

# Strategic Plan 2025-2030



## PUEBLO FIRE DEPARTMENT



Reviewed and Revised  
1-15-2025

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## *Message from the Fire Chief*

### Message from the Fire Chief

The Pueblo Fire Department consists of members, proud and committed to their community. The future of the department looks to continuously improve itself and the service provided. The manner in which this is accomplished is outlined in this document, the Pueblo Fire Department 2025-2030 Strategic plan, detailing key areas of focus. The plan will be revisited annually at a minimum and adjusted based on the needs of the department and community.



The city Mayor leadership changed from Mayor Gradisar to Mayor Graham in 2024. The fire department has aligned its priorities with the cities with an increased awareness on community needs and challenges. In the interest of growth and improvement for the Fire Department and the city, the department looks to partnerships to assist with improved service delivery, a healthy work environment and exceptional customer service within and outside of the department. Planning and development for growth opportunities that improve fiscal responsibility are under constant consideration. We continue to seek feedback through both internal and external stakeholder meetings. This process is key in our development and improvement.

The department embraces the importance of a respected, well-trained workforce. We are made up of driven, proactive individuals, who actively seek to improve the department and its structure. The importance of supporting that workforce continues to be a high priority. Through career mentorship and succession training, the members will keep the mission moving forward through personnel changes seamlessly. Always with the mission of excellent customer service to our community.

Barb Huber  
Fire Chief

## **Mission, Core Values, and Vision Statements**

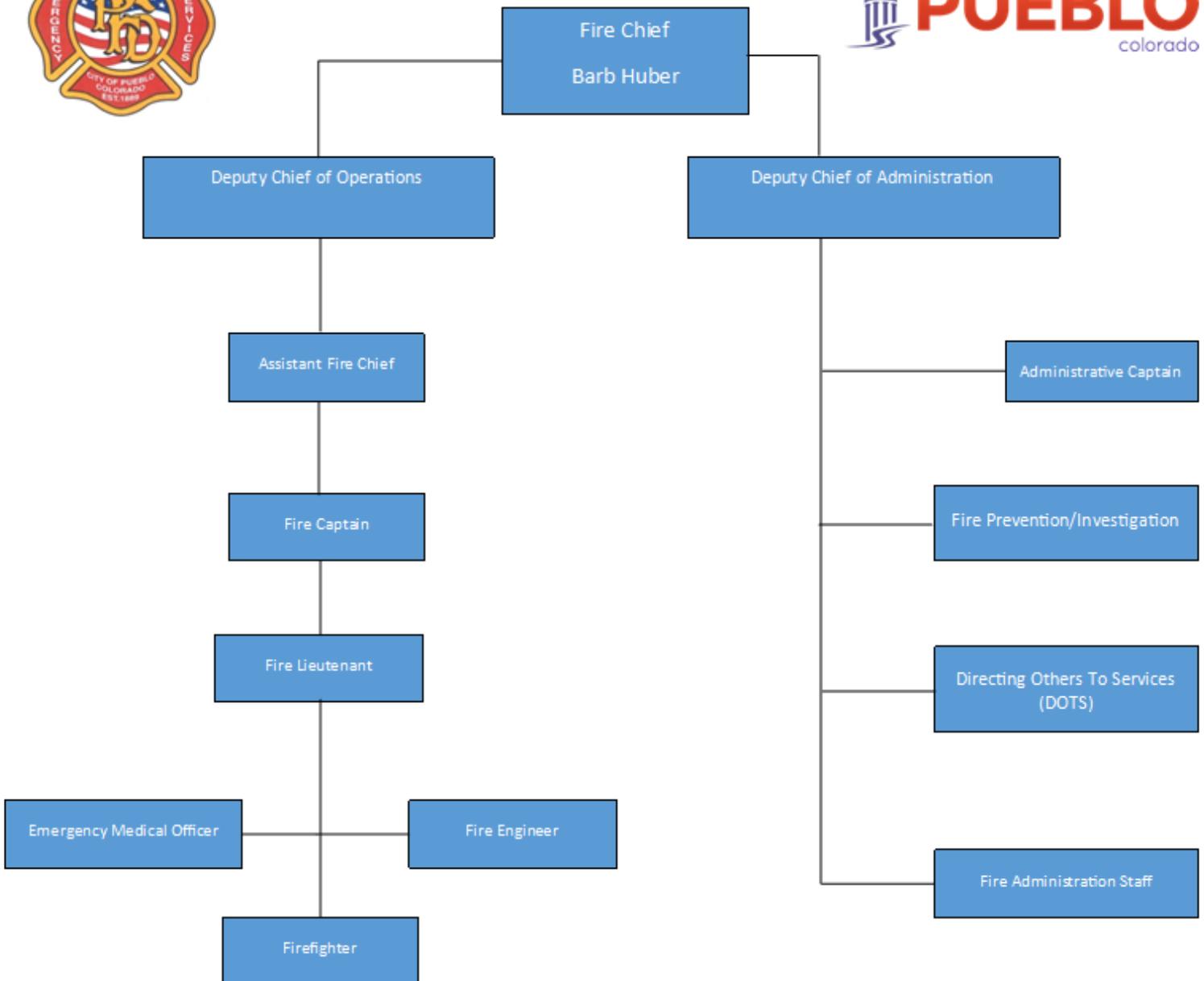
**Core Values:** *Safety, Customer Service Excellence, Integrity, Compassion, Dedication and Vision.*

**Mission Statement:** *Will provide the highest level of fire and rescue services to the city of Pueblo and our community following laws, safety practices, and professional standards.*

**Vision Statement:** *To maintain International Accreditation status as a fire department and provide safe and effective leadership, training, equipment, and facilities for our members to ensure the highest level of fire and rescue services to the city of Pueblo and our community.*



# Organizational Chart



## Organizational and Community Overview

### ***Pueblo Fire Department***

The city of Pueblo Fire Department has a rich history that officially started in 1889 with the merger of four cities: Pueblo, South Pueblo, North Pueblo, and Bessemer. This merger resulted in four fire stations working together to protect the city of Pueblo residents solely from fire risk. Since that point the department has grown significantly in terms of both size and complexity. The department is now an all-hazards emergency response agency providing firefighting, advanced life support (ALS), emergency medical services, hazardous materials response, and a multi-discipline technical rescue team. The department also provides fire prevention, public education, fire investigation, community outreach and risk reduction services.



The department currently has 164 members that staff, ten fire stations and administrative positions within the department, to include civilian and sworn personnel. Apparatus includes ten ALS engines, a 125-foot aerial ladder truck, a 105-foot aerial ladder truck, a focused response unit, and two chief officers that are staffed daily. The department additionally cross-staffs two aircraft rescue firefighting (ARFF) apparatus, a hazardous materials unit, a technical rescue trailer, two brush trucks, a fire investigation unit and a utility truck to transport the Swiftwater rescue raft.

Additionally, some administrative positions staff several other apparatuses. Directing Others to Services (D.O.T.S.), the outreach program utilizes an F-150. The three administrative captain's cross staff two vehicles, an F-150 and a Ford Ranger. Fire inspectors each have a Ford Fusion and cross staff a F-150.

### **City of Pueblo Statistics**

#### **City Land Area**

55.67 sq. mi.

#### **Total Area Protected**

60.11 sq. mi.

**Population** – 111,077

### **Community Demographics**

Male – 49.9%

Female – 50.1%

Median Age – 37 years old

### **Community Composition**

*Hispanic* – 48.4%

*White* – 44.5%

### **Median Household Income**

\$55,305

### **Estimated Value of Property Protected**

\$ 10,400,000,000

Within the next year the department will expand to add an additional fire station and ALS pumper to serve Pueblo's west side. A new 101-foot articulating platform truck will replace the current 105-foot aerial ladder truck. This truck will respond out of station one and the 125-foot aerial truck will respond out of fire station eleven, upon projected completion of station eleven in June 2025. Staffing will also increase from a total of 157 to 164 civilian and sworn personnel.

As a result of the all-hazards approach, the department has experienced a significant increase in incident response numbers. This increase has seen the department go from approximately 13,000 calls to service in 2008 to 24,912 in 2023. Within the past several years, the department has realized annual increases in demand ranging between one and five percent. This continued trend indicates a projection of over 30,000 calls to service by 2030.

Within the past several years, there has been a trend showing an increase in demand for the Pueblo Fire Department. This trend is projecting the department to reach a total call volume of over 30,000 calls to service a year by 2030. Even though 2023 was the first year that showed a decline in call volume, from the previous year, by 899 calls to service. This is not necessarily seen as a new norm or a downward trend, but possibly an efficiency in public education and connecting individuals to service by utilization of the DOTS program. The department is still predicting an upward trend in future years.



## **External Partnership Agreements**

The department values our mutual aid partners, and this is evidenced by our continued successes when working together. These agreements have proven to be valuable during several incidents that could have compromised department resources without them. Within 2023 and 2024 three additional mutual aid agreements have come to fruition due to the importance of utilizing neighboring agencies and counties to help support when needed. These mutual aid agreements have been utilized several times since the creation of the agreements.



An Example of this took place on 5 April 2024. City of Pueblo Fire Department experienced two separate but significant events. The first, was a wildland fire on the north end of town which was named the Vision Hills fire. Due sustained wind speeds of 30-40mph and the complexity of this incident, wildland mutual aid was requested from the County and a partial activation of the Emergency Operations Center (EOC). A short time later, a fire broke out at EVRAZ. The fire size, smoke and potential chemical involvement upscaled the activation and requests from the city to full EOC activation. Due to the high demand of local resources, both the city and county made emergency declarations. The External partnership agreements allowed for a total of 42 other agencies, organizations and departments to assist with these two incidents.

The current agreements include:

1. Mutual Aid Agreement for Fire Protection and other Emergency Services assistance between the eight Pueblo County Public Safety Entities:
  - a. Pueblo City Fire Department
  - b. Beulah Fire Protection and Ambulance District
  - c. Pueblo Rural Fire Department
  - d. Pueblo West Fire Department
  - e. Rye Fire Protection District
  - f. Boone Fire Department
  - g. Pueblo County Sherriff Emergency Services Bureau
  - h. West Park Volunteer Fire District
2. U.S. Army Fire and Emergency Services - Ft. Carson F&ES
3. U.S. Army Depot Reciprocal Fire Protection Agreement
4. Transportation Technology Center, Inc.
5. West Metro Fire Protection District – FEMA USAR CO-TF1
6. City of Colorado Springs Mutual Aid Agreement
7. Colorado Fuel and Iron (Evraz)
8. Otero County Mutual Aid Agreement
9. Custer County Mutual Aid Agreement

#### 10. Crowley County Mutual Aid Agreement

The Pueblo Fire Department, in addition to, the above-mentioned mutual aid partnerships, has a contract with American Medical Response (AMR), to provide transport service within the jurisdiction. The contract with AMR requires a monthly evaluation of their performance data. On an annual basis, the data is analyzed in comparison with PFDs data to ensure both parties are in compliance with our objectives. In the 2025 year, the department will be utilizing an EMT through the AMR contract to assist with the DOTS and help expand the Community Risk Reduction program.

The Pueblo Fire Department utilizes a process to identify the impact our external partner relationships have on our mission, operation, and cost effectiveness. In late summer the Fire Chief compiles a report describing significant mutual aid events to review at the county chief's meeting. The Chiefs then discuss the events and evaluate the effectiveness of the response or identify problems. The Chiefs can then work to develop solutions that correct the problem or procedures. This process has led to the identification of several issues and solutions.

1. The creation of wildland task forces based on geographic location and implementation.
2. The creation of structural task forces for rural areas
3. The creation of a county MCI plan to include training through a county wide MCI drill that changes location and hazards each year.
4. Termination of CSEPP and funding received through the program. This includes the funding for the yearly MCI training.
5. County wide leadership training and guest speakers, this has included Gordan Grahm, Chief Randy Royal, and Jordan Leagan
6. PCC has included members from county wide fire departments to form and collaborate as a Fire Board to help improve the Fire Science Program and supplement educational needs from Pueblo County fire departments.



## Strategic Planning Process

The Pueblo Fire Department utilizes a community driven strategic planning process. It is critical that the department positions itself to meet the needs and expectations of the community. In order to accomplish this, we used input gathered from both internal and external stakeholders.



## Internal Stakeholder Process

This internal process involved the accreditation team developing a job-wide qualitative survey to help evaluate the perceptions of the department members. The survey focused on the following areas:

1. Emergency Response
2. Fire Operations / Training
3. EMS Program
4. Community Risk Reduction / D.O.T.S
5. Special Teams / Programs
6. Department Communications / Technology
7. Equipment and Apparatus
8. Recruit Academy and subsequent probationary period
9. Educational Opportunities / Career Development
10. Department Health and Wellness Program
11. Administrative support



## 12. Social media presence and public image



Once the survey was completed, a meeting comprised of internal stakeholders was held. Invitations were sent to the entirety of the department to ensure that anyone wanting to participate was included. Every rank and position were represented within the group, as well as a wide range of experience and time on the job.

The group represented, at the time, about fifteen percent of the department. The attendance per rank was as follows.

- Fire Chief (1)
- Deputy Chief (1)
- Assistant Chief (1)
- Captain (4)
- Emergency Medical Officer (3)
- Engineer (2)
- Firefighter (4)
- Administrative Assistant (1)

The results from the job-wide survey were gathered and condensed to an easy-to-read format. Information was presented to the internal stakeholders by the accreditation manager. The group further expanded on the results of the job-wide survey through conversation, and by conducting a small group strengths, weaknesses, opportunities and threats S.W.O.T. analysis that was led by the strategic plan team lead. This process lasted nearly two hours and resulted in a significant amount of feedback from all in attendance, including relevant data which tied back into the job-wide survey responses.

### **External Stakeholder Process**

The department began the external stakeholder process by identifying vital groups of stakeholders in the community. Members of each group were identified and invited to attend the external stakeholder strategic planning meetings. These groups are:

1. City Government and Community Groups
2. Business Community both large and small
3. Pueblo County Judicial District

4. Medical Organizations
5. Education
6. Industry
7. State Organizations
8. Non-government Organizations
9. Law Enforcement
10. Mutual Aid Partners & EMS Agencies
11. City of Pueblo Departments



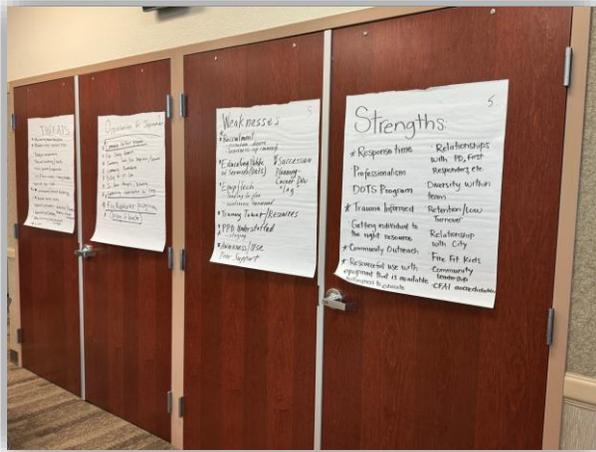
Approximately 100 individuals of various organizations were contacted and roughly 30 representatives attended the meeting from around the community. Most of those in attendance were members of the leadership from their respective organizations. The Accreditation Manager was tasked with personally contacting each agency and inviting them to attend the stakeholders meeting. Invites were sent out with a URL link and QR code for individuals to RSVP through a Microsoft Forms survey.

The external stakeholder meeting was held at the Pueblo County Emergency Services Center conference room on October 11, 2024. All attendees were divided into small focus groups. Each focus group had at least one member of the department to help facilitate discussion or answer specific questions the group may have had. A brief meeting was held with the department members to ensure the understanding of the process and to have an opportunity to ask any questions prior to community member arrivals. The members were given specific instructions to greet the guests, establish dialogue, and answer any questions that may arise. They were instructed to not lead the group and to not discount any ideas. The meeting started with introductions by the fire chief, the accreditation manager and the Strategic Plan Team Lead. A brief overview of the strategic planning process was provided and an explanation of how the input from the community would evolve into the 2025-2030 strategic plan.



The meeting began with a S.W.O.T. analysis led by the accreditation team. This process involved a brief description of each step, followed by five to ten minutes of work at the tables as a team. The group's ideas were listed on large 24" x 24" Post-It Notes. A spokesperson was identified from each group to share their ideas from each focus. The Post-It Notes were then placed around the room for the other groups to study. This process continued until all four foci of the S.W.O.T. were addressed. Each table was then asked to

review their notes and find three to five points within each of the S.W.O.T. foci that they would consider top priorities.



## Stakeholder Strategic Input

The accreditation team aggregated and structured the information gained through the member survey and the stakeholders' meetings, placing emphasis on common themes and priorities in each of the S.W.O.T. foci. This information was then studied and used by the department administration and accreditation team to set the overarching goals for our 2025-2030 strategic plan.

Below are some of the Internal and External Stakeholders common and prioritized points for each element of the S.W.O.T analysis.

<b>Internal Stakeholders S.W.O.T Analysis</b>	
<p><b>Strengths:</b></p> <ol style="list-style-type: none"> <li>1. Adaptability               <ol style="list-style-type: none"> <li>a. Proactive mindset</li> <li>b. Diverse knowledge</li> </ol> </li> <li>2. Community Relations               <ol style="list-style-type: none"> <li>a. Compassion for individuals</li> <li>b. Mutual aid partnerships</li> <li>c. Positive reputation amongst the community</li> </ol> </li> <li>3. Operational intelligence               <ol style="list-style-type: none"> <li>a. Job knowledge</li> <li>b. Decisive offensive tactics</li> <li>c. Depth of experience</li> </ol> </li> </ol>	<p><b>Weaknesses:</b></p> <ol style="list-style-type: none"> <li>1. Funding               <ol style="list-style-type: none"> <li>a. Keeping pace with growth</li> <li>b. Grants that were ultimately unsuccessful</li> <li>c. Scheduled vehicle replacement plan</li> </ol> </li> <li>2. Segments experiencing cultural strain               <ol style="list-style-type: none"> <li>a. Complacency</li> <li>b. Responder fatigue</li> <li>c. Promotional examination success rates</li> </ol> </li> <li>3. Staffing               <ol style="list-style-type: none"> <li>a. Limited ALS Personnel</li> <li>b. Hiring process timeline</li> <li>c. Large call/resource demand (resilience for city)</li> </ol> </li> </ol>
<p><b>Opportunities:</b></p> <ol style="list-style-type: none"> <li>1. Addition of funding sources               <ol style="list-style-type: none"> <li>a. Continued grant writing efforts</li> <li>b. In-house and collaborative training with neighboring departments</li> <li>c. Service billing</li> <li>d. CPAT testing as a revenue stream</li> </ol> </li> <li>2. Succession planning               <ol style="list-style-type: none"> <li>a. Additional positions (New Assistant Chief and Lieutenant positions)</li> <li>b. Culture shift with younger department</li> <li>c. Career/leadership development</li> </ol> </li> <li>3. Equitable delegation of work               <ol style="list-style-type: none"> <li>a. Improve volunteerism</li> <li>b. Spread out specialties with new stations</li> </ol> </li> </ol>	<p><b>Threats:</b></p> <ol style="list-style-type: none"> <li>1. Funding               <ol style="list-style-type: none"> <li>a. City budget cuts</li> <li>b. Loss of CSEPP</li> <li>c. Costs/inflation</li> </ol> </li> <li>2. Rescuer fatigue/mental health/moral               <ol style="list-style-type: none"> <li>a. Increased call volume</li> <li>b. Impending retirements possible loss of knowledge and experience</li> <li>c. Recruitment/retention</li> </ol> </li> <li>3. Socio-economic challenges within the community               <ol style="list-style-type: none"> <li>a. Increased unhoused population</li> <li>b. Increase in vacant structures</li> <li>c. Financial challenges in the health care system</li> </ol> </li> </ol>

## External Stakeholders S.W.O.T Analysis

<b>Strengths:</b>	<b>Weaknesses:</b>
<ul style="list-style-type: none"> <li>4. Respect within the community                             <ul style="list-style-type: none"> <li>a. Professionalism</li> <li>b. Interagency partnerships</li> </ul> </li> <li>5. Quality of service                             <ul style="list-style-type: none"> <li>a. Response times</li> <li>b. Knowledge/experience</li> <li>c. Resourcefulness</li> </ul> </li> <li>6. Community involvement                             <ul style="list-style-type: none"> <li>a. Outreach</li> <li>b. DOTS program</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>4. High service usage/depreciation                             <ul style="list-style-type: none"> <li>a. High call volume</li> <li>b. Aging infrastructure</li> <li>c. Aging apparatus</li> </ul> </li> <li>5. High cost of operation                             <ul style="list-style-type: none"> <li>a. Funding challenges</li> <li>b. Drain on city resources</li> <li>c. Budgeting efficiency</li> </ul> </li> <li>6. Promotion of services                             <ul style="list-style-type: none"> <li>a. Interagency info exchange</li> <li>b. Public awareness of services</li> <li>c. Online presence</li> </ul> </li> <li>7. Succession planning                             <ul style="list-style-type: none"> <li>a. Recruitment</li> <li>b. Gaps in career development opportunities</li> <li>c. Department diversity</li> </ul> </li> </ul>
<b>Opportunities:</b>	<b>Threats:</b>
<ul style="list-style-type: none"> <li>1. Funding opportunities                             <ul style="list-style-type: none"> <li>a. Billing for services</li> <li>b. Department specific grant writer</li> <li>c. Leverage public trust for tax revenue</li> </ul> </li> <li>2. Community outreach programs                             <ul style="list-style-type: none"> <li>a. Public education</li> <li>b. Expand DOTS program</li> <li>c. Expand risk reduction program</li> </ul> </li> <li>3. Joint training                             <ul style="list-style-type: none"> <li>a. Open training with neighboring departments</li> <li>b. Shared bid process for equipment/instruction</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>1. Inherent risks                             <ul style="list-style-type: none"> <li>a. Dependency on law enforcement staffing levels and the threat of violence to first responders</li> <li>b. Job hazard</li> </ul> </li> <li>2. Department limitations                             <ul style="list-style-type: none"> <li>a. Growth of population/density/city limits</li> <li>b. Mission creep</li> <li>c. Diminishing applicant pool</li> </ul> </li> <li>3. Unhoused population                             <ul style="list-style-type: none"> <li>a. Drugs and addiction</li> <li>b. Vacant and neglected properties</li> <li>c. Unhoused occupants in vacant homes</li> </ul> </li> </ul>

## **Strategic Goals and Objectives**

### **Executive Goals:**

It is imperative for an organization to have a vision of the future and a guiding process in place to ensure that vision is realized. The executive office of the Department is tasked with providing guidance and identifying resources to keep the vision moving forward. This document is the all-encompassing vision of the Department. The executive section is focused on the administration's strategic emphasis.

### **Executive Goals** (Chief Huber)

1. Department Infrastructure:
  - a. Continue with plans to build and relocate new station 1's during 2026.
  - b. Continue to request a yearly budget line for station upgrades and improvement.
2. Annexations and growth:
  - a. Participate in conversations regarding annexations.
  - b. Response demands and possible impact fees.
3. Fleet plan:
  - a. Yearly ask for an apparatus replacement at approximately \$1million.
4. Community paramedic:
  - a. Explore the cost/benefits and grant funding to expand DOTS to provide community paramedicine service.
  - b. Network with local hospitals for partnership, possible nurse practitioner to assist with outreach.
5. Grants and wildland mitigation:
  - a. Continue to work with the state for funding to actively mitigate areas of city with urban interface challenges.
  - b. Access and risk factors along river bottom.
6. Continue to expand training with community partners working towards a regional concept.
7. Progressive EMS program:
  - a. Maintain up to date equipment and technology for customer service
  - b. Expand programs in community such as Pulse Point
  - c. Continually evaluate paramedic training options.
8. Public Education and Social Media:
  - a. Continued media presence and messaging
  - b. Quarterly alternate education opportunities in person for individuals not on media. Target audiences identified as "higher need" based on call volume/location.

### **Administrative / Human Resource Goals and Objectives:**

The administrative / human resources goals and objectives section was developed in response to a consolidation of categories from previous versions of this document. The recent planning process to include both internal and external interests showed a need for these specific areas to be independent of other interests.

#### **Administrative & Human Resource Goals**

(Chief Huber)

1. Call volume and unit utilization:
  - a. Ongoing evaluation and adjustment of response force and call types based on data and effectiveness.
  - b. Utilization of AMR contract to improve Community Risk reduction programs.
2. Succession and leadership, staffing:
  - a. Add practical exams to each job description.
  - b. Develop a mentor program for each rank within career succession.
  - c. Provide an annual department-wide leadership speaker.
3. Identify and pursue avenues to increase revenue and decrease costs.
  - a. Continued use of qualified and willing staff to research available and applicable grants annually.
  - b. Identify any possible billing opportunities for services currently provided by the department annually.
  - c. Identify opportunities to generate revenue through training such as joint recruit academies and outside speakers annually.
  - d. Continue to research and identify innovative ways to generate revenue and/or reduce costs for service annually.
4. Maintain Insurance Services Organization (ISO) 2 rating throughout the city of Pueblo.
  - a. Explore possibilities of recertification post station builds and a 1 rating.

### **Program Appraisal Goals and Objectives:**

These goals and objectives were the result of a collaborative process of appraising each program within the fire department. The program leads/managers met with the command staff and presented a formal appraisal of their program. The group performed a SWOT analysis together and discussed upcoming training and equipment needs. These goals and objectives were developed from these annual meetings based on the needs of each specific program.

#### **Community Risk Reduction Appraisal Goals**

(Captain Jones)

1. Curriculum and Education:
  - a. Broaden the scope of the public education programs to reflect the current risks in the city of Pueblo annually through 2030.
  - b. Identify and/or develop curriculum for relevant non-fire risks in 2026.

- c. Develop and implement a community preparedness curriculum for disaster preparedness by 2027.
- 2. Impact and Trends Analysis:
  - a. Develop a process to better identify specific community risks through analysis of historical data to ensure that the appropriate risk reduction programs are employed in a fiscally responsible manner in 2026.
- 3. Support Directing Others to Services (D.O.T.S.):
  - a. Seek external funding to enhance this program through local, state, and/or federal grants in 2025-2026.
  - b. Continue to explore external funding opportunities for the D.O.T.S. program through 2028
  - c. Utilizing the annual data from D.O.T.S. to help determine if there is a need and the ability to expand the D.O.T.S. Program. Evaluate during the 2027
  - d. Evaluate the ability to utilize volunteers for D.O.T.S. needs by 2029.
- 4. Foster Collaboration and Partnerships:
  - a. Evaluate the ability for targeted home safety visits by end of 2028
  - b. Develop a process that focuses on older adults in a high-risk neighborhood by end of 2026
  - c. Evaluate the feasibility of developing a Fire Safety Ambassadors Program by 2027
  - d. Evaluate the possibility to utilizing community partners around WUI areas to assist with mitigation education by the end of 2029
  - e. Collaborate with community partners on the carbon monoxide and smoke detector programs during the 2025-2030 period.

### **Fire Suppression Program Appraisal Goals**

(Captain Guasta)

- 1. Enhance Program:
  - a. Enhance and develop command guidance for fire suppression program needs based on trends and analysis of department's fire suppression data and PIA's through the 2025-2030 strategic plan.
  - b. Continue to review the gap analysis annually to help facilitate a planning and decision-making process to choose the best response package given our recent change in operational footprint (new ACs, new Lieutenant positions, a second truck, new stations, etc.) through the 2025-2030 strategic plan.
- 2. Annual Loss Reduction Benchmarks
  - a. Establish specific, targeted, and achievable annual loss reduction benchmarks for fire incidents and casualties based on the community risk assessment and baseline performance. Beginning of 2026
  - b. Investigate other ways to measure the department's fire suppression effectiveness through the 2025-2030 strategic plan.
    - i. Reduce Civilian injury/death associated with the leading risk factors, by continuing to monitor trends. Partner with the Community Risk Reduction Captain to develop and deploy effective outreach programs. This will be continuous through the 2025-2030 strategic plan.
    - ii. Reduce Fire Fighter casualties associated with fireground activities and leading risk factors by continuing to monitor trends. Partner with the Health &

- Wellness program lead to promote and implement a comprehensive wellness and fitness program by 2030.
- c. Continue to work closely with the training program lead to create trainings that are targeted toward the most dangerous operational risk factors. This will be continuous through 2025-2030 strategic plan.

### **EMS/TEMS Program Appraisal Goals**

(Captain Obert)

1. Equipment:
  - a. Equip all ALS apparatus with McGrath Video laryngoscopes by end of 2026
  - b. Equip all ALS apparatus with LIFEPAK 35 cardiac monitors by end of 2025
  - c. Fully equip station 11 and bring all associated apparatus online. By end of 2026
2. Education and Training:
  - a. Regularly increase ALS boomer pool annually with a goal of a fully ALS Boomer pool by 2030

### **ARFF Program Appraisal Goals**

(Captain Boyer)

1. Enhance Program:
  - a. Develop an ARFF Awareness/Operations class to present department side by the end of 2026.
  - b. Utilize the Colorado Division of Fire Prevention and Control mobile live-fire prop for local training by 2027. Evaluate its effectiveness of training by 2028.
2. Equipment:
  - a. Apply for replacement ARFF apparatus through the airport department and the FAA, due to aging ARFF apparatus, through the 2025-2030 strategic plan.
  - b. Develop a plan for transition of firefighting foam at the airport from AFFF to F3 by end of 2030.

### **Training Program Appraisal Goals**

(Captain Guasta)

1. Enhance Program:
  - a. Continue to involve the training division with the planning and execution of joint training, complex incidents, or complex occupancies.
  - b. Utilize the Acquired Structure Training program (AST) to conduct company and multi-company training with acquired structures.
  - c. Explore additional funding revenues like grants
  - d. Develop a process and a system that will support the growth and development of the instructors, and the curriculum. Evaluation of the steps will be done with a system review at the end of 2025.
2. Impact and Trends Analysis:
  - a. Develop and maintain the systems and procedures necessary to identify training needs, develop training guidance to support the program. This process will be conducted at least annually.

- b. Continue to review Post Incident Analysis forms to identify any training needs and direct efforts based on the findings. Regular reviews of this system will be made during quarterly evaluations and at the annual accreditation retreat.
- 3. Documentation and Reference Materials:
  - a. Update the record management system, Vector Solutions dashboard for a more user-friendly experience for accurately documenting training. This will be an ongoing process to ensure the program is meeting our needs with an evaluation at the annual accreditation retreat.
  - b. Develop more Fire Officer training and career development through 20230.
- 4. Foster Collaboration and Partnerships:
  - a. Continue to work with local business to improve training resources for scrap cars to train on extrication. Continue through 2025 – 2030.
  - b. Continue improving our department’s interoperability with regional partners and community stakeholders through joint training. Continue to participate in Annual MCI drills through 2030.

**Technical Rescue Program Appraisal Goals**  
(Lieutenant Dobson)

- 1. Enhance Program:
  - a. Develop and implement by 2028, comprehensive training programs focusing on advanced technical rescue disciplines, swift water rescues, high-angle rescues, confined space, extrication/man vs. machine operations.
  - b. Ensure all team members obtain and maintain certifications and stay updated on JPRs and department standards. This is to include FRU members and other members in the department placed in outside stations. Continued through the 2025-2030 strategic plan.
  - c. Update and create SOPs for TRT operations by 2027.
- 2. Equipment Placement and Response Packages:
  - a. Conduct a thorough assessment of each emergency response package to include geographic coverage area, types of incidents typically encountered, and response times. Emergency response package assessment to be completed by 2029.
  - b. Standardize Equipment Packages by 2027. Develop standardized equipment packages for each type of rescue operation (e.g., water rescue, high/low angle rescue, confined space rescue). Ensure each truck is equipped with these standardized packages to provide consistency across both battalions. This is to include the new F550.
  - c. Evaluate the possibility to allocate specialized equipment to each apparatus based on the unique needs and risks of their assigned coverage area. Have evaluation completed by 2028.
- 3. Establish Individual Discipline Stations:
  - a. Evaluate the ability to create specialized stations dedicated to different technical rescue disciplines, such as swift water, high/low angle, extrication (5s & 9s) by 2028.
  - b. If the 3.a is feasible, equip each station with the necessary tools, equipment, and personnel trained in their respective disciplines by 2028.
- 4. Foster Collaboration and Partnerships:

- a. Build strong partnerships, through 2025- 2030 strategic plan, with neighboring fire departments, emergency medical services, and other relevant agencies to facilitate a regional TRT team.
- b. Participate in joint training exercises and mutual aid agreements to strengthen inter-agency collaboration and response efficiency in the disciplines of Technical Rescue by 2029.

### **Hazardous Materials Program Appraisal Goals**

(Assistant Chief Moran)

1. Enhance Program:
  - a. Continue through 20230 to expand on the HazMat ops and awareness state certification program for both recruits and current personnel.
  - b. Determine by 2026 if there is state reciprocity for current state HazMat technicians that were certified through the Security and Emergency Response Training Center (SERTC).
  - c. Develop focused HazMat training that is based on realistic and targeted hazards within the community from 2025-2027.
  - d. Ensure the HazMat team is trained to a minimum of the technician level annually. Continue through 2025-2030 strategic plan.
2. Grants and budget:
  - a. Continue to explore options for funding to support the HazMat program through 2030.
3. Equipment:
  - a. Develop and implement an inventory tracking mechanism for all perishable equipment on the HazMat vehicle by the end of 2026.

### **Fire Cause and Origin Program Appraisal Goals**

(Captain Hlatki)

1. Enhance Program:
  - a. Assign a minimum of 2 fire investigators per shift by end of 2028 and maintain through 2030.
2. Documentation and Reference Materials:
  - a. Procure current edition of NFPA 921 and 1033 by end of 2026
  - b. Explore alternative reporting programs that are specific to fire cause and origin by 2029.
3. Equipment:
  - a. Develop a system to help determine the need for maintenance and replacement of equipment by 2028.
  - b. Develop a system to evaluate the condition and replacement of PPE by 2028.
4. Grants and Budget:
  - a. Continue through 2030 to explore options for funding to support the Fire cause and Origin Program.

## **Wildland Firefighting Program Appraisal Goals**

(Captain Owens)

1. Enhance Program:
  - a. Notify the Department when outside training opportunities are available through 20230.
  - b. Conduct red card certification and recertification for the Department twice a year, spring and fall.
  - c. Develop wildland firefighting training specific to the identified community risks. Conduct training by end of 2027.
  - d. Conduct more field training to address the recognized risks within the WUI community. Continue through the 2025-2030 strategic plan.
2. Teaching and Succession Planning:
  - a. Identify an additional instructor to assist with the wildland program by 2026
  - b. Have an additional person identified to assist with the wildland training during the 2025 Fire Academy.
3. Grants and Budget:
  - a. Continue to assess through 2030 how to grow the program through budget planning, deployments or grants.
  - b. Continue to apply for grants to fund wildland shelters and harnesses. Continue through 20230.
4. Equipment:
  - a. Develop a system to help determine the need for maintenance and replacement of equipment by 2030.
  - b. Develop a system to evaluate the condition and replacement of PPE. By 2028.
5. Deployment and Mutual Aid:
  - a. Evaluate and determine if the department can deploy as a wildland resource through 2030.
  - b. Identify personnel and requirements needed for deployments and gauge interest in filling those commitments by 2028.
  - c. Identify cost recovery avenues to conduct a cost/benefit analysis of deployments by 2029.

## **Public Education Program Appraisal Goals**

(Captain Jones)

1. Curriculum & Education:
  - a. Identify a training program or course that better equips fire crews to deliver public education to the community through 2025.
  - b. Partner with School District 60 to support and assist with incorporating fire safety education curriculum by 2030
  - c. Determine if there is a need for a youth fire-setter interventionist program by 2026.
  - d. Explore community wildfire mitigation program(s) through 2030.
  - e. Determine if there is a need to expand the Child Passenger Safety Program. Investigate external funding to help support the program to include educational

material, seats, and more CPS-Technicians. Continue to conduct a minimum of 6 monthly safety seat checks each year through the 2025-2030 strategic plan.

- i. Determine the feasibility to have a total of (4) Child Passenger Safety Technicians per shift by 2027
  - ii. Seek external funding by 2028 through grants or community partners to help replace seats through the Drive Smart Pueblo program
  - iii. Conduct at a minimum 6 car seat event checks throughout Pueblo each year through 2030.
2. Impact and Trends Analysis:
    - a. Have a process in place for evaluating the effectiveness of school visits, fire safety education talks, fire extinguisher classes and resource fairs. Evaluate the effectiveness of the process that was chosen. The process should be ongoing through 2030.
  3. Public Information:
    - a. Identify alternative ways to communicate with the community that do not have access to social media. Have at least one new way identified and implemented by 2026.
    - b. Broaden public relations and information to keep community apprised of department programs and operations from 2025-2030.
    - c. Establish a mechanism for oversight of public relations and information focusing on relevant and trending social media through 2030.

### **Health and Wellness Program Appraisal Goals**

(Lieutenant Kingrey)

1. Enhance Program:
  - a. Evaluate financially and logistically the possibility to implement annual physicals. By 2029
  - b. Evaluate and determine how to improve fitness across the job and with new hires. By end of 2026
  - c. Continue to conduct an annual nature walk during the wildland pack test. Continue through 2025-2030 strategic plan
2. Grants and Funding:
  - a. Continue to utilize the Colorado Firefighter Heart and Behavioral Health Benefits Trust through the 2025-2030 strategic plan.
3. Develop a system to evaluate and determine the working condition of the physical fitness equipment in each station.
  - a. Determine a timeline and replacement plan for equipment by 2027.
  - b. Actively look for alternative ways to fund additional fitness equipment for all stations by 2028.

### **Peer Support Program Appraisal Goals**

(EMO Johnson)

1. Enhance Program:
  - a. Continue to improve program visibility and availability amongst personnel by continuing to schedule regular station visits with peer-support members and mental health doctor. Continue through the 2025-2030 strategic plan.
2. Grants and Budget:

- a. Continue to explore options for funding to support the peer support program. Continue through the 2025-2030 strategic plan.

**Fire Inspection & Plan Review Program Appraisal Goals**

(Inspector Duran)

1. Enhance Program:
  - a. Evaluate the ability to create a quality control position or process to “review” inspection data entry by end of 2028
  - b. Evaluate the current job description to reflect current expectations and responsibilities by 2027.
2. Education and Training:
  - a. Develop and implement a process to prepare the department for the adoption of the 2021 International Fire and Building Codes by 2026.
3. Succession Planning:
  - a. Establish a promotional list for Fire Inspector. Continue through the 2025-2030 strategic plan.