Strategic Plan 2020-2025

PUEBLO FIRE DEPARTMENT

Reviewed and Revised
1-14-20
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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 2020-2025 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’s governmental structure changed from a City Manager to Mayor in 2019; creating a new dynamic in the city. 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 work force. We are made up of driven, proactive individuals, who actively seek to improve the department and its structure. The importance of supporting that work force 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, 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 also provides fire prevention, public education, fire investigation, and community risk reduction services.

The department has 145 members that staff ten fire stations and administrative positions within the department. Apparatus includes ten ALS engines, a 105-foot aerial ladder truck, 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-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 in 2008 to 24,827 calls in 2019. 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 compromised 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. These agreements are evaluated every three years and revised as necessary to meet the department’s objectives. 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 Sheriff 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 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.

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.

- A countywide apparatus numbering system to reduce confusion on multi-agency responses.
- The creation of wildland task forces setup based on geographic location.
- The creation of structural task forces for rural areas.
- The creation of a county MCI plan.
**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. Training
3. Department Communications
4. EMS Program
5. Equipment and Apparatus
6. Community Risk Reduction/ D.O.T.S
7. Company Inspection Program
8. Recruit Academy and subsequent probationary period
9. Educational Opportunities
10. Administrative support
11. Social media presence and public image
12. Special Teams

The internal stakeholder team consisted of the fire chief, three assistant fire chiefs, the accreditation team, leadership from IAFF Local #3, and members of every rank with varying years of service from within the department. Also, in attendance were members from a neighboring accredited department functioning as observers. The group represented over fifteen percent of the department’s members.

The results from the job-wide survey were disseminated to the group and further expanded upon in the internal stakeholder meeting. The accreditation manager then led the group through a SWOT analysis. 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. Fire/Police Chaplin group
4. Medical Organizations
5. Education
6. Industry
7. Utility Companies
8. Non-government Organizations
9. Law Enforcement
10. Mutual Aid Partners & EMS Agencies
11. Local Hospitals

Approximately sixty individuals of various organizations were contacted and roughly forty representatives attended 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.

Once the attendees confirmed they would attend, 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 Robert Hoag Library conference room. We divided the attendees up into small focus groups. Each group had at least one member of the department to help facilitate discussion or answer specific questions from the group. 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 accreditation manager. We provided a brief overview of the strategic planning process and how the community input would fit into our new plan for the 2020-2025 period.
The meeting began with a S.W.O.T. analysis lead by the fire chief and 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 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**

The 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 S.W.O.T analysis conducted with both groups. The internal survey looked at emergency response, training, EMS, education, community risk reduction, and more. 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**

**Training**
- More hands-on training at the tower
- More hands-on EMS training
- New training props
- Training to state standards
- Consistent recruit academy and probationary training expectations

**Communication**
- More face-to-face communication
- All three shifts operate differently
- Investigate other communication mediums such as webinars, blogs, etc.
- Better utilize current communication tools such as conference calls, emails, etc.

**Infrastructure and Apparatus**
- Create a formal apparatus replacement plan
- Infrastructure needs – station remodels vs new stations
- Immediate health and safety issues – Bunkers and food in truck rooms
- Privacy issues in bedrooms, locker rooms, and bathrooms
- Evaluate running a Focused Response Unit at night

**Call Volume Challenges**
- Increased workload with no increase in staffing
- Increased burnout
- Mental Health & Peer Support

**External Stakeholders**

**Better Utilize Public Education**
- Proper “911” Use
- Social Media/Public Relations is underutilized
- Work to educate citizens on how fire department works
- Educate citizens on current revenue sources
- Educate citizens on need for future funding based on increased demand for service
- Utilize PSAs and Social Media
Improve Staffing
- Increased service demand with no increase in staffing
- Homeless population increases service demand
- Aging demographic in the city
- Staff to meet standards

Seek additional Sources of Revenue
- Investigate a grant writer
- Restructure fee schedules
- Investigate charging for other services we offer
- Investigate fire-based transport
- Create a fire department auxiliary “Friends of the Fire Department”
  - Provide public education
  - Create fire department citizen academy

Career Progression Program
- Pursuit of higher education
- Develop a basic roadmap of education and training
- Build future leaders
- Crosstrain members
- Increase retention through training

Facilities and Apparatus
- Develop a fleet replacement program
- Development a long-term capital improvement plan for infrastructure
- Ensure partnership with fleet maintenance continues
- Work toward minimizing exposure to carcinogens
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 2020-2021 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 2020-2022 period.
   e. Modify existing facilities to improve living quarters, bathroom arrangements, and privacy issues for all firefighters during the 2020-2021 period.
   f. Look for opportunities to enlarge the fire station bay doors to accommodate larger modern fire apparatus during the 2020-2025 period.

2. Use the 2018 Fire Station Facilities Condition Assessment study to identify station replacement and major renovations.
   a. In 2020, 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 2020 and 2025.
      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 2020.
b. Explore the addition of an additional full-time supervisory employee to the ladder truck in 2020.

c. Explore the addition of a third inspector and a supervisor to the Life Safety Bureau in 2020.

d. Explore funding the current approved but unfunded Deputy Chief position in 2020.

e. Explore adding support staff in the form of an additional office assistant to fire administration in 2020.

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 2020.
   b. Create a sustainable apparatus replacement plan by 2021.
   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. Ensure that a formal process is developed and implemented to track the effectiveness of the DOTS program in 2020.
   b. Seek external funding to enhance this program through local, state, and/or federal grants in 2020-2025.
   c. Work with external partners to add staffing to the DOTS team with a clinician and midlevel provider by 2020.

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 2021.
   b. Identify the impact of medical transport on the fire department’s staffing by the end of 2021.
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.

1. 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.

2. 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. 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.
   c. Create and implement the FAST volunteer program in 2020.

3. 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.

   a. Conduct annual appraisals of the compliance process for effectiveness, to include quantitative data beginning in 2020.
   b. Utilize a new data solution to help each crew track their response times in 2020.

5. 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 2020.
   b. Review each fire department position and identify essential job functions for every position during the 2020-2021 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 during the 2020-2025 period.

f. Utilize a credible process for instructor development for all internal trainers in 2020.

g. Create opportunities to overcome barriers created by language and disabilities during the 2020-2025 period.

h. Finalize develop and implement the captain’s program oversight process for mission critical functions within the department by 2021.

6. **Empower program leaders to take full ownership of department programs.**
   a. Develop and deliver a class in 2020 for program leaders to help them understand how to evaluate their respective programs.

7. **Develop or purchase a data analysis solution that will meet all the department’s needs.**
   a. Provide FireDataRMS access to our raw data by March 2020.
   b. Develop clear reports that meet the needs of accreditation and other department programs by May 2020.

8. **Formalize Emergency Management.**
   a. Continue to support other city departments in the use of NIMS, ICS annually.
   b. Identify and form partnerships with Volunteer Organizations Assisting in Disaster (VOAD) groups to enhance the resources available by 2021.
   c. Assist other city departments in establishing emergency operations plans by 2022.

9. **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.

10. **Maintain Insurance Services Organization (ISO) 2 rating throughout the city of Pueblo.**
    a. Work collaboratively with business and industrial occupancies to ensure 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 observe changes on insurance rates as a result of the lowered ISO rating in 2020.
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

1. Broaden the scope of the public education program to reflect the current risks in the city of Pueblo.
   b. Identify and/or develop curriculum for relevant non-fire risks in 2020.
   c. Develop and implement a community preparedness curriculum for disaster preparedness by 2021.
   d. By 2021, seek opportunities, such as grant monies, for new mobile training equipment to enable continued education in the community, proactively targeting key community issues and populations served.

2. 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 2020.

3. 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 2020-2022.
   b. Seek external funding to enhance this program through local, state, and/or federal grants in 2020-2021.

4. Continue to collaborate with community partners on the carbon monoxide and smoke detector programs during the 2020-2021 period.
   a. Explore ways to measure the effectiveness of these programs during the 2020-2021 period.

5. Work with community and state partners to address the recreational and medical marijuana challenges that are currently in our community, and those that are emerging within the growing industry during the 2020-2023 period.

6. Address the ongoing risks within the multi-level residential buildings in Pueblo in 2020.
7. Explore funding options from 2020-2022 for the following program needs.
   a. Vehicles for the community risk reduction staff
   b. Materials and equipment for the D.O.T.S. program

8. In 2020 create the Fire Auxiliary Support Team (FAST) and recruit volunteers from
   the community to participate.
   a. Utilize the newly created FAST for various tasks in the city 2021-2025

**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 2020.
   b. Ensure that QA/QI reviewers are checking to see that appropriate NFIRS codes
      are entered for all incidents in 2020.

2. Develop and implement a formal company officer FTO program to be used
   throughout the department by 2021.

   a. Identify the data points necessary in 2020.
   b. Establish a formal process for fire suppression outcome goals by the end of 2021.

**EMS/TEMS Program Appraisal Goals**

1. Continue to send a minimum of two members to paramedic school annually during
   the 2020-2025 period.
   a. Identify potential alternative paramedic classes during the 2020-2025 period.

2. Develop a system of tracking patient outcomes following EMS interventions in 2020.
   a. Notify dispatchers involved with significant incidents of patient outcomes on an
      ongoing basis.
   b. Identify and develop QA/QI topics based on this information annually.

3. Explore options and identify a suitable replacement for current NarcBoxes on all
   apparatus by 2021.

4. Explore funding sources in order to obtain 45 sets of ballistic gear to be placed on all
   apparatus in 2020.

5. Continue the process of developing and modifying current SOP’s related to active
   shooter responses in 2020.
   a. Develop an emergency operations plan for active shooter incidents in 2020.
b. Ensure the appropriate trauma supplies are distributed to all apparatus for these types of responses in 2020.

**ARFF Program Appraisal Goals**

1. Install a Dave Clark radio system on Foam 44 with the intent of addressing communication issues between fire and airport radio systems in 2020.


3. Ensure that each shift has an appropriate amount of ARFF boomers to fill in vacant positions at station 10, during the 2020-2025 period.

4. Explore alternative funding sources such as the airfield improvement grant in order to obtain the following:
   a. Obtain ARFF training props by 2025.
   b. Update rescue tools, air bag regulator, and other power tools on ARFF trucks by 2021.

5. Obtain a membership in the ARFF working group in 2020.

**Training Program Appraisal Goals**

1. Explore funding and methods to improve the training props used by the department during the 2020-2021 period.
   a. Hazmat training props
   b. Technical rescue training props
   c. Suppression training props

2. Establish a policy for class development that includes the use of a formal outline and specific learning objectives in 2020.
   a. Establish a written testing process for knowledge evaluation in 2020.
   b. Continue periodic knowledge evaluations on recruit and probationary firefighters annually.

3. Identify alternate training partners and locations for all training during the 2020-2022 period.
   b. Continue to train with local industry partners annually.
   c. Continue to seek new local industry training partners based on risk annually.
4. Explore the return of certifying our members through the state certification process in 2020.

5. **Develop a comprehensive training facility plan by 2021.**
   a. Include the potential for a regional training facility in that plan in 2021.

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**Technical Rescue Program Appraisal Goals**

1. **Establish minimum standards in all six technical rescue disciplines in 2020 based on NFPA 1006.**
   a. Develop testing methods to evaluate members in all disciplines by 2020.
   b. Develop minimum standards for personnel assigned to rescue and truck company regarding technical rescue in 2021.

2. Increase the level of proficiency in the rope discipline for all members of the department in 2020.


4. **Evaluate the cost vs. benefit regarding outside certifications in 2020**
   a. Have a larger “train the trainer” pool to reduce costs associated with certifications by 2022

5. Explore the possibilities of moving specialty equipment and skills to outlying stations by 2021

6. **Work with local business to have pre-ordered or pre-packaged supplies in the event of a rescue event by 2020.**

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**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 2020-2023 period.**
   a. Pursue replacing Hazardous Materials vehicle
   b. Decontamination Tents/Trailer
   c. Command Tent
   d. Hazmat equipment trailer
   e. Aging hazmat protective suits
   f. Water booms

2. **Develop a process to ensure the department is fully utilizing the available, federally funded hazmat classes offered at TTCI during the 2020-2025 period.**
3. Evaluate the billing process related to hazardous materials releases in its entirety in 2020.

4. Develop focused HazMat training that is based on realistic and targeted hazards within the community in 2020.

5. Develop a plan for funding the HazMat program when CSEEP funding terminates in 2023.

6. Ensure the HazMat team is trained to at a minimum the technician level
   a. Send two team members to specialist school per year annually.

7. Develop an inventory tracking mechanism for all equipment on the HazMat vehicle in 2020.
   a. Reduce the number of perishable items on the apparatus that need continuous replacement by 2021.

**Fire Cause and Origin Program Appraisal Goals**

1. Continue to recruit and train additional fire investigators in 2020 with the goal of having 2 per shift by 2022.
   a. Investigate more efficient fire investigator certification course options such as a 40-hr. training program in 2020.

2. Identify and develop a basic fire cause and origin class for all department members in 2020.
   a. Identify trigger points for when a fire investigator needs to be called out in 2020.

3. Identify regional training and networking opportunities for the department fire investigators during the 2020-2025 period.

4. Develop better processes to identify and track fire trends in the community in 2020.

5. Identify an improved tracking mechanism for fires with emphasis on minor fires investigated by a Captain in 2020.

6. Develop a line item budget for the cause and origin program in 2020.
   a. Seek additional funding options for the program in 2020.
**Communication Center Program Appraisal Goals**

1. **Install AVL equipment in all emergency apparatus in 2020.**
   a. Develop a process for using nearest unit dispatching for all emergent calls for service using AVL in 2021.
   b. Formally implement the nearest unit dispatching process in 2021.
   c. Formally evaluate the impacts and effectiveness of the near unit dispatching annually during the 2021-2022 period.

2. **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 2020-2025 period.**

3. **Work to upload all high-risk pre-plans into the OSSI CAD system during the 2020-2022 period.**

4. **Train a Pueblo Fire Department paramedic as a PRO QA instructor between 2020 and 2022.**
   a. Explore the possibilities of using the 911 surcharge to fund this endeavor by 2020.
   b. Determine if PRO QA is able to report times in the 90th percentile by 2020.

5. **As an organization, support the communications center in obtaining their ACE accreditation status 2020-2023**

**Wildland Firefighting Program Appraisal Goals**

1. **Determine if the Pueblo Fire Department is willing to commit to deploying as a wildland resource. To be completed by end of 2020.**
   a. Identify what equipment and vehicle typing would be needed to meet the requirements set forth by the NWCG in 2020.
   b. Identify personnel requirements needed for deployments and gauge interest in filling those commitments by 2020.
   c. Obtain all required equipment and vehicle needs for deployment in 2021.
   d. Identify cost recovery avenues in order to conduct a cost/benefit analysis of the program in 2021.

2. **Improve the annual department wildland training to include additional training opportunities in 2020.**
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 2020-2021.

b. Develop wildland firefighting training specific to the risks within the city limits in 2020.

c. Increased focus on wildland strategies and tactics in 2020-2021.

3. Increase the number of NWCG Qualified Engine Bosses.
   a. Complete the task books for the three current engine bosses in training in 2020.
   
   b. Identify a minimum of two additional personnel to attend NWCG engine boss training in 2021 if the commitment to deployments is chosen.
   
   c. Ensure candidates can complete their task books by offering deployments or outside trainings annually.

4. Obtain a basic set of wildland hand tools for each engine.
   a. Obtain “mop up kits” for both brush trucks by the end of 2020.
   
   b. Begin the replacement of overclothes style of wildland PPE in 2020.

Public Education Program Appraisal Goals

1. Identify a mechanism to obtain one or more certified public education personnel during the 2020-2021 period.

2. Continue to work to identify age specific education materials for the various risk types during the 2020-2021 period.

3. Identify a training program or course that better equips fire crews that deliver public education to the community in 2020.

4. Broaden public relations and information to keep community apprised of department programs and operations from 2020-2025.
   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.
5. Explore community wildfire mitigation program(s)
   a. Work to identify potential wildland firefighting training that includes actual fire mitigation efforts in 2020.
   b. Work with the citizens who live in high risk areas for wildland-urban interface to reduce the risks of fire in 2020.

**Health and Wellness Program Appraisal Goals**

1. **Continue to develop a robust health and wellness program.**
   a. Fully review and reinforce firefighter cancer initiatives annually.
   b. Continue 8-year PPE replacement cycle through 2025.
   c. Work on a permanent funding source to continue PPE replacement program in 2020 and beyond.
   d. Develop and implement an occupational medical program based on NFPA 1582 by 2021.
   e. Continue to support the department’s physical fitness program annually.

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

1. **Prepare the department for the adoption of the 2018 International Fire and Building codes by 2021.**
   a. Ensure that all fire stations are supplied with the 2018 code in electronic and hard copy formats.
   b. Form a committee of interested individuals to review any significant changes to the new code, and draft documents so that adoption by the municipal code is streamlined.

2. **Seek funding in the fire department budget to add additional personnel in the prevention and plan review program from 2020-2025.**

3. **Identify those interested in promotions into the program 2020-2021**
   a. Prepare those individuals for the position by offering training classes related to the position

4. **Increase training in the fire prevention discipline in 2020.**
   a. Explore opportunities for prevention staff to train on alarm and sprinkler systems.
   b. Obtain CEU’s relate to fire protection (detection and suppression) systems from accredited institutions or other qualified instructors.
   c. Develop quarterly job-wide training related to fire inspection topics