specialists develop and deliver programs to the community and utilize on duty crews to assist with the completion of the delivery of these programs.

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

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

- Hired seventeen fire fighters (for the opening of station 6)

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

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

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

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

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

OUTPUTS:

In 2020 the agency responded to 579 reported fire calls of which 14 were residential or commercial structure fires. This was a 24.87% increase in fire calls over 2019 which had the agency respond to 435 reported fire calls of which 10 were residential or commercial structure fires.

OUTCOMES/IMPACTS:

During this appraisal cycle the agency provided **automatic or mutual aid** to neighboring agency's 235 times and received automatic or mutual aid from neighboring agency's 0 times (this information has been determined to be a data entry error)

The Training Division has established a quarterly **minimum company standards** program to enhance the work of the Fire Suppression Program by ensuring that all three battalions are on the same page with strategy and tactics that are utilized by the agency.

No **civilian death or injuries** were reported in 2020

The **current level of fire service provided** to the citizens of the City of Grand Junction cost \$333.86 per person.

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

CONCLUSIONS:

The current **mentor program** has been sufficient at delivering basic skills that acting officers and acting engineers need to understand. This has streamlined the operations of command and control and overall operations on the fire scene and provided a basic framework for managing calls. As a result of this program the fire suppression program has been enhanced to be more efficient.

The department established that a **safety officer** will be established on all high-risk calls. This position will be filled by a responding Captain and/or an upgrade Captain.

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

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

Station 3 currently does not meet the growing needs of the department and is scheduled for replacement in 2021. The new station will have 10,000 square feet and will meet the needs of the department for the foreseeable future.

NEXT STEPS FOR 2021

Battalion Chief Matt Carson will work closely with the developer and builder of fire station 3 to ensure that it meets the needs of the agency. This will be an ongoing process throughout the year. This project will be completed by the end of the fourth quarter of 2021.

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

Deputy Chief Chris Angermuller and Battalion Chief Matt Carson will continue to work on completing all required documents for the accreditation process for the department. This project will be completed by the end of the fourth quarter of 2021.

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

Deputy Chief Chris Angermuller will apply for a grant through the state of Colorado for the relocation of station 3. This will be completed by the end of the first quarter of 2021.

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

Deputy Chief Angermuller will work with the communications center on the implementation of AVL dispatching protocol. This will be completed by the end of the fourth quarter of 2021.

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

Deputy Chief Chris Angermuller and Captain Gareth Parks will work within the perimeters of the Assistance to Firefighters Grant award to purchase and put into service new SCBA's. This will be completed by the end of the second quarter of 2021.

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

Deputy Chief Chris Angermuller and Engineer Josh White will place engine 5 into service once it is delivered from Pierce. This project will be completed by the end of the first quarter of 2021.

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

Deputy Chief Chris Angermuller and Deputy Chief Gus Hendricks will replace mobile radios in all fire apparatus. This project will be completed by the end of the third quarter of 2021.

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

Deputy Chief Gus Hendricks will place into service 3 surfaces for the shift battalion chiefs to utilize when they are on and off duty. This project will be completed by the second quarter of 2021.

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

Deputy Chief Chris Angermuller and Fire Chief Chuck Balke (Clifton Fire Protection District) will develop a regional grant application for the upcoming Assistance to Firefighter Grant Program. An evaluation will be completed to determine critical needs for departments within Mesa County to ensure that the grant best serves the region. This project will be completed by the end of the second quarter of 2021.

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

Deputy Chief Chris Angermuller and Jim Stavast will oversee the installation of airvac station exhaust systems for stations 1, 2, 4 and 5. This project will be completed by the end of the second quarter of 2021.

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

Hazardous Materials Program

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

Type of appraisal: Annual Q1 Q2 Q3 Q4

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

Date appraisal completed: 2/1/2021

Rating Score

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

2 – Needs improvement – Meets minimum industry standards

3 – Satisfactory program – Meets most industry standards

4 – Excellent program – Meets and exceeds industry standards.

Rating Score: 3

EQUIPMENT NEEDS:

The radiation equipment is in need of calibration in 2020 at a cost of \$1,000

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

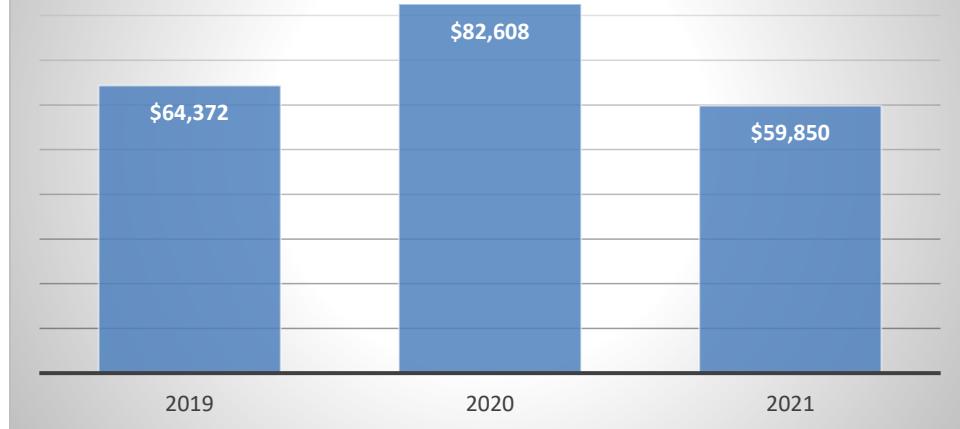
PERSONNEL NEEDS:

There are no additional needs at this time.

INPUTS/RESOURCES

Financial Resources: The agency's total operating budget for Hazardous Materials Response for F/Y 2021 is \$59,850.00. This is a decrease of 27% from the F/Y 2020 budget which was \$82,608.00. Overall, during the three-year budget period a decrease of 27% was noted between F/Y 2019-2021. The low end of the budget was realized during F/Y 2021 when the budget was \$59,850.00. The drop in the budget is attributed to the department not having a need for additional hazardous material technician training classes in 2021.

Hazardous Materials Adopted Budget



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

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

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

Human Resources: Haz Mat response to low, medium, and high threat calls utilized on duty personnel to respond. Supervision of the Hazardous Materials Response Team was provided by Deputy Chief Chris Angermuller. The department currently has 29 certified hazardous materials technicians. Of those 29 hazardous materials technicians 12 are located at our hazardous materials specialty station.

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

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

OUTPUTS

In 2020 The Department responded to 168 hazardous materials calls. This is a 23.98% decrease in calls from 2019 which had the department respond to 221 hazardous materials calls.

OUTCOMES/IMPACTS

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

CONCLUSIONS

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

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

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

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

NEXT STEPS

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

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

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

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

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

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

Health and Wellness Program

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

Type of appraisal: Annual Q1 Q2 Q3 Q4

Appraisal completed by: Battalion Chief Ben Blehm

Date appraisal completed: 02/27/2021

Rating Score

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

2 – Needs improvement – Meets minimum industry standards

3 – Satisfactory program – Meets most industry standards

4 – Excellent program – Meets and exceeds industry standards.

Rating Score: 3

EQUIPMENT NEEDS:

When station 6 opened the Health and Wellness Committee created a standard list of gym equipment and this list was used to purchase all associated gym equipment for station 6. Below are the needs for the remaining 5 stations gym equipment up to date:

Station 1 Total Equipment Cost of \$4,419.94:

1 – PRX Profile Rack for a total cost of \$1,199.99

1 – Body Solid Adjustable Bench for a total cost of \$149.99

1 – Women's Barbell for a total cost of \$239.99

1 – Dumbbell Set for a total cost of \$2,199.99

1 - Dumbbell Rack for a total cost of \$310.00

2 – Three Sided Plyo Box (20X24X30) for a total cost of \$119.99

Station 2 Total Equipment Cost of \$2,509.99:

1 – Dumbbell Set for a total cost of \$2,199.99

1 – Dumbbell Rack for a total cost of \$310.00

Station 3 Total Equipment Cost of \$5,539.93:

2 – PRX Profile Racks for a total cost of \$1,199.99

1 – Body Solid Adjustable Bench for a total cost of \$149.99

1 – Women's Barbell for a total cost of \$239.99

1 – Dumbbell Set for a total cost of \$2,199.99

1 - Dumbbell Rack for a total cost of \$310.00

2 – Three Sided Plyo Box (20X24X30) for a total cost of \$119.99

Station 4 Total Equipment Cost \$4,339.94

2 – PRX Profile Racks for a total cost of \$1,199.99

1 – Body Solid Adjustable Bench for a total cost of \$149.99

1 – Dumbbell Set for a total cost of \$2,199.99

1 - Dumbbell Rack for a total cost of \$310.00

2 – Three Sided Plyo Box (20X24X30) for a total cost of \$119.99

Station 5 Total Equipment Cost \$3,139.95

1 – Body Solid Adjustable Bench for a total cost of \$149.99

1 – Women's Barbell for a total cost of \$239.99

1 – Dumbbell Set for a total cost of \$2,199.99

1 - Dumbbell Rack for a total cost of \$310.00

2 – Three Sided Plyo Box (20X24X30) for a total cost of \$119.99

Additional Equipment

5 – NordicTrack Commercial X22i Treadmills for a total cost of \$15,000.00

4 - Three Sided Plyo Box (20X24X30) for a total cost of \$299.95

10 – 15lb Rubber Bumper Pairs for a total cost of \$599.99

10 – 40 lb. Kettle Bells for a total cost of \$549.99

5 – Echo Bikes for a total cost of \$8,625.00

12 – 35 lb. Kettle Bells for a total cost of \$660.00

12 – 53 lb. Kettle Bells for a total cost of \$840.00

12 – 70 lb. Kettle Bells for a total cost of \$1,140.00

PERSONNEL NEEDS:

3 – Level 1 Cross Fit Instructor Training for a total cost of \$3,000.00

4 – National Academy of Sports Medicine (NASM) Correction Exercise Specialization Certification for a total cost of \$3,600.00

5 – National Academy of Sports Medicine (NASM) Performance Enhancement Specialization Certification for a total cost of \$4,250.00

4 – National Academy of Sports Medicine (NASM) Nutrition Certification for a total cost of \$3,600.00

4 – IAFF PFT Certifications for a total cost of \$4,000.00

10 – Peer support team training sessions to add more members at a total cost of \$4,000.00

INPUTS/RESOURCES:

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

Physical Resources: Significant assists included:

- Basic gym set up for 6 fire stations and the training center

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

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

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

OUTPUTS

During 2020 the department conducted 125 physical ability tests. This was a 28% increase in physical ability test as compared to 2019 which saw the department conduct 90.

During 2020 the department conducted 109 occupational health physicals (NFPA 1582 compliant physicals). This was a decrease of 7.6% as compared to 2019 which saw the department conduct 118 physicals. This decrease is attributed to the budget restrictions that were put into place in 2020 that had administrative staff postpone their physicals. Administrative staff physicals will resume in 2021.

OUTCOMES/IMPACTS

New gym equipment was purchased for the training center and station 6.

Purchase of CPAT equipment required to administer the test once approved.

CONCLUSIONS:

Replacement of outdated and over used equipment at the stations needs to be addressed.

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

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

Recommend **specialized NASM training for all Captains** to include Corrective Exercise Specialist, Fitness Nutrition Specialists, and Performance Specialists.

The department needs to establish **formal tracking system for its peer support team**. This system needs to be able to show how many contacts the peer support team has had in the previous year. It is crucial to understand that this tracking system will in no way have anyone's name attached to it that seeks assistance from the peer support team.

NEXT STEPS:

Complete implementation of CPAT for 2021 recruitment. Members of the health and Wellness Committee lead by Captain Ben Blehm will complete a transportability study for CPAT. This includes a CPAT trainer to come to GJFD to validate the departments course and train our proctors. This will be completed by the end of the second quarter of 2021.

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

Restructuring of the Health and Wellness Committee will be completed by Captain Ben Blehm to include reorganizing equipment maintenance and purchasing, training, PT testing, academy PT, and HR liaison. This will be completed by the end of the first quarter of 2021.

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

Technical Rescue Program

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

Type of appraisal: Annual Q1 Q2 Q3 Q4

Appraisal completed by: Battalion Chief Ben Blehm and Engineer Frank Frappier

Date appraisal completed: 02/23/2021

Rating Score

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

2 – Needs improvement – Meets minimum industry standards

3 – Satisfactory program – Meets most industry standards

4 – Excellent program – Meets and exceeds industry standards.

Rating Score: 2

EQUIPMENT NEEDS:

5 Osprey backpacks for a total cost of \$1,500.00

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

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

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

10 Loki Cold Weather Pants for a total cost of \$3,300.00

1 Fat Tire Stokes Wheel w/ Handle & Brake – The terra Tamer Wheel + Equalizer Handles for a total cost of \$2,200.00

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

1 Vortex Binoculars at a total cost of \$500.00

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

Annual Rope Replacement Cost of \$3,000.00

PERSONNEL NEEDS:

No additional staffing needs at this time.

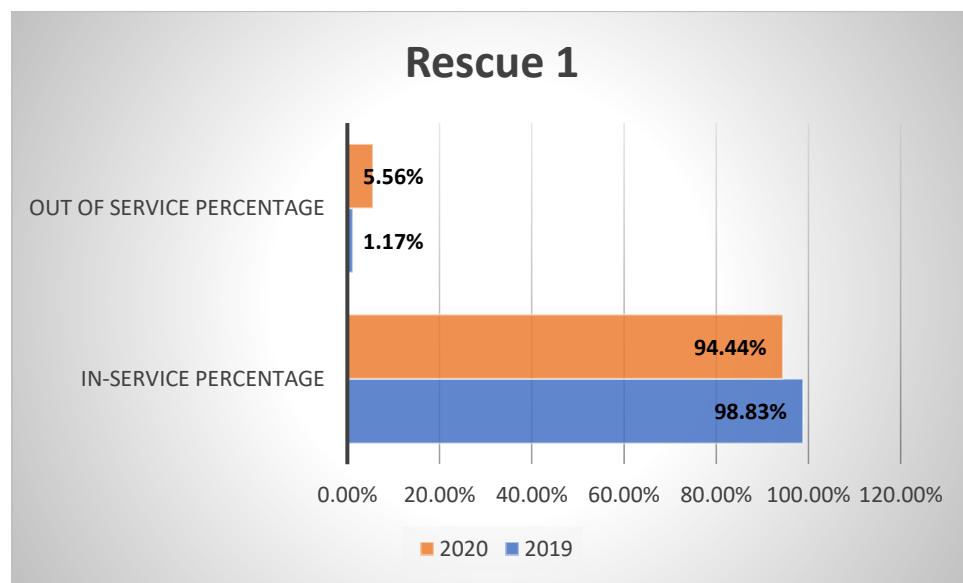
INPUTS/RESOURCES:

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

Physical Resources: Significant assists included:

- 1 Heavy Rescue
- Rope and rigging equipment
- Various Genesis Battery powered extrication tools and hurst hydraulic extrication equipment
- 1 Arizona Vortex Tripod

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



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

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

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

OUTPUTS

The Department responded 19 technical rescue calls in 2020. This is a 47% increase in calls from 2019 which saw the department respond to 9 technical rescue calls.

OUTCOMES/IMPACTS

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

Purchase new equipment to replace outdated, aged equipment.

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

CONCLUSIONS:

Technical rescue response evolutions need to have more detailed **benchmarks** included in order to better evaluate the team.

The setup of **Rescue 1** needs to be evaluated on an annual basis by Captain Ben Blehm and Engineer Frank Frappier to ensure that it continues to meet the needs of the department and the team.

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

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

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

NEXT STEPS:

Deputy Chief Chris Angermuller, Battalion Chief Matt Carson, Captain Ben Blehm and Engineer Frank Frappier will meet and develop the technical rescue training plan for 2022 and have it completed by the fourth quarter of 2021.

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

Deputy Chief Chris Angermuller, Captain Ben Blehm and Engineer Frank Frappier will develop a comprehensive 10-year plan outlining goals, objectives, and benchmarks for the technical rescue team. This will be completed by the fourth quarter of 2021.

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

Training Program

Introduction: The Grand Junction Fire Department Training Division is staffed with three Captains that are supported by a Battalion Chief. The Captains oversee recruit fire academies, incumbent training, and emergency medical training. They also manage and maintain multiple types of certifications for 170 employees. Trainings take place at the Grand Junction Fire Training Center on Whitewater Hill, stations, as well as computer-based instruction. There are numerous types of training which include firefighting, medical, hazardous materials, water rescue, and explosive ordinance disposal.

Type of appraisal: Annual Q1 Q2 Q3 Q4

Appraisal completed by: Battalion Chief Matt Carson

Date appraisal completed: 2/18/21

Rating Score

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

2 – Needs improvement – Meets minimum industry standards

3 – Satisfactory program – Meets most industry standards

4 – Excellent program – Meets and exceeds industry standards.

Rating Score: 3

EQUIPMENT NEEDS

Flashover chamber prop for a cost of \$71,890

Fencing for a total cost of \$30,000

Confined space prop for a total cost of \$50,000

Flammable Liquid props for a total cost of \$73,110

Trench rescue prop for a total cost of \$50,000

Complete outfit of training engine with equipment for a cost of \$100,000.00

- Thermal imaging camera
- Extrication equipment

Training SCBA's for a cost of \$75,000.00

Long term water solution at the Training Center for a cost of \$15,000.00

Fencing around training grounds for a cost of \$15,000.00

Standalone fire-based classroom for a cost of \$1,000,000

Driving area (asphalt) for a total cost of \$326,694

PERSONNEL NEEDS

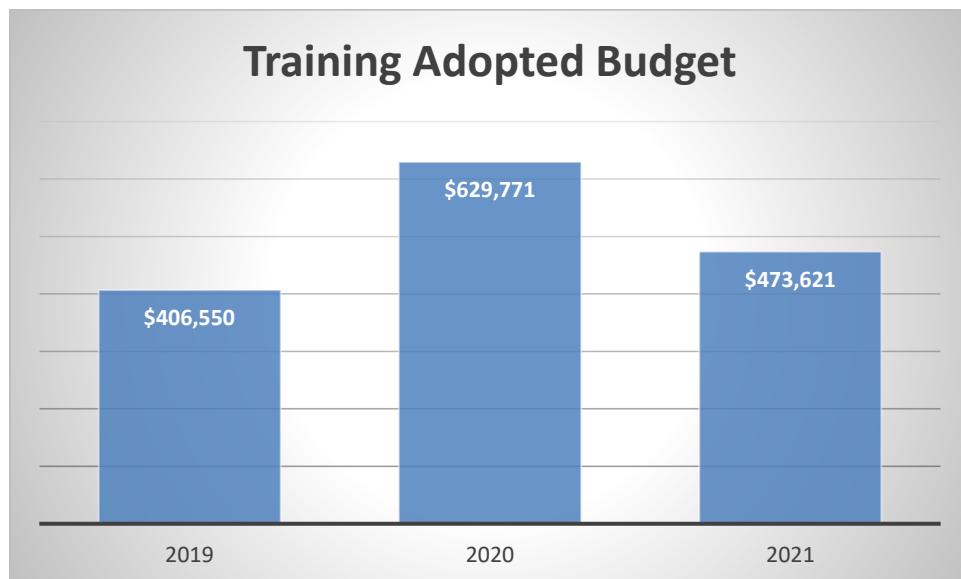
The training division will provide an Instructor I class for five members of the department at a cost of \$3,000 in overtime.

The training division will continue to send members to conferences such as Mile High Firefighters, FDTN (Fire Department Training Network), Water on the Fire, Colorado State Fire Chiefs Conference. The costs for all of these conferences are \$30,000.

The training division will send two people to the SERTC Haz-Mat Tech course at a cost of \$13,000.

INPUTS/RESOURCES

Financial Resources: The agency's total operating budget for Training for F/Y 2021 is \$406,550.00. This is a decrease of 35.44% from the F/Y 2020 budget which was \$629,771.00. Overall, during the three-year budget period an increase of 35.44% was noted between F/Y 2019-2021. The low end of the budget was realized during F/Y 2021 when the budget was \$406,550.00 and the high end was realized during F/Y 2020 when the budget was \$629,771.00. The growth increase that occurred in 2020 is attributed to a larger than normal fire academy for the newly hired employees for fire station 6 that opened in the fourth quarter of 2020 as well as adding training props at the training center.



Physical Resources: Significant assets included:

- One 40' x 60" coverall structure
- Two ventilation props
- 5 story burn tower
- Two modular training classrooms
- Two connex storage containers

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

Human Resources: In F/Y 2021 the department will be adding an EMS QA/QI Training Captain to the departments training division.

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

OUTPUTS

In 2020 the Training Division provided 44,056 hours of training to the agency which was a 65 % increase over the total training hours from 2019 which were 15,367. The dramatic increase in training hours is due to the departments transition from High Plans RMS to Target Solutions as the main training RMS system. This allowed for a more comprehensive training records entry and tracking system that is more user friendly.

OUTCOMES/IMPACTS

Annual Company Evolutions were established as a way to better measure selected skills that were practiced during the previous year during regular training sessions and quarterly minimum company standards in a testing environment.

A comprehensive Annual Training Plan was established and implemented to ensure that all members of the organization understand the requirements and options available for training for the year. This has allowed for better planning and preparation for the agency to ensure that the training sessions meet the goals and objectives of the agency.

In 2020 17 recruits graduated out of 21 that started the recruit academy.

All personnel completed Minimum Company Standard evolutions.

Target Solution was built and implemented to track training hours and certifications.

CONCLUSIONS:

The current **Officer Mentor** program has been sufficient at delivering basic skills that officers and acting officers need to understand. This has streamlined the operations of command and control on the fire scene and provided a basic framework for managing calls.

Formal **Academy Steering Committee** meetings need to continue to evaluate previous courses and plan for future courses. This includes the assignment of shift personnel to prepare and deliver the various training programs. This will give the agency a method to help develop future instructors. This has been a weak point in the previous years for the Training Division.

The Training Division needs to continue its focus on nationally recognized **certifications** for its personnel such as Fire Instructor I and Officer I. This will ensure that the membership of the agency have taken an approved course and completed the appropriate testing processes to achieve certification for a recognized standard.

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

The Training Division needs to continue **dedicated timeslots** for training each month for Minimum Company Standards.

NEXT STEPS:

Develop and administer company evolution to all of the members of the agency to evaluate effectiveness of skill retention from previous years and deliver on a quarterly basis for Fire and EMS. This will be completed during the first quarter of 2021 and will be completed by Battalion Chief Carson.

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

Continue to fund the Fire Training Center with props, constant source of water, and personnel to enhance our training opportunities.

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

Battalion Chief Carson will continue utilizing Target Solutions that will ensure that the demand of the department is met in the area of training and records management. This will be completed by the end of the first quarter of 2021.

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

Stand up EMS Training Captain/QA Coordinator position in 2021 through hiring, training, and implementation of new position.

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

Wildland Program

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

Type of appraisal: Annual Q1 Q2 Q3 Q4

Appraisal completed by: Captain Josh Evans

Date appraisal completed: 1/2021

Rating Score

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

2 – Needs improvement – Meets minimum industry standards

3 – Satisfactory program – Meets most industry standards

4 – Excellent program – Meets and exceeds industry standards.

Rating Score: 3

EQUIPMENT NEEDS

3 First Net smart phones with hot spot capability for all three brush units (unknown what the monthly service cost would be).

2 tablets with wifi capability for utilization on deployments at a cost of \$1,400.00.

PPE and equipment for 5 additional team members at a cost of \$5,000.00.

PERSONNEL NEEDS

The wildland team has identified the need to train and add additional personnel to the wildland team to supplement the amount of people that can be deployed at any given time.

INPUTS/RESOURCES

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

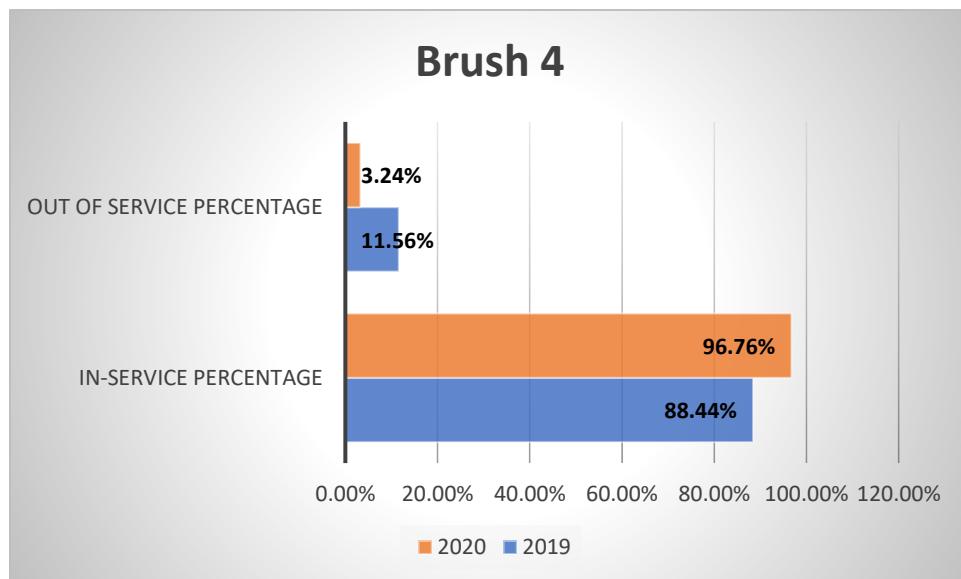
Physical Resources: The Fire Suppression Program includes the following significant assets:

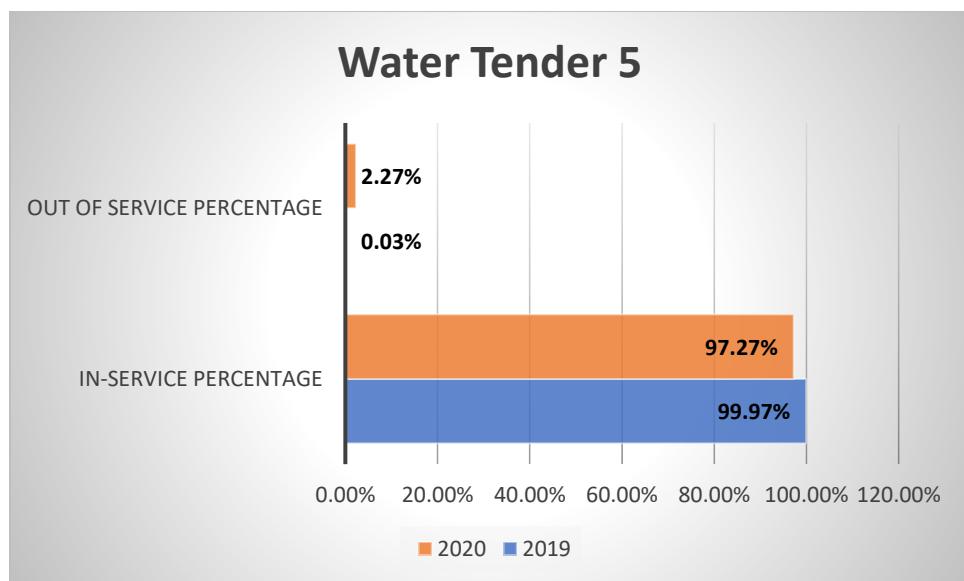
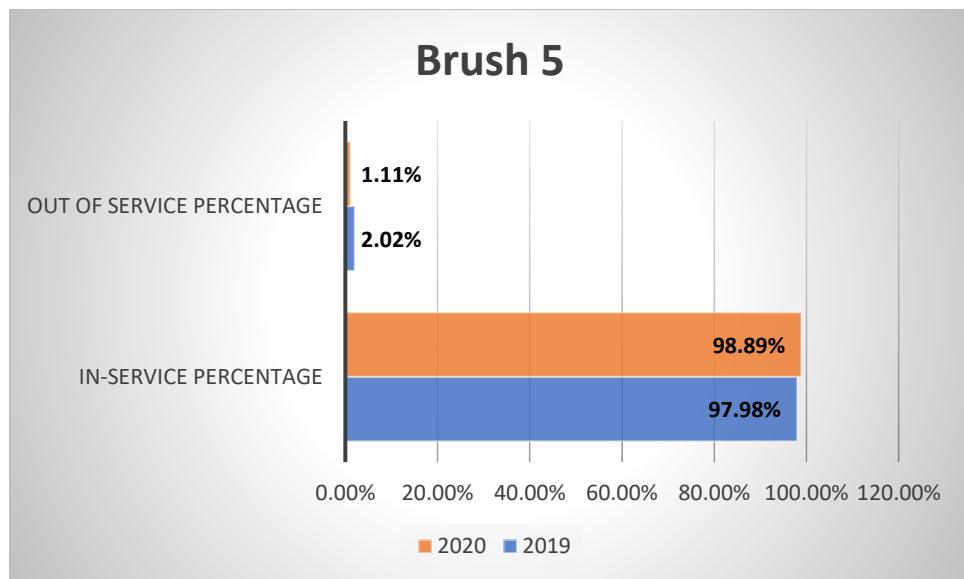
- Brush apparatus to include two Type 3 engines and one Type 6 engine (7-year replacement cycle)
- Large amount of loose vital equipment carried on all apparatus to include hose, nozzles, and etc. (replaced as needed)

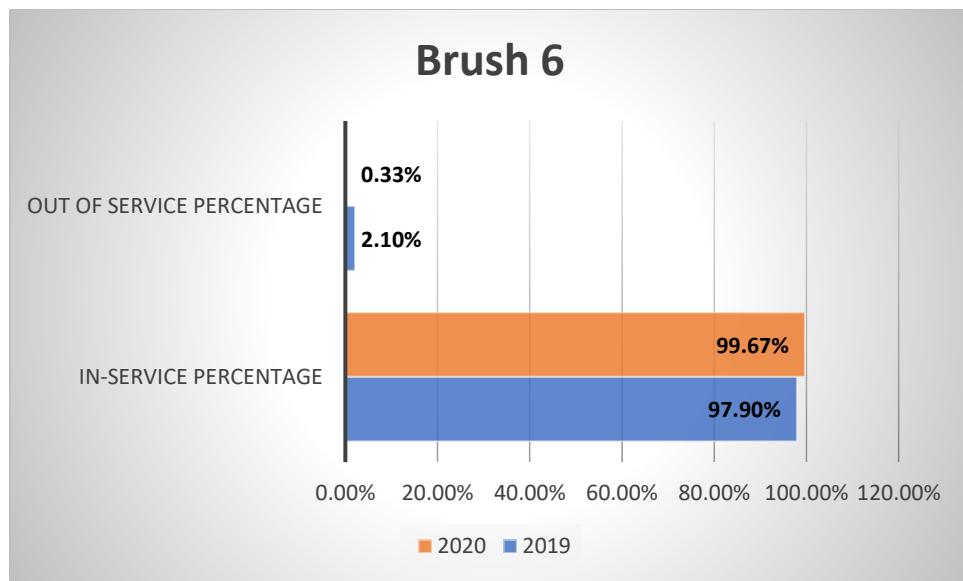
The following items include physical enhancements to the Wildland Program during the current appraisal cycle:

- A line-item budget of \$21,000 was allocated for PPE and equipment for the wildland team.
- Tablets with interactive mapping systems were purchased and placed into service on deployed brush units
- Additional VHF radios were purchased and placed into service

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







Human Resources: During this appraisal period Fire Administration created a wildland team oversight position at the rank of Battalion Chief. Wildland team coordinators now report directly to the Wildland Battalion Chief. This oversight addition has served to provide clear lines of chain of command for the wildland program.

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

Efforts are still being made to cross staff deployed units with Clifton Fire District personnel.

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

OUTPUTS:

In 2020 the agency responded to 156 reported brush or brush-and-grass mixture fires within the City limits of Grand Junction and Mesa County. This was an increase of 19% in incidents over 2019 which had 126 brush-and-grass mixture fires within the City limits of Grand Junction and Mesa County.

During 2020 the Wildland Team deployed 6 times to California, Wyoming, and Colorado. Deployed crews spent 115 days on these assignments.

The 2020 fire season was the first year that two units were deployed during the same period.

The beginning stages of a local Wildland Fire Hazards Mitigation Program were initiated.

OUTCOMES/IMPACTS:

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

GJFD billed out \$747,800 to the state for reimbursement.

CONCLUSIONS:

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

Additional team members and equipment will need to be added to assist in staffing two units for future deployments.

NEXT STEPS FOR 2021:

Team Coordinators Captain Evans and Captain Engbarth will conduct a recruitment of 5 additional personnel to supplement the team. This project will be completed by the end of the fourth quarter of 2021.

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

Team Coordinators Captain Evans and Captain Engbarth will schedule, facilitate, and conduct the annual fire refresher, pack test, and saw course. This project will be completed by the end of the third quarter of 2021.

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

Team Coordinator Captain Evans and DC Hendricks will continue to work towards establishing the ability to cross staff units with CFD for deployments. This is an ongoing project that will continue throughout 2021.

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

Captain Engbarth will work with Deputy Chief Angermuller on specification requirements for a Type 6 engine replacement for 2022. This project will be completed by the end of the third quarter of 2021.

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

Team Coordinators Captain Evans and Captain Engbarth will be working with Public Outreach and Fire admin to initiate Wildland Fire Hazard Mitigation projects. This is an ongoing project that will continue throughout 2021.

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