



# Grand Junction Fire Department

## 2021 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 (Future)**

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 (Future)**

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 (Future)**

Provide a summary for what needs to be accomplished prior to the next evaluation cycle. Establish a timeline 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:** 1/01/2022

## 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

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

Microphone adapters and new lapel microphone- \$234.00

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

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

## PERSONNEL NEEDS

Within the staffing study to be completed in 2022, the department should clearly identify priorities and goals regarding public information, community education and events, internal customer support, and community risk reduction programs to determine staffing levels needed to achieve those goals.

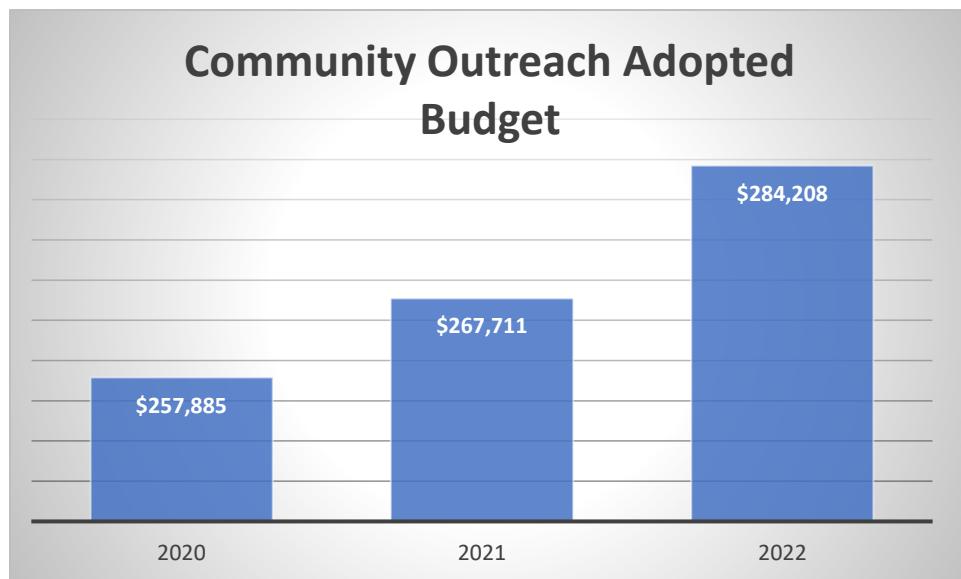
Trained and able Public Safety Volunteers to transport, set up, and break down the Safety House.

Trained and able Public Safety Volunteers to conduct post-fire neighborhood outreach.

Well-defined expectations for departmental involvement in community events.

## INPUTS/RESOURCES

**Financial Resources:** The agency's total operating budget for Community Outreach (Public Info / Education) for F/Y 2022 is \$284,208. This is an increase of 6.16% from the F/Y 2021 budget which was \$267,711. Overall, during the three-year budget period an increase of 10.21% was noted between F/Y 2020-2022. The low end of the budget was realized during F/Y 2020 when the budget was \$257,885 and the high end was realized during F/Y 2022 when the budget was \$284,208. 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 Motorola Radios

- 2 Sets of PPE including: branded helmets, safety vest.
- 50 CPR Inflatables
- Safety House with Trailer and industrial dolly for transporting/loading
- 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:** With new stations being built, it is desirable to begin exploring agency-wide support for station based CRR and outreach involvement. This would require supportive planning and a change in training and expectations to support CRR and outreach based on the specific needs of each station's area.

Community Outreach will continue working with School District 51 to provide targeted fire safety education at schools serving high-risk populations.

### **Essential Resources:**

Community Outreach is a program-based service of GJFD. Thus, essential programmatic resources include those that support:

- Fire extinguisher training-online
- Fire safety education programs for Mesa County Valley School District 51
- Youth Fire Intervention program
- Wildfire Community Risk Reduction
- GJFD Public Information
- GJFD Community Event Coordination
- GJFD Public Relations including social media

### **OUTPUTS:**

In 2021, the Community Outreach division continued to place a strong emphasis on communication through social media and the delivery of virtual programs. This emphasis occurred due to Covid-19 restrictions.

A summary of the Department's social media presence is listed below:

- Facebook followers increased by Total Followers: 16,100 (up 1,875, or 13%). Total reach: 143,378
- Next-door: 11,510 members. Total impressions: 136,427.
- Instagram Followers: 2,313. Total Reach: 19,233
- Twitter Followers: 1,999

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

- School District 51
  - Fire drill video to accommodate COVID precautions
- Grand Junction Regional Communication Center & GJPD
  - Recruiting video
- Two Rivers Wildfire Coalition
  - Received \$10,000 in donations to be used as seed funding for grants
  - Collaborative mitigation projects completed with CPW, GVP, GJARA, GJFD, BLM, and Mesa County.
  - Assisted with hosting Colorado Wildland Fire Conference in collaboration with Fire Adapted Colorado.
- Division of Fire Prevention and Control
  - Open house live burn demonstration/ Fire Prevention Week promotion
  - CRR process promotional video for Colorado Fire Agencies

Special projects were also a priority for the Community Outreach Division during 2020.

Those special projects included:

- Completing 9 training videos to support the development of a digital training manual and SharePoint site.
- CPSE Accreditation Support including data analysis, writing, editing, planning, interviewing, and organizing collaborative input in the process.

## **OUTCOMES/IMPACTS:**

**277 certificates of completion for online fire extinguisher training** were issued for passing an online knowledge test after the virtual training.

Presented fire and life safety education at **five of five priority schools for grades 2-3**

Youth Fire Intervention held **5 interventions with all showing gains in knowledge.**

**Completed two wildfire mitigation projects** in collaboration with Two Rivers Wildfire Coalition: **103 homes protected, 13 acres mitigated,**

Data analysis efforts contributed to a **recommendation for CPSE Accreditation.**

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

**Outreach Programs formalized through SOP development.**

## **CONCLUSIONS:**

The Community Outreach Office will continue to focus on **programs related to youth fire setting, wildfire, school's programs, and community events**, and offering digital alternatives to traditional education programs where practical.

Focus on **communications** related to pre-determined monthly safety topics.

Community Outreach will evaluate its programs through **database tracking of impacts and outcomes for priority programs**.

Programs will be reported on biannually to determine if changes are 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. Training will be developed and implemented for department personnel.

## **NEXT STEPS FOR 2022:**

Work with Training Administration to launch training SharePoint. This project includes the production of training manual videos to be hosted on the site. Specialist Clingman managing.

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

Schedule and offer schools programs to targeted schools and record measurable outcomes. Specialist Clingman managing.

**Status:** *Expected completion Q3, 2022.*

Produce pre-determined monthly safety messaging and manage a year-long emergency alert opt-in campaign. Specialists Clingman and Thompson-Ellis managing.

**Status:** *Expected completion Q4, 2022.*

Host open houses and special events featuring the Safety House with appropriate safety measures when COVID restrictions allow. Specialists Thompson-Ellis and Clingman will managing.

**Status:** *Expected completion Q3, 2022 COVID restrictions permitting.*

Formalize CPR/Bleeding control outcomes/impacts and migrate content online. Specialists Clingman and Thompson-Ellis managing.

**Status:** *Expected completion Q1, 2022.*

Work with GJFD Wildland team and City Departments to complete mitigation project along No Thoroughfare Trail. Specialist Thompson-Ellis managing.

**Status:** *Estimated completed by Q4, 2022.*

Apply for and secure BLM Community Assistance Grant for wildfire fuels reduction projects. Specialist Thompson-Ellis managing.

**Status:** *Application expected to be complete by Q2 2022.*

# 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:** 12/30/2021

## 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:

One 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:** The Northwest Regional All-Hazards Emergency Management Region will no longer support the funding for County or Municipality accountability tracking software as used by the State of Colorado Department of Homeland Security. In order to fund this accountability program by the Agency, an annual fee will be paid by the Agency beginning in 2023. The annual cost will be approximately \$1,500.00 for this accountability system and will need to be budgeted in the 2023 budget.

**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 continued to use the Incident Command System to ensure essential services provided by the City in the wake of the COVID-19 Pandemic. During 2021, the Continuity of Operations Plan (COOP) was reviewed to meet the needs of the Covid-19 pandemic. 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 reviewed 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 continue 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 FOR 2022:**

The Continuity of Operations Plan will be completed in 2022 and adopted with lessons learned from the 2020 and 2021 pandemic.

***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 Department's 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:** 2/6/2022

**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:

Replace narc lock boxes with 21 Knox box systems for a total cost of \$37,800

Purchase a CPR mechanical device for a total of \$15,950.00

Purchase 12 replacement jump kits for a total cost of \$10,700

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 3 Ambulances (1 is a replacement) for a total cost of \$708,000

Equipment to stock additional 2 ambulance for a total cost of \$328,650

## **PERSONNEL NEEDS:**

Addition of a full time EMS QA/Training Officer (position is filled as interim)

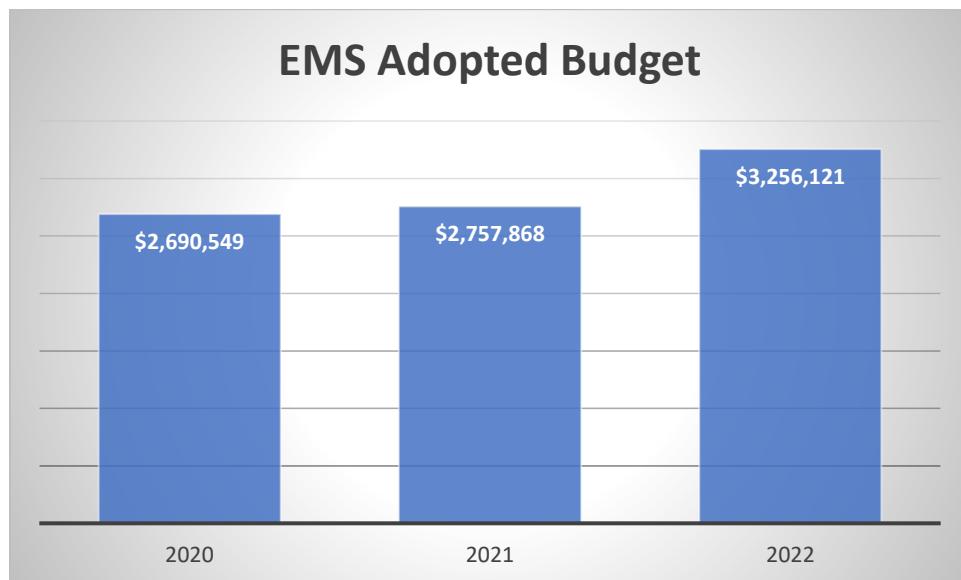
Addition of 18 full time Firefighter/Paramedics—this could be accomplished through a combination of hiring for vacancies and supporting Paramedic training with current employees

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 2022 is \$3,256,121. This is an increase of 18.06% from the F/Y 2021 budget which was \$2,757,868. Overall, during the three-year budget period an increase of 21.02% was noted between F/Y 2020-2022. The low end of the budget was realized during F/Y 2020 when the budget was \$2,690,549 and the high end was realized during F/Y 2022 when the budget was \$3,256,121.

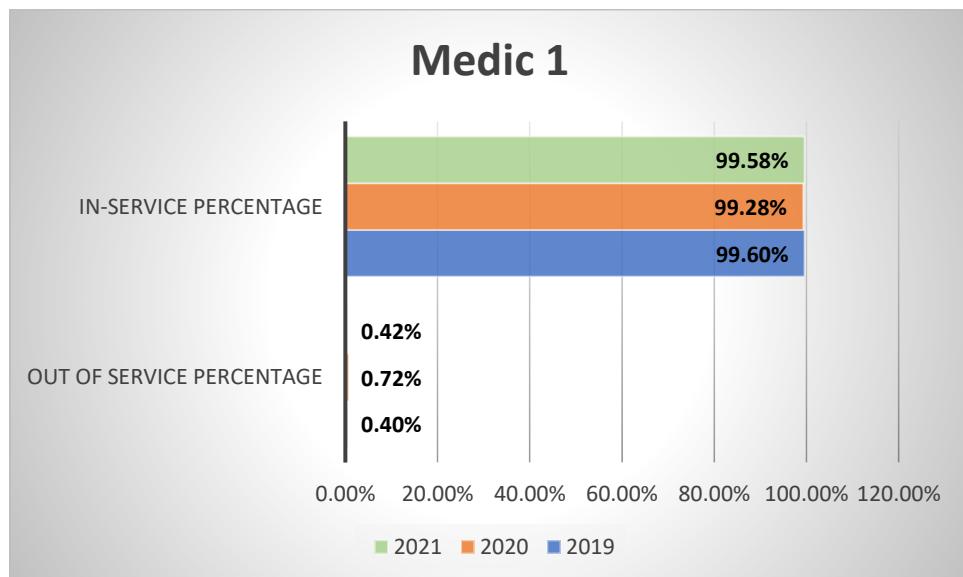


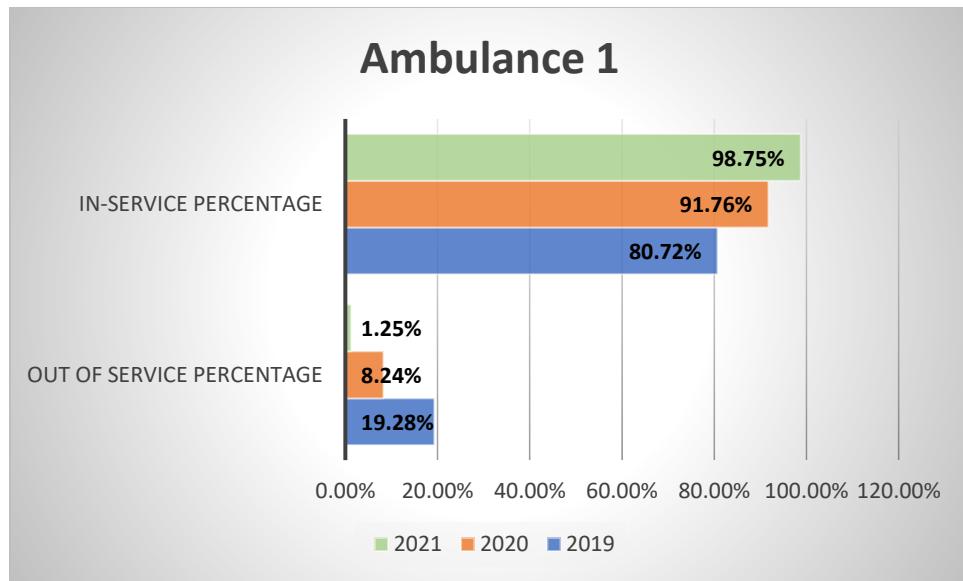
**Physical Resources:** Significant assets included:

- 8 Type I ALS equipped ambulances
- 2 Type III ALS equipped ambulances
- 7 ALS equipped engines
- 2 ALS equipped ladder trucks

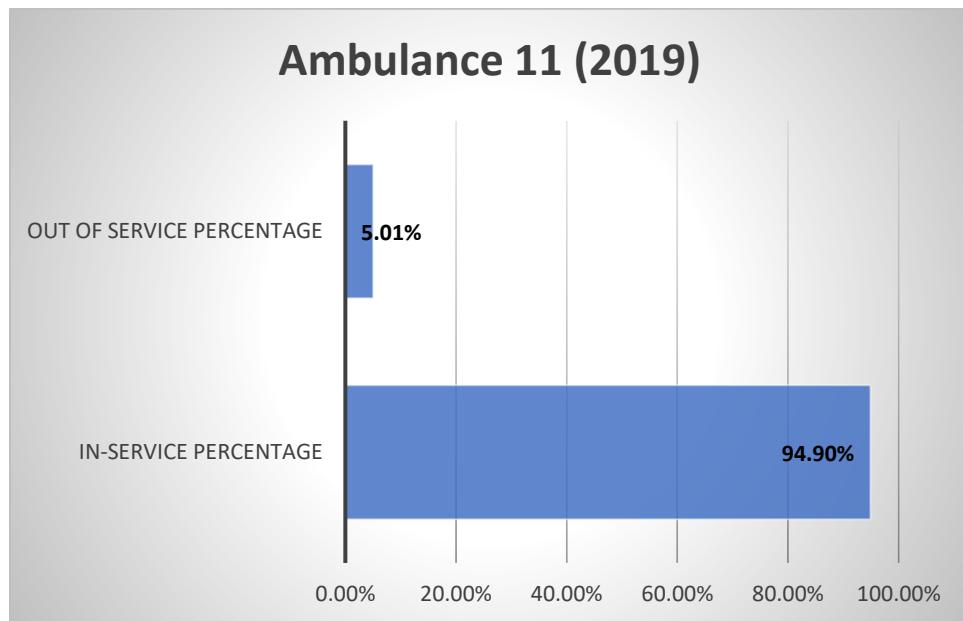
- 1 ALS equipped F150 Medic Unit
- 1 BLS equipped Dodge Ram (BC)
- 2 Type III Brush units equipped for backcountry ALS response
- 1 Type VI Brush unit equipped for backcountry ALS response
- 1 Heavy rescue equipped for backcountry ALS response
- 19 EMS supply kits
- 19 Pediatric EMS supply kits
- 19 Oxygen equipment kits
- 4 backcountry EMS supply kits
- 19 X-Series 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).

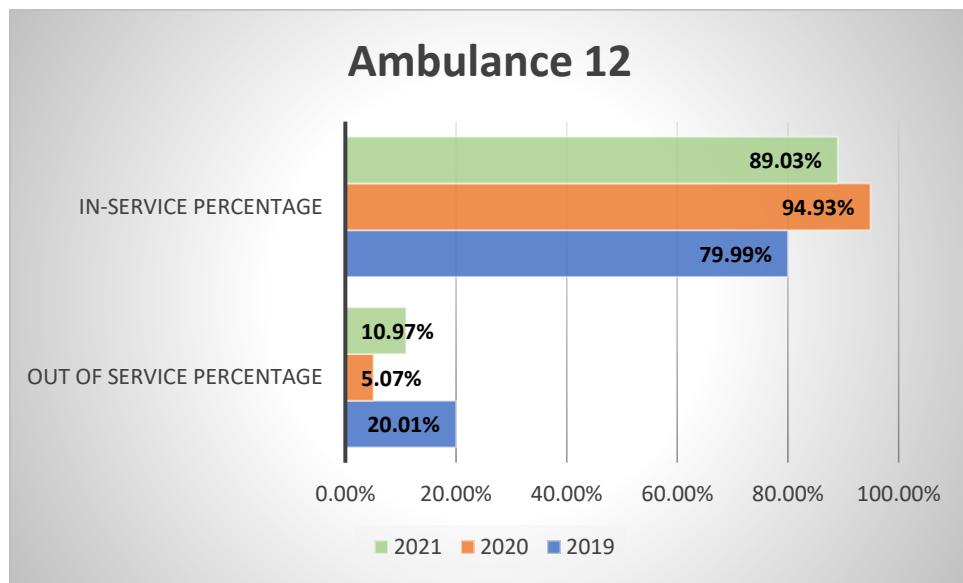
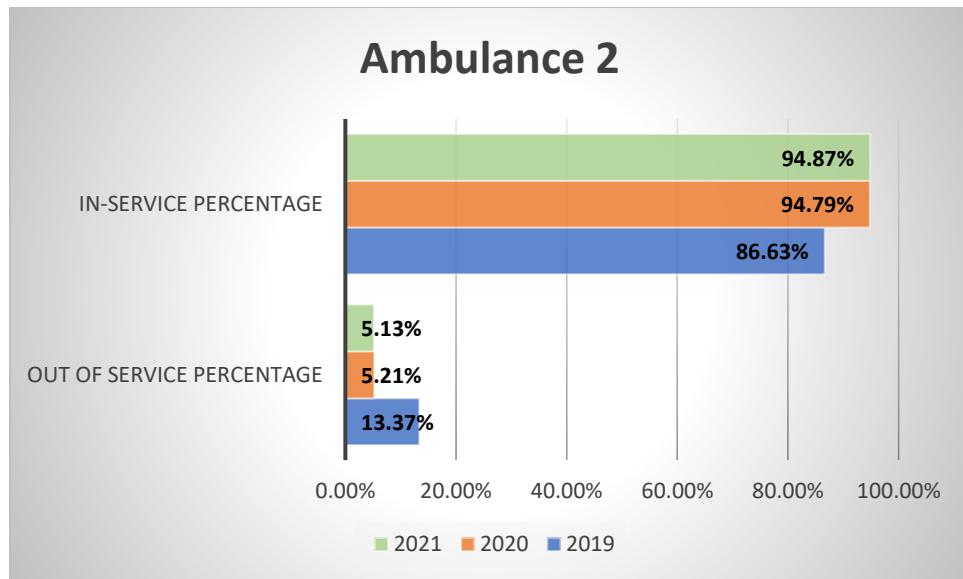




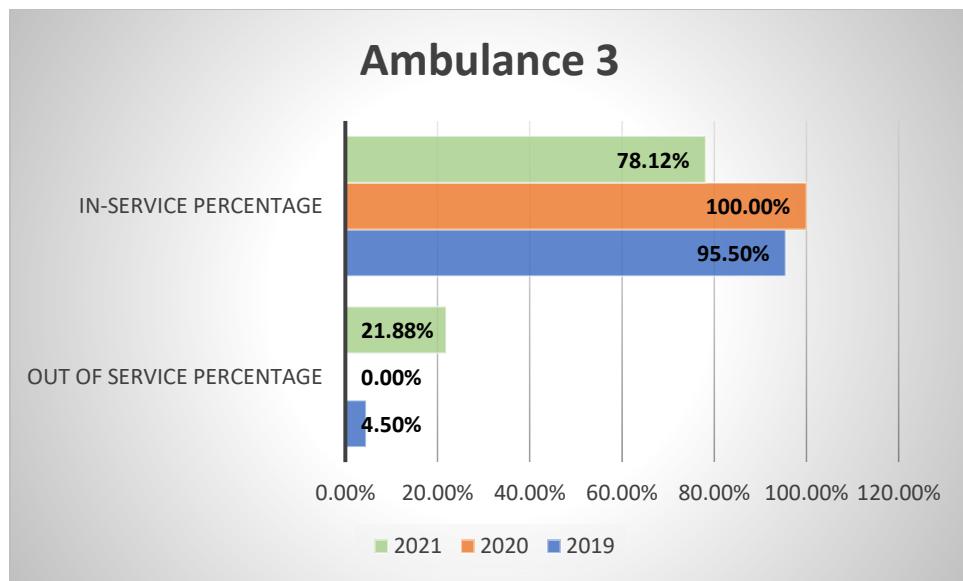
\*Ambulance 1 was replaced with a new unit in late 2019. The old ambulance 1 was transitioned into reserve status.



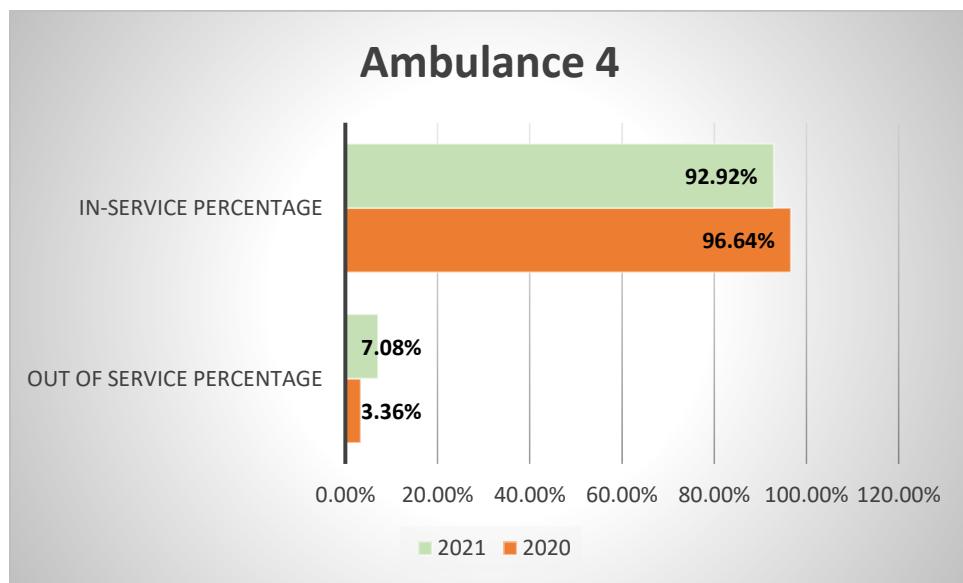
\*Ambulance 11 was relocated from station 1 to station 4 due to an increase in EMS call demand.



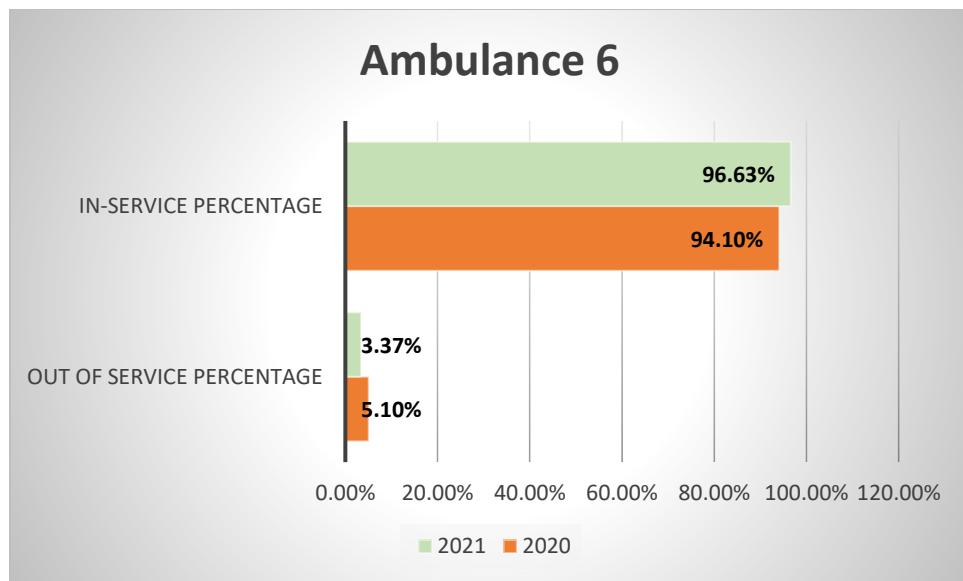
\*Ambulance 12 was replaced with a new unit in late 2019. The old ambulance was transitioned into reserve status.



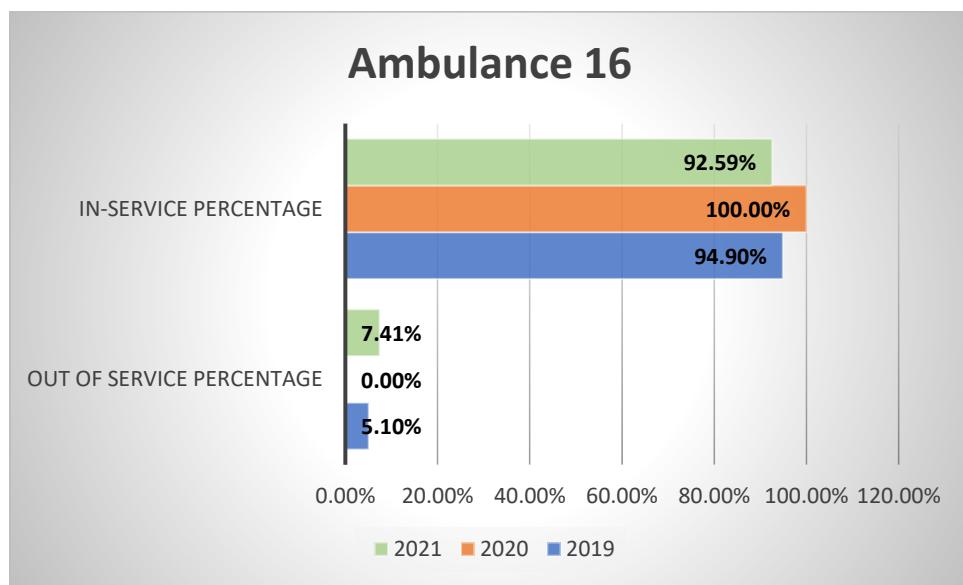
\*Ambulance 3 was replaced with a new unit late 2020. The old ambulance 3 was transitioned to reserve status.



\*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.

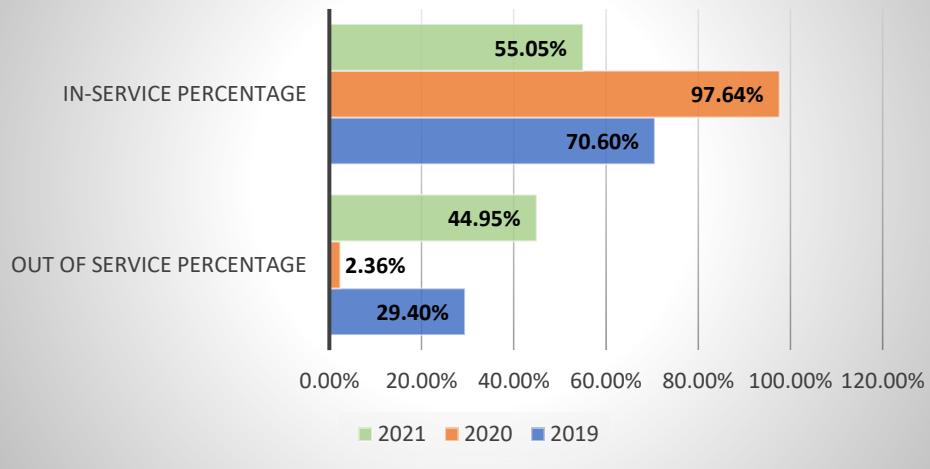


\*Ambulance 6 was placed into service at station 6 when it opened late 2020.

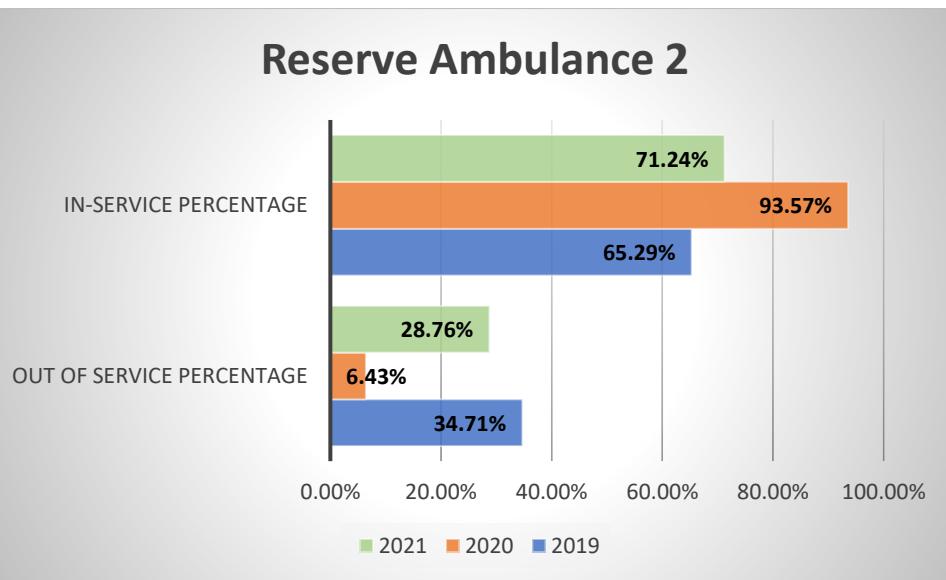


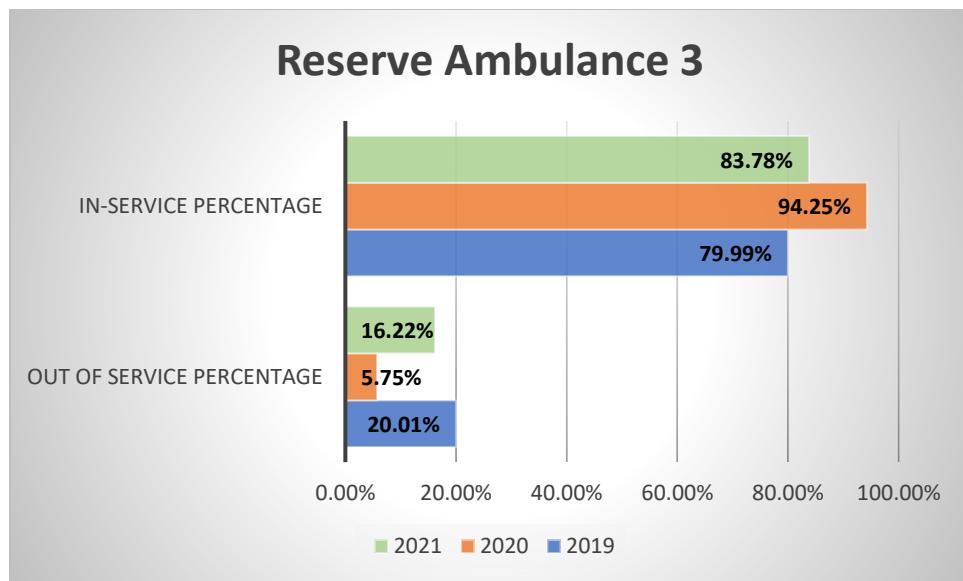
\*Ambulance 16 is the impact car that covers various areas of the City during the day.

## 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 one hundred and seven (107) 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. 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 ensure treatment consistency and provides medical direction oversight 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 2021 the Grand Junction Fire Department responded to 15,847 medical calls for service. This is a 19.13% increase from 13,329 medical calls for service in 2020.

## OUTCOMES/IMPACTS:

The moving **Ambulance 16 to ALS** and the changing to the Impact Car model dropped call volume for the 911 ambulances and improved the efficiency of the system. 12-hour shifts

for Ambulance 16 were approved by the administration and they will be moving to this schedule on February 20, 2022, which should increase employee satisfaction and allow for easier scheduling of the unit.

Five Firefighters are currently attending **paramedic school** to help supplement a current shortage in ALS providers. An additional Firefighter will attend school in May. One Single Role EMT is currently in school. There are budgeted funds for 1-2 more individuals to attend school in 2022.

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

An **EMS Training Officer** position was hired as an Interim position. The full-time hiring is on hold.

The **EMS budget** was increased which will ease some of the financial issues of the division.

The **EMS Chief** position was filled.

The department published the **4-year EMS Plan** to give guidance to EMS staffing and deployment decisions.

The department received a **grant for new cardiac monitors** to be placed on the engines/trucks. These have been received and are in the process of being deployed.

The department received a **CREATE Grant** to fund ALS Refresher training.

## **CONCLUSIONS:**

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

The **hiring of the EMS Training Officer** full time is an immediate need.

The **relationship with the Mesa County EMS Medical Director** has improved, but still needs further improvement.

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.

The department needs to **purchase at least 2 additional ambulances**. One of the ambulances will replace one of the unreliable reserves.

## **NEXT STEPS FOR 2022:**

The EMS Chief and Deputy Chief of Operations will evaluate the current EMS Plan to ensure that it still adequately addresses the Department's current EMS needs. Estimated time for completion is by the end of the fourth quarter of 2022.

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

The EMS Chief will work to establish an in-house paramedic program that will allow the department to send 10 people to become certified as paramedics. This will help to address the medic shortage that the department currently has. This project will be completed by the end of the third quarter of 2022.

***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 project will be completed by the end of the third quarter of 2022.

***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 2022.

***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. This project will be completed by the end of the second quarter of 2022.

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

The EMS Chief will work with the City to acquire two new ambulances for the department. One ambulance will be an accrual and the other will be a new addition to the fleet. This project will be completed by the end of the fourth quarter of 2022.

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

The EMS Chief will work with the City Finance Department on securing grant funding for an additional ambulance and equipment through the EMTS Grant program. This will be completed by the end of the second quarter of 2022.

***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:** 01/14/2022

## 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

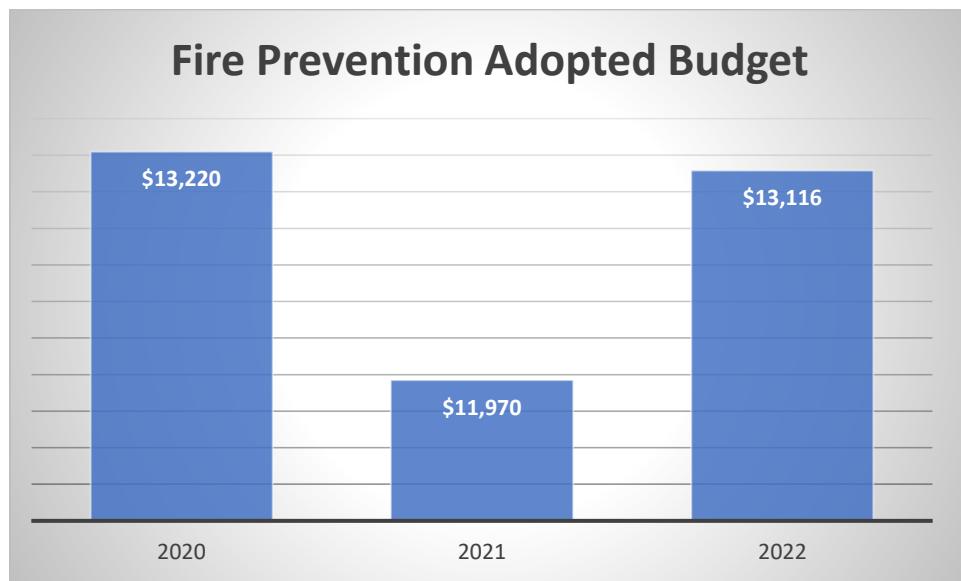
## PERSONNEL NEEDS:

The addition of a second FTE Fire Inspector/Fire Investigator continues to be a critical need and the preferred method needed to stabilize the fire investigations team providing a more reliable, predictable, and fairly compensated system. 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 other agency staff volunteering to serve as a Fire Investigator via ancillary duties. This plan, approved by Command Staff, was the cornerstone of creating a CORE Investigative Team that would logically function 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. The Fire Inspector/Fire Investigator

position was also not considered for inclusion in the 2022 budget because the agency would be hiring a 3<sup>rd</sup> party consultant in early 2022 to assess the organization's structure and personnel needs. This team will likely not function optimally, nor predictably without a stable schedule that does not over burden 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 for Level 2 investigations.

## **INPUTS/RESOURCES:**

**Financial Resources:** The agency's total operating budget for the Fire Investigation Program for F/Y 2022 is \$13,116. This is an increase of 9.57% from the F/Y 2021 budget which was \$11,970. Overall, during the three-year budget period a decrease of 0.79% was noted between F/Y 2020-2022. 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 2020 when the budget was \$13,220. 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 Community Outreach Specialist (Serving a voluntary 3-year term beginning Feb. 2021). A Firefighter-Paramedic served as a part-time fire investigator in 2021 but was promoted to EMS Chief later in the year and is not considered a part of the predictable system but may be used in emergency circumstances where applicable and available to augment existing staff.

**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 2021 the Fire Investigation Program recorded 11 Level 2 fire investigations (Investigation that requires a higher leveled training on call investigator to complete). The program conducted 13 Level 2 fire investigations in 2020, 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. Level 1 fire investigations were conducted at the company officer level while Level 2 investigations were conducted by one of three IAAI-FIT fire investigators.

All operational company officers and company officer-upgrades completed the International Association of Arson Investigators (IAAI) Fire Investigations for Company Officers Course via the IAAI online learning portal in the 3<sup>rd</sup> Quarter of 2021. This course provided all personnel tasked with conducting Level 1 and other fire investigations in accordance with SOP #406 (Fire Investigations) with foundational training to conduct such investigations.

The Fire Inspector/Fire Investigator position was not approved for the 2022 budget. The position will be one of many assessed and analyzed by a third-party consultant specializing in public safety organizational management and deployment.

## **CONCLUSIONS:**

Two of the three Level 2 fire investigators serve on a 3-year contract basis. The term of one of those fire investigators will expire in January 2023. 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. An FTE Fire Inspector/Fire Investigator position, like the one requested in previous years, will provide for a more reliable, predictable, professional, and higher quality outcome. 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 2022:**

The accreditation application process identified that a formal review process, although established, for Level 1 fire investigation reports had not been documented in SOPs. Fire Marshal Steve Kollar will amend SOP 406 (Fire Investigations) indicating Operations BC's will review their employee reports as typical and the Fire Inspector/Fire Investigator will complete a secondary review of all fire reports for the purposes of identifying opportunities for improvements and trends. Anticipated completion is in the 1<sup>st</sup> Quarter of 2022.

***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 2023 budgetary planning process to hire a Fire Inspector/Fire Investigator.

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

Fire Marshal Steve Kollar will work with the Fire Investigations group and Fire Chief to establish a succession program that addresses anticipated and/or potential vacancies that may come about through the fire investigator 3-year contract system for those on the team in an ancillary capacity.

***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:** 01/11/2022

## 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

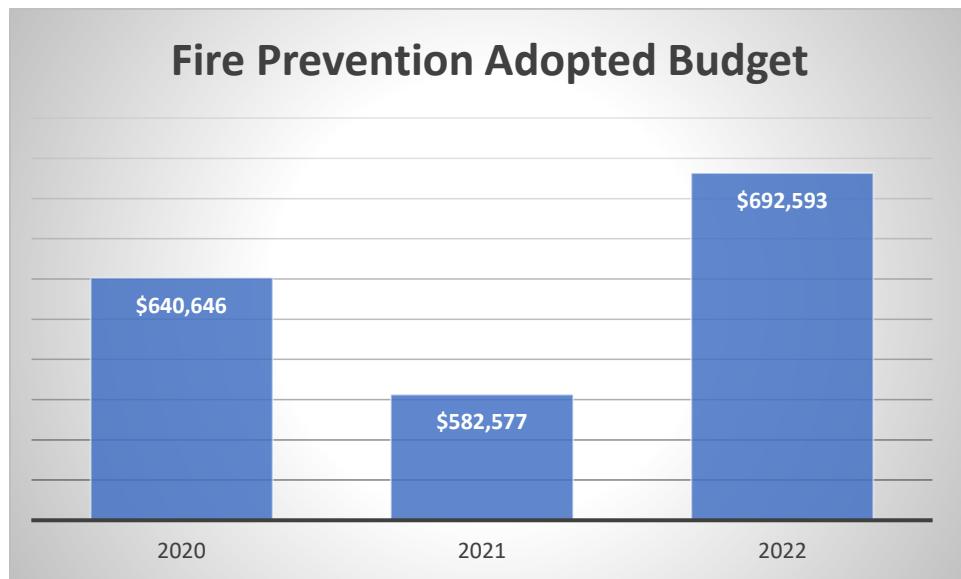
## PERSONNEL NEEDS

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 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 was reconsidered for the 2021 budget and again in 2022 but was not approved. The position's future will be reviewed in 2022 as a part of a department wide organizational study conducted by a private consultant assessing organizational structure, personnel needs, and service delivery. The Fire Inspector/Fire Investigator position is still needed to meet

minimum challenges related to fire inspection frequency schedules as fire prevention has absorbed nearly 1,000 plus fire inspections that were once conducted by fire crews. Crews were no longer able to conduct those inspections as a result of increased call volume and other operational duties. The additional Fire Inspector/Fire Investigator position will also positively contribute to a more reliable and predictable fire investigations response. It should also be noted that the Mesa County Building Department and City of Grand Junction Planning Department are currently outpacing the Fire Prevention Division with staffing additions. Because Fire Prevention Specialists will be allocating time and resources to the inspections of existing buildings, it is unlikely they will be able to adequately keep pace with those organization relating to timely plan reviews and field inspections of new construction. New cannabis regulations will also greatly strain staffing levels and inspection obligations. Although the agency has received staffing increases in operations staff, they are not considered adequate to address the needs of the Division concerning plan reviews, constructions inspections, and other fire inspections.

## INPUTS/RESOURCES

**Financial Resources:** The agency's total operating budget for the Fire Prevention Division for F/Y 2022 is \$692,593. This is an increase of 18.88% from the F/Y 2021 budget which was \$582,577. Overall, during the three-year budget period an increase of 8.11% was noted between F/Y 2020-2022. 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 2022 when the budget was \$692,593.



**Physical Resources:** Fire Prevention division significant assets included:

- 2020 Ford Escape (2)
- 2020 Dodge Pick-up
- 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 2021 the Fire Prevention Division recorded 920 plan reviews, 545 new construction permit inspections and 1451 general fire inspections of existing buildings. Fire crews conducted 267 company fire inspections. By comparison, in 2020 the 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. Note: Data associated with 2021 relating to the number of plan reviews is likely under-reported above by a modest 25 to 50 plan reviews due to the transition from the previous High Plains database to the new method utilizing Mobile-Eyes/Energov. Second round site plan reviews associated with the City's Community Development process were too onerous to extract from raw data.

## **OUTCOMES/IMPACTS**

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

After many years and with permission from Command Staff, the new **fire inspection program** for existing buildings was modified to accommodate inspection frequencies based on hazard risk. These conditions are outlined in SOP 402 (Fire Inspections and Target Hazards). The previous program assigned inspections mostly to crews on an annual or biennial basis. The sheer volume of inspections in the jurisdiction created a challenging set of circumstances where inspections were not completed, not completed in a timely manner, were of lesser quality, and/or were conducted by personnel with limited experience certification levels. In the last decade, company inspections were discontinued,

temporarily halted or scheduling and frequencies modified with Command Staff approval for periods of time due to limited operational staffing, not enough department resources and/or due the COVID 19 public health crisis. The new program began in January 2022 with the implementation of Mobile-Eyes field inspection software. Each known occupancy within the jurisdiction was assigned a property use classification utilizing National Fire Incident Report System (NFIRS) descriptions and general knowledge of occupancy classifications from the International Fire Code (IFC). Each occupancy was then assigned an inspection frequency based on the designated hazard of low-risk, moderate-risk, high-risk and critical-infrastructure as generally defined by NFPA 1730 (Standard for Organization and Deployment of Fire Prevention Inspection and Code, Plan Review, Investigation, and Public Education Operations). NFPA 1730 was used as a foundational guideline only and the outcome is reflective of local needs due to resource limitations. Fire inspection frequencies have been categorized into annual, biennial, triennial, or quadrennial/education initiative/self-inspection. Occupancy classifications and frequency schedules will be assessed in the future to better refine efficiency and appropriateness as they are identified.

**Mobile-Eyes** was purchased in the 4<sup>th</sup> Quarter of 2020. The program allowed the agency to move fire inspections and construction permitting from paper to a digital/mobile environment. Database preparation and fire prevention staff training was conducted in the 1<sup>st</sup> and 2<sup>nd</sup> Quarters of 2021. Fire Prevention construction plan reviews, permitting and field inspections began utilizing Mobile-Eyes in April 2021. Contractors now submit plans via the online plan submittal portal. Construction plans are retained and stored in the cloud-based system. Additional database occupancy preparation and training of all staff for fire inspections of existing buildings generally concluded in the 4<sup>th</sup> Quarter of 2021. The use of Mobile-Eyes software for fire inspections began in January/February 2022. Fire Inspections of existing buildings, Pre-Incident Planning Services, Plan reviews and Construction Inspections have commenced, and Mobile-Eyes is now approved for use within the agency.

All **company officers and company officer-upgrades received basic fire inspection methods training** in Dec. 2021/Jan. 2022 which was augmented with training on the new Mobile-Eyes cloud-based system. Training consisted of a fire code written exercise, practical field learning of inspection techniques at an actual occupancy and practice in the new mobile inspection process using Apple iPads. This training was conducted in cooperation with the Agency's Training Division and coordinated by FPS Matt Sewalson.

All but five eligible apparatus, ambulances and fleet vehicles have received upgraded cloud-based **Knox Secure 5 equipment**. It is anticipated that the remaining vehicles will be upgraded in 2022. There is enough in stock equipment to accommodate any new apparatus ordered during this timeframe.

## 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 2022

Fire Marshal Kollar in coordination with Fire Prevention Staff will assess the implementation of the new Mobile-Eyes Software (Plan Review, New Construction Inspections, and General Fire Inspections) and make adjustments as needed for continuous improvement and efficiency. This topic will be revisited in the next program appraisal.

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

Fire Marshal Steve Kollar and Mobile Eyes Coordinator FPS Sewalson will begin implementation of Mobile-Eyes Responder App, the pre-incident planning component of Mobile-Eyes, in the 1<sup>st</sup> Quarter of 2022 and in accordance with established standard operating procedures. FPS Sewalson will coordinate with Company Officers and Company Officer-Upgrades to ensure software is accessible on all apparatus iPads and MDTs where possible. This rollout will be monitored, and changes made as appropriate for improvement and efficiency.

***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) 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 Chief Chris Angermuller

**Date appraisal completed:** 2/2022

## 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:

Upgrade station alerting system for all station for a total cost of \$80,000

Purchase of my sidewalk program for a total cost of \$15,000

Purchase of Lexipol SOP software for a total of \$41,000

Budget annual accreditation renewal fee for a total cost of \$1,560

Replacement of outdated fire hose for a total cost of \$12,000

Replacement of outdated thermal imaging camera for a total cost of \$12,000

Replacement of 34 sets of bunker gear for a total cost of \$145,000

Budget for advance inspection and cleaning for department bunker gear for a total cost of \$12,000

Annual Replacement of Air Vac filters in all station for a total cost of \$6,000

Replacement of ATV for a total cost of \$45,000

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

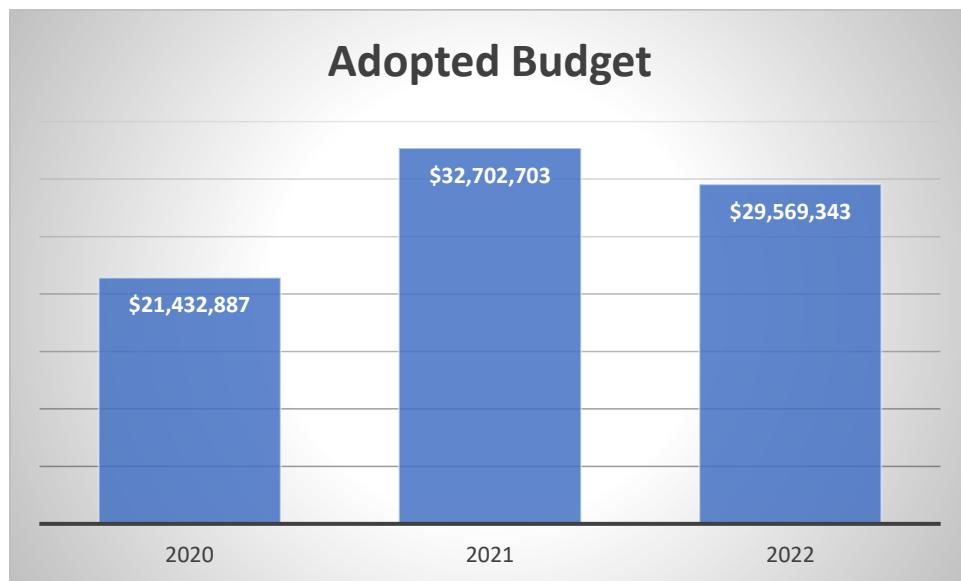
Order an alternative response vehicle (squad) for station 6 for a total cost of \$60,181

## **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 2022 is \$29,569,343. This is a decrease of 9.58% from the F/Y 2021 budget which was \$32,702,703. Overall, during the three-year budget period an increase of 37.96% was noted between F/Y 2020-2022. The low end of the budget was realized during F/Y 2020 when the budget was \$21,432,887 and the high end was realized during F/Y 2021 when the budget was \$32,702,703. The abnormal increase in the budget within the three-year window is attributed one factor. That factor is the income from the first responder tax.



**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)

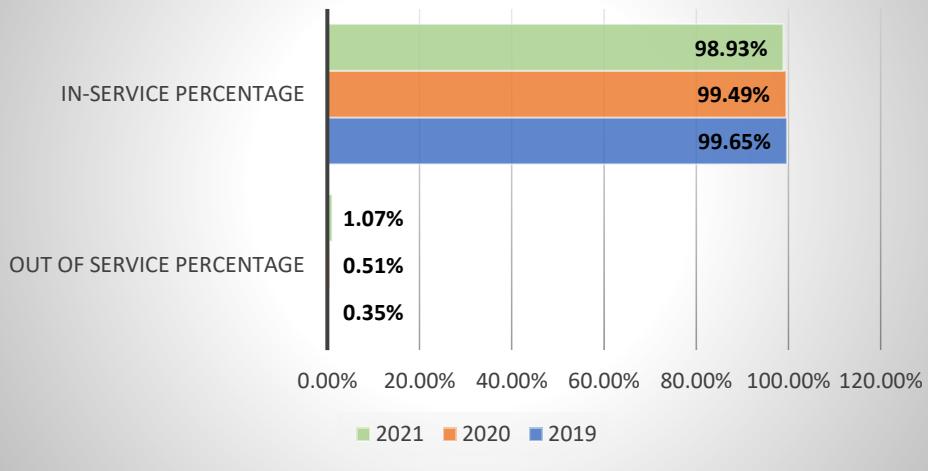
- 1 Heavy rescue unit with a portable cascade system (15-year replacement cycle)
- Command vehicle to include 1 Dodge Ram (10-year replacement cycle)
- Brush apparatus to include 2 Type 3 and 1 Type 6 (7-year replacement cycle)
- 2 All-Terrain Vehicles (replacement cycle of 10 years)
- Large amount of 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:

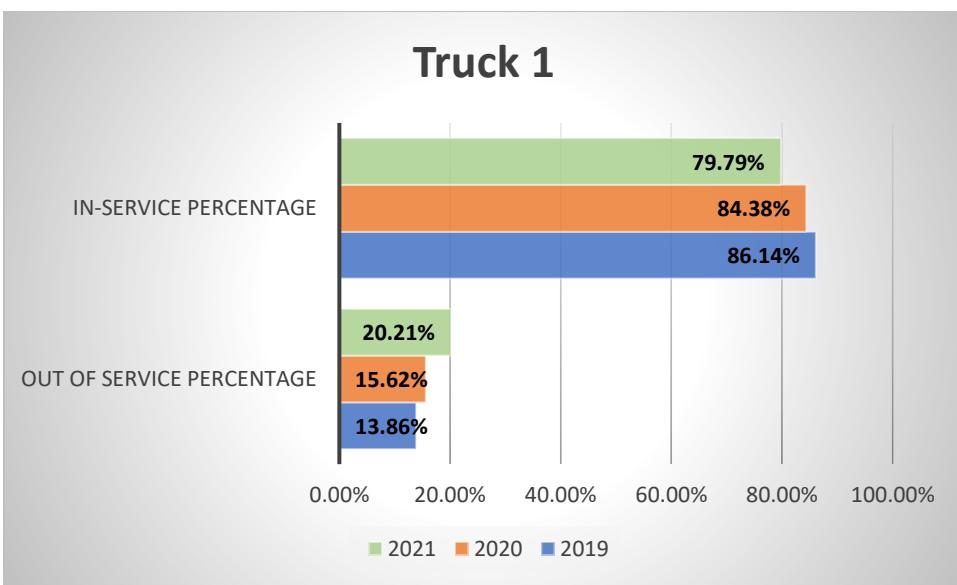
- Construction of a replacement station 3 was started and will be completed and operating by the end of the second quarter of 2022.
- Construction of station 8 was started and will be completed by the end of the third quarter of 2022.
- A 100ft Platform has been ordered and will arrive by the end of the second quarter of 2023.
- The department was awarded a grant through the Staffing for Adequate Fire and Emergency Response (SAFER) Program through the Federal Emergency Management Association for the hiring of 21 firefighters. The total amount awarded was \$5,916,309.00
- New mobile radios were placed into service department wide to replace older radios.

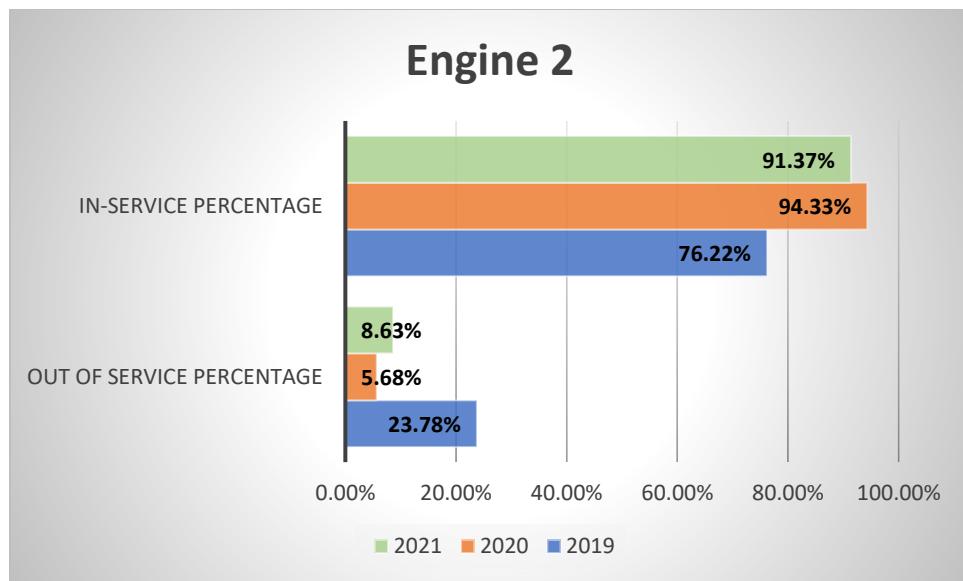
**Apparatus Availability:** The Fire Suppression Program utilizes six front line fully staffed fire apparatus and five cross staffed apparatus (not to include trailers) to provide services to the community. The department conducted a three-year evaluation of the percentage of time that an apparatus are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

## Battalion 1

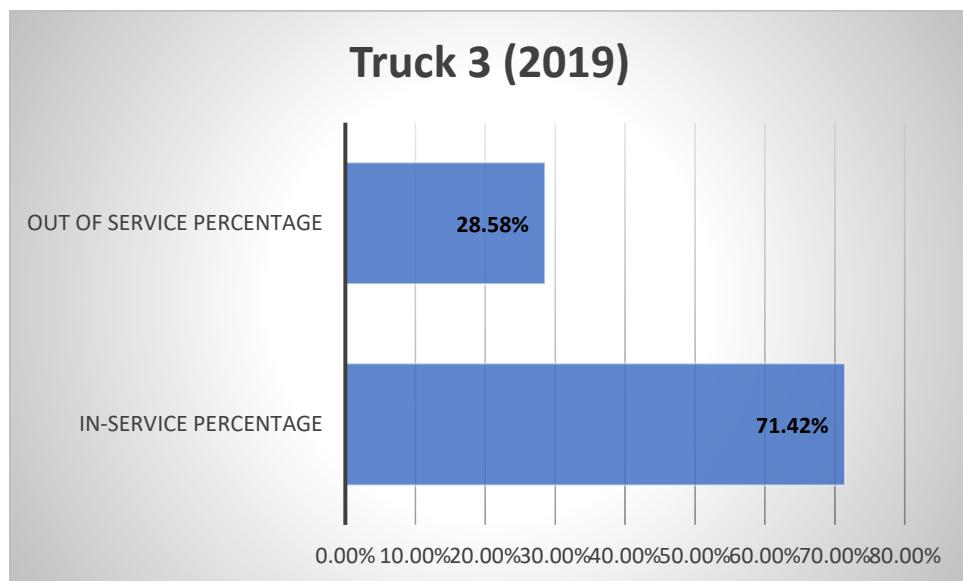


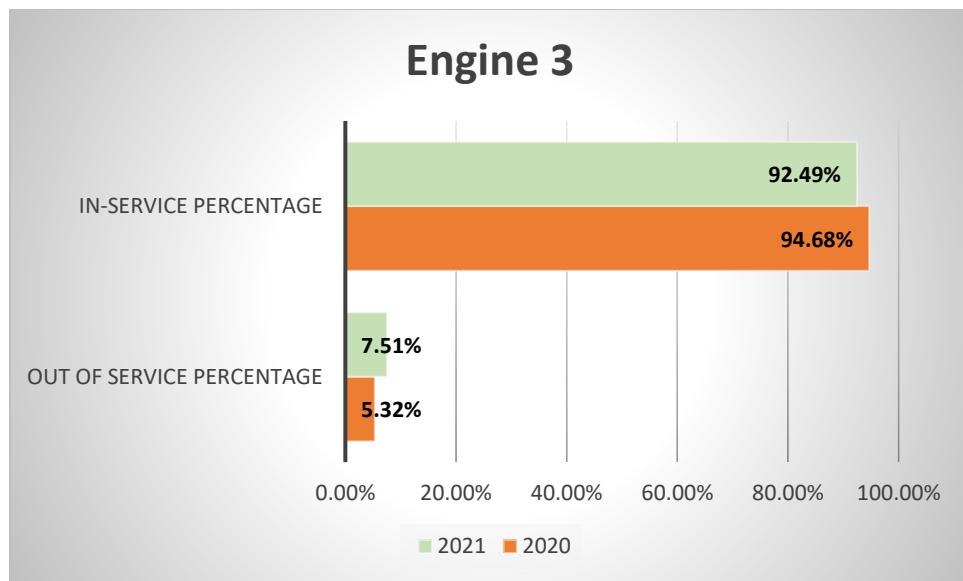
## Truck 1



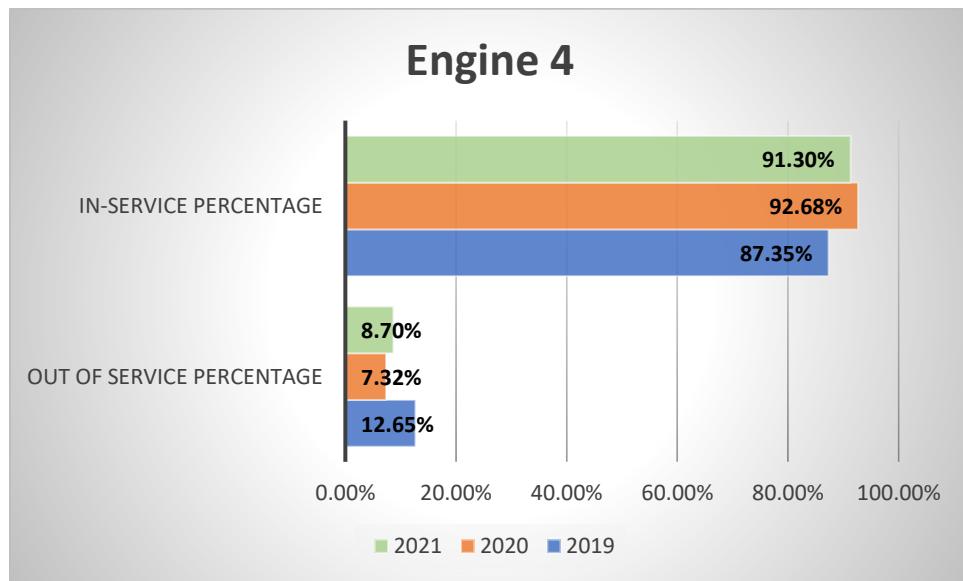


\*The increase of in-service time that engine 2 is showing between 2019 and 2020 is attributed to the fact that engine 5 was replaced with a new apparatus in 2020. As a result of this new purchase the old engine 5 was assigned to station 2 as the new engine 2.

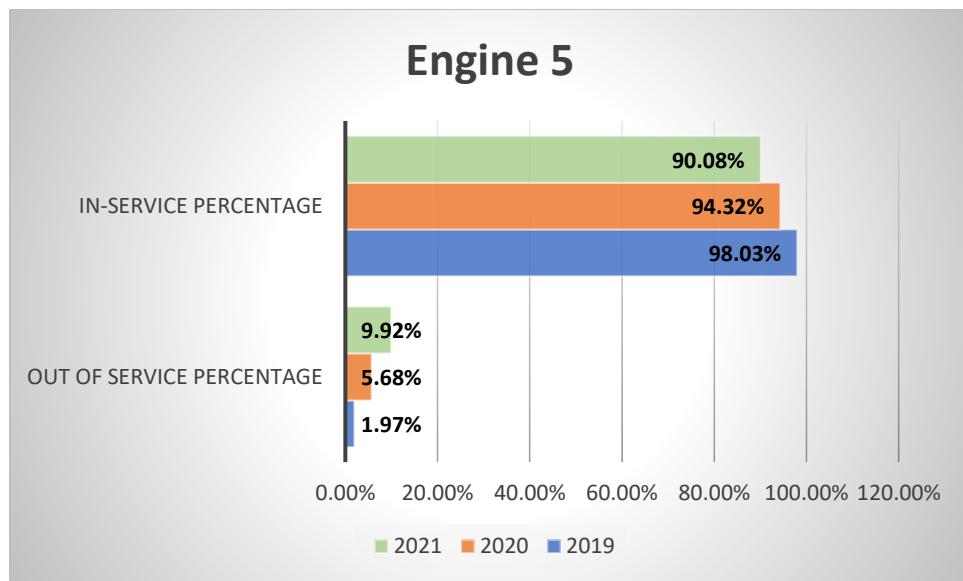




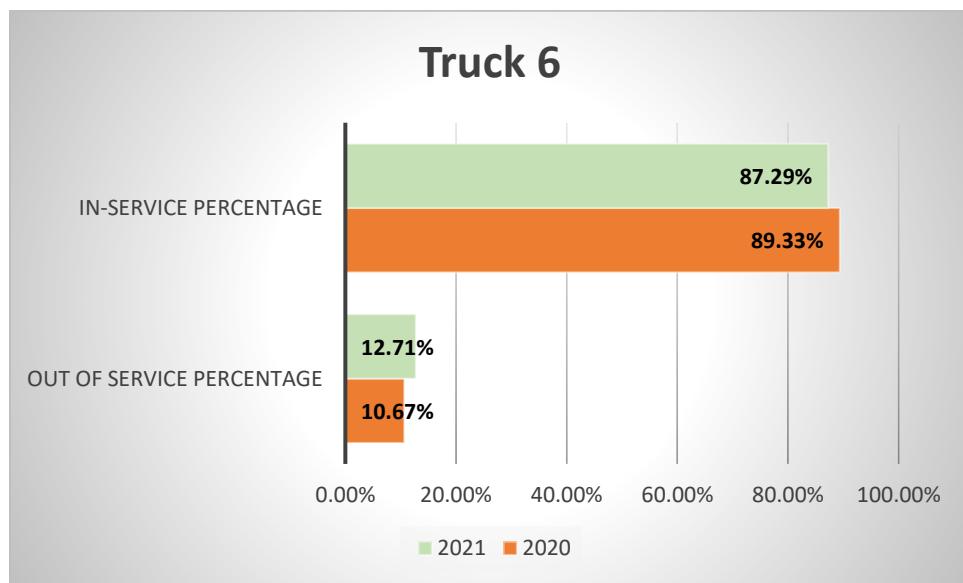
\*Truck 3 was in-service at station 3 during 2019 and was relocated to station 6 to serve as truck 6 in late 2020. Engine 3 was placed in service when a new engine was ordered and delivered in 2019 and placed into service to take the place of truck 6 when it was relocated. Truck 6 remained at station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



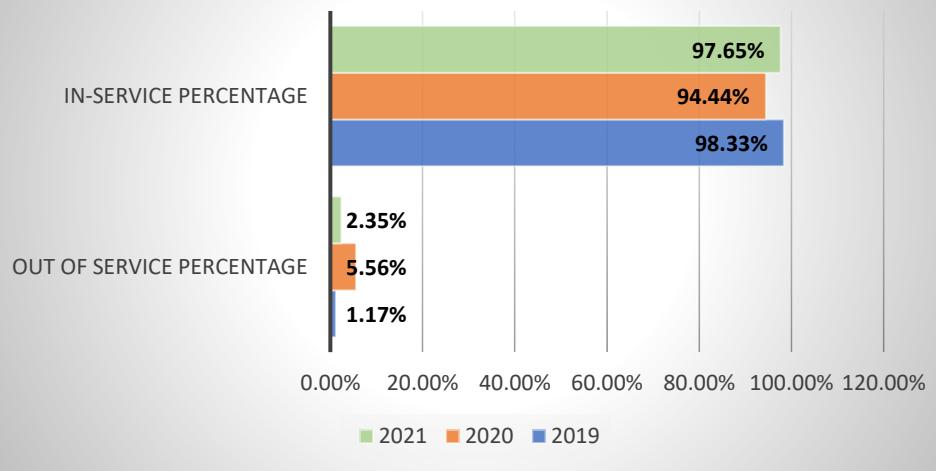
\*In 2020 engine 5 was replaced with a new engine and the previous engine was moved to station 2 to serve as engine 2.



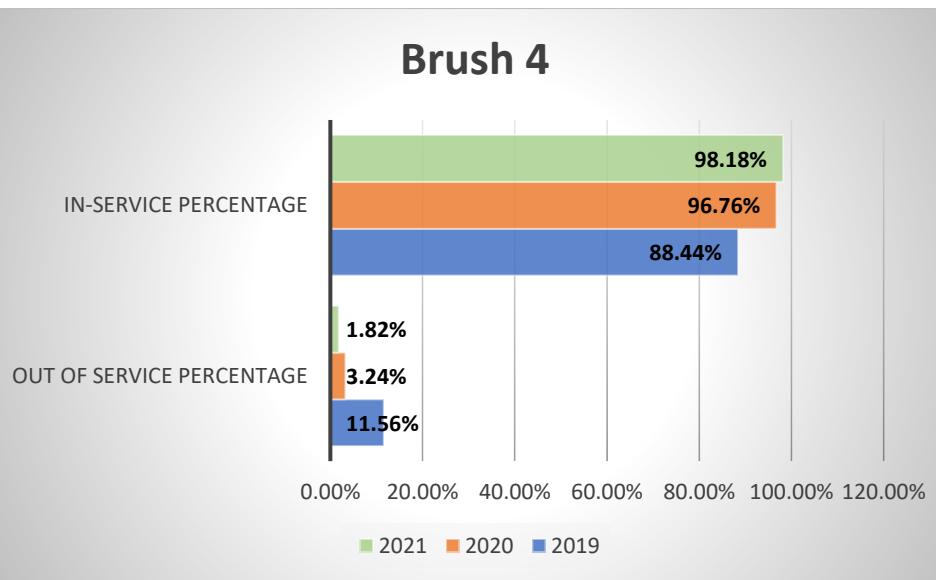
\*Truck 6 formally served as truck 3 at fire station 3 until it was relocated to station 6 when it opened late 2020.

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.

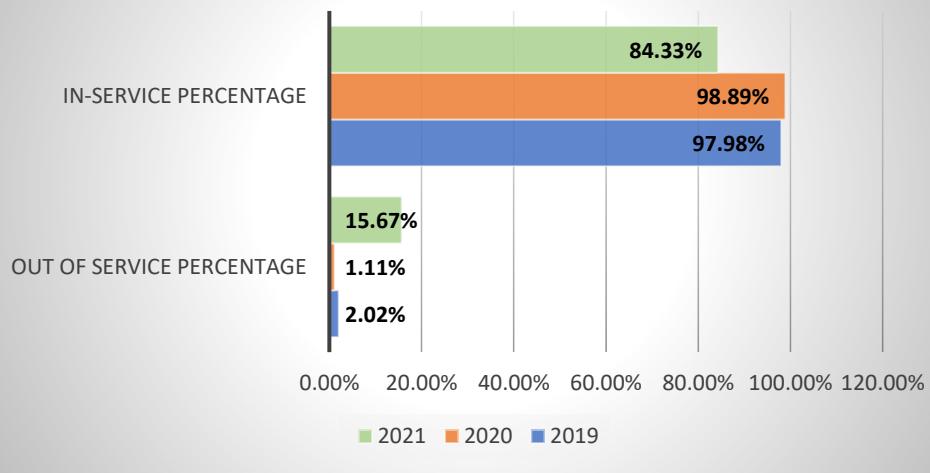
## Rescue 1



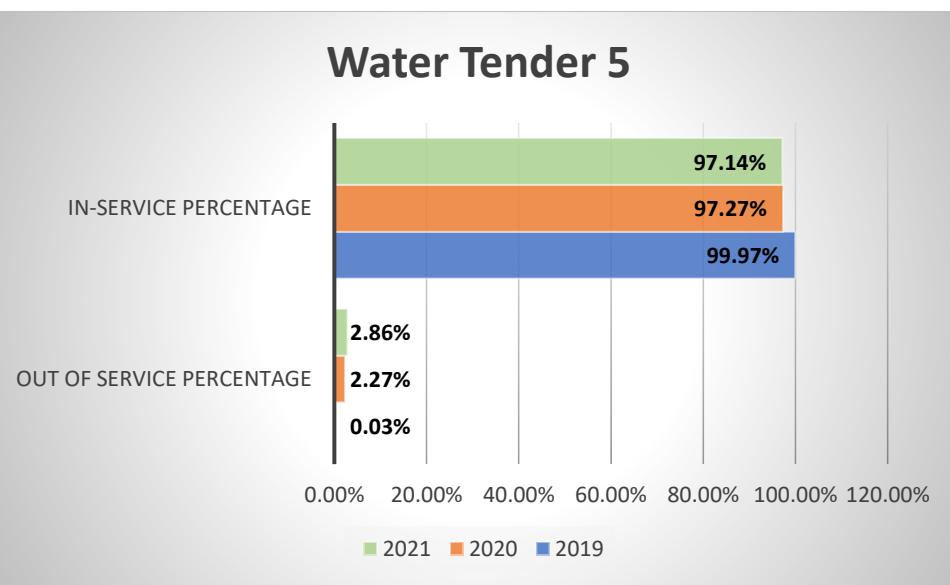
## Brush 4



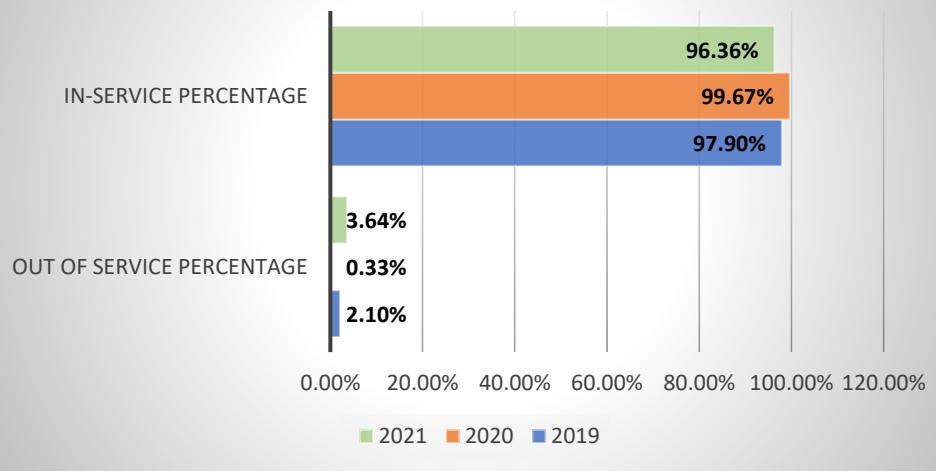
## Brush 5



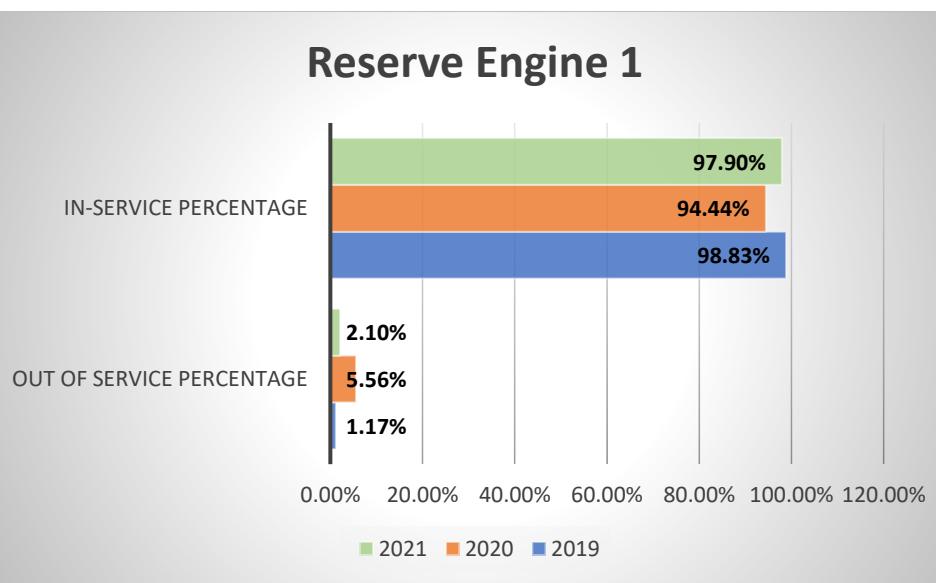
## Water Tender 5

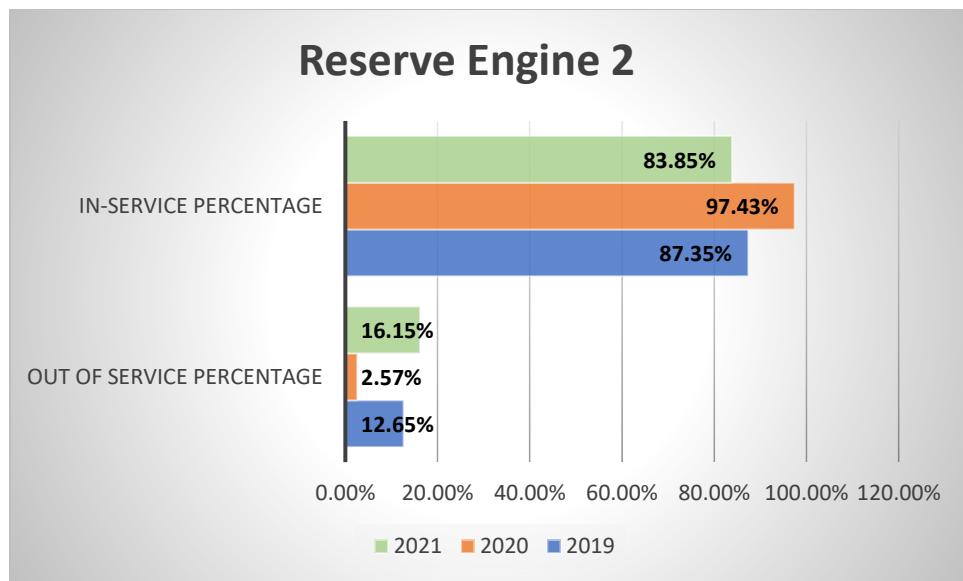


## Brush 6



## Reserve Engine 1





**Human Resources:** The Deputy Fire Chief of Operations oversees the daily operations of the Fire Suppression Program to include 152 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 workday. 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 twenty-four fire fighters (for the opening of station 8)

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

The department needs to add three Safety and Medical (SAM) Officers. One for each shift to ensure that a safety officer is available for all calls for service.

**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.

Mutual and auto aid agreements have been updated during 2021.

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 2021 the Grand Junction Fire Department responded to 330 reported fire calls of which 128 were residential or commercial structure fires. This was a 43% decrease in fire calls over 2020 which had the agency respond to 579 reported fire calls of which 14 were residential or commercial structure fires.

## **OUTCOMES/IMPACTS:**

During this appraisal cycle the agency provided **automatic or mutual aid** to neighboring agency's 222 times and received automatic or mutual aid from neighboring agency's 28 times.

The Grand Junction Fire Department had 3 **civilian deaths** and 4 **civilian injuries** that were reported in 2021.

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

## **CONCLUSIONS:**

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.

## **NEXT STEPS FOR 2022**

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 project will be completed by the end of the third quarter of 2022.

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

Deputy Chief Hendricks will work closely with the developer and builder of fire station 8 to ensure that it meets the needs of the agency. This project will be completed by the end of the third quarter of 2022.

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

Fire Chief Ken Watkins, Deputy Chief Chris Angermuller and Community Outreach Specialist Ellis Thompson-Ellis will complete the accreditation process by attending the commission hearing in March of 2022. The initial accreditation project will be completed by the end of the end of the second quarter of 2022

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

Deputy Chief Chris Angermuller and Community Outreach Specialist Ellis Thompson-Ellis will work to prepare the first annual compliance report for the accreditation process. This will be completed by the end of the fourth quarter of 2022.

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

Deputy Chief Chris Angermuller will work with the accreditation committee to formulate a plan to address recommendation from the site visit. This will be completed by the end of the second quarter of 2022.

***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 2022.

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

Deputy Chief Chris Angermuller and Engineer Josh White will place engine 8 into service once it is delivered from Pierce. This project will be completed by the end of the third quarter of 2022.

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

Deputy Chief Chris Angermuller will complete an apparatus deployment white paper to address the future needs of the department's apparatus deployment model.

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

Deputy Chief Chris Angermuller will continue to work with the Department's Steering Committee Chair Captain Gareth Parks to determine the future equipment needs of the department.

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

Deputy Chief Chris Angermuller will continue to oversee the Department's strategic planning process and ensure that the annual update is completed. The annual update will be completed by the end of the second quarter of 2022.

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

Deputy Chief Chris Angermuller will conduct a cost analysis and projected timeline of adding an additional bay to station two, adding a 75ft quint, remodeling the station to add four more sleeping areas, remodel the kitchen, remodel the day room, and add an additional 4 people per shift to staff a 75ft Quint.

***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 Department's 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:** 2/1/2022

### 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:

HazMat ID Elite repaired at the cost of \$6,584.54

Replace HazMat trailer generator cost TBD

Order 2 test gas cylinders for RAE docking station at a cost of \$300/cylinder

Replace 2 MSA HCN monitors at a cost of \$591.83/ monitor

Replace 1 four gas monitor at a cost of \$284

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

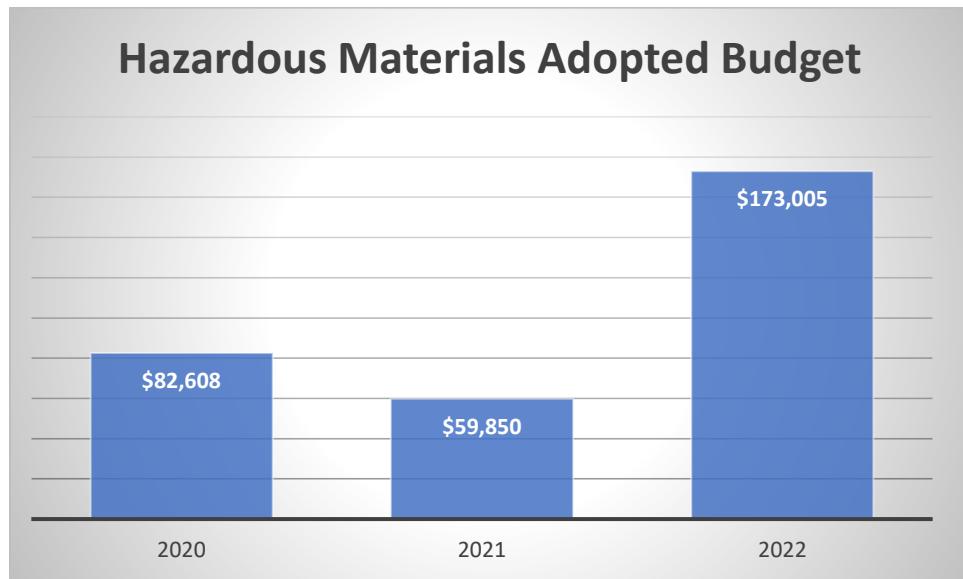
The department is in need of a remote air monitoring system for large scale plume modeling and monitoring at a cost of \$100,000

### 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 2022 is \$173,005. This is an increase of 189.06% from the F/Y 2021 budget which was \$59,850. Overall, during the three-year budget period an increase of 109.42% was noted between F/Y 2020-2022. The low end of the budget was realized during F/Y 2021 when the budget was \$59,850. The increase in the budget is attributed to the department budgeting for the purchase of a remote air monitoring system.



**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 34 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 2021 The Department responded to 167 hazardous materials calls. This is a decrease of 0.60% in calls from 2020 which had the department respond to 168 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:** Firefighter Casey Mays

**Date appraisal completed:** 3/18/2022

### 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:

2 – Treadmills – One for Station 3 and one for Station 6. Cost of \$5,228.60 each or \$10,457.20 total (Not including delivery and installation).

Once these have been replaced the goal will be to replace the remaining stations treadmills at a minimum of two per year. The total cost of all of the treadmills including the addition of Station 8 is \$36,600.20 (Not including delivery and installation).

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 as well as station 8:

Station 1 Total Equipment Cost of \$9,988.55:

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  
1 – 10lb med ball for a total cost of \$90.00  
1 – 14 lb. med ball for a total cost of \$100.00  
1 – 16x18x20 plyo boxes for a total cost of \$70.00  
1 – Trap bar for a total cost of \$160.00  
1 – Large Sandbag for a total cost of \$120.00  
1- Treadmill for a total cost of \$5,228.60

Station 2 Total Equipment Cost of \$7,898.59:

1 – Dumbbell Set for a total cost of \$2,199.99  
1 – Dumbbell Rack for a total cost of \$310.00  
1 – Trap bar for a total cost of \$160.00  
1- Treadmill for a total cost of \$5,228.60

Station 4 Total Equipment Cost \$9,628.56:

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  
1 – 10lb med ball for a total cost of \$90.00  
1 – 14 lb. med ball for a total cost of \$100.00

1 – 16x18x20 plyo boxes for a total cost of \$70.00

1 – Trap bar for a total cost of \$160.00

1- Treadmill for a total cost of \$5,228.60

**Station 5 Total Equipment Cost \$8,668.56:**

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

1 – 10lb med ball for a total cost of \$90.00

1 – 14 lb. med ball for a total cost of \$100.00

1 – 16x18x20 plyo boxes for a total cost of \$70.00

1 – Trap bar for a total cost of \$160.00

1- Treadmill for a total cost of \$5,228.60

**Additional Equipment**

5 - Skiergs with bases for a total cost of \$4,750.00

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

**Station 8:**

A complete gym for a total cost of \$30,000.00 (New treadmill included in this total).

**Maintenance:**

Increase from \$1000.00 total to \$5000.00 per station. This will allow the department to maintain, replace and add equipment needed for a proper gym at each station.

## **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 \$8,000.00

20 – Peer support team training sessions to add more members at a total cost of \$9,000.00

## **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**

The transportability study for CPAT was completed. Our department was then validated by a CPAT trainer.

During 2021 the department conducted 80 CPAT tests for the current hiring process. This is a new baseline as this is the first year, we have implemented this test.

During 2021 the department conducted 0 annual PT tests as the H&WC is in the middle of creating a new yearly skills course.

During 2021 the department conducted 133 occupational health physicals (NFPA 1582 compliant physicals). This was an increase of 18.1% as compared to 2020 which saw the department conduct 109 physicals. This increase is attributed to the budget restrictions that were put into place in 2020 that had administrative staff postpone their physicals. Administrative staff physicals resumed in 2021.

The Health and Wellness Committee was restructured which included reorganizing equipment maintenance and purchasing, training, PT testing, academy PT, and HR liaison.

## **OUTCOMES/IMPACTS**

Training of on-line personnel to administer the CPAT test.

Health and wellness quarterly trainings have resumed, first being the mobility screening in the last quarter of 2021.

## **CONCLUSIONS:**

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

The department needs to continue **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 sending at least 8 personnel to obtain their PFT cert through the IAFF to begin working under Lindsay Maurer.

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:**

Work directly with the City's Risk Manager as well as Wellness Coordinator to develop a physical fitness policy. This will be directed both toward on-line personnel as well as transitional duty personnel. The goal will be to increase the time allowed for physical fitness on top of physical therapy.

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

Complete the creation of the new yearly skills course with the goal being to start running online personnel through it in the fall of 2022.

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

Maintain quarterly trainings for the foreseeable future.

**Status:** Project is currently being implemented with no sign or reason for it to not continue to be successful.

## 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 Sheriff's Office Search and Rescue Team both within and outside of the City limits.

**Type of appraisal:**  Annual  Q1  Q2  Q3  Q4

**Appraisal completed by:** Battalion Chief Ben Blehm

**Date appraisal completed:** 03/15/2022

### 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:

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

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

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

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

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:**

The ideal staffing for our technical rescue team would be six (6) firefighters assigned to station 1 daily. In 2021, the staffing of station 1 was often 5 people, and of those 5 there were many days where one of them was not a firefighter. This often left 3 people on Truck 1 and one person on Ambulance 1 to affect a rescue. It is also important to note that of these 4 people, there were days that one or two of them were on over time. This means that some days we had insufficient Rope Rescue Technicians to conduct a rescue. It is true that station 1 could request an additional engine, but the people on the additional engine are not technicians. This staffing issue will continue to cause problems as we add more stations, and the current station 1 fire fighters promote out of the station. In order to keep our rope rescue program up to industry standards, staffing must be addressed. This staffing problem is why our current program does not meet industry standards.

Along with the staffing problems, we are also facing training issues. There is so much turnover at station 1 that even though we had a rope rescue class 4 years ago, there are very few people left assigned to station 1 that attended the training. The solution to this problem has two parts. First, the station 1 crews must train regularly to keep up their skills and develop the skills of the newly assigned people. Secondly, training must financially support the program by sending our people to technical rescue courses every two or three years.

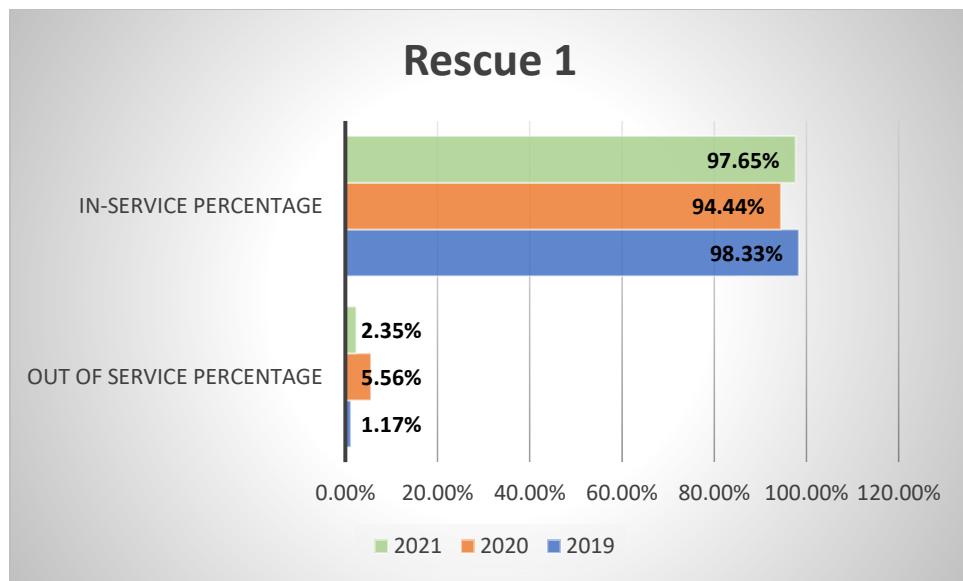
## **INPUTS/RESOURCES:**

**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 BC Ben Blehm. 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. The team has also created task books for the Awareness, Operations, and Technician level for rope rescue. Everyone on the department should be assessed at the Awareness level once a year. Everyone at station 1 should be assessed at the Operations level once a year. At least three people should be assessed once a year at the Technician level.

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 14 technical rescue calls in 2021. This is a 26.32% decrease in calls from 2020 which saw the department respond to 19 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:**

The setup of **Rescue 1** needs to be evaluated on an annual basis by BC Ben Blehm and the station 1 Captains 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 Ben Blehm and the station 1 Captains will meet and develop the technical rescue training plan for 2023 and have it completed by the fourth quarter of 2022.

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

Deputy Chief Chris Angermuller, BC Ben Blehm and the station 1 Captains 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 2022.

***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 Training Captains (two Fire-based and one EMS-based) 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 171 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:** 2/18/22

## 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 around training grounds for a total cost of \$30,000

Confined space prop for a total cost of \$7,000

Flammable Liquid props for a total cost of \$114,000

Trench rescue prop for a total cost of \$7,000

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

- Thermal imaging camera
- Extrication equipment

## Training SCBA's

- 10 airpacks in 2022 for a total cost of \$70,000
- 20 airpacks in 2023 for a total cost of \$109,000

Long term water solution at the Training Center for a cost of \$24,000.00

Pump pit to test and certify engines for a total cost of \$50,000

Standalone fire classroom for a total cost of \$200,000

## PERSONNEL NEEDS

Staffing study in 2022 should consider the needs associated with certification management and managing training-related travel.

Need to develop structured and documented certification requirements for academy instructors.

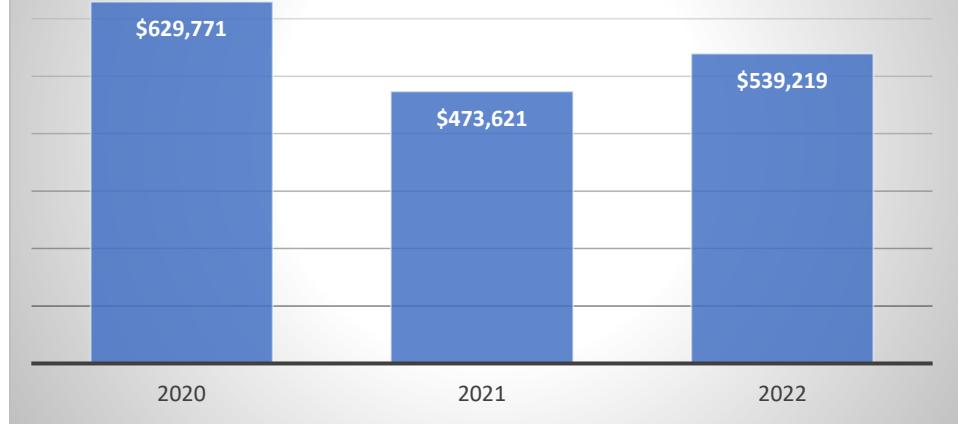
Onboarding for all new administrative training positions should be a minimum 1 month. The Training Division will continue to send members to conferences such as Mile High Firefighters, FDTN (Fire Department Training Network), Water on the Fire, Colorado State Fire Chiefs Conference.

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

## INPUTS/RESOURCES

**Financial Resources:** The agency's total operating budget for Training for F/Y 2022 is \$539,219. This is an increase of 12.17% from the F/Y 2021 budget which was \$473,621. Overall, during the three-year budget period a decrease of 24.79% that was noted between F/Y 2020-2022. The low end of the budget was realized during F/Y 2021 when the budget was \$473,621. and the high end was realized during F/Y 2020 when the budget was \$629,771. 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.

## Training Adopted Budget



**Physical Resources:** Significant assets included:

- One 40' x 60" coverall structure
- Two ventilation props
- Access to DFPC 5 story burn tower
- Access to two CLETC modular training classrooms
- Two connex storage containers
- 10 SCBAs /air bottles
- PT equipment
- Loose equipment for the training ground (kitchen, tools, connex, hose, ladders)
- Equipment for training engine to make it equitable to front-line apparatus with regard to tools.
- E-One engine (training engine)
- Air trailer
- Dodge Ram ¾ ton pick-up
- Dodge Ram ½ ton pick-up

**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 had 1 Battalion Chief-Administration, 2 Training Captains, and 1 interim EMS QA/QI Training Captain. The training division also utilized subject matter experts from the line to assist as academy instructors.

**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 2021 the Training Division provided 33,698 hours of training to the agency which was a 23.51% decrease over the total training hours from 2020 which were 44,056. The decrease in training hours may be impacted by drive time to the training center, reduced number of academy recruits from the previous year, increased call volume, adjustments to the 48/96 schedule, and increased rigor and structure of training.

## OUTCOMES/IMPACTS

A comprehensive 2022 Annual Training Plan, now including EMS trainings input from the interim EMS QA/QI Training Captain, 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.

A need for certification management personnel has been identified as it is beyond the capacity of the current staff to plan, deliver, and evaluate effective training for the growing agency while also managing certifications for an increasing number of personnel.

In 2021 the department had 13 recruits graduate out of 16 that started the recruit academy.

In 2021 the Training Division was responsible for teaching foundational firefighter skills at academy standard to all line firefighters.

## CONCLUSIONS:

In 2021, the Training Division reworked officer and engineer **mentor programs**, awaiting official policy to implement those in 2022. Development of the Battalion Chief program has been assigned to the three operation Battalion Chiefs is under development.

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.

A master **training plan** and schedule were created in 2021 and will be implemented in 2022 to meet minimum company standards in Fire and EMS.

In 2022, the Training Division is working to **formalize crew performance evaluations**: minimum company standards based on NFPA standard will be used, Training is working to develop individual company standards based on academy standards. Incumbent and company annual testing will begin in 2022 to evaluate and validate skills at each level.

## **NEXT STEPS FOR 2022:**

In 2022, the Training Division is working to formalize crew performance evaluations: minimum company standards based on NFPA standard will be used, Training is working to develop individual company standards based on academy standards. Incumbent and company annual testing will begin in 2022 to evaluate and validate skills at each level. This will be completed by the Battalion Chief of Administration by the end of the fourth quarter of 2022.

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

Budget planning and forecasting should be done to meet the professional development, out of town training, and hosting of subject matter experts in local classes needs of the additional 66 personnel added between 2020 and 2025 through the First Responder Tax. This will be completed by the Battalion Chief of Administration by the end of the second quarter of 2022.

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

The Battalion Chief of Administration 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 annually. The Battalion Chief of Administration will complete this process by the end of the fourth quarter of 2022.

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

Continue to define EMS Training Captain/QA Coordinator position in 2022 and hire permanent personnel for the position. This will be completed by Deputy Chiefs Angermuller and Hendricks by the end of the second quarter of 2022.

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

Development of the Battalion Chief program has been assigned to the three operational Battalion Chiefs is under development. The primary contact for this will be Battalion Chief McCoy and will be completed by the end of third quarter of 2022.

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

Work to formalize evaluating training needs. This could include mandating ISO training hour requirements at the individual level. This could also include formalizing training needs input from the current in station meetings, PIAs, annual individual and company skill evaluations. This will be completed by the Battalion Chief of Administration by the end of the third quarter of 2022.

***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:** 2/2022

### 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

Assorted hand tools to create a supply cache for worn and damaged items at a cost of \$1,600

Various PPE items (pants, helmets, gloves, shirts, fire shelters, boots) at a cost of \$3,400

Replacement rear seats for BR4 at a cost of \$1,552

Eight additional rechargeable VHF radio batteries at a cost of \$1,250

Thirty 2022 Incident Response Pocket Guides (IRPG) at a cost of \$180

One chain saw and associated equipment at a cost of \$960

Consumables for operations at a cost of \$1000

### 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.

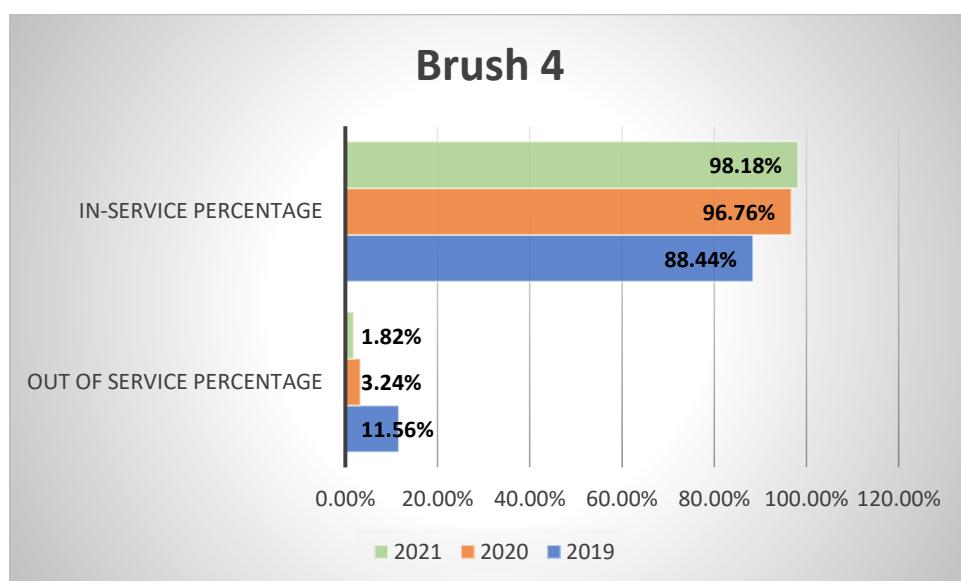
**Physical Resources:** The Fire Suppression Program includes the following significant assets:

- 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)

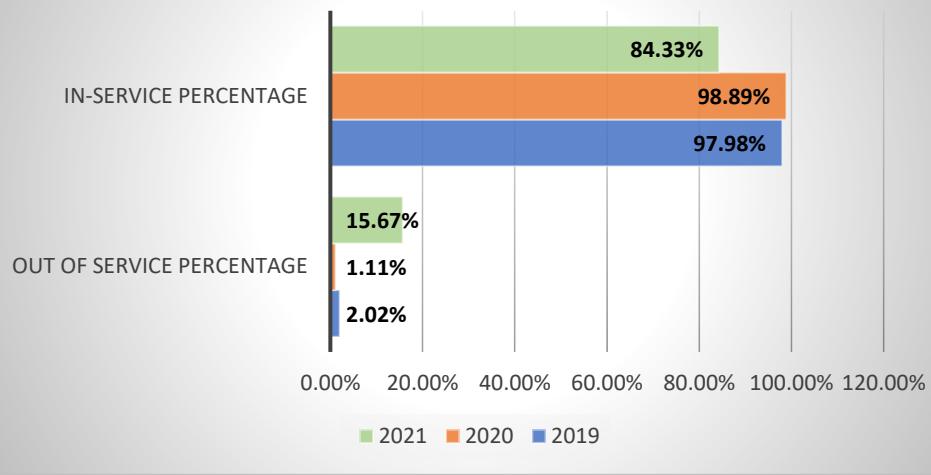
The following items include physical enhancements to the Wildland Program during the current appraisal cycle:

- A line-item budget of \$10,000 was allocated for PPE and equipment for the Wildland Team.
- Additional PPE was purchases to equip new Wildland Team Members

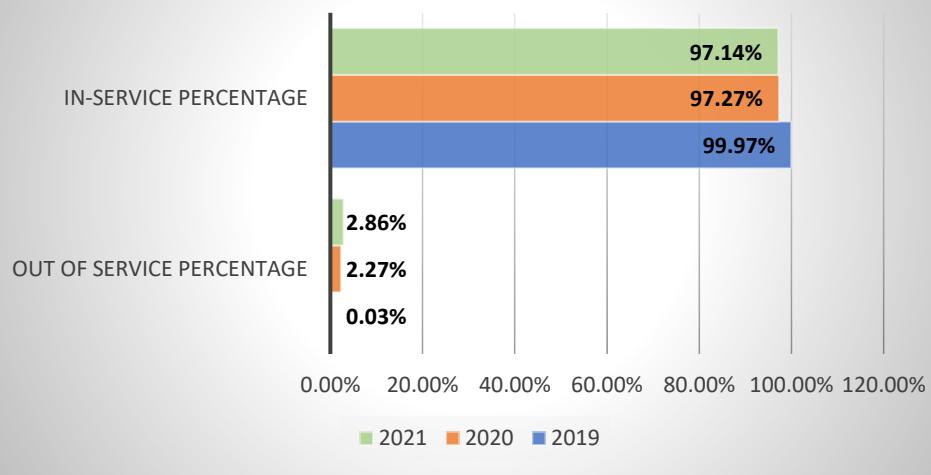
**Apparatus Availability:** The Wildland Program utilizes four cross staffed apparatus to provide services to the community. The department conducted a two-year evaluation of the percentage of time that an apparatus is available to respond to calls and the percentage of time that the apparatus is out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

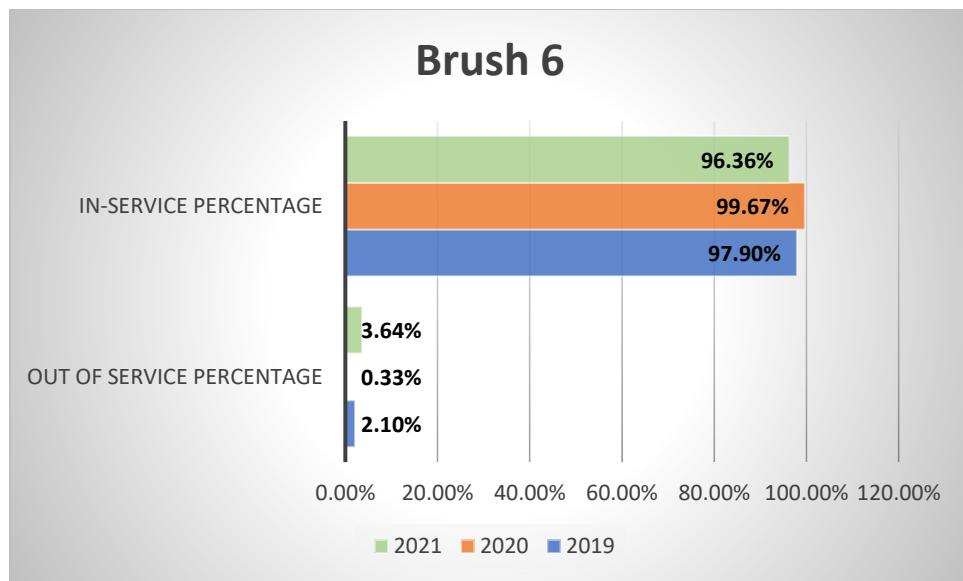


## Brush 5



## Water Tender 5





**Human Resources:** During this appraisal period the wildland team had another active deployment season. Team members added experience and gained additional qualifications. Team Coordinators Captain Evans and Captain Engbarth continued to develop interagency relationships to improve training, record management & incident response.

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

The MOU with Clifton Fire District was finalized. Clifton personnel will begin deploying with the GJFD Wildland Team in 2022.

**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 20201 the agency responded to 139 reported brush or brush-and-grass mixture fires within the City limits of Grand Junction. This was a decrease of 11% in incidents over 2020 which had 156 brush-and-grass mixture fires within the City limits of Grand Junction.

During 2021 the Wildland Team deployed 6 times to California, Wyoming, South Dakota, and Colorado. Deployed crews spent 92 days on these assignments.

The local Wildland Fire Hazards Mitigation Program finalized the details of the first mitigation project. The No Thoroughfare Trail project will be completed in the fall of 2022.

## **OUTCOMES/IMPACTS:**

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

**GJFD billed out \$ 577,235.65** to the state for reimbursement in 2021.

## **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 2022:**

Team Coordinators Captain Evans and Captain Engbarth will conduct a recruitment of 3 additional personnel to supplement the team. This project will be completed by the end of the second quarter of 2022.

***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, shift trainings and saw course. This project will be completed by the end of the third quarter of 2022.

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

Captain Engbarth and Paramedic Sparks will continue to work with Deputy Chief Angermuller on the Type 6 engine replacement for 2022. Due to supply shortages, this project may not be completed until 2023.

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

Team Coordinators Captain Evans and Captain Engbarth will continue working with Public Outreach and Fire admin to coordinate Wildland Fire Hazard Mitigation projects. This is an ongoing project that will continue throughout 2022.

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

Team Coordinators Captain Evans and Captain Engbarth will organize and oversee the Department's first Red Card Certification of Academy Recruits. This project will be completed by the end of the Recruits' first year.

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

Team Coordinators Captain Evans and Captain Engbarth will work with Deputy Chief Hendricks to establish a Wildland Team budget. This is an ongoing project, but a 2025 team vision document will be completed by the end of the third quarter of 2022.

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

Team Coordinators Captain Evans and Captain Engbarth will work with Administrative Battalion Chief Carson on a Wildland training schedule for team members. This schedule will include a mixture of internal and external training classes. This project will be completed by the end of the third quarter of 2022.

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