Strategic Plan 2016-2021

PUEBLO FIRE DEPARTMENT

Reviewed and Revised
1-28-19
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Message from the Fire Chief

I am proud to present the city of Pueblo Fire Department’s 2016 – 2021 strategic plan. This plan was developed in the shadow of challenging economic times and a rapidly growing demand for our services. Challenge is a part of life in the fire service, which is evident as our industry continues to change and requires a constant eye to the future. This document represents our vision of that future and outlines how we envision getting there. Knowing that change is inevitable, the plan is considered a living document that will be reviewed annually and adjusted as needed.

This plan is fundamentally different from previous plans in two key areas. First, the five divisions of our goals including innovative government, growing the economy, safer streets, stronger neighborhoods, and a cleaner city parallel our city strategic plan. The parallel creates a plan that seamlessly integrates the department’s goals and objectives with those of our city leadership. Secondly, a new emphasis was placed on actively seeking input from both internal and external stakeholders and giving both groups equal weight when setting goals. Together, these changes had a large influence in creating a document that better represents the needs and expectations of our community.

A viable work force is critical to the success of any organization. Without this group a strategic plan would fail. The dedicated men and women of this department are without equal in delivering excellent service to our community. This plan addresses the needs of these valued members and has the focus of providing the tools necessary for them to succeed. These tools include training, officer development, capital purchases of equipment, and health and wellness considerations. Together, we will continue to serve our community well into the future; a future that is ever changing, but has one constant, a work force and command staff who are dedicated to their mission and service to our community.

Shawn Shelton, Fire Chief
Mission, Core Values, and Vision Statements

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

Mission Statement: We will provide the highest level of fire and emergency services to the city of Pueblo and our community following laws, industry best practices, and professional standards.

Vision Statement: To maintain international accreditation through the Center for Public Safety Excellence and to provide safe and effective leadership, training, equipment, and facilities for our members to ensure the highest level of fire and emergency 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 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 additionally provides fire prevention, public education, fire investigation, and community risk reduction services.

The department has 144 members that staff ten fire stations and administrative positions within the department. Apparatus includes ten ALS engines, a 105-foot aerial ladder, a heavy rescue, three focused response units, two aircraft rescue firefighting (ARFF) apparatus, and a chief officer that are staffed daily. The department additionally cross-staffs a hazardous materials unit, a technical rescue trailer, two brush trucks, and a fire investigation unit.

As a result of the all-hazard approach, the department has experienced a significant increase in the number of incidents responded to. This increase has seen the department go from approximately 13,000 calls in 2008 to 23,541 calls in 2018. The past several years, the department has realized annual increases in demand ranging between six and nine percent. The trending points to a continuing growth rate with a projected call volume of over 33,000 incidents by 2025.

City of Pueblo Statistics
City Land Area – 55.67 mi.
Total Area Protected – 60.11 sq. mi.
Population – 110,295 (2016 City-Data Estimate)

Community Demographics
Male – 50.1%
Female – 49.9%
Median Age – 37 years old

Community Composition
- Hispanic – 52.6%
- White (alone) – 42.2%
- Black (alone) – 2.1%
- 2 or More Races – 1.7%
- Asian (alone) – 0.8%
- American Indian – 0.8%
- Other – 0.18%
(2016 – City Data)

Median Household Income
$38,380 – Pueblo
$65,685 – Colorado
(2016 City-Data)

Estimated Value of Property Protected
$3,850,000,000
**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 strained department resources without them. One such example was the Johnson’s Sporting Goods Fire in 2014. This fire was estimated to have been a six-alarm fire and was supported by several mutual aid partners. 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
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)
The department felt that it was important to detail the methodology used during this process. This was the first time the department committed to conducting a community-driven strategic plan. The command staff and the accreditation team felt that this was critical to ensure that the department was meeting the expectations of our community. To accomplish this the department developed an internal and an external stakeholder process. These processes are detailed below:

**Internal Stakeholder Process**

This internal process involved the accreditation team developing six surveys to help evaluate the perceptions of the department members. These surveys focused on the following areas:

1. Overall Satisfaction
2. Training
3. Incident Deployment
4. Future Interests
5. Equipment and Apparatus
6. Comprehensive Survey
The internal stakeholder team consisted of the fire chief, an assistant fire chief, the accreditation manager, members of the IAFF Local #3 leadership team, and members of the various ranks from within the department. The group represented over fifteen percent of the department’s members.

In addition to the surveys, which were conducted during the meeting, the fire chief led the group through a S.W.O.T. analysis. This process lasted nearly two hours and resulted in a significant amount of feedback from all in attendance.

**External Stakeholder Process**

To obtain input from a broad cross section of the city of Pueblo, the department focused on nine different groups of external stakeholders. These diverse groups from within the community are identified below:

1. City Government and Community Groups
2. Business Community
3. Medical Organizations
4. Education
5. Industry
6. Utilities & Builders Groups
7. Non-government Organizations
8. Law Enforcement
9. Mutual Aid Partners & EMS Agencies
Approximately seventy individuals or organizations were contacted with a little over fifty representatives attending the meeting from around the community. Most of those in attendance were members of the leadership from their respective organizations. Members of the department’s external stakeholder facilitation team were tasked with personally contacting each agency and inviting them. The city manager and one city councilman attended the meeting as part of the stakeholders. The state’s “Sunshine Law” limits the number of council members attending a closed meeting to two. Due to this we reached out to community groups from throughout the city to reach representatives from each district within the city. As soon as these members were identified, a brief survey was sent to each of them to identify perceptions of the department prior to any new interactions with the team. Each attendee also received a letter from the fire chief, in advance, thanking them for committing to the process and giving them an overview of the meeting that they would be attending.

The external stakeholder meeting was held at the Pueblo Police Department community room. The focus groups were seated together with at least one department member to help facilitate the process. A meeting was held prior to the external stakeholder meeting with the external stakeholder facilitators to ensure that they understood the process and that they had 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 and the city manager. The accreditation manager then led the group through an overview of the department, the risks within the city, the fire department’s capabilities, and our historic performance.
The purpose was to give the attendees an understanding of the department prior to going through a S.W.O.T. analysis with the fire chief. This process involved a brief description of each focus by the chief 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 top ideas from each focus. The Post-It Notes were then placed around the room for everyone else to study. This process continued until all four foci of the S.W.O.T. were addressed. At the conclusion, the external stakeholders were each asked to answer a short survey that asked five focused questions.

The information from the S.W.O.T. analysis, along with the information from the final survey, was used to help establish final strategic goals and objectives.
**Stakeholder Strategic Input**

Senior accreditation team members analyzed the data that resulted from the internal and external stakeholder processes. This data consisted of a variety of surveys and a SWOT analysis conducted with both groups. The internal process included six surveys that covered response, training, equipment, and future programs. The external process had a survey that was sent out to each stakeholder in advance of the meeting and a survey at the completion of the formal meeting. This information was used to develop overarching goal ideas that the accreditation team could use in setting goals and objectives. Below are the internal and external stakeholder ideas.

**Internal Stakeholders**

1) – Create and Implement a Comprehensive Fire and Emergency Medical Services Outcome Process
2) – Develop Revenue Streams
3) – Academy – Hiring Process (Diversity Recruiting)
4) – Increase the Number of Advanced Life Support (ALS) Providers through Hiring Process and Recruiting
5) – Call Volume Challenges
6) – Mental Health of Members
7) – Personnel Management and Development
8) – Citywide Emergency Management Process

**External Stakeholders**

1) – Broaden Public Education
   - Community Incident After Action Report (AAR)
   - Proper “911” Use
   - Social Media/Public Relations
   - Non-Fire Topics
2) – Community Collaboration/Partnerships
   - Social Services
   - Higher Education Institutions
• Industry & Utilities
  o Training
  o Critiques
  o Capabilities
• Combining Community Resources

3) – Increase Revenue/Decrease Costs – Grant Funding

4) – Call Volume Concerns
  • Reduction in Volume
  • Deployment Changes
  • EMS Transport
  • Resource Allocation

5) – Emergency Management
  • Community-Wide Concerns
  • Planning & Training Beyond CSEPP

6) – Mutual Aid Training
  • Consistent Schedule
  • Monthly Training
  • Planning Accomplished by Agencies

7) – Staff Development
  • Degree Pursuit

8) – Communication
  • Language Classes (Spanish)
  • Disability – Text 911
**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.

1. **Work to utilize the 2018 Fire Station Facilities Condition Assessment study in a fiscally responsible manner to improve the firefighters’ safety and well-being.**
   a. Modify doors from the apparatus bays into all living areas to reduce the exhaust from entering these spaces during the 2019-2020 period.
   b. Modify all fire apparatus with a smoke free exhaust system and provide air filtering systems in all stations before the end of 2020.
   c. Remove all gear and equipment which are subject to diesel fume contamination from the truck bays in all stations by the end of 2020.
   d. Work to address all other immediate safety concerns identified in the 2018 Fire Station Facilities Condition Assessment study during the 2019-2021 period.
   e. Modify existing facilities to improve living arrangements for all firefighters, such as bathroom set-ups in 2019.
   f. Look for opportunities to enlarge the fire station bay doors to match the constantly growing modern fire apparatus during the 2019-2021 period.

2. **Use the 2018 Fire Station Facilities Condition Assessment study to identify station replacement and major renovations.**
   a. In 2019, use the 2018 Fire Station Facilities Condition Assessment study as a guide, identify the stations that should be renovated and the ones that should be replaced.
   b. Work with City leadership to identify potential revenue sources to fund the replacement and renovation of fire stations between 2019 and 2021.
      i. Grants or in-kind grant replacement moneys
      ii. Bonds
      iii. Lease purchase agreements
   c. Identify locations for replacement stations considering the potential for creating multi company facilities by 2021.
   d. Identify a strategy for replacing the Fire Administration building to better serve the need and functions of administration by 2021.

3. **Address staffing needs within the Fire Department**
   a. Explore the addition of 3 Assistant Chiefs to split the city into 2 battalions, to more closely adhere to the industry standard span of control in 2019.
b. Explore the addition of an additional full-time supervisory employee to the ladder truck in 2019.
c. Explore the addition of a third inspector and a supervisor to the Life Safety Bureau in 2019.
d. Explore funding the current approved but unfunded Deputy Chief position between 2019 and 2021.
e. Explore adding support staff in the form of an additional office assistant to fire administration.

4. Create a Capital improvement plan related to specific areas of operation
   a. Require all program leads to develop program specific five-year equipment replacement plans based on manufacturer recommended life cycles during 2019.
   b. Create a sustainable apparatus replacement plan by 2020.
   c. Continue to utilize grant opportunities (DOLA, CDGB, AFG, CREATE, SAFER, Etc.) to fund capital needs annually.

5. Continually grow the Department’s community paramedic program
   a. Expand the current Directing Others to Service (DOTS.) program in size and scope in 2019.
   b. Ensure that a formal process is developed and implemented to track the effectiveness of this valuable program in 2019.
   c. Seek external funding to enhance this program through local, state, and/or federal grants in 2019-2021.
   d. Work with external partners to add staffing to the DOTS team with a clinician and midlevel provider by 2020.
   e. Conduct engine company level training in 2019 to allow crews to begin making DOTS contacts.
   f. Explore the transition of one or more of the Focused Response Units as a delivery system for community paramedicine by 2021.

6. Study creating an enterprise to provide emergency medical transport within the City.
   a. Identify the financial impact associated with creating a medical transport enterprise by the end of 2020.
   b. Identify the impact of medical transport on the fire department’s staffing by the end of 2020.
It was very important that the fire department identify strategic goals that were in line with the city of Pueblo’s overall strategic priorities. This was accomplished using input from internal and external stakeholders. The department sought to define each of the city’s strategic priorities as they related to the services that we provide.

**Innovative Government** – The nature of the services provided by the department evolves on a regular basis. The department is truly an all hazards emergency response organization. It is therefore critical that we approach the future in innovative ways so that we can constantly offer the highest level of services to our citizens.

1. **Broaden public relations and information to keep community apprised of department programs and operations**
   a. Establish a mechanism for oversight of public relations and information focusing on relevant and trending social media by the end of 2021.
   b. Begin implementing the use of relevant and trending social media sources for public relations, community emergency messaging, and public safety messages by 2020.
   c. Develop a process for measuring effectiveness of public relations and information program by 2021.
   d. Assess the effectiveness of the public relations and information program in 2021.
   e. Establish a fully operational public relations and information program by 2021.
   f. From 2020 forward, ensure that social media and outreach methods are effectively reaching the department’s target audiences.

2. **Establish a process for recruitment and hiring of future employees that reflect our diverse community**
   a. Identify methods to reach specific age groups for recruitment in 2020.
   b. Continue to refine recruitment and hiring processes with the purpose of having a department that better reflects the diversity of our community by 2020.

3. **Address the continual increase in demand for fire department services**
   a. Conduct further research on the feasibility of fire department-based transport service by 2021.
   b. Evaluate the effectiveness of the Focused Response Units by April of 2019 to determine the effectiveness of their current deployment strategy.
   c. Continue to research and identify innovative methods of service delivery to ensure that the department can meet the increasing demands. This should be performed on an ongoing basis during the five years of this plan.
d. Identify and utilize CSU-Pueblo interns, retirees, volunteers, etc. from within the community to assist with the administration of programs, when it is appropriate during the 2019-2021 period.

4. Create and implement a comprehensive program to measure outcomes of fire and EMS responses to measure effectiveness and ensure continuous improvement.
   b. Develop a comprehensive EMS outcome process, to include effectiveness of interventions, in 2020.
   c. From 2020 thru 2021 identify and implement methods to determine the effectiveness of both the fire and EMS outcome processes.

5. Develop and implement a compliance process for turnout and total response times for all responding apparatus in 2019.
   a. Conduct annual appraisals of the compliance process for effectiveness, to include quantitative data beginning in 2019.
   b. Utilize a new data solution to help each crew track their response times in 2019.

6. Continue to develop a robust health and wellness program.
   a. Continue to work in a cooperative effort with community partners in the direct involvement to improve key resource services and knowledge within Pueblo by 2020.
   b. Increase the peer support team in size and scope to involve our county and regional partners in 2019.
   c. Fully review and reinforce firefighter cancer initiatives annually.
   d. Continue 8-year PPE replacement cycle that began in 2018.
   e. Work on a permanent funding source to continue PPE replacement program beyond 2019.
   f. Develop and implement an occupational medical program based on NFPA 1582 by 2021.
   g. Continue to support the department’s physical fitness program annually.

7. Create a comprehensive employee development process to better prepare personnel for advancement.
   a. Develop minimum certification level requirements for each position level within the department in 2019.
   b. Review each fire department position and identify essential job functions for every position during the 2019-2021 period.
   c. Develop a specific employee development process for growth and promotion within each rank within the department by 2021.
   d. Identify online courses offered through the National Fire Academy that would benefit members of the department annually.
   e. Explore opportunities to utilize the National Fire Academy for training of our members when it would benefit the members and the department during the 2019-2021 period.
f. Utilize a credible process for instructor development for all internal trainers in 2019.
g. Create opportunities to overcome barriers created by language and disabilities during the 2019-2021 period.
h. Finalize develop and implement the captain’s program oversight process for mission critical functions within the department by 2021.

8. Work to increase access to external training opportunities.
   a. Utilize training and overtime funding to offer external training opportunities annually.
   b. Take advantage of grant training and other no cost training annually.

9. Empower program leaders to take full ownership of department programs.
   a. Communicate clear expectations, responsibilities, and authority to all program leads in 2019.
   b. Develop and deliver a class in 2019 for program leaders to help them understand how to evaluate their respective programs.

10. Develop or purchase a data analysis solution that will meet all the department’s needs.
    a. Contact and evaluate data analysis companies or vendors in January of 2019.
    b. Secure funding by the end of the first quarter of 2019.
    c. Implement new data analysis solution by the end of the second quarter of 2019.
Growing the Economy – It is critical that the department operate as cost efficient as possible. This involves both working to decrease costs as well as identifying possible revenue sources. The department also believes that providing excellent fire and emergency services to the community will help attract citizens and businesses alike resulting in a healthier local economy.

1. **Identify and pursue avenues to increase revenue and decrease costs.**
   a. Identify 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.

2. **Maintain Insurance Services Organization (ISO) 2 rating throughout the city of Pueblo.**
   a. Work collaboratively with business and industrial occupancies to insure they receive full credit for fire protection systems to reduce insurance costs by the end of 2021.
   b. Work with HUB (city’s insurance provider) to see the effects on insurance rates as a result of the lowered ISO rating. This should be accomplished at the conclusion of 2019.

3. **Develop a tracking process for all department equipment to ensure accountability and readiness during 2019.**

4. **Identify alternate training partners and locations for all training during the 2019-2021 period.**
   a. Explore utilizing the aircraft museum at the Pueblo Airport for ARFF training in 2019.
   b. Continue to train with our Department of Defense partners at the U.S. Air Force Academy, Ft. Carson, and the Pueblo Chemical Depot annually.
   c. Continue to train with local industry partners annually.
   d. Continue to seek new local industry training partners based on risk.

5. **Explore creating a deployment plan for equipment and personnel as a source of increased cost recovery by the end of 2019.**
**Safer Streets** – The role of the fire department in helping to make the streets of Pueblo safer is by reducing both fire and non-fire risks within our community. These efforts include comprehensive prevention and public education efforts. This also includes working collaboratively with our partners in emergency management planning and response. These combined efforts should result in a safer, healthier community for our citizens.

1. **Broaden the scope of the public education program to reflect the current risks in the city of Pueblo.**
   a. Identify a full time Community Risk Reduction Coordinator in 2019.
   c. Identify and/or develop curriculum for relevant non-fire risks in 2019.
   d. Develop and implement a community preparedness curriculum for disaster preparedness by 2021.
   e. By 2021, seek avenues, such as grant monies, for new mobile training equipment to enable continued education in the community, targeting key community issues proactively.

2. **Formalize Emergency Management.**
   a. Continue to support other city departments in the use of NIMS ICS annually.
   b. Develop training oriented towards identified risks beyond CSEPP and explore training through opportunities through the Emergency Management Institute (EMI) and the Colorado Department of Homeland Security and Emergency Management annually.
   c. Identify and form partnerships with Volunteer Organizations Assisting in Disaster (VOAD) groups to enhance the resources available by 2021.
   d. Assist other city departments in establishing emergency operations plans by 2021.

3. **Utilize the newly formed Training Committee to prioritize training.**
   a. Design annual training based on risks in the community.
   b. Annually design training based on requirements of credentials.
**Stronger Neighborhoods** – The department is committed to working with our community partners to ensure that the citizens receive the appropriate services. We believe that working with social service agencies, higher education, industry, and local community groups best does this. These interactions will strengthen the relationships in our community and help build stronger neighborhoods.

1. **Enhance efficient, integrated services and resources through collaborative community partnerships.**
   - a. Continue to identify programs and services offered by social services and community organizations to offer customers the appropriate assistance annually.
   - b. Build and/or expand relationships with community higher education institutions during 2019-2021.
   - c. Enhance relationships with major industries and utilities through training, incident critiques, and resource & capability identification by 2021.
   - d. Continue to evaluate utilizing external partners in other programs such as investigations, inspections, and training in 2019.

2. **Integrate Mutual Aid Partners into All Hazards Response**
   - b. Work collaboratively with mutual aid partners to determine annual training topics by December each year.
   - c. Establish a consistent, monthly training schedule for mutual aid training by December each year.
   - e. Work with mutual aid partners to evaluate the feasibility of a Regional Training Center concept in 2019.
**Cleaner City** – The fire department has limited oversight in this area; however, does contribute to the overall cleanliness of the city through a number of programs and services offered. The first is through the department’s commercial and industrial inspection program, which works with local businesses to ensure that they meet applicable codes and ordinances. The department’s hazardous materials team responds to and mitigates any releases of hazardous materials into our streets and neighborhoods. Finally, the department works with the city storm water and code enforcement departments in an effort to minimize the impact felt by the community as it relates to fire and emergency services.

1. **Formalize a relationship with code enforcement to identify methods that the fire department can assist them as able.**
   a. Explore the feasibility of a reporting process for fire department responders to homes found to be non-compliant to city codes by 2019.
   b. Continue to work with the commercial and industrial occupancies to ensure the cleanliness of their locations by ensuring compliance with the fire code annually.
   c. Have the fire inspectors engage with Pueblo City Code Enforcement to report facilities with code violations for the purpose of assisting code enforcement.
   d. Conduct training in order to allow all firefighters to issue citations in 2019.
**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.

**Fire Suppression Program Appraisal Goals**

1. Work with personnel and the new record management system to ensure that all appropriate data is entered for incident reports.
   a. Ensure that the appropriate loss/saved data collection process is utilized for all fire reports in 2019.
   b. Ensure that QA/QI reviewers are checking to see that appropriate NFIRS codes are entered for all incidents in 2019.
   c. Identify a person(s) to complete the regular fire suppression appraisals in 2019.
   d. Create NFIRS +1 codes to help delineate the actual nature of calls within the city to improve the ability to analyze data in 2019.

2. **Explore an alternative to using probationary firefighters as fill-in engineers in 2019.**

**EMS Program Appraisal Goals**

1. **Continue to send a minimum of two members to paramedic school annually during the 2019-2021 period.**
   a. Ensure a process is in place to allow members to sign-up for future paramedic classes in a timely manner in 2019.
   b. Ensure future paramedic students have the required prerequisite courses completed prior to the enrollment deadline for the paramedic course in 2019.
   c. Identify potential alternative paramedic classes during the 2019-2021 period.

2. **Investigate the requirements of conducting EMT-Basic training “in house” in 2019.**

3. **Obtain a minimum of one additional cardiac monitor in 2019 as a reserve.**
ARFF Program Appraisal Goals

1. Identify a solution for the lack of appropriate ALS equipment on Foam 44 in 2019.

2. Develop an awareness level of training for the ARFF effective response force responders, to include our mutual aid partners in 2019.

3. Implement a solution for the communication challenges to include a new Dave Clark system on Foam 44 in 2019.

4. Investigate other training opportunities such as “train the trainer” to ensure uniform and quality training across the shifts in 2019.

Training Program Appraisal Goals

1. Explore funding and methods to improve the training props used by the department during the 2019-2021 period.
   a. ARFF training props
   b. Hazmat training props
   c. Technical rescue training props
   d. Suppression training props

2. Develop a formal process for program leads and the training group to utilize the available training hours efficiently and effectively for the purpose of maintaining readiness in all areas of focus in 2019.

3. Establish a policy for class development that includes the use of a formal outline and specific learning objectives in 2019.
   a. Establish a written testing process for knowledge evaluation
   b. Conduct periodic knowledge evaluations on recruit and probationary firefighters.

   a. Work toward finding an ideal balance between live and virtual training to best benefit the firefighters in 2019.

5. Conduct an audit of each employees’ training file in 2019.


Technical Rescue Program Appraisal Goals
1. Establish minimum standards in all six technical rescue disciplines in 2019 based on NFPA 1006.
   a. Develop testing methods to evaluate members in all disciplines by 2020.

2. Increase the level of proficiency in the rope discipline for all members of the department in 2019.

3. Explore funding sources for additional battery-powered extrication tools for use on Squad 1 during the 2019-2021 period.

**Hazardous Materials Program Appraisal Goals**

1. Work with the Pueblo County Hazmat Committee to help fund the replacement of aging and damaged equipment using available CSEPP funds during the 2019-2021 period.
   a. Pursue replacing Hazardous Materials vehicle
   b. Decontamination Tents/Trailer
   c. Water heater
   d. Command Tent
   e. Hazmat equipment trailer
   f. Aging hazmat protective suits
   g. Water booms

2. Develop a process to ensure the department is fully utilizing the available, federally funded hazmat classes offered at TTCI during the 2019-2021 period.


4. Develop focused HazMat training that is based on realistic and targeted hazards within the community in 2019.

**Fire Cause and Origin Program Appraisal Goals**

1. Continue to recruit and train additional fire investigators in 2019 with the goal of having 2 per shift.

2. Develop a process to utilize the certified fire investigators from our mutual aid partners to supplement our program, as well as offering more opportunities for experience for them in 2019.

3. Identify and develop a fire cause and origin class for all company officers and assistant fire chiefs in 2019.
   a. Identify trigger points for when a fire investigator needs to be called out in 2019.
4. Identify a process to ensure strong cooperation with the Pueblo Police Department in the fire investigation process in 2019.

5. Identify regional training and networking opportunities for the department fire investigators during the 2019-2021 period.


7. Identify an improved tracking mechanism for fires with emphasis on minor fires investigated by a Captain in 2019.

**Communication Center Program Appraisal Goals**

1. Member(s) of the communication center staff will join the fire and police department recruiting team for the purpose of attracting more qualified and diverse candidates in 2019.

2. Implement Priority Dispatching for EMS calls for service by the end of the first quarter of 2019
   a. Complete all necessary training for Priority Dispatching by the end of 2019.

   a. Enable the auto enroute/auto on-scene functions in the OSSI CAD AVL software in 2019.
   b. Develop a process for using nearest unit dispatching for all emergent calls for service using AVL in 2019.
   c. Formally implement the nearest unit dispatching process in 2019.
   d. Formally evaluate the impacts and effectiveness of the near unit dispatching annually during the 2020-2021 period.

4. Ensure that the communication center is apprised of all EMS training offered by the fire department so that the dispatch staff can attend any training that they feel is relevant to their duties during the 2019-2021 period.

5. Work to upload all high-risk pre-plans into the OSSI CAD system during the 2019-2021 period.

6. Explore the feasibility of adding a triage nurse, or other qualified medical personnel, to the communication center during the 2019-2021 period.

**Wildland Firefighting Program Appraisal Goals**
1. Increase training related to external wildland fire deployments in 2019.
   a. Conduct training related to time card management and unit logs in 2019.
   b. Conduct training related to structure protection in the mountain communities, such as Beulah in 2019.

2. Improve the annual department wildland training to include additional training opportunities in 2019.
   a. Increase the focus on hands on training with an emphasis on the use of the available hand tools, saws, cutting lines, and structure protection within the city limits in 2019-2021.
   b. Develop wildland firefighting training specific to the risks within the city limits in 2019.
   c. Increased focus on wildland strategies and tactics in 2019-2021.
   d. Increased focus on LCES and fire behavior of the fuels found within the city in 2019.

3. Increase the number of NWCG Qualified Engine Bosses.
   a. Complete the task books for the three current engine bosses in training in 2019.
   b. Identify a minimum of two additional personnel to attend NWCG engine boss training in 2019.

4. Identify an appropriate sawyer class for the response types that the department participates in by the end of 2019.

5. Explore community wildfire mitigation program(s)
   a. Work to identify potential wildland firefighting training that includes actual fire mitigation efforts in 2019.
   b. Work with the citizens that live in high risk areas for urban interface fires to reduce the risks in 2019.

6. Obtain a basic set of wildland hand tools for each engine.
   a. Obtain “mop up kits” for both brush trucks by the end of 2019.

**Community Risk Reduction Program Appraisal Goals**

1. 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 2019.

2. Expand the current D.O.T.S. program.
a. Ensure that a formal process is developed and implemented to track the effectiveness of this valuable program in 2019.
b. Seek external funding to enhance this program through local, state, and/or federal grants in 2019-2021.
c. Conduct engine company level training in 2019 to allow crews to begin making minor DOTS contacts.

3. Continue to collaborate with community partners on the carbon monoxide and smoke detector programs during the 2019-2021 period.
   a. Explore ways to measure the effectiveness of these programs during the 2019-2021 period.

4. Work with community and state partners to address the recreational and medical marijuana challenges that are currently here and those that are emerging with the growth in the industry during the 2019-2021 period.

5. Address the ongoing risks within the multi-level residential buildings in Pueblo in 2019.

6. Develop a 2nd certified fire inspector up to Plans Reviewer and Suppression System Reviewer in 2019.

Public Education Program Appraisal Goals

1. Identify a mechanism to obtain one or more certified public education personnel during the 2019-2021 period.

2. Continue to work to identify age specific education materials for the various risk types during the 2019-2021 period.

3. Identify a training program or course that better equips fire crews that deliver public education to the community in 2019.