

Greeley City Council Agenda

Work Session
Tuesday, June 11, 2024 at 6:00 PM

City Council Chambers at City Center South, 1001 11th Avenue, Greeley, CO 80631
via Zoom at: <https://greeleygov.zoom.us/j/82235659594>

NOTICE:

City Council Work Sessions are held on the 2nd and 4th Tuesdays of each month in the City Council Chambers. Meetings are conducted in a hybrid format, with a Zoom webinar in addition to the in-person meeting in Council Chambers.

City Council members may participate in this meeting via electronic means pursuant to their adopted policies and protocol.

Members of the public are also invited to view Council work sessions in person or remotely. **Work sessions do not include public input in any format. Public comment is only permitted at regular Council meetings on the 1st and 3rd Tuesdays of each month.**

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Mayor

John Gates

Councilmembers

Tommy Butler - Ward I

Deb DeBoutez - Ward II

Johnny Olson - Ward III

Dale Hall - Ward IV

Brett Payton - At-Large

Melissa McDonald - At-Large



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via Zoom at: <https://greeleygov.zoom.us/j/82235659594>

1. Call to Order
2. Pledge of Allegiance
3. Roll Call
4. Reports from Mayor and Councilmembers
5. Water and Sewer Board Interviews
6. Greeley Fire Department Organizational Assessment Overview
7. Administrative and Maintenance Facilities Update
8. Scheduling of Meetings, Other Events
9. A motion to go into Executive Session for the purpose of receiving legal advice related to, and determining positions, developing strategy, and instructing negotiators all related to the 2024 Greeley Police Officers' Association collective bargaining agreement negotiations
10. Adjournment



Work Session Agenda Summary

Title:

Reports from Mayor and Councilmembers

Background:

Board/Committee	Meeting Day/Time	Assignment
Airport Authority	3 rd Thu, 3:30 p.m.	Payton/Gates
Board/Commission Interviews (Team of 2)	monthly as needed	Council Rotation
CML Executive Board Opportunity	as needed	Hall
CML Other Opportunities	as available/desired	
CML Policy Committee (Council or Staff)	as needed	Hall/Lee; Gates alternate
Downtown Development Authority	3 rd Thu, 7:30 a.m.	Butler/DeBoutez
Employee Health Board	as needed	DeBoutez
Highway 34 Coalition	as needed	Olson
Highway 85 Coalition	as needed	Gates
Historic Preservation Loan Committee	as needed	DeBoutez
Human Relations Commission	2 nd Monday, 5 p.m.	DeBoutez
Interstate 25 Coalition	as needed	Olson
Island Grove Advisory Board	1 st Thu, 3:30 p.m.	Butler
National League of Cities Transportation and Infrastructure Services Committee	as needed	Olson
Parks & Recreation Board	1 st Friday, 7 a.m.	DeBoutez
Police Pension Board	quarterly	McDonald
Poudre River Trail	1 st Thu, 7 a.m.	Hall
Regional Opioid Council	as needed	Gates
Transportation/Air Quality MPO	1 st Thu, 6 p.m.	Olson/Payton
Upstate Colorado Economic Development	last Wed, 7 a.m.	Gates
Water & Sewer Board	3 rd Wed, 2 p.m.	Gates
Weld Project Connect Committee (United Way)	as needed	Olson
Youth Commission Liaison	4 th Mon, 6 p.m.	McDonald



Work Session Agenda Summary

June 11, 2024

Key Staff Contact: Heidi Leatherwood, City Clerk

Title:

Water and Sewer Board Interviews

Background:

The Water & Sewer Board has two seats available with terms that expired on June 1, 2024. Applications for this position were accepted through May 31, 2024.

The council will interview applicants in a round-robin style. At the June 18, 2024 meeting, the Council will appoint this position along with other Boards & Commissions.

Strategic Focus Area:



Business Growth



Community Vitality



High-Performance Government



Infrastructure and Mobility



Quality of Life

Attachments:

1. Water and Sewer Board Roster
2. B&C Application and Resume Fred Otis
3. B&C Application Matthew Anderson

□ The City of Greeley, CO

Water and Sewer Board

Board Roster

□	Manuel Sisneros 2nd Term Jul 01, 2019 - Jun 01, 2024	Position Member
□	Fred Otis 4th Term Jul 01, 2019 - Jun 01, 2024	Position Member
□	Joseph Murphy 3rd Term Jun 01, 2020 - Jun 01, 2025	Position Member
□	Cheri Witt-Brown 1st Term Jun 01, 2021 - Jun 01, 2026	Position Member

□

Harold Evans

6th Term Jun 01, 2022 - Jun 01, 2027

Position Chair

□

Tony Miller

3rd Term Jun 01, 2023 - Jun 01, 2028

Position Member

□

Mick Todd

6th Term Jun 01, 2023 - Jun 01, 2028

Position Vice Chairman

□

Robert Ruyle

10th Term Jun 01, 2016 - N/A

Position Member

From: [REDACTED]
To: [REDACTED]
Subject: [REDACTED]
Date: [REDACTED]

Name

Fred Otis

Phone

[REDACTED]

Email

[REDACTED]

Home Address

[REDACTED]

[Map It](#)

Greeley Residency



I understand this City Council policy.

Occupation

Lawyer

Employer

Otis & Bedingfield, LLC

How did you hear about Greeley Boards and Commissions?

I have served on the Water & Sewer Board since 2005.

Board or Commission Information

Select a choice. If you would like to apply for more than one commission, you will have to submit additional applications.

Water and Sewer Board

Application Type

Application Type

I am applying to be reappointed to the same Board or Commission

I currently serve on a City of Greeley Board or Commission

Yes

Board or Commission I currently serve on

- Water and Sewer Board

Applicant Information

If you have previously served on a board or commission, please select it below

- Union Colony Civic Center Advisory Board
- Water and Sewer Board

Please explain why you are seeking appointment to the board or commission

I have been a Water and Sewer Board Member since 2005 and am applying for reappointment. Serving on the Board for the past nineteen (19) years has been both educational and challenging. Even with experience in water law as a part of my real estate law practice, learning the various facets of the water and sewer issues has taken some time—we learn something new every month in our efforts to meet the challenges of meeting the needs of Greeley. The current citizens of Greeley have a great inheritance in the form of our water assets and distribution system as well as our state-of-the-art sewer system.

The Board is currently in the process of making some critical decision that effect Greeley's water future and I would like to be involved in making those decisions and making sure Greeley is as well served with its water and sewer needs in the next 50 years as it has been over the past 120 years.

I feel my experience as an existing member of the Water & Sewer Board, being a real estate lawyer with 47 years of experience, being a former Greeley Municipal Judge and an interested participant in the community, including the Poudre Trail Corridor Board, Rotary, United Way and the Community Foundation, have uniquely qualified me to serve on the Board. Having benefitted by the legacy handed to us by growing up in Greeley and living here most of my adult life motivates me to want to continue to serve and make sure that our future is protected.

Please list any previous service on Greeley's Boards and Commissions, along with any training, experience, education, or skills that you believe enhance your ability to serve on the Board or Commission

I will email a resume to Ashton Reinhardt that I would like to have included with this application.

Demographics

Race or Ethnicity

██████████

Gender

██████████

Submission

Full Name

Fred L Otis

Date

05/27/2024

Fred L. Otis, Esq.

[REDACTED]

[REDACTED]

PERSONAL: Admitted to the Bar in 1970, Colorado and U.S. District Court, District of Colorado

Married: Wife, Roxanne; daughter Amy

EDUCATION: University of Arkansas - J.D. 1970

WORK EXPERIENCE:

1971 - 1976 Special Agent, Federal Bureau of Investigation (FBI), assigned to New Jersey Field Office (1971) and New York Field Office (1972-1976)

1976- Present Practiced law, specializing in real estate and business matters with Doyle, Dominguez & Otis, LLC (1976-1980); Shade, Doyle, Klein, Otis Frey & Shaha (1980-1994); Doyle, Otis, Frey & Hellerich, (1994-1997); Otis & Associates, (1997-1998); Otis, Coan & Stewart, LLC, later known as Otis, Coan & Peters, LLC 1998-2013) and Otis & Bedingfield, LLC (2014-Present).

ORGANIZATIONAL AND COMMUNITY INVOLVEMENT

1977 - 1979 Instructor, Real Estate Law, Aims Community College, Greeley, Colorado

1978 - 1983 Member of the Weld County Planning Commission (Chairman 1981-1982)

1979 - 1985 Judge, Greeley Municipal Court

1976 - Present Member of the Weld County Bar Association (Secretary, 1976-1977; President, 1988-1989; Chairman, Real Estate Section, 1979-1998)

1986 - 1989 Director, Greeley/Weld Economic Development Action Partnership (EDAP)

Oct. 15, 1991 Received Certificate of Professionalism Award from Colorado Bar Association

1992 - 1997 Director, Greeley/ Weld Chamber of Commerce; Chairman 1996

1992 - 1997	Director, Northern Colorado Legislative Alliance.
1992 - 1995	Fees and Policies Committee for the Union Colony Civic Center.
1994 - 2023	Director, Poudre River Trail Corridor Board, Inc.; President 1994-1998 Chairman of Fund-Raising Committee; Construction Committee 2001-2005
1995 - Present	Director, Greeley Rotary; President, (2001-2002). Paul Harris Fellow. Distinguished President's Award.
2000 - 2008	Member of Commission on Judicial Performance for 19 th Judicial District
2000 – 2016	Member of Finance Committee for Community Foundation of Greeley and Weld County.
2004	Greeley Tribune, Unsung Hero Award
2003 - 2005	Director of Poudre Learning Center, a non-profit corporation, that organized the construction of the Poudre Learning Center building at 83 rd Avenue and WCR 62 ¼ for transfer to the School Districts.
2005 - Present	Appointed to the Greeley Water and Sewer Board. 2009 Reappointed by Greeley City Council to Water and Sewer Board 2019 Reappointed by Greeley City Council Water and Sewer Board to 5 year term
2006	Awarded “Citizen on the Year” by Greeley Realtors Association Governance and Compliance Committee of Community Foundation of Greeley and Weld County.
2010 – 2013	Colorado Bar Association, Real Estate Section Council.
2011—2018	United Way Board of Directors. Vice President-2012 – 2017
2014 – 2020	Weld County Homeless Coalition, Co-Chairman 2016-2017
May 2015	Frank Henderson Award, given by the Weld County Bar Association “In recognition of a life and practice that displays sterling character and unquestioned integrity with ongoing dedication to the highest standards of the legal profession”.
1997- Present	AV – Preeminent Rating with Martindale-Hubbell.
December 2015	Inducted into the Worldwide Registry for Excellence in Real Estate Law.
February 2022	Chamber of Commerce, Leann Anderson Community Care Award

From:
To:
Subject:
Date:



Name

Matthew Anderson

Phone



Email



Home Address



Greeley Residency



I understand this City Council policy.

Occupation

Construction General Contractor

Employer

Ancon II Constructors Inc.

How did you hear about Greeley Boards and Commissions?

I served for 12 years on the Greeley DDA Board for the City of Greeley.

Board or Commission Information

Select a choice. If you would like to apply for more than one commission, you will have to submit additional applications.

Water and Sewer Board

Application Type

I currently serve on a City of Greeley Board or Commission

No

Applicant Information

If you have previously served on a board or commission, please select it below

- Downtown Development Authority

Please explain why you are seeking appointment to the board or commission

I understand our water is of tremendous value to our city and wider community. As a lifelong resident of

Greeley and a leader within the community, I believe I am well suited for the position, particularly because of my background in the construction industry. As a general contractor and property owner in Greeley for 20 years, I have worked alongside the Water and Sewer Department in various capacities and established a great working relationship and rapport with many of the employees. From tying in water and sewer lines on new properties to having to lower existing water lines in 8th Avenue, and even the rebuilding of Lift Station #13, which sits on a piece of property my father used to own, I've encountered my share of challenges and worked with the Water and Sewer Department to achieve superior solutions to any issues. My goal as a member of the Water and Sewer Board would be to continue the legacy of great water in Greeley for generations to come.

Please list any previous service on Greeley's Boards and Commissions, along with any training, experience, education, or skills that you believe enhance your ability to serve on the Board or Commission

Kansas State University Bachelors Degree Construction Science & Management

- Greeley DDA Board – 12 years
- United Way of Weld County Board of Directors – 6 years
- Boys and Girls Club of Weld County Board – 3 years
- Boy Scouts of America Longs Peak Council Board – 6 years
- Weld Community Foundation Board – 6 years
- Poudre Learning Center Foundation Trustee – 3 years
- Highland Green Townhomes HOA – 10 years

Demographics

Race or Ethnicity

[REDACTED]

Gender

[REDACTED]

Submission

Full Name

Matthew J. Anderson

Date

05/29/2024



Work Session Agenda Summary

June 11, 2024

Key Staff Contact: Brian Kuznik, Fire Chief

Title:

Greeley Fire Department Organizational Assessment Overview

Background:

In September 2023, the City of Greeley hired AP Triton, a third-party consulting firm, for the purposes of conducting an organizational assessment of the Greeley Fire Department (GFD). The purpose of the assessment was to evaluate GFD as it exists today and to assist in developing strategies and recommendations for the future.

The nearly seven-month process evaluated such areas as service delivery, performance, leadership and management, capital infrastructure, staffing, and each of the department's core programs. Consideration was given to the costs, risks, and vulnerabilities associated with providing fire and Emergency Medical Services (EMS) for the City of Greeley. Despite there being thirty-seven (37) recommendations within the final report, the analysis revealed that GFD is performing well.

This presentation will provide an overview of the department and the results of the organizational assessment.

Strategic Focus Area:



High-Performance Government



Quality of Life



Safe and Secure Communities

Attachments:

1. GFD Organizational & Operational Assessment Study
2. Item 6 - GFD Organizational Assessment Overview Presentation

Organizational & Operational Assessment Study



City of Greeley
FIRE DEPARTMENT
Colorado

April 2024



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Executive Summary

AP Triton, LLC (Triton) was retained to conduct an Organizational and Operational Assessment with specific, actionable, and quantifiable benchmarks and subsequently make recommendations specifically for the Greeley Fire Department (GFD) in terms of supporting future sustainability and emergency services for the current and future needs of the community.

The detailed analyses provide GFD with assistance in identifying the costs, risks, and vulnerabilities associated with providing fire and EMS emergency response for the City of Greeley. AP Triton provided recommendations for future staffing, operational components, and service delivery needs.

As with all its studies, AP Triton conducted this study with guidance from industry best practices and recognized national standards, including NFPA 1710: *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*, education and experience of our subject matter experts, and all in the best interests of Greeley residents and GFD personnel.

Before identifying specific recommendations for the provision of fire and EMS emergency services, AP Triton first performed an analysis of the current operations of the GFD. The study determined that the department provides excellent service and strives to meet or exceed recognized national standards. GFD is a highly progressive, innovative, and dedicated organization. The following summary reflects some of the notable accomplishments over the past few years:

- The current Fire Chief, who has served with the Department since 1999, was promoted to the position in Spring 2021. His tenure undoubtedly provides significant knowledge about Greeley's public safety challenges related to the City's unique geographical, demographical, and social features.
- The City has developed a comprehensive plan for capital improvements and a vehicle and equipment replacement program, which are based on departmental priorities and are essential to the long-range financial and operational stability of the City.

- The Greeley Fire Department has experienced minimal staff turnover in the past year, which has contributed to maintaining a workforce with the necessary experience to deliver effective services.
- When comparing historical calls for service and estimated travel time, 87% of calls for service in GFD's primary response area were within the NFPA 1710 4-minute travel window. Evaluating GFD's estimated 8-minute area shows that it covers virtually 100% of the district's area and 99.9% of historical calls for service.
- GFD demonstrated excellent consistency in training hours that individuals received in 2022. The data supports developing a program with training topics and hours required per individual Firefighter each year.

Opportunities for increased performance or operational efficiency are listed in the Observations, Options, & Recommendations. Based on this analysis, the following highlight the general findings and recommendations.

- **General**
 - The estimated population of Greeley was 107,949 residents in 2022. Since 2010, the City of Greeley has experienced an 18.5% population increase, with an average 1.4% increase year over year. The estimated population in 2028 is projected to be 118,072.
 - While the City maintains an All-Hazards Emergency Operations Plan (last updated in 2021), it has not performed a detailed risk assessment that comprehensively identifies all of the natural, technological, and human-caused hazards in the community and evaluates the City's and Fire Department's capacity and capabilities to plan for, mitigate, respond to, and recover from impacts from these hazards. While this study addresses some aspects of a formal CRA, consideration should be given to conducting a more comprehensive assessment in the future.
 - Upon completion of a CRA, AP Triton recommends Initiating a strategic planning process. Successful planning requires active involvement and contributions from key community stakeholders and external organizations. Emphasizing the value of ongoing strategic planning initiatives is crucial.

- **Staffing**
 - Add three operations personnel to cover scheduled and unscheduled leave usage or allow Operations Battalion Chiefs to provide relief coverage.
 - Evaluation of the base pay for individuals working unscheduled leave.
 - Maintain current facilities program housing EMS crews in the various fire stations.
 - Continued development of a comprehensive succession plan.
- **Capital and Facilities**
 - Consider acquiring or moving to a new fleet maintenance facility.
 - Consider upgrades and eventual replacement of Station 4 in the most strategic location.
- **Service Delivery**
 - AP Triton recommends that GFD work with the dispatch center to have call processing times within NFPA 1710/1720 standards.
- **Training**
 - Evaluate the current training program and look for opportunities for improved consistency and focus relating to actual service demand.
 - Decentralize training, when possible, to support the region's fire departments and EMS crews with long travel time to the training facility.
 - Increase training specific to behavioral health emergencies.
- **EMS Operations**
 - Implement an EMS skills continuing education tracking program that ensures all paramedic certified personnel are proficient in key ALS skills, such as intubations, 12-lead ECG interpretation, and I.V. access, which meets Colorado State EMS recertification requirements.
 - Conduct an EMS System Valuation Study. The GFD currently operates its EMS system without a comprehensive understanding of its financial and operational efficiency.
 - Create a backup strategy for ambulance services if the current private provider becomes financially unsustainable, fails to meet contractual response obligations, or decides to terminate its partnership with the City of Greeley.
 - GFD should consider EMS response capability specific to an aging population (65+). There will be an increased need for the Squad program to provide a "deployable" Community Health Paramedic" program providing community paramedicine or mobile intensive healthcare program.

- **Life Safety and Public Education**

- AP Triton believes that the current level of CSD staff will not be able to adequately absorb current and future life safety requirements without adding at least one additional Fire Inspector on a full-time basis, Community Health Paramedic and Alternate Deployment Models
- Evaluate the potential for a “deployable” Community Health Paramedic” program providing immediate response.

Mirroring the responses from the onsite community forum performed during this analysis, GFD is an “entity providing excellent service.” The above recommendations provide enhancements to an already exemplary Fire and EMS response provider.

Acknowledgments

AP Triton Consulting wishes to extend its sincere appreciation to each of those individuals whose contributions and assistance made this project possible.

Our sincere appreciation is extended to each of you...

City of Greeley

Raymond C. Lee III
City Manager

Greeley Fire Department

Brian Kuznik
Fire Chief

Jeff Stranahan
Deputy Chief of Administration

Chris Ellmer
Deputy Chief of Operations

Ben Ojinaga
Assistant Chief of Operations

Bob Fries
Battalion Chief / Fire Marshal

Chris Mirowski
Battalion Chief of Training

Rich Waidler
Fire Lieutenant

Ryan Hansen
EMS Lieutenant

Janice Perekrestenko
Administrative Assistant III

Greta Steinmetz
Budget Analyst I

Candy McConnell
Training Coordinator

Erin Emmans
Administrative Assistant III

International Association of Fire Fighters, Local 888

Dave Mancuso
President

***...and each of the EMTs, Paramedics, Firefighters, officers,
and support staff who daily serve the citizens and visitors of the
City of Greeley and the surrounding unincorporated
areas of Weld County.***

Section I: EVALUATION OF CURRENT CONDITIONS

Overview

City of Greeley

Greeley, Colorado, is a city located in Weld County in the northern part of the State. It is about 50 miles north-northeast of Denver, the capital of Colorado. It is part of the larger Front Range Urban Corridor, which includes several other cities and towns. As of 2020, the estimated population of Greeley was approximately 115,657. It is one of the fastest-growing cities in Colorado.

Greeley was founded in 1870 as an agricultural community. It was named after Horace Greeley, a prominent newspaper editor. Agriculture has historically been a significant part of the City's economy, with a focus on cattle ranching and farming.

While agriculture remains important, Greeley's economy has diversified over the years. Specifically, the city has grown in the industries of education, healthcare, and manufacturing.

The University of Northern Colorado, a public university, is in Greeley. The University is vital to the City's educational and cultural landscape. Additionally, Aims Community College shares strong partnerships with the City.

Greeley offers a range of cultural and recreational activities. The City hosts events and festivals throughout the year, and there are parks, trails, and outdoor spaces for residents and visitors to enjoy. The Greeley Stampede, an annual rodeo and festival, is one of the City's most well-known events.

Greeley is situated along the South Platte River, and water resources have historically played a crucial role in the City's development and growth.

Greeley is accessible by major highways, including U.S. Route 85 and U.S. Route 34. The City's transportation infrastructure connects it to the larger Front Range region.

Greeley Fire Department

The Greeley Fire Department (GFD) in Colorado has a long, rich history dating back to the City's early days and is crucial in ensuring public safety. Greeley was founded in 1871 and the Department was also established in the late 19th century.

Like many fire departments in growing cities during that time, the early Greeley Fire Department faced challenges with equipment, technology, and coordination. Firefighting during the late 19th and early 20th centuries often involved horse-drawn equipment and manual firefighting methods. Over the years, the GFD, like many other fire departments across the country, underwent modernization efforts. These included the introduction of motorized fire apparatus, advancements in firefighting equipment, and improvements in training and coordination.

The mission of the Greeley Fire Department is likely centered around fire prevention, emergency response, and community safety. GFD provides a range of services beyond firefighting, including emergency medical services, hazardous materials response, and public education on fire safety.

The Department is staffed by professional firefighters who undergo rigorous training to handle various emergencies. Firefighters often receive training not only in firefighting techniques but also in emergency medical services.

The Greeley Fire Department has modern firefighting apparatuses, including fire engines, ladder trucks, and specialized emergency vehicles.

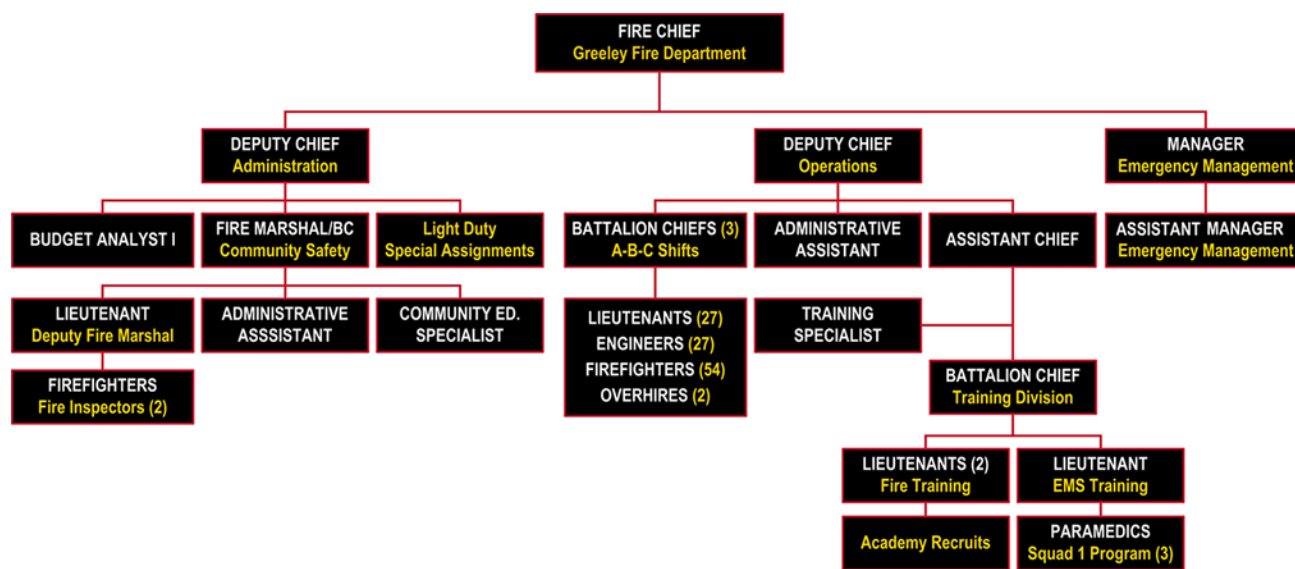
GFD is actively involved in community engagement and education, including initiatives such as fire prevention programs, school visits, and community events to raise awareness about fire safety.

GFD collaborates with neighboring departments through mutual and auto-aid agreements, which allow for a coordinated response to large-scale incidents requiring resources beyond what a single department can provide.

Governing & Organizational Structure

GFD is a department of the City of Greeley. The City Manager, in accordance with the City's policies, supervises GFD's Fire Chief. The following figure illustrates the current GFD organizational chart.

Figure 1: GFD Organizational Chart (2023)



Emergency Operations

GFD deploys engines and trucks out of seven stations. All fire apparatus are staffed with ALS Providers and equipped to provide ALS medical first response (MFR).

GFD does not utilize a dynamic deployment model but instead utilizes fixed deployment from the seven facilities. The department also contracts with UC Health Ambulance to provide ten ALS-equipped ambulances and utilizes system status management for deployment.

Western Hills Fire Protection District

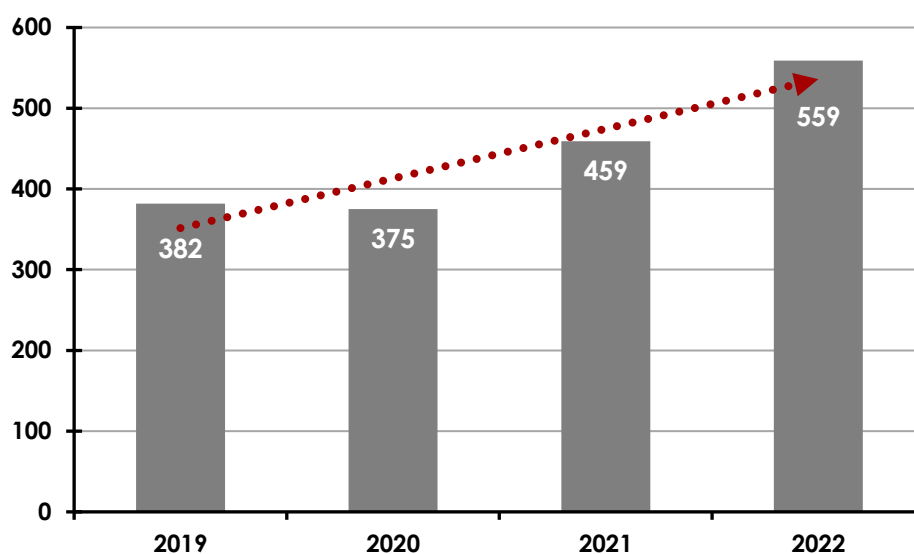
The Western Hills Fire Protection District (WHFPD) is a special district in Colorado responsible for providing fire protection services to certain areas north, east, and south of Greeley, Colorado. The district has an estimated population of 4,000–4,500 citizens. It operates under a contract with the City of Greeley Fire Department to offer these services. The District is recognized as a Colorado Special District, a designation authorized by Title 32 of the Colorado Revised Statutes. These special districts are established to supplement county government services and often cover unincorporated county land, but can also include municipality residents.

A significant milestone in the history of WHFPD was the formation of the Union Colony Fire Rescue Authority in 1997. This occurred through an intergovernmental agreement that merged the Greeley Fire Department and the Western Hills Fire Protection District. In 2010, Union Colony Fire Rescue Authority was dissolved, and both the Greeley Fire Department and Western Hills Fire Protection District were reestablished.

Service Demand

Service demand in WHFPD increased 32% from 2019–2022. The following figure shows the specific service demand for each year.

Figure 2: WHFPD Service Demand (2019–2022)

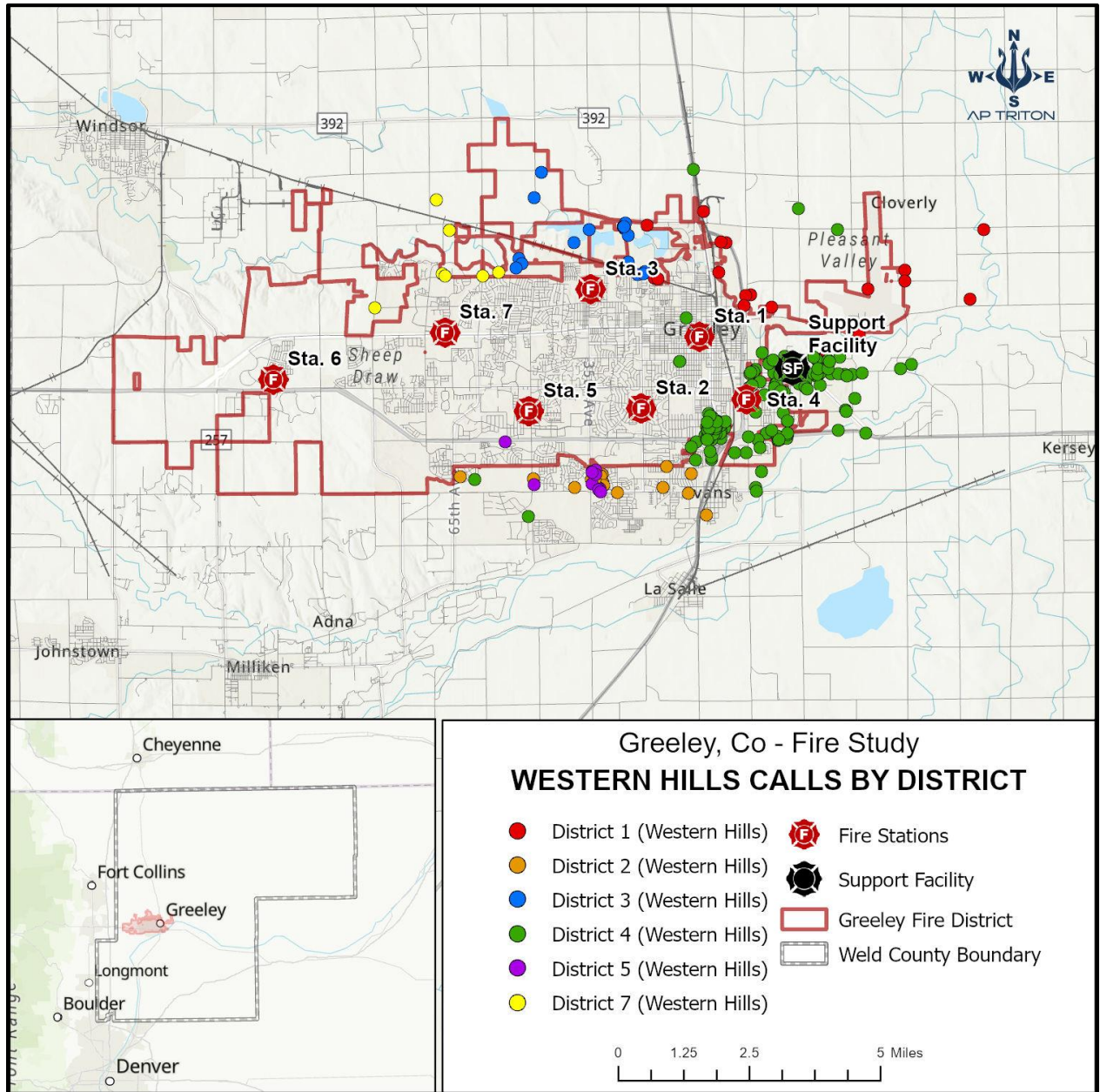


During the above period, there was a minimal reduction in service demand during the COVID-19 pandemic. Historical data supports that the demand for service will continue to grow. The majority of emergency incidents that occurred in the WHFPD service area were EMS-related, accounting for 21% of the total GFD incident volume. The following figure shows a breakdown of incidents by type.

Figure 3: WHFPD Incident Demand by Type (2019–2022)

Incident Type	2019	2020	2021	2022	% Increase
Fire	11	17	20	26	14.9%
EMS	288	290	349	453	20.9%
HazMat	6	4	10	18	15.8%
Public Service	22	30	38	17	20.6%
Good Intent	34	15	18	27	36.2%
False Alarms	20	17	20	16	27.4%

The volume of service demand is consistent with the population density within the WHFPD. The following map shows the location of incidents specific to WHFPD.

Figure 4: WHFPD Incident Density (2022)

The majority of incidents in the WHFPD response area are covered by GFD Station 4. The following figure shows each GFD station and the number of incidents per year.

Figure 5: WHFPD Incidents and Corresponding GFD Response (2019–2022)

Stations	2019	2020	2021	2022	Grand Total
GFD Station 1	16	21	23	34	94
GFD Station 2	55	42	47	41	185
GFD Station 3	34	16	18	22	90
GFD Station 4	264	286	351	442	1,343
GFD Station 5	—	2	9	10	21
GFD Station 7	13	8	11	10	42
Grand Totals:	382	375	459	559	1,775

The previous figure shows that Station Four is carrying the majority of the increased service demand, with responses to WHFPD incidents increasing by 40% since 2019. With increasing service demand in WHFPD, future planning should include the potential for consolidation between WHFPD and GFD.

Performance

GFD responded to 559 WHFPD emergent incidents in 2022. During this period, the 90th percentile for total response time was 17 minutes, 38 seconds. The delayed response supports future discussion for staffed stations within the western sections of WHFPD. Additionally, units responding to WHFPD had an average total committed time of 38 minutes, 44 seconds. The total committed time contributes to overall system response performance and GFD resources required to provide emergency service.

Community Forum

The provision of emergency services begins with community expectations. During this assessment process, business leaders, community stakeholders, and residents were asked about their perceptions of their fire department's performance. The assessment focused on the following:

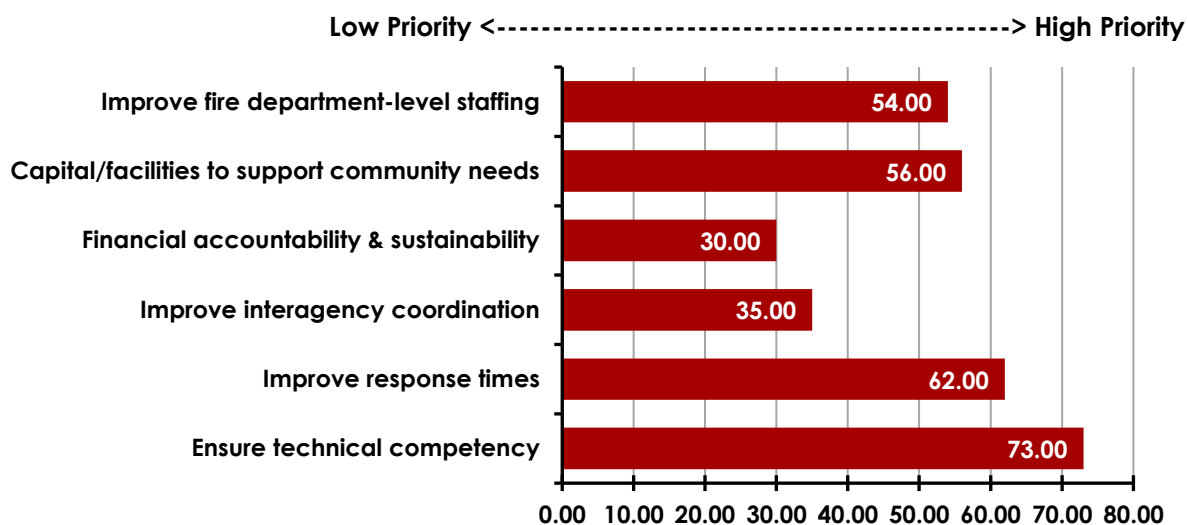
- Fire department staffing levels
- Response times for emergency resources
- Interagency coordination

- Financial accountability
- Capital and facility needs
- Technical competency of responders

Based on community input, the overall service satisfaction is excellent. During the evaluation site visit, stakeholders gathered for an in-person forum. The group was allowed to ask questions about the services provided by GFD.

It was apparent that the community is well informed regarding the resources and level of services provided. The group was then asked to prioritize the above topics using a forced comparison tool. The following figure shows the results of the exercise.

Figure 6: Stakeholder Prioritization of GFD



The results demonstrated that the top priorities of the community stakeholders are to maintain technical competency and a high level of service. The focus group expressed a desire to support the level of service with the necessary fiscal resources. The group also placed a strong emphasis on the capacity of GFD to improve response times as the community and system grow.

The overall assessment process showed that the focus group wants GFD to maintain fiscal responsibility, but prioritizes maintaining and improving best-in-class emergency response.

Management Components

Managing a fire department is complex and is often impacted by financial constraints, political pressures, and demanding community expectations. Today's fire department must address these influences by ensuring an efficient and flexible organizational structure, adequacy of response, maintenance of competencies, a well-qualified workforce, and financial sustainability.

A well-organized and efficiently administered organization has appropriate documentation, policies, and procedures and clearly understands, acknowledges, and addresses internal and external issues affecting the agency. Processes must also be established to address the flow of information and communications within GFD and with the citizens it serves.

In the following section, AP Triton analyzed GFD's current efforts in managing the organization.

Foundational Management Tenets

To be effective, the management of a fire department needs to be grounded in the acceptance and adoption of solid mission, vision, and values statements. The Department has a relatively contemporary Strategic Plan (2019–2024), with formally adopted Mission, Vision, and Values Statements and goals and objectives consistent with the City's 2018 Comprehensive Plan. The Department's overall Mission Statement is:

For mission, vision, and values statements and strategic planning to be effective, they must be part of a "living" process, consciously evolving as the Department grows and changes.

In 2023, the Department reimagined the vision and mission statements and now uses the following to guide the work the members in the work they do.

Our Vision

The Greeley Fire Department is a world-class organization committed to community excellence.

Our Core Tenets

Prevention. Preparedness. Response.

Our Mission

Professional. Compassionate. Service.

Our Operational Priorities

Operational Effectiveness. Organizational Excellence. Community Excellence.

Our Guiding Principles

Dedication, Excellence, Honor, Integrity, Respect and Safety.

A review of the process used in creating the Strategic Plan revealed that a contemporary and "best practices" approach was used. Since it has been almost five years since this strategic plan was created, the Department should review and update the current plan using the same collaborative external and internal stakeholder planning process used in creating it.

Management Documents & Processes

For any organization, detailed documentation and secure archiving of activities are not only required to support the organizational mission efficiently, but are also a legal requirement in many aspects of department operations. Detailed and consistent documentation also provides a mechanism for measuring performance. Policy and procedure development and maintenance are critical to ensuring a stable, effective, and cohesive organization. It also provides a formal method for memorializing organizational decisions and processes.

GFD last updated its internal Policy Manual in May 2023, which has been uploaded, reviewed, and maintained by Lexipol®, a third-party online policy maintenance service. Employees receive training on accessing and reviewing these policies, and incident/operations policies and procedures are routinely referenced in training evolutions.

Internal Assessment of Critical Issues & Future Challenges

The current Fire Chief, who has served with the Department since 1999, was promoted to the position in Spring 2021. His tenure undoubtedly provides significant knowledge about Greeley's public safety challenges related to the City's unique geographical, demographical, and social features. The Chief also participated in the creation of the Department's current Strategic Plan. Using this knowledge, he identified several critical fire service-related issues facing the Department and its community, as follows:

- Ensure Firefighter health, wellness, and safety
- Maintain adequate staffing and ensure effective recruitment and retention
- Ensure capital facilities and equipment are contemporary and well maintained
- Ensure the Department engages the community through public education and fire code enforcement efforts
- Continually assess the effectiveness of emergency service delivery and adjust as necessary to meet continued community growth well into the future

Internal & External Communications

In today's "hyper speed" world of communication, the public expects strategic, frequent, responsive, and caring communication from government agencies. Likewise, employees expect the same when disseminating internal messages. Without satisfactory communications, public and employee confidence in an organization can be severely damaged, and informal communication channels may be created that spread false and/or misleading information throughout the community and organization.

The City maintains a website that includes pages for each City Department and electronically distributes a monthly newsletter, the *City Scoop*. The GFD's home page contains various topics and links related to fire code enforcement, fire and EMS service delivery and facts, public education/station tour information, construction contractor information, and key contact information and addresses.

Mass public emergency notifications are available to City residents and businesses through Weld County's Code Red® emergency alert phone notification system. Residents can enroll to receive these notifications through the County's website.

Regarding social media (SM) engagement, the Department appears to have a SM presence, maintaining an active X® (formally known as Twitter) account that is regularly updated with safety information, department activities, and incident information. The account had over 2,800 followers at the time of this study.

The Department also maintains an official Instagram® account (1,767 followers) and an official Meta® account (11,137 followers). The Department noted that the average follower count across the three SM platforms increased by approximately 10% over the past year. The City also maintains a NextDoor® account, posting key City information and activities. An Administrative Assistant maintains the Department's social media accounts.

AP Triton also noted a YouTube® channel with instructional videos on conducting various fireground tasks and operations. This site has just over 320 followers. However, this is an unofficial account that the Department does not maintain, and no current videos have been uploaded.

Internal City communications regarding GFD activities include using the City's intranet, written memos, and annual publishing of key Department incident statistics and activities through the budget process only. AP Triton noted that the Greeley Police Department produces an annual report.

In discussing this issue with GFD leadership, they acknowledged that publishing an annual report is desired, with the goal of adding a real-time, web-based "dashboard" that posts response time performance, emergency response workload and response types, and other key metrics.

Communications Discussion

X® is used by emergency response agencies nationwide to provide real-time information during evolving emergency events and to gather the public's observations, opinions, and information. However, recent changes in X® ownership and operational philosophy and questions about the reliability of the platform are impacting the SM landscape. Newer SM platforms, such as NextDoor®, CounterSocial®, and Threads®, to name a few, have been created, and many X® subscribers appear to be exploring other SM options.

Regardless, these tools are now engrained in the fabric of our society, and GFD should explore expanding its social media presence on additional platforms as the SM landscape shifts. GFD should also ensure that all information uploaded is Department-approved and consistent with Department policy.

AP Triton was informed that the Department received budget approval to add a Community Educator position. The new staff member will be responsible for coordinating and disseminating emergency incident information, coordinating and delivering life safety public education programs, and carrying out additional duties. This position will be filled in 2024.

Recordkeeping, Document Control, & Facility Security

Diligent documentation and analysis of fire department activities are critical in making sound management decisions and maintaining public transparency. GFD uses the following records management systems (RMS) to document various Department activities:

- Crew scheduling and tracking: CrewSense®
- Fire and EMS incident reporting: ESO®
- Fire inspections and permitting: eTrackit®
- Training and certification expirations: Target Solutions®

Most hard-copy personnel documents are secured in cabinets via lock and key in a locked room, and electronic records are password protected and backed up via cloud-based servers and external hard drives.

Mandated records related to the maintenance and testing of fire equipment are created and stored by various third-party contractors who conduct the testing. Apparatus maintenance records are logged and archived by the City's Fleet Maintenance Division. The Department internally performs and documents gas monitor calibration and testing.

GFD stations are secured via Radio Frequency Identification (RFID) badges issued to each employee. Computers are secured via individual log-in codes. The Western Hills Support Building has perimeter security cameras.

Record Keeping & Document Security Discussion

The methods used by the City and GFD to document activities appear similar to those of other contemporary fire departments studied by AP Triton. In particular, using off-site, cloud-based storage provides a level of resilience in the event of a catastrophic local incident that damages or destroys the Department's information technology infrastructure.

Department Planning Processes

Contemporary fire service organizations spend considerable time and effort analyzing data to evaluate their effectiveness and efficiency in delivering high-quality emergency services. Two main areas of fire department planning are emergency preparedness and response planning, and administrative/organizational planning.

Emergency Preparedness & Response Planning

The City's Office of Emergency Management is responsible for emergency/disaster mitigation, preparedness, and response planning and is currently overseen by the GFD administration. The Department's Fire Chief and Emergency Manager oversee the development and maintenance of the City's All-Hazards Emergency Operations Plan (AHEOP), which was last updated in 2021.

The AHEOP identifies the hazards, asset risks, likelihood of occurrence, and potential impacts of the various natural, technological, and infrastructure hazards within the City.

The Department has not performed a detailed Community Risk Assessment/Standards of Cover (CRA/SOC) study. However, this AP Triton study includes a partial community risk assessment, and many of the components of a CRA/SOC and the AHEOP can be leveraged in future planning efforts.

The Department has interlocal agreements with adjacent fire departments to provide automatic and mutual aid resources and is also part of the State's Intrastate Mutual Aid System.

According to the Department, oversight of the Emergency Manager position will move to the City Manager's office in 2024.

Administrative Planning

Administrative planning is also extremely important and is often overshadowed by emergency response planning efforts. However, GFD has taken an initial proactive approach to administrative planning through this study effort. Administrative planning can take many different forms, including but not limited to:

- Master Planning
- Strategic Planning
- Succession Planning
- Community Development Planning
- Capital Equipment/Facilities/Apparatus Planning

Regarding community planning, AP Triton reviewed the latest (2018) update to the City's Comprehensive Plan. While specific key Fire Department public safety and code compliance action steps are listed in the Plan, AP Triton noted that there did not appear to be any formal Fire Department participation in the planning effort.

Senior leadership from the Fire Department administration and Community Risk Department should be key participants in future community planning efforts to ensure that specific public safety needs related to community growth, development, and changing demographics are adequately and proactively addressed.

The Department's capital facilities and equipment needs are included in the City's overall Capital Improvement Plan, including a Fire Protection Development Fund and a Fire Equipment and Apparatus Replacement Fund. Both are reviewed and updated annually, with specific projects identified and submitted to the City for review and approval. More detailed information about these funds is addressed in the Financial Analysis section of this study.

Financial Overview

Historical Financial Activity

City of Greeley

The City of Greeley utilizes an accounting system typical of most municipalities, counties, States, and special districts. This system, known as “fund accounting,” allows government agencies to manage their financial transactions according to the type of service being provided or expenditure being made, as well as to comply with legal mandates for financial reporting. It also allows similar services to be combined into one “fund” but be accounted for separately through individual departments.

An example of this is a city's “General Fund” that collects revenues from sources not otherwise designated to a specific program and disburses these funds to departments providing most of the governmental services, such as fire, police, human resources, community development, etc.

This study will focus on receipts and disbursements from the City of Greeley's General Fund, but will consider the impact of revenues from other funds that are pertinent to fire and EMS services.

The City prepares a one-year operating budget and related other various capital improvement plans based on a calendar year. Unused appropriations expire at the end of each budget cycle unless funds have been encumbered. The City Council may amend the budget at any time during the period. The adoption of the budget provides the legal authorization of the City's departments to expend the revenues received by the City.

The City has developed a comprehensive plan for capital improvements and a vehicle and equipment replacement program, which are based on Departmental priorities and are essential to the long-range financial and operational stability of the City.

This program coordinates with the financial planning process to provide funding for the capital expenditures in a manner that does not adversely influence the finances of the City. Citywide expenditures include streets, utility projects, vehicles, buildings, land, other facilities, and other major equipment.

General Fund Revenues

For analytical purposes and where the information is readily discernable, AP Triton divides revenues into two categories: recurring and non-recurring. Recurring revenues are those that are typically set by legislation or resolution, and which are easily quantified. Non-recurring revenues are those sources such as grant income, sales of surplus assets, insurance recoveries, loan or lease proceeds, and other sources for which an amount is not readily estimated.

A significant amount of information was available from the City's website and was reviewed to develop a financial trend analysis for the five-year period from 2019 through the estimates for 2023. This review of the historical information of total General Fund revenues revealed an increase from \$116,328,958 in 2019 to an estimated \$139,162,308 in 2023, a 19.6% overall increase or an annualized increase of approximately 4.9%. The City's total taxable assessed value increased from \$1,171,589,720 in 2018 to \$1,684,861,780 in 2021, an approximate 44% increase. General Fund property tax and telephone tax revenues increased from \$11,698,109 in 2019 to an estimated \$21,480,000 in 2023, an 83.6% overall increase.

The City has created numerous separate funds to segregate and allocate various sources of revenue. These individual funds transfer a portion of their revenues to the General Fund to provide resources for general government activities. Examples of transfers from funds with significant revenues include the Sales and Use Tax Fund, Water Funds, and the Public Safety Fund.

The most significant individual revenue source to the City is its sales and use tax. Sales and use tax revenues are segregated into a separate fund (Sales and Use Tax Fund) to account for the City's revenue from its 3.46% collection rate. The use of the tax revenue is governed by the terms of various revenue bonds issued by the City. A portion of the sales tax revenue is earmarked for public safety, and the Fire Department receives a significant portion of that transfer. Detailed information for 2019 and 2020 regarding the transfers in was not available from the City's website.

Over 50% of the City's General Fund revenue is derived from sales tax. Property and telephone taxes contribute an additional 17% to the total receipts. The impact of the COVID-19 pandemic was reflected in a decline in sales tax revenues in 2020.

Other operating revenues include receipts from permits, fines and forfeitures, intergovernmental revenues, charges for services, and miscellaneous receipts.

The following figure shows the consistent growth of revenues (with the negative impact on sales tax from the COVID-19 pandemic in 2020) to the City of Greeley.

Figure 7: City of Greeley Historical General Fund Revenues¹

Description	2019	2020	2021	2022	2023 Est.
Charges for Services	10,616,233	7,504,041	8,902,664	12,785,730	11,538,874
Fines & Forfeitures	2,042,323	2,219,293	1,960,403	1,436,732	1,188,191
Intergovernmental Revenue	12,304,605	14,126,655	18,146,149	6,601,972	10,110,984
Licenses and Permits	3,144,835	2,036,244	3,446,662	5,386,551	2,577,379
Property and Phone Taxes	11,698,109	14,540,807	17,567,140	16,979,733	21,480,000
Other Revenues	7,700,962	4,222,188	6,415,647	11,076,988	4,313,746
Operating Revenues:	47,507,067	44,649,228	56,438,665	54,267,706	51,209,174
Sales and Use Tax Fund	—	—	66,710,610	77,290,084	76,490,195
Public Safety Fund	—	—	2,385,568	2,356,467	2,768,785
Water Fund	—	—	3,632,204	2,892,210	3,410,742
Other Funds	—	—	2,197,356	4,699,265	5,283,312
Total Transfers In:	68,821,891	64,730,741	74,925,738	87,238,026	87,953,034
Recurring Revenues:	116,328,958	109,379,969	131,364,403	141,505,732	139,162,208

General Fund Expenditures

The General Fund appropriations provide for General Government activities, Public Safety, Public Works, Community Development, Culture, Recreation and Parks, General Administrative, Non-Departmental expenses. Public Safety, including the Police and Fire Departments, is the most significant of the categories. Expenditures included in these City Departments/Divisions include salaries and benefits, services, supplies, and other costs. As would be expected, expenditures for Fire and Police activities are 38% of the total General Fund expenses.

The City Council created a long-term vision in 2022 that was used to develop a five-year work plan identifying the priorities of each Department to achieve the Council's vision. Future budgets focus expenditures on that goal.

The following figure provides summarized costs by major category.

Figure 8: City of Greeley Historical General Fund Expenses²

Description	2019	2020	2021	2022	2023 Est.
City Attorney	1,601,653	1,810,297	2,169,224	2,127,366	2,938,909
City Clerk	859,225	718,453	913,897	955,377	1,331,531
City Manager's Office	1,444,434	1,502,844	1,745,573	2,385,364	6,610,049
Communications	1,532,948	1,609,971	1,765,440	2,255,323	3,074,256
Community Development	4,959,415	5,362,799	5,739,252	5,777,204	6,924,536
Culture/Parks & Recreation	18,078,428	15,283,192	16,892,505	19,205,945	23,856,272
Econ. Health & Housing	560,566	572,783	621,656	493,371	709,915
Finance	2,530,498	2,738,228	3,008,147	4,137,629	5,698,859
Fire	18,273,171	19,540,478	20,474,746	22,604,249	24,687,078
Human Resources	1,184,765	1,328,977	1,651,690	2,425,005	3,022,068
Information Technology	—	—	—	2,175,568	1,639,812
Municipal Court	1,048,533	1,006,472	974,440	1,041,719	1,594,909
Non-Departmental	18,945,290	16,078,888	10,652,114	23,473,127	28,046,568
Police	28,564,179	31,263,952	31,734,923	32,820,197	35,564,229
Public Works	11,122,376	8,317,288	10,169,392	13,258,196	11,950,283
Total Recurring Expenses:	110,705,481	107,134,622	108,512,999	135,135,640	157,649,274

Greeley Fire Department

The Greeley Fire Department receives funding through an appropriation from the General Fund as well as appropriations from the Public Safety Fund (sales tax), and the Fleet Replacement and Equipment Replacement Funds. Fees for inspections and other services performed by GFD personnel, included in General Fund revenue, are shown in the Department's budget as reducing the cost to the City's General Fund revenues.

The Department operates through several divisions for budgeting and oversight purposes. Fire Administration, Community Safety, Training, and Operations are the main budget areas within the Fire Department section of the General Fund and track the most significant amounts of expenditures on an annual basis. Capital expenditures for the benefit of GFD are included in the GFD budget but are shown as being spent through the appropriate replacement fund.

Review of Historical Financial Information

GFD salaries and benefits increased from \$14,508,735 in 2019 to an estimated \$19,093,339 in 2023, an overall increase of 31.6%, or 7.9% annually. Part of the increase is due to the addition of authorized personnel, from 117 in 2019 to 135 in 2023.

Overtime use was reduced from 11% in 2019 to 7% in 2023, decreasing the potential for early career burnout, firefighter fatigue resulting in injuries, poor decision-making, and homelife stress. Salaries and benefit costs consistently remained between 85% and 79% of the total Fire Department operating budget between 2019 and 2023.

Figure 9: Greeley Fire Department Financial Review

Description	2019	2020	2021	2022	2023 Est.
Salaries and Benefits	14,508,735	16,399,535	16,761,761	18,123,387	19,093,339
Supplies and Services	3,027,773	2,795,502	3,092,559	3,859,135	5,140,962
Capital	416,663	39,440	59,435	110,918	1,510,512
Debt	—	—	60,991	60,991	66,000
Transfers Out	320,000	306,000	500,000	563,422	500,000
Total Costs:	18,273,171	19,540,477	20,474,746	22,717,853	26,310,813
Revenues					
Administration Division	34,343	54,245	84,125	155,510	827,977
Community Safety	59,677	96,067	88,406	184,203	116,000
Operations	448,071	853,581	495,859	812,366	640,000
Training	26,992	—	54,053	6,150	—
Public Safety Tax	634,647	1,291,720	2,011,039	2,753,084	2,244,645
Total Resources:	1,203,730	2,295,613	2,733,482	3,911,313	3,828,622
Balance to Fund	17,069,441	15,442,864	17,741,264	18,806,540	22,482,191
Equip. Replacement Fund	—	—	—	113,604	1,623,735
Provided by GFD:	17,069,441	17,244,864	17,741,264	18,692,937	24,105,926

Services to the Western Hills Fire Protection District

The Western Hills Fire Protection District contracts with the City of Greeley for emergency fire and EMS response in its District. The City is compensated for its service based on an agreed-upon formula that is a proportional percentage property tax calculation. The use of this formula has resulted in 2024 revenue to the City of Greeley of \$1,134,555, or an estimated per-incident recovery of approximately \$2,170, using the 2024 calculations applied against the 2022 responses.

Other Sources of Revenue to the Greeley Fire Department

It was noted in the review of response records that a significant number of incidents were medical in nature. A review of the historic revenues did not identify any cost recovery billings for responding to those incidents.

Capital Improvements and Replacement Programs

The Greeley Fire Department is included in the City's Capital Improvement and Equipment Replacement Programs. Fund 331, the Fire Protection Development Fund, accumulates funds from Development Fees and interest earned on the fund balance. The 2022–2026 Five-Year Plan identifies Station 8 as a future project. Fund 301, the Public Improvement Fund, has historically funded Fire Department capital improvements, including the replacement of Station 2, the construction of Station 6, and the remodels of Stations 4 and 7.

Fund 306, the Fire Equipment and Acquisition Replacement Fund, receives funding from an intergovernmental agreement and a transfer from the General Fund. Included in the proposed acquisitions are the replacement of Engine 5, Squad 1, Battalion 1, Ladder 1, Battalion 2, Engine 4, and Rescue 5. Available balances in Fund 306 are also used for debt service payments on previously acquired vehicles.

Financial Projections**City of Greeley**

The City of Greeley has included a summarized five-year forecast in its 2024 budget presentation. The projection forecasts a conservative revenue growth averaging approximately 5% annually and an expenditure annual growth rate of approximately 4% after the inflated 2024 budget. The forecasts continue to focus on the Council's long-term vision for the City's economic and social growth initiatives.

Government entities are unlike for-profit enterprises in that they cannot readily create or modify revenue streams in the face of rapid changes in economic conditions. It is prudent for government entities to maintain reserve balances to allow time for budget adjustments to be made in order to realign spending with available revenues. The City of Greeley's General Fund annual year-end reserve balance is calculated at approximately 15% of annual expenditures.

Figure 10: City of Greeley General Fund Forecast

Description	Budgeted 2024	2025	2026	2027	2028
Revenues	155,442,001	163,763,599	167,925,064	176,653,819	184,388,096
Expenditures	178,604,641	162,048,990	169,173,242	175,828,950	181,923,510
Surplus (Deficit):	(23,162,640)	1,714,609	(1,248,178)	824,869	2,464,586
Beginning Reserves	46,567,215	23,404,575	25,119,184	23,871,006	24,695,875
Ending Reserves	23,404,575	25,119,184	23,871,006	24,695,875	27,160,461

Greeley Fire Department

The Greeley Fire Department has prepared forecasts for its future operations as described in its response to the Council's long-term vision project.

Figure 11: GFD Budgets Forecast

Description	Budgeted 2024	2025	2026	2027	2028
Salaries and Benefits	21,337,895	22,032,332	23,233,293	24,138,929	25,060,526
Supplies and Services	6,320,843	5,935,363	6,106,454	6,280,729	6,439,906
Capital	314,500	312,059	2,034,248	244,474	235,988
Debt	77,000	77,000	77,000	77,000	77,000
Transfers Out	650,000	650,000	650,000	650,000	650,000
Total Costs	28,700,238	29,006,754	32,100,995	31,391,132	32,463,420
Revenues					
Administration Division	765,000	465,500	476,315	487,454	498,928
Community Safety	246,000	249,480	253,064	256,756	260,558
Operations	508,000	336,900	344,007	351,327	358,867
Training	—	—	—	—	—
Public Safety Tax	2,455,629	2,581,020	2,723,316	2,833,169	2,946,683
Total Resources	3,974,629	3,632,900	3,796,702	3,928,706	4,065,036
Balance to Fund	24,725,609	25,373,854	28,304,293	27,462,426	28,398,384
Equip. Replacement Fund	289,500	—	—	—	—
Provided by GFD:	24,436,109	25,373,854	28,304,293	27,462,426	28,398,384

Staffing & Personnel Management

In the following sections, AP Triton explores the Department's current staffing levels and administrative functions, evaluates them against best business practices and National standards, and makes recommendations, where appropriate, at the end of this report.

Administrative Support Staffing

Typical responsibilities of fire department administration and support staff include planning, organizing, directing, coordinating, and evaluating the various programs within the department. This list of functions is an example only, and other functions may be necessary depending on local conditions and environment. It is also important to understand that these functions may occur concurrently, requiring the Fire Chief and administrative support staff to simultaneously balance work in many different areas.

The following figure summarizes the administrative and support services organizational structure of GFD at the time of the study.

Figure 12: GFD Administrative Support Staffing

Position Title	Number of Positions	Hours Worked/Week	Work Schedule
Career Admin/Support Staff (Full-Time and Part-Time)	<i>Individuals are considered full-time or part-time staff primarily assigned to manage, plan, or support the activities of the agency and its programs.</i>		
Fire Chief	1	40	M–F
Administrative Deputy Chief	1	40	M–F
Administrative Battalion Chief	2	40	M–F
Administrative Lieutenant	4	40	M–F
Fire Inspector	2	40	M–F
Administrative Assistant	2	40	M–F
Emergency Manager	1	40	M–F
Assistant Emergency Manager	1	40	M–F
Budget Analyst	1	40	M–F
Training Coordinator	1	40	M–F
Total Fire Administrative FTEs:	16	—	—

The current administrative and support staffing level represents 11.7% of GFD's total 2023 budgeted staffing. This is consistent with administrative staffing levels found at other fire departments studied by AP Triton, where effective and efficient administrations can range up to 15 percent or more of total department staffing. GFD's overall administrative staffing appears to be within the typical support range compared to other fire departments studied by AP Triton. However, this should not be construed to mean that this staffing level is adequate to meet current or future department needs as identified in this study. Instead, it indicates that the number of personnel assigned to non-emergency response/programmatic roles is not excessive.

Administration Division

Overall, the Department's administrative and operational responsibilities lie with the Fire Chief and one Deputy Chief, who directs the Department's Administrative Division. Typical responsibilities of this Division include budget development, liaison with the City's Human Resources Department, managing the Department's information technology infrastructure, payroll monitoring, and preparing reports and plans as directed by the Fire Chief. The Fire Chief is one of the City's senior management team members.

Community Safety Division

A Deputy Chief oversees the Community Safety Division, which is responsible for fire prevention, fire code enforcement, emergency management, and public education programs.

The Department's Community Safety Division is staffed with five employees who manage and deliver the Department's fire prevention, code enforcement, and fire investigation programs. Typical fire and life safety compliance activities performed include reviewing new construction plans, fire inspections of existing commercial occupancies, fire and life safety education programs, and fire cause determination and investigations. However, AP Triton noted that the City's Building Department performs almost all commercial occupancy fire inspections, which is somewhat unusual in AP Triton's experience.

Training

An administratively assigned Battalion Chief serves as the Department's Training Chief and is responsible for all fire, EMS, and special operations training program design, coordination, activities, and evaluations. This Battalion Chief also is responsible for the work activities of three administratively assigned Training Lieutenants. Two Lieutenants are responsible for the oversight of all new and ongoing fire training, while the other Lieutenant oversees the Department's EMS and Squad Programs.

Operations Division

The following figure summarizes the budgeted GFD operations staff positions.

Figure 13: GFD Total Budgeted Operations Staff (2023)

Position Title	No. Budgeted Positions	Hours Worked/Week	Work Schedule
Career Fire Operations Staff (Full-Time)	<i>Individuals are considered full-time employees primarily assigned to provide emergency services at the operational level.</i>		
Deputy Chief (Operations)	1	40	M–F
Assistant Chief	1	40	M–F
Battalion Chief	6	56	48 on/96 off
Lieutenant	27	56	48 on/96 off
Engineer	27	56	48 on/96 off
FF/Paramedic	21	56	48 on/96 off
Firefighter/EMT	35 ^A	56	48 on/96 off
Community Paramedic	2	40	10-hour day shift
Total Fire Operations Staff FTEs:	120	—	—

^A Includes two “overhire” Firefighters.

Note: Two Firefighter/EMT positions, budgeted as “overhire” positions, were reallocated to the Administration Division. The preceding two tables reflect only the formal position classifications and do not reflect all staff who maintain Paramedic certification.

The Operations Division is divided into two Battalions and is supervised on a 24/7 basis by two Battalion Chiefs who operate out of Stations 1 and 7. AP Triton noted that the 2024 budget includes one additional FTE employee to be assigned to the Community Paramedic Program, allowing for increased patient casework follow-up.

Operations Division Scheduling

GFD utilizes a traditional three-platoon system operating on two consecutive 24-hour shift rotations per position. Fire operations personnel work 56 hours per week, averaged over a 28-day Fair Labor Standards Act (FLSA)-defined work period.

A Lieutenant is assigned to manage each fire station on each shift and serves as the Company Officer on the assigned apparatus. The Department also uses promoted Apparatus Engineers who are responsible for all aspects of maintaining and operating fire apparatus.

The minimal staffing per engine is at least one Officer, Engineer, and Firefighter, one of which must be a certified EMT or Paramedic. The minimum staffing per ladder truck is at least one Officer, one Engineer, and two Firefighters/EMTs or Paramedics. These minimum levels are codified in the Collective Bargaining Agreement. Two Battalion Chiefs are assigned per shift. Scheduled and unscheduled Battalion Chief leave usage is covered by moving-shift Lieutenants acting as Battalion Chiefs.

GFD's minimum daily staffing is 31 personnel assigned to seven fire stations. The Community Paramedic Squad operates out of Station 2 and is staffed 12 hours daily through an AAB-BCC shift configuration, resulting in four hours of additional administrative time for case follow-up and other administrative duties. Leave coverage for the Squad-assigned Paramedics is provided by shift Firefighter/Paramedics who have completed a task book specific to Squad operations.

Operations Staff Scheduling Methodology

The total number of positions allocated to the Department is ultimately a policy decision made by City leaders. With that said, maintaining a minimum staffing level 24 hours a day, seven days a week, requires personnel to be available to backfill for scheduled vacation leaves and unscheduled sick leaves. Providing this backfill is typically done by hiring off-duty personnel back on overtime or scheduling additional personnel on a shift to provide the necessary relief coverage. Determining the theoretical number of employees necessary to provide adequate relief coverage is often described as a "staffing relief factor."

The 48 hours on/96 hours off staffing model used by GFD is becoming more common in fire departments in the United States, especially on the West Coast. The model reduces commuting time and related environmental impacts and allows for adequate fatigue recovery time from busy work shifts, including the restoration of healthy sleep patterns.

Daily staffing needs are managed by the on-duty Battalion Chiefs, who create the schedule in the web-based program CrewSense®. Employees input their work times into the City's payroll system, and the times are then checked for accuracy by the shift Battalion Chiefs and given a final check by an Administrative Assistant.

AP Triton noted that the Department's Shift Trade Policy #1048 limits the number of consecutive hours a shift employee can work to 72 hours, requiring at least a 12-hour rest period before working again.

Operations Staff Relief Analysis

In evaluating the level and availability of GFD Fire Operations staff, AP Triton analyzed deployment and leave usage history provided by the Department, which included comparing the minimum number of employees required to be on shift, the current total number of operations employees in the organization, and the historical average amount of leave used by these employees.

This information was then used to determine how many personnel the Department needs to maintain the minimum number of operations positions daily. This is commonly called a "Staffing Relief Factor" (SRF). The following schedule components and leave usage history were used to determine the theoretical minimum number of personnel needed to fill the minimum 31 daily staffing positions for fire operations.

Figure 14: Elements used to Calculate the GFD Staffing Relief Factor (2020–2022)

Shift Schedule	Annual Hours	Average Workweek	Average Sick Leave per Employee	Average Vacation Leave per Employee	Average Other Leaves
48 hours on, 96 hours off	2,920	56	130.3	160.3	167.6

¹ Includes Long-Term Disability, Bereavement, Military, Holiday, and other leaves

Based on the preceding parameters, AP Triton calculated a Staffing Relief Factor of 1.24.

This SRF was then multiplied by three to determine the theoretical total number of shift-assigned personnel required for every 24/7 operations riding position. In other words, based on the historical average leave usage, each riding position requires 3.72 FTEs. The following figure summarizes these calculations.

Figure 15: Theoretical Number of Shift-Assigned Employees Required for Daily Staffing

SRF	Minimum No. Riding Positions ^A	Theoretical No. Available Staff ^A	Calculated Overage/Shortage of Staff ^A	Calculated Total Overage/Shortage of Staff
1.24	31	36	-2.53	-7.56

^A Per shift

This SRF calculation does not consider the physical operations aspect of assigning staff where most needed, the unequal distribution of personnel across shifts, imbalanced leave usage, or long-term vacancies between the three shifts.

Minimum Staffing Discussion

AP Triton understands that 114 assigned personnel for shift operations are spread across the three shifts to fill the 31 minimally staffed positions 24/7. However, the Battalion Chiefs are classified as FLSA-exempt positions and do not provide relief coverage—which effectively reduces the available shift coverage pool to 108—nor does it include the two Community Paramedic day shift-assigned FTE employees.

Using the staffing relief factor calculated above, GFD theoretically is short 7.5 employees to staff 31 operations shift positions minimally. Identifying trends in overtime hiring used to cover shift vacancies can indicate whether sufficient personnel are available on each shift to provide coverage without requiring significant use of overtime. The Department provided operations overtime hours and expenses for 2020–2022, as shown in the following figure. Note: FLSA-incurred overtime built into the regular shift schedule. Overtime incurred for training is excluded, and the hours and costs are rounded to the nearest integer.

Figure 16: Operations OT Shift Coverage History—Part 1 (2020–2022)

OT Type	2020 Hours	2020 Cost	% Total OT	2021 Hours	2021 Cost	% Total OT
Unscheduled	13,507	\$394,419	83%	17,741	\$523,374	84%
Mandatory	2,672	\$117,055	16%	3,324	\$147,109	16%

Figure 17: Operations OT Shift Coverage History—Part 2 (2020–2022)

OT Type	2022 Hours	2022 Cost	% Total OT
Unscheduled	9,738	\$308,021	32%
Mandatory	20,272	\$961,828	68%

The preceding table reveals a significant change in the type of overtime coverage used to cover vacancies in 2022. The term “mandatory overtime” is typically used to describe situations in which a fire department cannot find off-duty personnel to come to work to relieve personnel from the previous shift, forcing one or more off-going personnel to remain on shift to maintain minimum staffing levels on emergency response units.

Excessive use of overtime to maintain minimum staffing levels often results from several factors, including attrition, overall staffing reductions, long-term disability leaves, poor scheduling/monitoring practices, and other factors. In GFD's case, the significant increase in the use of mandatory overtime can be mostly attributed to a policy change implemented in 2022 in which employees can volunteer to work beyond their normal work shifts to maintain minimum staffing and earn overtime pay, thus reducing their vulnerability to be involuntarily held over “mandatorily” in the future. It is important to note that the COVID-19 pandemic also likely significantly impacted the use of overtime in 2020 and 2021.

AP Triton noted that a number (11) of operations personnel left the Department in 2022, which obviously reduced the availability of shift personnel to provide relief coverage. Excessive use of mandatory hold-over of personnel can harm employee morale and health, and should be avoided as much as possible.

Operational Supervision Discussion

As previously noted, shift-assigned Battalion Chiefs are considered FLSA-exempt employees who do not provide relief coverage for their positions. Instead, a qualified shift Lieutenant is “moved up” to act as the shift Battalion Chief whenever a vacancy occurs. A review of Department records reveals that this occurred approximately 39% of the time over the three-year study period, as shown in the following figure.

Figure 18: Summary of Acting Battalion Chief Shifts

Year	Total Shifts	Covered by Acting BC	% of Shifts Covered by Acting BC
2020	365	149	29.2%
2021	730	372	50.1%
2022	730	257	35.2%

The spike in total hours in 2021 reflects the addition of the Battalion 2 position. According to the Department, one of the shift Battalion Chiefs was moved into the operational Deputy Chief position for the entire year while the Department worked to recruit and hire for the position, and concurrently, the Battalion Chief's Civil Service promotional list had expired.

The “move-up” of qualified personnel to temporarily fill in for a vacancy in a higher-ranking position is common in the fire service, providing practical experience for officers seeking promotion and potentially resulting in salary cost savings. However, depending on available daily staffing, it may result in a “trickle-down” effect, since the acting officer's regular position is typically replaced by another acting officer, creating an overall dilution of formal supervisory experience and expertise.

In AP Triton's experience, it is somewhat unusual to frequently (almost 40% of the time) move a first-line Lieutenant, with primary responsibility and experience in managing a single station and crew, into a multi-station/crew management responsibility in a city of the size and complexity of Greeley. AP Triton cautions that this approach may result in inconsistent performance of shift-related administrative functions, such as station and fleet maintenance support, personnel management and follow-up, and management of complex emergency events.

Future Operations Staffing Levels

AP Triton understands that the Greeley community is undergoing significant growth, which may require additional future fire stations and fire/EMS staff to serve newly developed areas. The planned implementation of automatic vehicle location (AVL) for auto-aid dispatching and community expansion and infill will need to be closely monitored to determine if and when additional response units will be added.

To assist in this effort, AP Triton calculated the theoretical total number of shift-assigned personnel needed to staff additional response units, as shown in the following figure.

Figure 19: Shift-Assigned Employees Required for Future Daily Staffing

SRF	Response Unit Added	Min. No. of Riding Positions per Shift	Theoretical No. of Required Staff
1.24	Engine Co.	3	3.72
1.24	Ambulance	2	2.48
1.24	Ladder Co.	4	4.96

Staff Salaries & Benefits

AP Triton analyzed and summarized the various position salaries and benefits provided by GFD as summarized in the following figures.

Figure 20: Administrative Uniformed & Civilian FTE Salaries (2023)

Position Title	Average Salary
Fire Chief	\$188,901
Deputy Chief	\$163,924
Administrative Battalion Chief	\$134,202
Administrative Lieutenant	\$116,993
Fire Prevention Staff Specialist	\$111,878
Administrative Assistant	\$49,358
Emergency Manager	\$113,609
Budget Analyst	\$52,264
Training Coordinator	\$61,558

The following figure summarizes the uniformed Operations staff salaries.

Figure 21: Operations FTE Salaries (2023)

Position Title	Average Salary
Deputy Chief (Operations)	\$163,924
Assistant Chief	\$143,998
Battalion Chief	\$130,401
Lieutenant	\$113,490
Engineer	\$101,625
Firefighter/Paramedic	\$91,068
Firefighter/EMT	\$82,607
Community Paramedic	\$82,804

The City offers a wide range of benefits to full-time employees and their family members that begin in the first month after the first 30 days of employment. The following figure summarizes these benefits.

Figure 22: GFD Benefits (2023)

Benefits	Benefits
Medical Insurance (PPO Plan)	Dental Insurance
Tuition Assistance	Health Savings/Flexible Spending Program
Vision Insurance	Wellness Program
Short-Term Disability Insurance	Group Life and Accidental Death/Dismemberment Insurance
Long-Term Disability Insurance	Employee Assistance/Substance Abuse Program (third-party provided)
Retirement Medical/Dental/Vision Continued Enrollment (employee pays full cost)	Fire & Police Pension Association of Colorado (FPPA Firefighter Pension)
Personal Time Off (PTO)	Vacation/Sick Leave/Holiday Leave

Personnel Management

As part of this study, AP Triton examined the policies and processes used for employee hiring, retention, promotion, and accountability.

Policies, Rules, Regulations, & Guidelines

GFD employees are subject to overarching City policies as outlined in the City of Greeley Employee Handbook and Department-specific standard operating procedures.

Department procedures and policies are electronically maintained and available through the Lexipol® policy management software program. Outdated policies are archived for future reference.

Per GFD Policy 103, periodic reviews and revisions to Department policies are the responsibility of the Fire Chief. Revised policies must be made available to all personnel before they become effective, and employees must acknowledge having received copies of the policies.

Collective Bargaining

Uniformed Department employees are represented by the International Association of Firefighters Local 888. The current Collective Bargaining Agreement (CBA) expires on December 31, 2023. A new contract was recently ratified and will be in force from January 1, 2024, through December 31, 2026.

Labor management meetings are conducted monthly, and according to Local 888 leadership, they enjoy a productive, honest, and professional relationship with the Department's and the City's leadership teams.

New-Hire Process

GFD candidates apply for employment through the National Testing Network®, a third-party public safety recruitment and testing company. Applicants must be at least 21 years of age, possess a high school diploma or equivalent, have a valid driver's license, and have a current Colorado or National Registry EMT certification and CPR card. Additionally, candidates must have a current (within the past year) Candidate Physical Ability Test (CPAT) certification at the time of application or upon a conditional Department job offer.

Once National Testing Network® candidates have received an application, they must complete a Personal History Questionnaire (PHQ) and take a pass/fail written examination. Candidates who successfully pass the PHQ and written examination may be invited to participate in Department-conducted panel interviews and skill assessments. New-hire candidates' EMT skills are only assessed, and lateral Firefighter candidates' firefighting and EMS skills are assessed.

Upon completing the preceding testing components, candidates are ranked on a Civil Service register list that is active for up to 24 months. An interview with the Department's executive staff is the last step before an offer of conditional employment is tendered. AP Triton noted that preference points are awarded to candidates with a military service history or who are fluent in two or more languages (which is assessed during the skills evaluation process).

The process of recruiting and hiring senior administrative leadership positions is outsourced to a third-party vendor.

Conditional employees are not required to successfully pass a psychological evaluation, but it is being considered for future cycles. A medical evaluation, and a physical examination consistent with NFPA 1582: *Standard on Comprehensive Occupational Medical Program for Fire Departments* is required. They must also complete drug testing and the Department's comprehensive job-specific Fitness/Wellness Assessment, which is conducted by the third-party vendor Frontline Mobile Health®.

Upon completing the preceding assessment steps, new Firefighters are considered "at-will" probationary employees for one year and must complete the regional fire academy's training program. New lateral-hire Firefighters attend an "in-house" training academy and are considered "at-will" probationary employees for one year.

New-Hire Process Discussion

Over the past few years, the hiring practices in fire departments across the country have been challenged by allegations of bias and discrimination. For example, the new-hire testing practices at the New York City Fire Department and the Los Angeles Fire Department were questioned, resulting in suspending the hiring process and revoking some conditional job offers. In addition, outside experts were brought in to analyze historical hiring outcomes and existing hiring administrative procedures and to make recommendations for improvement.³ As a result, significant changes were made at great expense to ensure a fair and impartial hiring process.

The CPAT program, created jointly by the International Association of Firefighters (IAFF) and the International Association of Fire Chiefs (IAFC) in the late 1990s, has been scientifically and legally vetted and is considered the standard in fairly assessing a candidate's physical abilities to perform basic fireground tasks. AP Triton considers the GFD testing and hiring process contemporary and consistent with industry best practices.

Performance Evaluations

All Department personnel undergo annual formal performance evaluations electronically through the Human Resources Department. This process is under review and will likely be significantly modified in 2024. Additionally, all uniformed personnel undergo annual functional physical fitness performance testing, which is provided by a third-party provider, Frontline Mobile Health®.

AP Triton noted that supervisors have not received training from the Human Resources Department on properly assessing performance and conducting a constructive and productive performance evaluation. However, training will be provided when the new performance evaluation program is deployed.

Promotion Process

The Department uses two main promotional processes, depending on the position. Senior Chief positions (Fire Chief, Assistant Chief, and Deputy Chief) are recruited and assessed using an outside human resources vendor, CPS HR Consulting®, as needed.

The Battalion Chief, Lieutenant, and Engineer promotional process involves an assessment center process that measures each applicant's knowledge, skills, and abilities for the specific position being sought.

The assessment center format includes practical scenarios specific to the position's job duties, as well as a panel interview. Those who pass the assessment center testing are placed on a Civil Service promotional list for up to two years. During that time, if promotional openings occur, those on the list are interviewed by a Deputy Chief and Fire Chief, who make the final determination.

Peer Support Program

Fire and EMS personnel respond to various emergency situations, some of which can be extraordinarily stressful and dangerous and can result in cumulative or episodic negative behavioral effects on personal and family health and well-being.

Contemporary emergency response organizations recognize this and have implemented programs and engaged professional resources to help mitigate these stressors as much as possible.

GFD has a Peer Support Program that makes GFD personnel, who have received formal training in helping their colleagues manage these stressors, available to their peers. Safe communication channels and referrals to professional help, if needed, are provided.

Seventeen GFD personnel are formally trained through the Colorado Peace Officer Standards and Training Peer Support Program, and the program is managed by a Battalion Chief. In addition, the Department has a contract with a professional psychological services company to provide formal counseling services as needed. The Department will be seeking a new provider in 2024.

Capital Facilities, Apparatus, & Equipment

Apparatus and other vehicles, trained personnel, firefighting and emergency medical equipment, and fire stations are the essential capital resources necessary for a fire department to carry out its mission. No matter how competent or numerous the firefighters are, if appropriate capital equipment is unavailable for operations personnel, it would be impossible for the Greeley Fire Department to perform its responsibilities effectively. The essential capital assets for emergency operations are facilities, apparatus, and other emergency response vehicles. This report section assesses GFD's fire stations, frontline apparatus, and ambulances.

Fire Station Features

Fire stations play an integral role in delivering emergency services for several reasons. Largely, a station's location will dictate response times to emergencies. A poorly located station can mean the difference between confining a fire to a single room and losing a structure, or fatality or survival from sudden cardiac arrest. Fire stations must also be designed to house equipment and apparatus adequately and meet the needs of the organization and its personnel.

Fire station activities should be closely examined to ensure the structure is adequate in size and function. Examples of these functions can include the following:

- Kitchen facilities, appliances, and storage
- Residential living space and sleeping quarters for on-duty personnel (all genders)
- Bathrooms and showers (all genders)
- Training, classroom, and library areas
- Firefighter fitness area
- Housing and cleaning of apparatus and equipment, including decontamination and disposal of biohazards
- Administrative and management offices, computer stations, and office facilities
- Public meeting space

AP Triton asked the Greeley Fire Department to rate the condition of its fire stations using the criteria from the next figure. The results can be seen in the following figures.

Figure 23: Criteria Utilized to Determine Fire Station Condition

Excellent	Like-new condition. No visible structural defects. The facility is clean and well-maintained. The interior layout is conducive to function, with no unnecessary impediments to the apparatus bays or offices. No significant defect history. Building design and construction match the building's purposes. Age is typically less than 10 years.
Good	The exterior has a good appearance, with minor or no defects. Clean lines, good workflow design, and only minor wear on the building interior. The roof and apparatus apron are in good working order, and are absent any significant full-thickness cracks, crumbling of the apron surface, or visible roof patches or leaks. Building design and construction match the building's purposes. Age is typically less than 20 years.
Fair	The building appears structurally sound, with a weathered appearance and minor to moderate non-structural defects. The interior condition shows normal wear and tear, but flows effectively to the apparatus bay and/or offices. Mechanical systems are in working order. Building design and construction may not match the building's purposes well. Shows increasing age-related maintenance, but with no critical defects. Age is typically 30 years or more.
Poor	The building appears cosmetically weathered and worn, with potential structural defects, although not imminently dangerous or unsafe. Large, multiple full-thickness cracks and crumbling concrete on the apron may exist. The roof has evidence of leaking and multiple repairs. The interior is poorly maintained and/or shows signs of advanced deterioration, with moderate to significant non-structural defects. Problematic age-related maintenance and major defects are evident. It may not be well-suited to its intended purpose. Age is typically greater than 40 years.

Greeley Fire Stations

The following pages describe the features of each of the GFD fire stations.

Figure 24: GFD Station 1

Address/Physical Location:		1155 10 th Avenue, Greeley, CO 80631								
		General Description: Excellent facility however limited capacity for growth on the administrative side or the Ops side..								
Structure										
Date of Original Construction		2016								
General Condition		Excellent								
Seismic Protection		No								
Auxiliary Power		Yes								
ADA Compliant		Yes								
Number of Apparatus Bays		Drive-Throughs		4	Back-Ins		0	Total Bays:		4
Total Square Footage		24,923								
Facilities Available										
Sleeping Quarters		Bedrooms		11	Beds		31	Dorm Beds		0
Maximum Staffing Capability		11		(Total number of staff that can be housed at station)						
Bathroom/Shower Facilities		9 Bathrooms/5 Showers								
Gender Segregation (Y/N)		Bathrooms		Y	Showers		Y	Bedrooms		Y
Exercise/Workout Facilities		Yes								
Kitchen Facilities		Yes								
Individual Lockers Assigned		Yes								
Training/Meeting Rooms		1 Classroom/1 Conference Room								
Washer/Dryer/Extractor		3 Washers/3 Dryers/1 Extractor								
Safety & Security										
Station Sprinklered		Yes								
Smoke & CO Detection		Yes								
Decon & Biological Disposal		Decontamination room with shower								
Security System		Proximity card access								
Apparatus Exhaust System		Apparatus equipped with “no smoke” system								

Figure 25: GFD Station 2

Address/Physical Location:		2323 Reservoir Road, Greeley, CO 80634								
	General Description:									
	Houses an engine company, the Community Paramedic Program (Squad 1), and 1 unit/company. Also houses, and a SCBA air compressor. Has a three-story training tower configured for confined space and hose training evolutions.									
Structure										
Date of Original Construction		2020								
General Condition		Excellent								
Seismic Protection		No								
Auxiliary Power		Yes								
ADA Compliant		Yes								
Number of Apparatus Bays		Drive-Throughs		3	Back-Ins		0	Total Bays:	3	
Total Square Footage		13,122								
Facilities Available										
Sleeping Quarters		Bedrooms		8	Beds		16	Dorm Beds		
Maximum Staffing Capability		8		(Total number of staff that can be housed at station)						
Bathroom/Shower Facilities		7 Bathrooms/5 Showers								
Gender Segregation (Y/N)		Bathrooms		Y	Showers		Y	Bedrooms		Y
Exercise/Workout Facilities		Yes								
Kitchen Facilities		Yes								
Individual Lockers Assigned		Yes								
Training/Meeting Rooms		No								
Washer/Dryer/Extractor		2 Washers/2 Dryers/1 Extractor								
Safety & Security										
Station Sprinklered		Yes								
Smoke & CO Detection		Yes								
Decon & Biological Disposal		Decontamination room with shower								
Security System		Proximity card access								
Apparatus Exhaust System		Apparatus equipped with “no smoke” system								

Figure 26: GFD Station 3

Address/Physical Location:		150 35 th Avenue, Greeley, CO 80634									
		General Description: Smaller facility with limited growth but excellent access.									
Structure											
Date of Original Construction		2007									
General Condition		Good									
Seismic Protection		No									
Auxiliary Power		Yes									
ADA Compliant		Yes									
Number of Apparatus Bays		Drive-Throughs		3		Back-Ins		0		Total Bays: 3	
Total Square Footage		9,746									
Facilities Available											
Sleeping Quarters		Bedrooms		8		Beds		24		Dorm Beds 0	
Maximum Staffing Capability		8		(Total number of staff that can be housed at station)							
Bathroom/Shower Facilities		5 Bathrooms/4 Showers									
Gender Segregation (Y/N)		Bathrooms		Y		Showers		Y		Bedrooms Y	
Exercise/Workout Facilities		Yes									
Kitchen Facilities		Yes									
Individual Lockers Assigned		Yes									
Training/Meeting Rooms		No									
Washer/Dryer/Extractor		Washer/Dryer/Extractor									
Safety & Security											
Station Sprinklered		Yes									
Smoke & CO Detection		Yes									
Decon & Biological Disposal		No									
Security System		Proximity card access									
Apparatus Exhaust System		Apparatus equipped with “no smoke” system									

Figure 27: GFD Station 4

Address/Physical Location:		2191 1 st Avenue, Greeley, CO 80631								
		General Description: Oldest station with limited apparatus bay space. It houses an engine and Type 6 brush engine. Apparatus bays are too small, resulting in an inability to fully open apparatus doors.								
Structure										
Date of Original Construction		1978								
General Condition		Fair								
Seismic Protection		No								
Auxiliary Power		No								
ADA Compliant		No								
Number of Apparatus Bays		Drive-Throughs		2	Back-Ins		0	Total Bays:	2	
Total Square Footage		4,254								
Facilities Available										
Sleeping Quarters		Bedrooms		4	Beds		12	Dorm Beds		0
Maximum Staffing Capability		4		(Total number of staff that can be housed at station)						
Bathroom/Shower Facilities		2 Bathrooms/1 Shower Room								
Gender Segregation (Y/N)		Bathrooms		N	Showers		N	Bedrooms		N
Exercise/Workout Facilities		In a separate shed building								
Kitchen Facilities		Yes								
Individual Lockers Assigned		Yes								
Training/Meeting Rooms		No								
Washer/Dryer/Extractor		Washer/Dryer/Extractor								
Safety & Security										
Station Sprinklered		Retrofitted Sprinklers								
Smoke & CO Detection		Yes								
Decon & Biological Disposal		No								
Security System		Proximity card access								
Apparatus Exhaust System		Apparatus equipped with “no smoke” system								

Figure 28: GFD Station 5

Address/Physical Location:		4701 24 th Street, Greeley, CO 80634								
		General Description: Houses a truck and the Rescue Program. Overall space is cramped, with insufficient room for rescue equipment/vehicles—collapse rescue truck is parked outside.								
Structure										
Date of Original Construction		1999								
General Condition		Good								
Seismic Protection		No								
Auxiliary Power		No								
ADA Compliant		Yes								
Number of Apparatus Bays		Drive-Throughs		3	Back-Ins		0	Total Bays:	3	
Total Square Footage		9,770								
Facilities Available										
Sleeping Quarters		Bedrooms		7	Beds		21	Dorm Beds		0
Maximum Staffing Capability		7		(Total number of staff that can be housed at station)						
Bathroom/Shower Facilities		3 Bathrooms/3 Showers								
Gender Segregation (Y/N)		Bathrooms		Y	Showers		Y	Bedrooms		Y
Exercise/Workout Facilities		Yes								
Kitchen Facilities		Yes								
Individual Lockers Assigned		Yes								
Training/Meeting Rooms		No								
Washer/Dryer/Extractor		Washer/Dryer/Extractor								
Safety & Security										
Station Sprinklered		Yes								
Smoke & CO Detection		Yes								
Decon & Biological Disposal		Decon Room/No Shower								
Security System		Proximity card access								
Apparatus Exhaust System		Apparatus equipped with “no smoke” system								

Figure 29: GFD Station 6

Address/Physical Location:		10603 20 th Street, Greeley, CO 80634											
		General Description: New construction with significant capacity for growth, special teams, and multi-companies.											
Structure													
Date of Original Construction		2020											
General Condition		Excellent											
Seismic Protection		No											
Auxiliary Power		Yes											
ADA Compliant		Yes											
Number of Apparatus Bays		Drive-Throughs		4		Back-Ins		0		Total Bays:		4	
Total Square Footage		18,457											
Facilities Available													
Sleeping Quarters		Bedrooms		13		Beds		21		Dorm Beds		21	
Maximum Staffing Capability		13		(Total number of staff that can be housed at station)									
Bathroom/Shower Facilities		10 Bathrooms/7 Showers											
Gender Segregation (Y/N)		Bathrooms		Y		Showers		Y		Bedrooms		Y	
Exercise/Workout Facilities		Yes											
Kitchen Facilities		Yes											
Individual Lockers Assigned		Yes											
Training/Meeting Rooms		Yes											
Washer/Dryer/Extractor		Washer/Dryer/Extractor											
Safety & Security													
Station Sprinklered		Yes											
Smoke & CO Detection		Yes											
Decon & Biological Disposal		Yes											
Security System		Proximity card access											
Apparatus Exhaust System		Apparatus equipped with “no smoke” system											

Figure 30: GFD Station 7

Address/Physical Location:		6623 W. 10 th Street, Greeley, CO 80634									
		General Description: Older construction but well maintained. Limited potential for growth.									
Structure											
Date of Original Construction		2002									
General Condition		Good									
Seismic Protection		No									
Auxiliary Power		Yes									
ADA Compliant		Yes									
Number of Apparatus Bays		Drive-Throughs		2		Back-Ins		0		Total Bays: 2	
Total Square Footage		8,492									
Facilities Available											
Sleeping Quarters		Bedrooms		5		Beds		15		Dorm Beds 0	
Maximum Staffing Capability		5		(Total number of staff that can be housed at station)							
Bathroom/Shower Facilities		Yes									
Gender Segregation (Y/N)		Bathrooms		Y		Showers		Y		Bedrooms Y	
Exercise/Workout Facilities		Yes									
Kitchen Facilities		Yes									
Individual Lockers Assigned		Yes									
Training/Meeting Rooms		No									
Washer/Dryer/Extractor		Washer/Dryer/Extractor									
Safety & Security											
Station Sprinklered		Yes									
Smoke & CO Detection		Yes									
Decon & Biological Disposal		Yes									
Security System		Proximity card access									
Apparatus Exhaust System		Apparatus equipped with "no smoke" system									

Summary of the GFD Fire Stations

The following figure summarizes some of the primary features of the Greeley Fire Department's seven fire stations.

Figure 31: Combined Features of GFD Fire Stations

Station	Square Footage	Apparatus Bays	Daily Staffing	General Condition	Station Age
Station 1	24,923	8	8	Excellent	7 years
Station 2	13,122	6	3	Excellent	3 years
Station 3	9,746	3	3	Good	16 years
Station 4	4,254	2	3	Fair	45 years
Station 5	9,770	3	7	Good	24 years
Station 6	18,457	4	3	Excellent	3 years
Station 7	8,492	2	4	Good	21 years
Totals:	88,764	28	31	Averages:	17 years

Discussion of GFD Fire Stations

As shown in the preceding figure, the combined average age of Greeley's fire stations is 17 years. Except for Station 4, most of GFD's fire stations appear in "Excellent" or "Good" condition. Anecdotally, many industry experts agree that fire stations more than 50 years old should be replaced. A 2019 study by the National Fire Protection Association (NFPA) found that 43% of the nation's fire stations are beyond 40 years of age.⁴

Modern fire stations are usually equipped with exhaust emission control systems or other options critical to minimizing firefighter exposure to diesel fumes. Exposure to these fumes can increase the potential for various diseases. At GFD, each apparatus is equipped with the "no smoke" system.

Stations 4 and 5 do not have backup power, which can be critical for continuity of operations during an emergency event. Since about 10% of career firefighters are female, most modern fire stations provide gender separation of bathrooms, showers, and sleeping quarters.⁵ This is true of GFD with the exception of Station 4.

Due to the age and lack of certain features of Station 4, the City of Greeley should consider replacing it in the near future.

Other Facilities

The next figures list the features of other facilities that the Greeley Fire Department utilizes.

Figure 32: Support Facility/Western Hills FPD

Address/Physical Location:		1731 Cedar Avenue, Greeley, CO 80631								
		General Description: Houses the City's OEM Manager and Deputy Manager offices, small training room, rehab vehicle, old equipment storage, and some OEM equipment storage. Has police command trailer and foam deluge gun trailer. Has considerable unused apparatus bay space and a large lot.								
Structure										
Date of Original Construction		1992; 2005 addition								
General Condition		Fair								
Seismic Protection		No								
Auxiliary Power		No								
ADA Compliant		No								
Number of Apparatus Bays		Drive-Throughs		3	Back-Ins		1	Total Bays:		4
Total Square Footage		9,211								
Facilities Available										
Sleeping Quarters		Bedrooms		0	Beds		0	Dorm Beds		0
Maximum Staffing Capability		0	(Total number of staff that can be housed at station)							
Bathroom/Shower Facilities		2 Bathrooms/2 Showers								
Gender Segregation (Y/N)		Bathrooms		Y	Showers		Y	Bedrooms		2
Exercise/Workout Facilities		No								
Kitchen Facilities		Yes								
Individual Lockers Assigned		No								
Training/Meeting Rooms		Yes								
Washer/Dryer/Extractor		1 Washer/1 Dryer								
Safety & Security										
Station Sprinklered		No								
Smoke & CO Detection		No								
Decon & Biological Disposal		No								
Security System		Yes								
Apparatus Exhaust System		No								

Greeley Training Center

The Greeley Training Center is a Public Safety Training facility managed by GFD but jointly owned with the Greeley Police Department (GPD). The Training Center includes a two-story search-and-rescue building, outdoor staging area, burn building, low-speed cone course, storage area, and bathroom facilities.

The Greeley Police Department and other regional law enforcement and SWAT agencies also use the Training Center.

Figure 33: Greeley Training Center

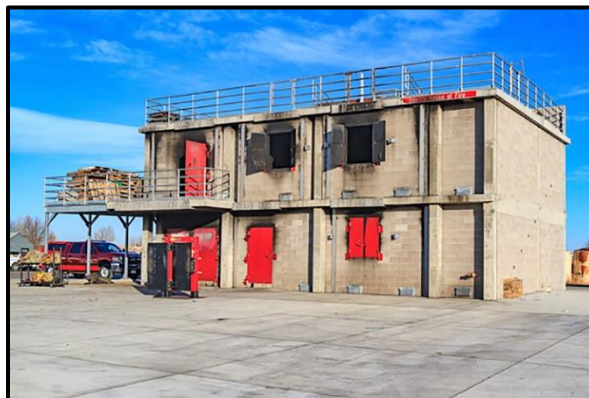


Figure 34: Props at the Training Center

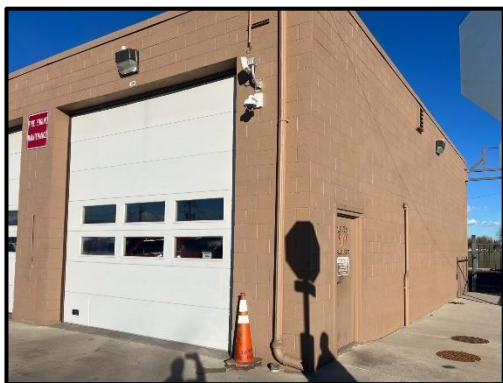


Fleet Maintenance Facility

The fleet maintenance for fire apparatus is inadequate. Many of the apparatus will not fit in the facility and must receive repairs and maintenance outside the building. To accommodate repairs, hydraulic lifts must be moved outside and utilized in inclement weather. Three of the replacement apparatus will not fit in the current facility.

Figure 35: Maintenance Facility—Interior



Figure 36: Maintenance Facility—Exterior**GFD Apparatus & Vehicles Inventory**

Fire apparatus, ambulances, and other emergency response vehicles must be sufficiently reliable to transport firefighters and equipment rapidly and safely to an incident scene. In addition, such vehicles must be properly equipped and must function appropriately to ensure that the delivery of emergency services is not compromised.

As a part of this study, AP Triton requested that the Greeley Fire Department provide a complete inventory of its fleet (suppression apparatus, ambulances, command and support vehicles, specialty units, etc.). For each vehicle listed, GFD was asked to rate its condition utilizing the criteria described in the next figure.

Figure 37: Criteria Used to Determine Apparatus & Vehicle Condition

Components	Points Assignment Criteria	
Age:	One point is assigned for every year of chronological age, based on the date the unit was originally placed into service.	
Miles/Hours:	One point is assigned for every 10,000 miles or 1,000 hours.	
Service:	1, 3, or 5 points are assigned based on the service type received (e.g., a pumper is given a 5 since it is classified as severe duty).	
Condition:	This category considers body condition, rust, interior condition, accident history, anticipated repairs, etc. The better the condition, the lower the assignment of points.	
Reliability:	Points are assigned as 1, 3, or 5, depending on the frequency that a vehicle is in for repair (e.g., a 5 would be assigned to a vehicle in the shop two or more times per month on average, while a 1 would be assigned if in the shop on average once every three months or less.)	
Point Ranges	Rating	Condition Description
Under 18 points	Condition I	Excellent
18–22 points	Condition II	Good
23–27 points	Condition III	Fair (consider replacement)
28 points or higher	Condition IV	Poor (immediate replacement)

The next figures list the inventory of the Greeley Fire Department's current frontline apparatus and command, staff, and other vehicles.

Figure 38: GFD Frontline Fleet Inventory (2023)

Unit	Type	Manufacturer	Year	Condition	Features
Engines & Aerials					
Engine 1	Type 1	Spartan	2016	Good	1,500 gpm/500 gal.
Engine 2	Type 1	Spartan	2015	Fair	1,500 gpm/500 gal.
Engine 3	Type 1	Spartan	2018	Good	1,500 gpm/500 gal.
Engine 4	Type 1	Spartan	2014	Fair	1,500 gpm/500 gal.
Engine 5	Type 1	Pierce	2010	Poor	1,500 gpm/500 gal.
Engine 6	Type 1	Spartan	2020	Excellent	1,500 gpm/500 gal.
Engine 7	Type 1	Spartan	2017	Fair	1,500 gpm/500 gal.
Ladder 1	Aerial	Pierce	2009	Poor	100-ft. tractor drawn
Ladder 5	Aerial	Pierce	2020	Excellent	105-ft.
Wildland					
Brush 4	Type 6	BME	2019	Excellent	NWCG compliant
Brush 6	Type 6	Dodge	2015	Excellent	NWCG compliant
Tender 1	Tender	Freightliner	2020	Excellent	2,500 gal.
Tender 7	Tender	Freightliner	2022	Excellent	2,500 gal.
Other Apparatus & Vehicles					
HazMat 6	Truck	Spartan	2023	Excellent	
Dive 3	Truck	Freightliner	2023	Excellent	
Collapse 5	Truck	International	1997	Fair	Refurbished 2023
Squad 1	Ambulance	Dodge	2017	Excellent	

In addition to the apparatus and vehicles described in the preceding inventory, GFD maintains a 2006 Freightliner M2 as a tow truck. The preceding figure shows that only one of GFD's frontline engines and all of its wildland apparatus are considered to be in "Excellent" condition.

The next figure lists the Greeley Fire Department's frontline command and staff vehicles.

Figure 39: GFD Frontline Command & Staff Vehicles Inventory (2023)

Unit	Assigned To	Manufacturer	Year	Condition
Battalion 1	Battalion Chief	Chevrolet	2019	Excellent
Battalion 2	Battalion Chief	Chevrolet	2020	Excellent
CG 867	Battalion Chief (Reserve)	Chevrolet	2013	Good
Tommy Lift	Dive Operations	Chevrolet	2015	Excellent
Chief 1	Fire Chief	Ford	2023	Excellent
Chief 2	Deputy Chief Operations	Chevrolet	2018	Excellent
Chief 3	Deputy Chief Admin.	Chevrolet	2018	Excellent
Chief 4	AC Operations	Chevrolet	2020	Excellent
Chief 5	BC/Fire Marshal	Chevrolet	2017	Excellent
Chief 6	BC of Training	Chevrolet	2023	Excellent
Training 1	Training Lieutenant	Chevrolet	2020	Excellent
	Special Projects	Chevrolet	2014	Good
Training 2	EMS Lieutenant	Chevrolet	2023	Excellent
OEM	Emergency Manager	Chevrolet	2014	Good
Inspector 1	Fire Inspector	Chevrolet	2019	Excellent
Inspector 2	Fire Inspector	Chevrolet	2021	Excellent
Inspector 3	Fire Inspector	Chevrolet	2013	Fair

The preceding figure shows that most of the Greeley Fire Department's command and staff vehicles are in "Excellent" or "Good" condition.

Special Operations Vehicles & Watercraft

GFD maintains a variety of special operations vehicles and watercraft for specific incident types. These include a dive rescue trailer, a 2012 Achilles inflatable dive boat with motor, a Chemguard Dual-Tote foam trailer, a 2023 Polaris Ranger UTV, a 2003 Gator side-by-side, a 2012 Chevrolet Express rehabilitation truck, deployable craft for swiftwater and ice rescue, and an assortment of trailers utilized for hazardous materials response, trench collapse, special operations, and equipment hauling.

Apparatus Maintenance & Replacement Planning

No piece of mechanical equipment or vehicle can be expected to last indefinitely. As apparatus and vehicles age, repairs become more frequent and complex. Parts may become more difficult to obtain, and downtime for repair and maintenance increases.

Since fire protection, EMS response, and response to other emergencies prove critical to a community, downtime is one of the most frequently identified reasons for apparatus replacement. Most communities develop replacement plans because of the expense of fire apparatus and medic units (ambulances).

Greeley Fleet Maintenance

The City of Greeley's Fleet Maintenance Department is a division of the Public Works Department and is responsible for most of the maintenance of GFD's fire apparatus, command, and staff vehicles.

At least one mechanic is trained and certified as an Emergency Vehicle Technician in accordance with the recommendations of NFPA Standard 1701: Standard for Emergency Vehicle Technician Professional Qualifications. Preventive maintenance checks are done regularly, and maintenance records are maintained for all apparatus and vehicles.

On apparatus with pumps, annual pump tests are performed in accordance with the recommendations of NFPA 1911: Standard for the Inspection, Maintenance, Testing, and Retirement of In-Service Emergency Vehicles.

Capital Medical & Rescue Equipment

Cardiac Devices

The Greeley Fire Department maintains 14 ZOLL® X Series® monitor/defibrillators, of which seven were manufactured in 2013 and eight in 2019. The capabilities of this device include:

- 12-Lead Electrocardiograms
- Oxygen saturation monitoring (SpO2)
- End-tidal carbon monoxide monitoring (etCO2)
- Carbon monoxide monitoring (CO)
- Blood pressure monitoring

In addition, GFD utilizes 13 ZOLL® AED Pro® automated external defibrillators (AED). This device is designed for both basic and advanced life support, but is not a full-featured monitor/defibrillator like the X-Series®.

Rescue & Extrication Equipment

GFD's ladder trucks carry battery-powered extrication tool sets from TNT Rescue Systems, Paratech® MultiForce and MaxiForce Air Lifting Bags, the CMC™ rescue tripod, and the Petzl® rope rescue system. In addition, GFD maintains gas detectors for hazardous materials conditions, as well as a Mavic 2 Enterprise Dual drone and a Mavic 3 Enterprise Thermal long-range drone.

Historical Service Delivery & Performance

An indicator of success is the balance of resources to the utilization of services. The City of Greeley must balance fiscal responsibility with performance expectations for the delivery of emergency services. The following section is a statistical analysis evaluating the fire and EMS service delivery provided by the Greeley Fire Department.

Service Demand

The following figures show the workload over the past four years. Like most fire departments, emergency medical response constitutes most of the call volume. From a combined perspective, fire department responses increased by approximately 36% from 2019 to 2022. For this valuation, 2020 is considered an outlier. It is unclear how the ramifications of the COVID-19 pandemic will affect long-term overall service demands. However, both 2021 and 2022 saw an increase in excess of 13% from the previous year.

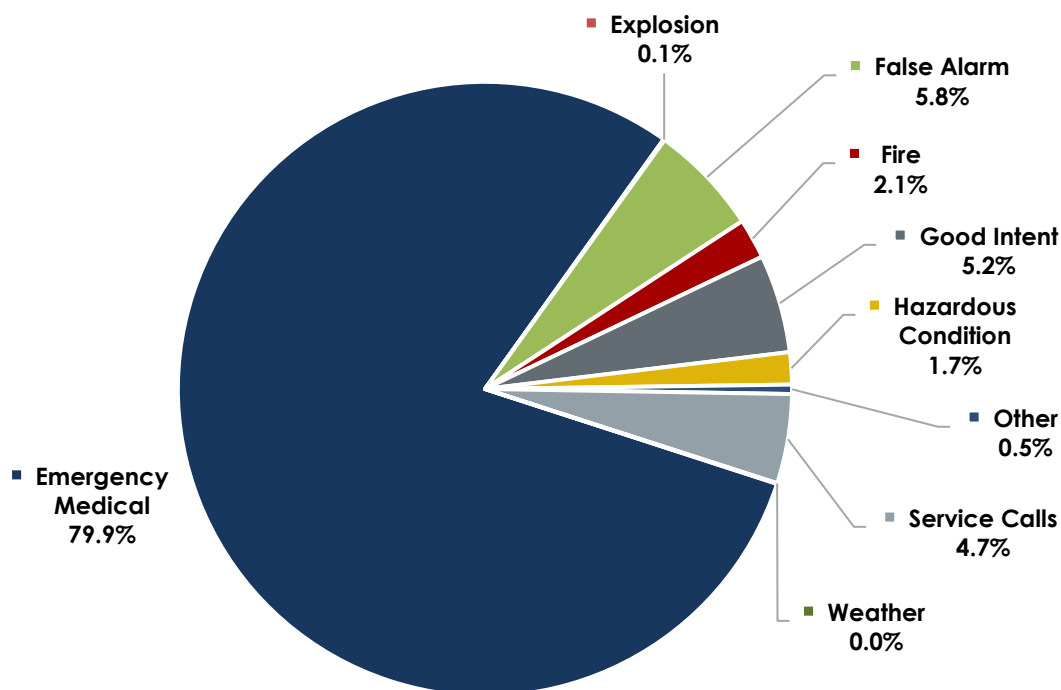
The National Fire Incident Reporting System (NFIRS) breaks responses down into nine categories, listed and displayed in the next figures.

Figure 40: NFIRS Codes & Descriptions

NFIRS Code	Description
100	Fire
200	Explosion
300	Emergency Medical Services
400	Hazardous Conditions
500	Service Calls
600	Good Intent
700	False Alarm
800	Weather
900	Other

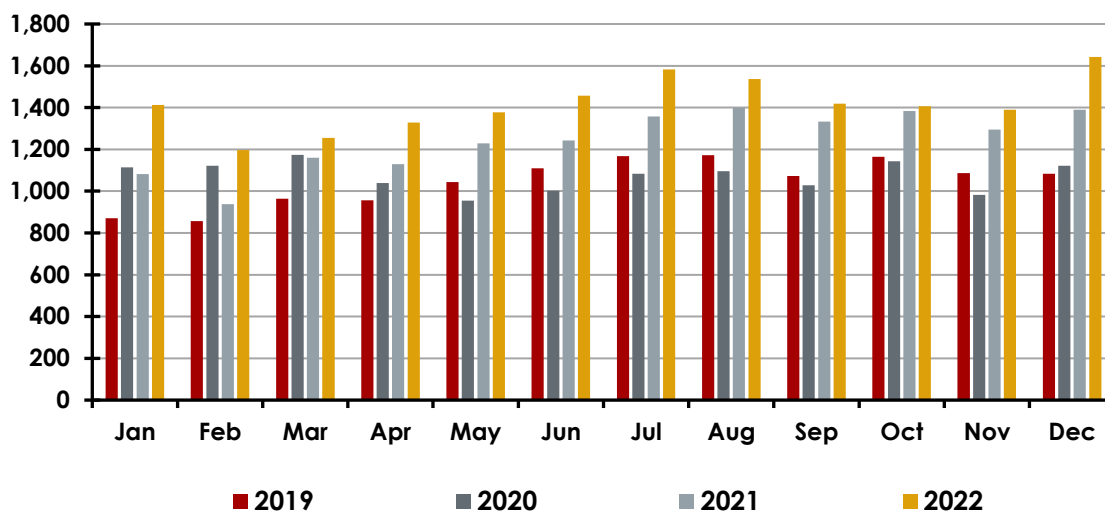
The following figure shows the breakdown of incident types for 2019–2022.

Figure 41: Incident Breakdown (2019–2022)



Temporal Variation

A temporal analysis of incidents reveals when the most significant service demand occurs. The following figures show how activity and demand change based on various time measurements. The analysis was calculated with data from 2019–2022 provided by GFD. The results are based on the total number of incidents.

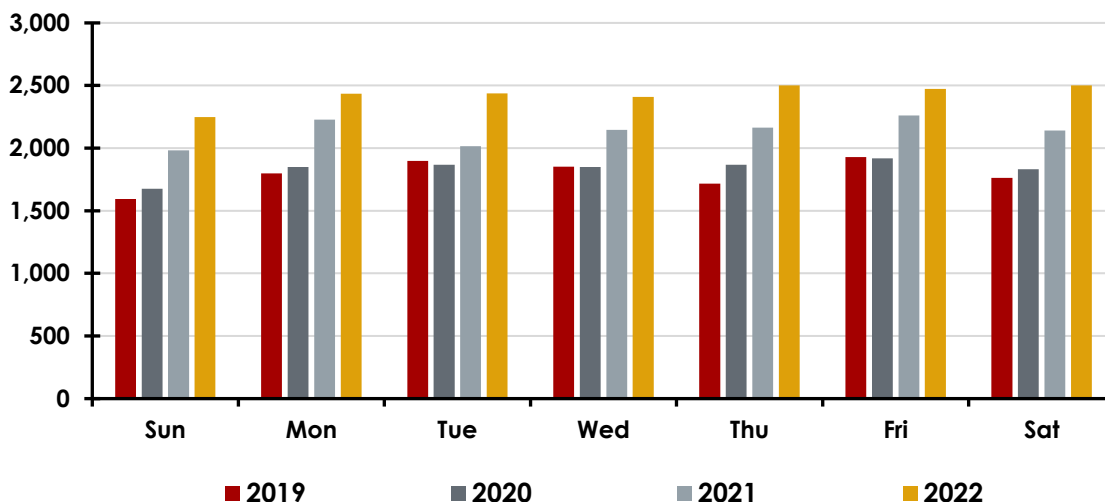
Figure 42: Temporal Variation by Month**Figure 43: Monthly Temporal Analysis (2019–2022)**

Month	2019	2020	2021	2022
Jan	871	1,114	1,081	1,413
Feb	857	1,122	938	1,196
Mar	964	1,174	1,160	1,255
Apr	956	1,039	1,129	1,328
May	1,044	955	1,228	1,377
Jun	1,110	1,002	1,243	1,457
Jul	1,167	1,084	1,357	1,582
Aug	1,172	1,096	1,398	1,536
Sep	1,072	1,028	1,333	1,419
Oct	1,164	1,143	1,383	1,407
Nov	1,086	982	1,294	1,390
Dec	1,084	1,122	1,390	1,642
Grand Total:	12,547	12,861	14,934	17,002

Except for 2020, GFD call volume remained consistent, with peak months in July and August and the lowest service demands in January and February. There does not appear to be an opportunity for seasonal up-staffing during a specific time of year.

The following figure shows the call volume throughout the week. The Department has relatively consistent service demand throughout the week, with a less than 300-call difference between any day of the week.

Figure 44: Service Demand by Day of the Week (2019–2022)



The following figures illustrate the service demand by hour of the day from 2019 through 2022. The pattern shows a continuing increase in service demand shifting from 0900 in 2019 to 0700 in 2022. The peak service demand remained between 1000–2000 hours throughout the evaluation period, with an overall increase from 2019 to 2022.

Figure 45: Service Demand by Hour of the Day—Part 1 (2019–2022)

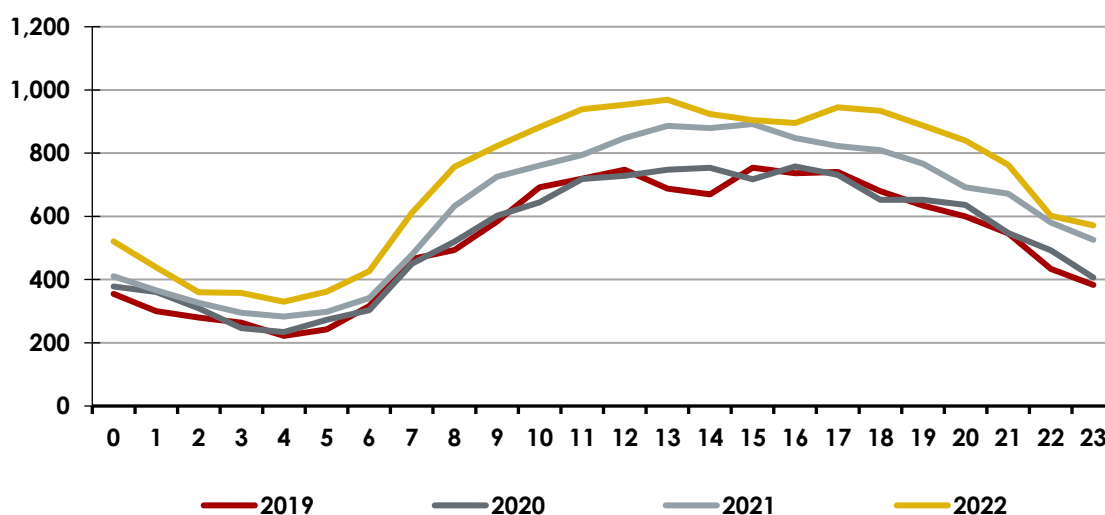


Figure 46: Service Demand by Hour of the Day—Part 2 (2019–2022)

Hour	2019	2020	2021	2022	Total
0	355	378	410	521	1,664
1	300	361	366	439	1,466
2	280	309	326	360	1,275
3	264	246	295	358	1,163
4	222	234	283	330	1,069
5	242	273	298	362	1,175
6	316	303	342	427	1,388
7	465	450	478	611	2,004
8	493	520	632	757	2,402
9	584	602	725	823	2,734
10	692	644	761	882	2,979
11	719	718	794	939	3,170
12	748	728	848	953	3,277
13	688	748	886	969	3,291
14	670	754	879	924	3,227
15	754	717	892	905	3,268
16	736	758	848	895	3,237
17	740	731	823	945	3,239
18	680	652	809	934	3,075
19	634	652	767	887	2,940
20	600	636	692	840	2,768
21	546	547	672	763	2,528
22	434	492	581	602	2,109
23	383	406	526	571	1,886

Focusing on future service demand, the following chart captures the busiest consecutive periods. This information can be used to identify periods for increased staffing.

The following heat map shows the highest service demand based on the time of day and day of the week. Areas with green show the lowest demand and areas with red show the highest demand.

Figure 47: Service Demand Heat Map by Time & Day of Week

DEPARTMENT	Greeley Fire Department						
AVAILABLE STATIONS	7						
HOUR↓ DAY→	SUN	MON	TUE	WED	THU	FRI	SAT
0	301	211	194	204	210	242	302
1	285	177	166	175	197	187	279
2	236	173	136	157	166	172	235
3	202	161	144	141	152	168	195
4	192	140	130	169	139	151	148
5	168	169	155	178	164	153	188
6	157	220	209	223	179	205	195
7	231	305	298	299	313	306	252
8	265	351	384	373	366	356	307
9	298	413	417	384	441	409	372
10	336	453	471	454	436	443	386
11	355	502	487	477	457	497	395
12	410	497	511	460	497	480	422
13	398	452	492	479	506	497	467
14	391	495	452	486	467	512	424
15	371	498	511	498	498	480	412
16	406	477	503	444	460	494	453
17	406	459	503	487	448	510	426
18	409	437	439	450	442	465	433
19	388	451	380	410	441	422	448
20	381	376	379	422	375	418	417
21	369	355	333	358	332	366	415
22	303	280	284	266	291	337	348
23	243	254	236	258	268	310	317
Total	7,501	8,306	8,214	8,252	8,245	8,580	8,236

There appears to be an opportunity for peak-demand first responder units or ambulances between 10:00 a.m. and 8:00 p.m.

Figure 48: Busiest Consecutive Service Delivery Periods

Periods	8-Hour	10-Hour	12-Hour
Hours	10:00–18:00	10:00–20:00	9:00–21:00
Percent of Total:	50.17%	60.12%	69.30%

Spatial Analysis

In addition to the temporal analysis, AP Triton examined the geographic distribution of service demand.

Geographic Service Demand

The density of incidents is depicted in the following three figures. The first figure shows the totality of incidents, the second shows incident density during the day, and the third shows incident density during the night. The various colors correspond to the differing number of incidents per square mile. The relationship between station locations and the higher intensity of service demand is visible on this map. Both fire and EMS incidents are included in the “hot spot” analysis.

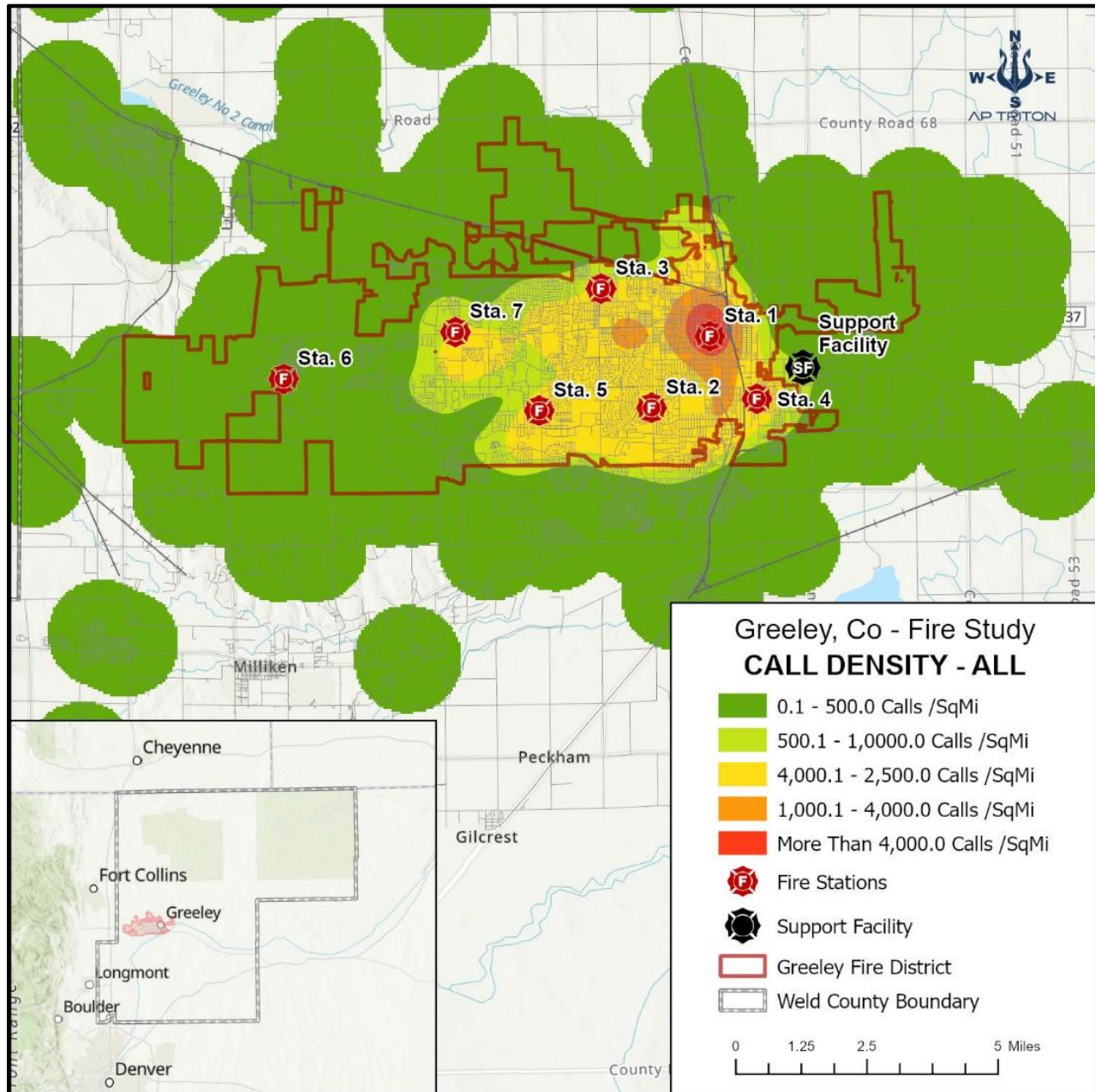
Figure 49: Service Demand (Total) Incident Density (2022)

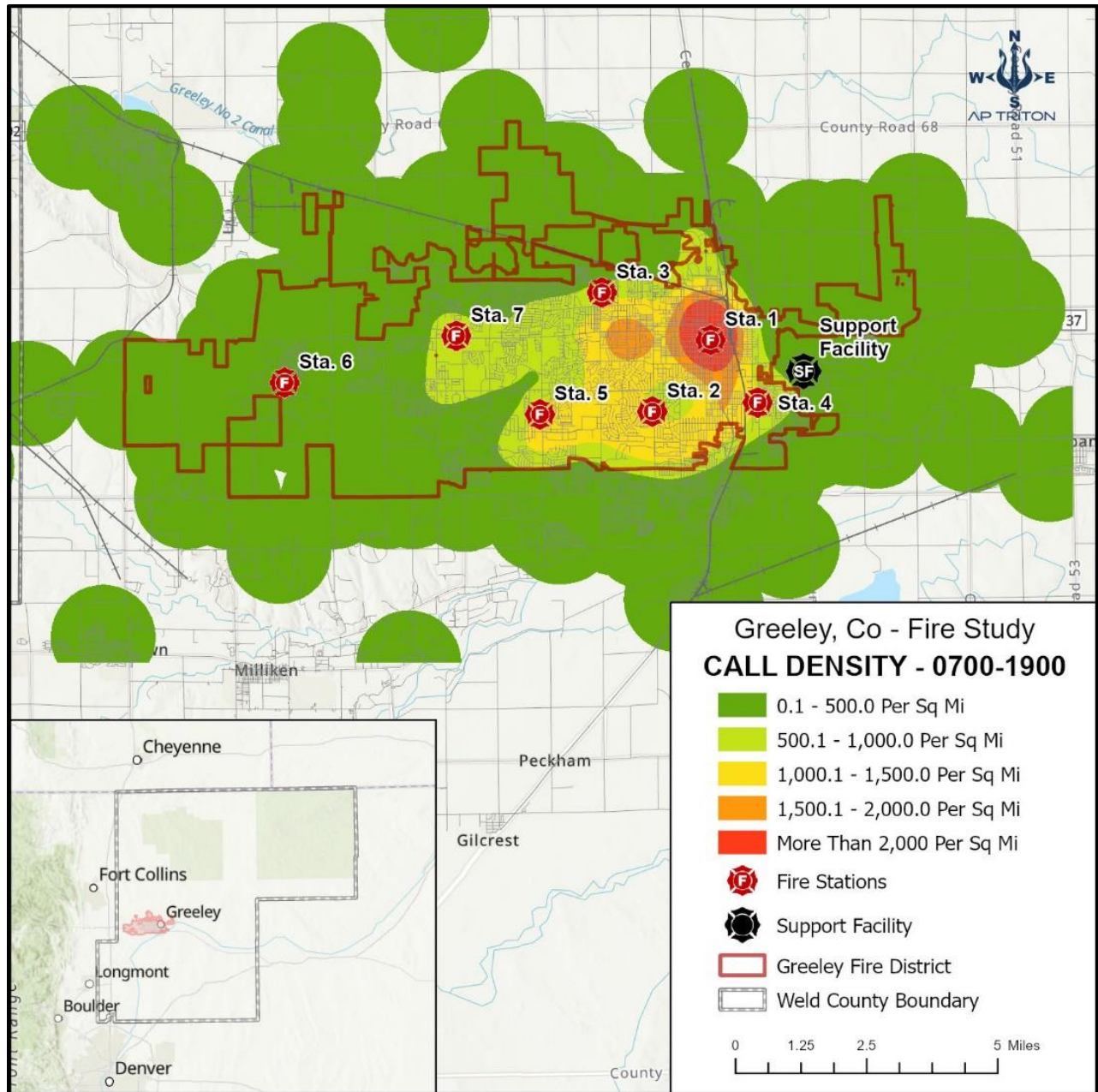
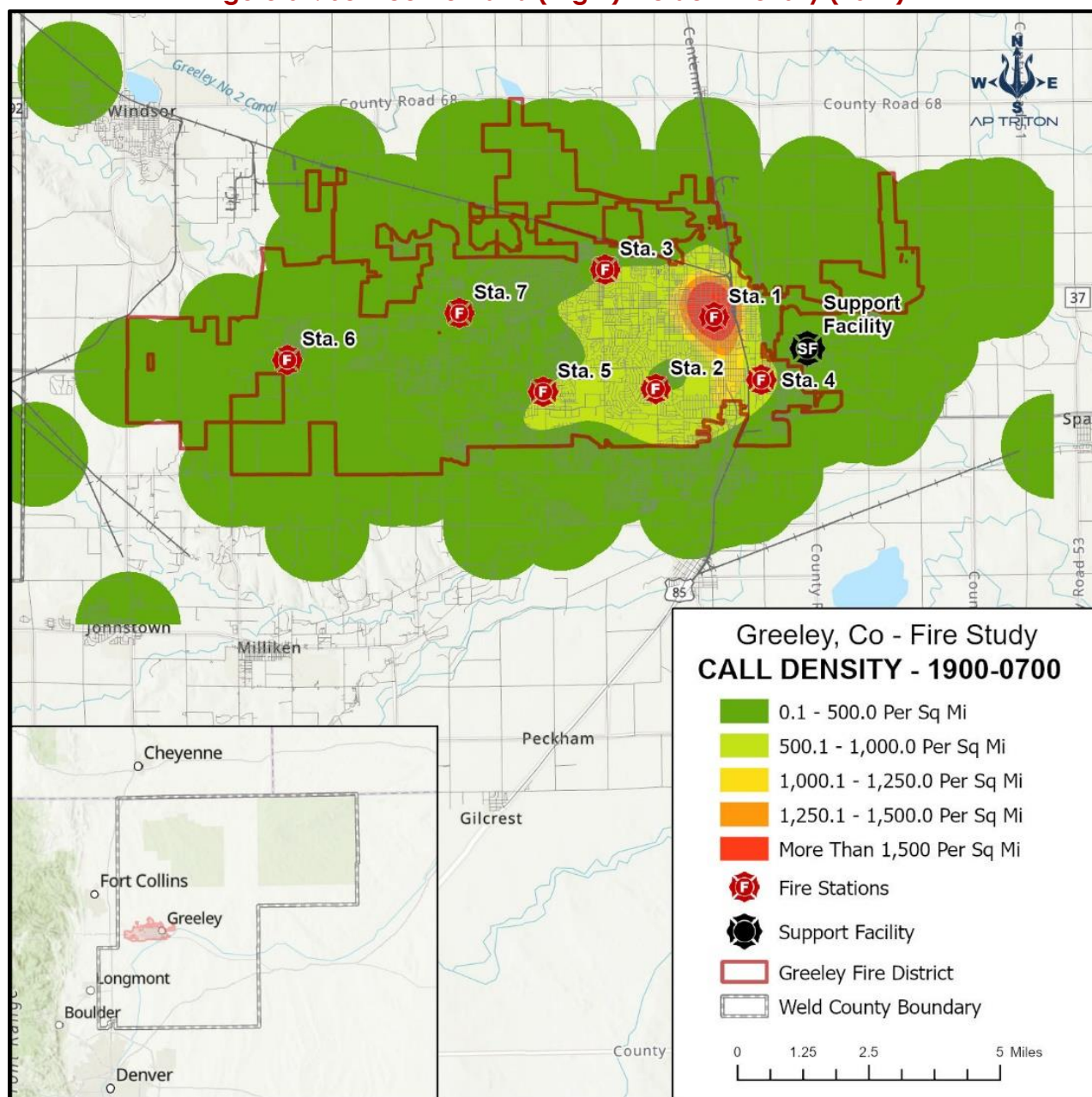
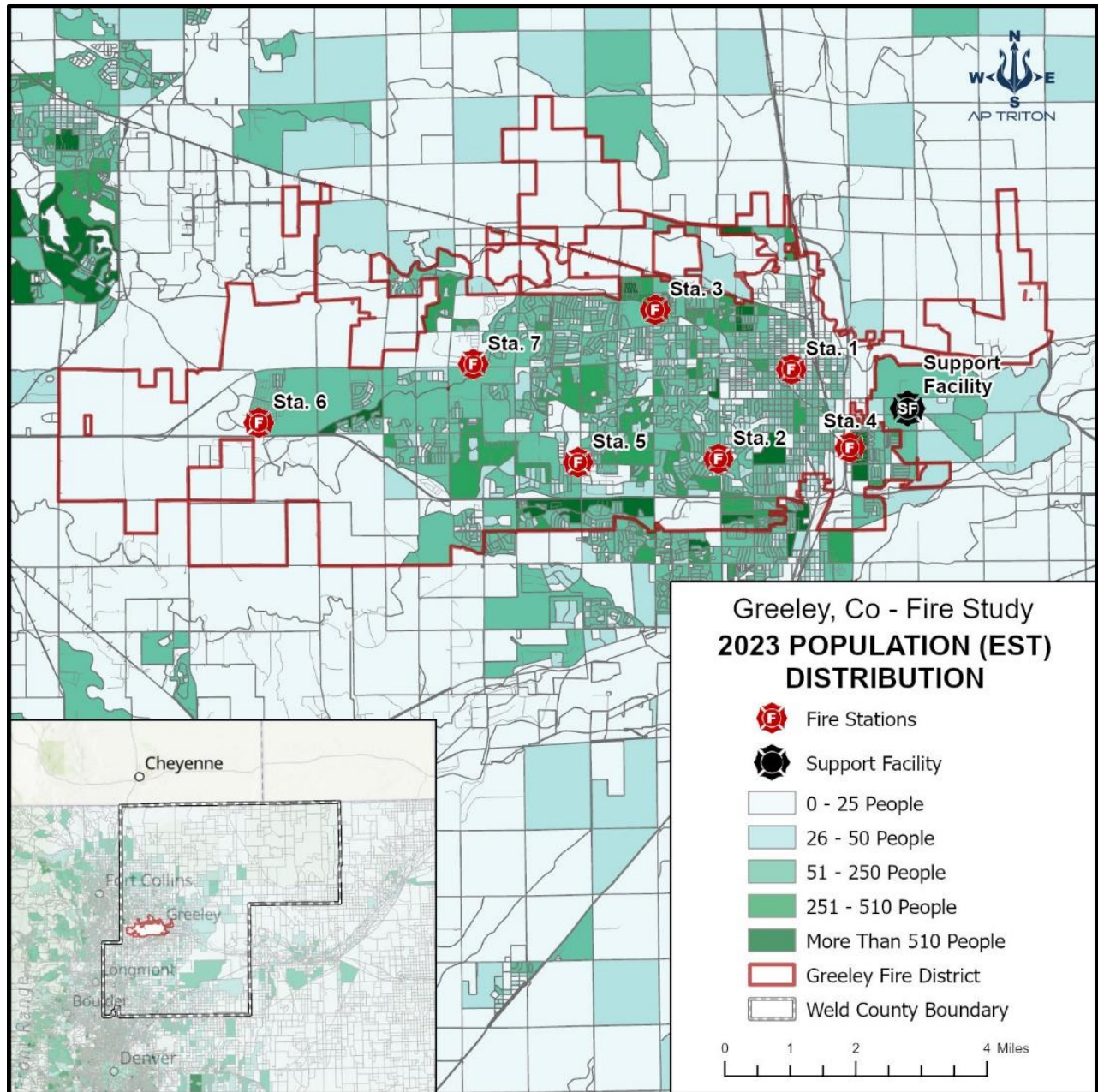
Figure 50: Service Demand (Day) Incident Density (2022)

Figure 51: Service Demand (Night) Incident Density (2022)

Service demand is distributed widely throughout the response area, with a higher incident density located around Station 1. As seen in the following figure, while Station 1 has the greatest density of calls for service, the higher population densities appear to be in the immediate areas of Stations 2, 3, and 4.

Figure 52: Population Density (2023 Estimated)

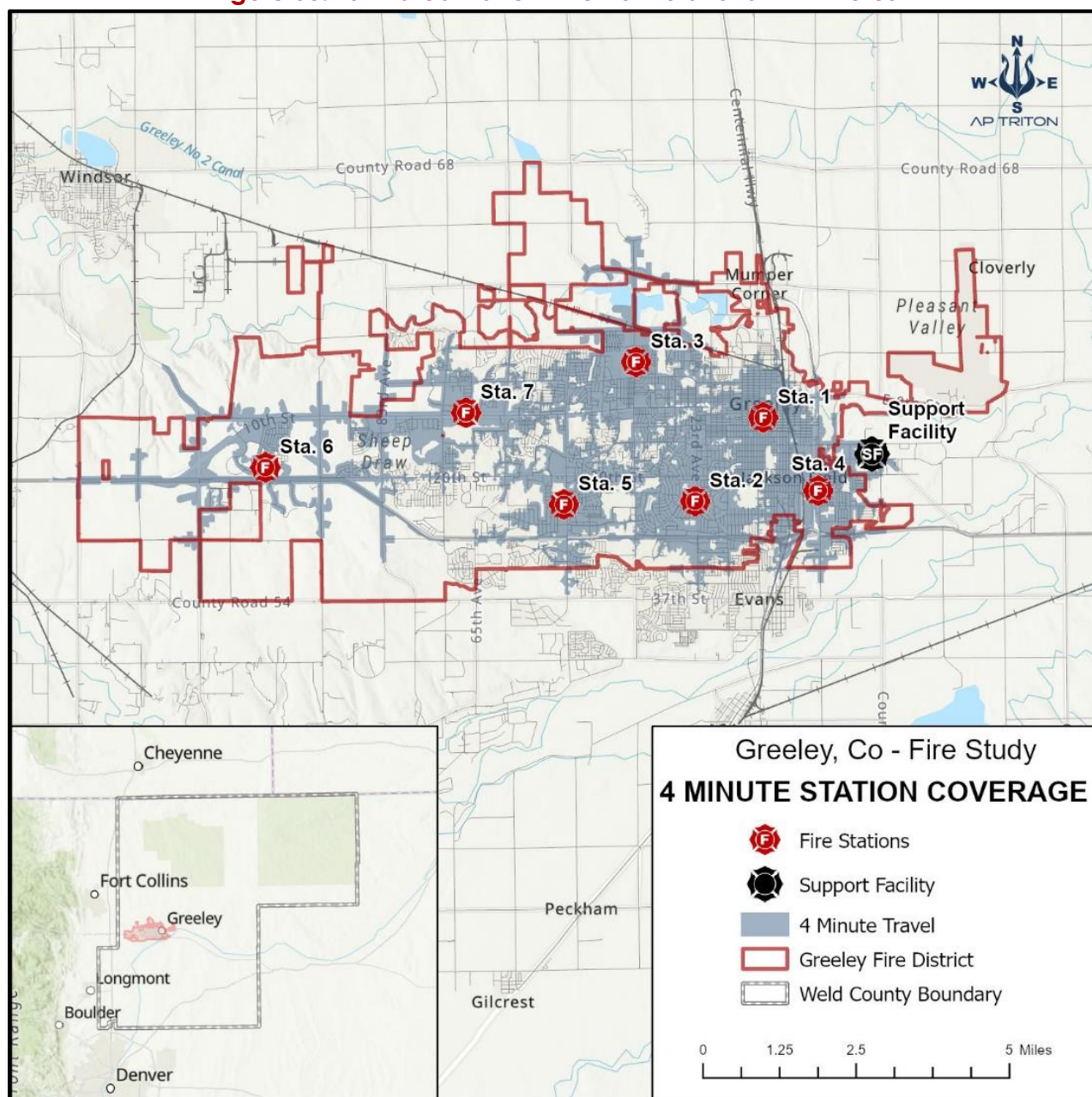
Distribution Analysis

This analysis relies on nationally recognized standards and best practices, namely those of the National Fire Protection Association (NFPA) and the Center for Public Safety Excellence (CPSE). The primary NFPA standard regarding fire department performance for GFD is NFPA 1710: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments, which establishes ideal staffing and performance measures for career fire departments.

While CPSE, by its own admission, is not a standard-setting organization, its *Quality Improvement for Fire and Emergency Services* (QIFES) is widely regarded as a best-practice model for fire and emergency services self-assessment, risk assessment, strategic planning, and performance reporting. Whereas NFPA establishes performance benchmarks, CPSE encourages the authority having jurisdiction (AHJ) to develop and adopt performance benchmarks that meet agency and community expectations.

Travel Time Analysis

NFPA 1710, assuming a largely urban environment or population density, provides travel time performance benchmarks of four minutes, or 240 seconds. For the purpose of this study, the expectation for medical first response will be provided by engine and truck response with travel time within NFPA 1710 standards. The following maps show estimated travel time coverage from each fire station at the 4- and 8-minute travel times.

Figure 53: Estimated Travel Time from Stations—4 Minutes

As seen above, most of the more densely populated areas of the department can be served within a 4-minute travel time, assuming all companies are in service and in quarters. There are a few notable exceptions to the 4-minute travel coverage, primarily the area south of 20th Street and west of Station 5, the area northeast of Station 7 and west of Station 3, and the area northeast of Station 3 and north of Station 1.

When comparing historical calls for service and estimated travel time, roughly 87% of calls for service in GFD's primary response area were within the NFPA 1710 4-minute travel window.

Figure 54: Estimated Travel Time from Stations vs. Call Density

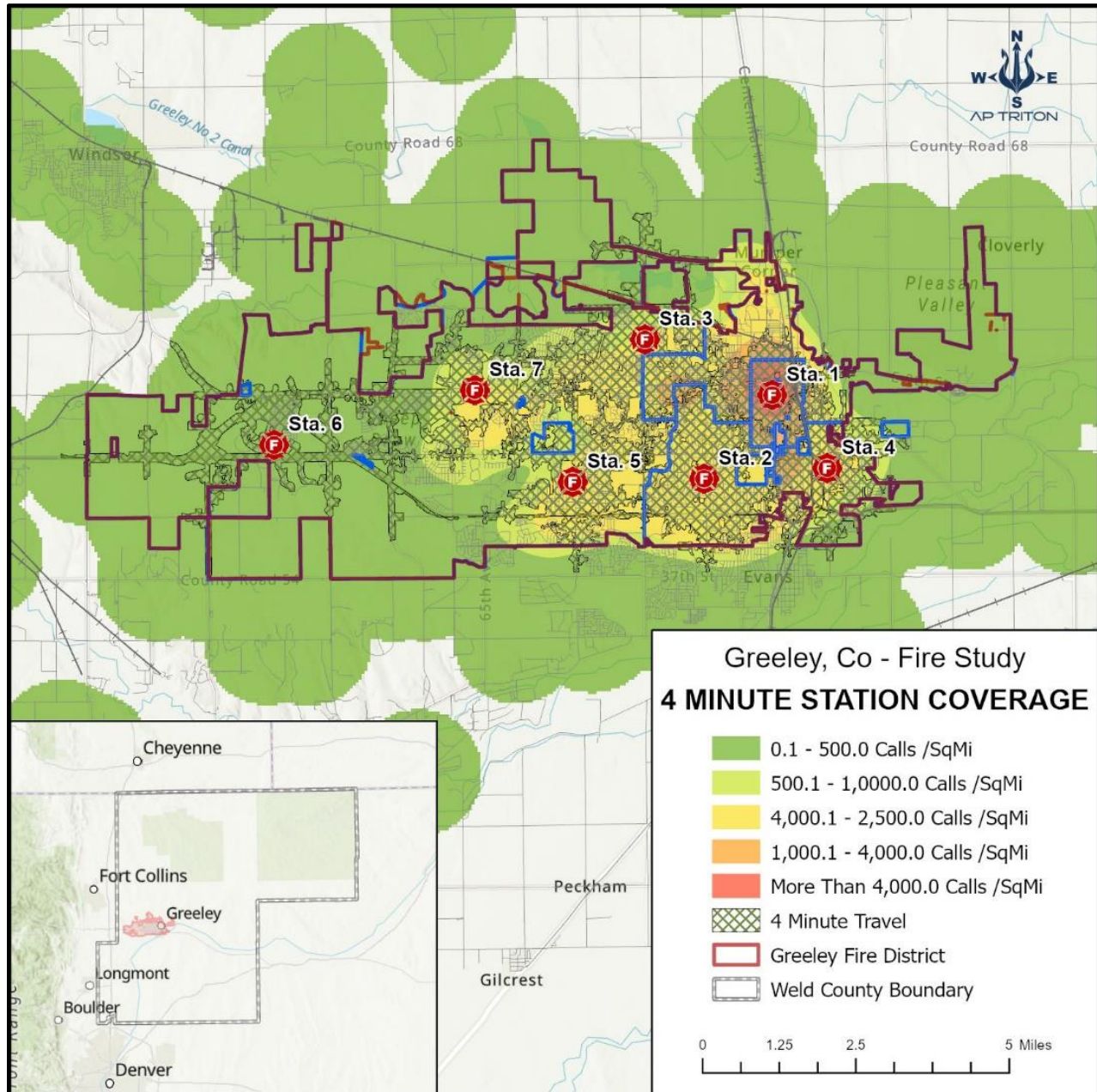
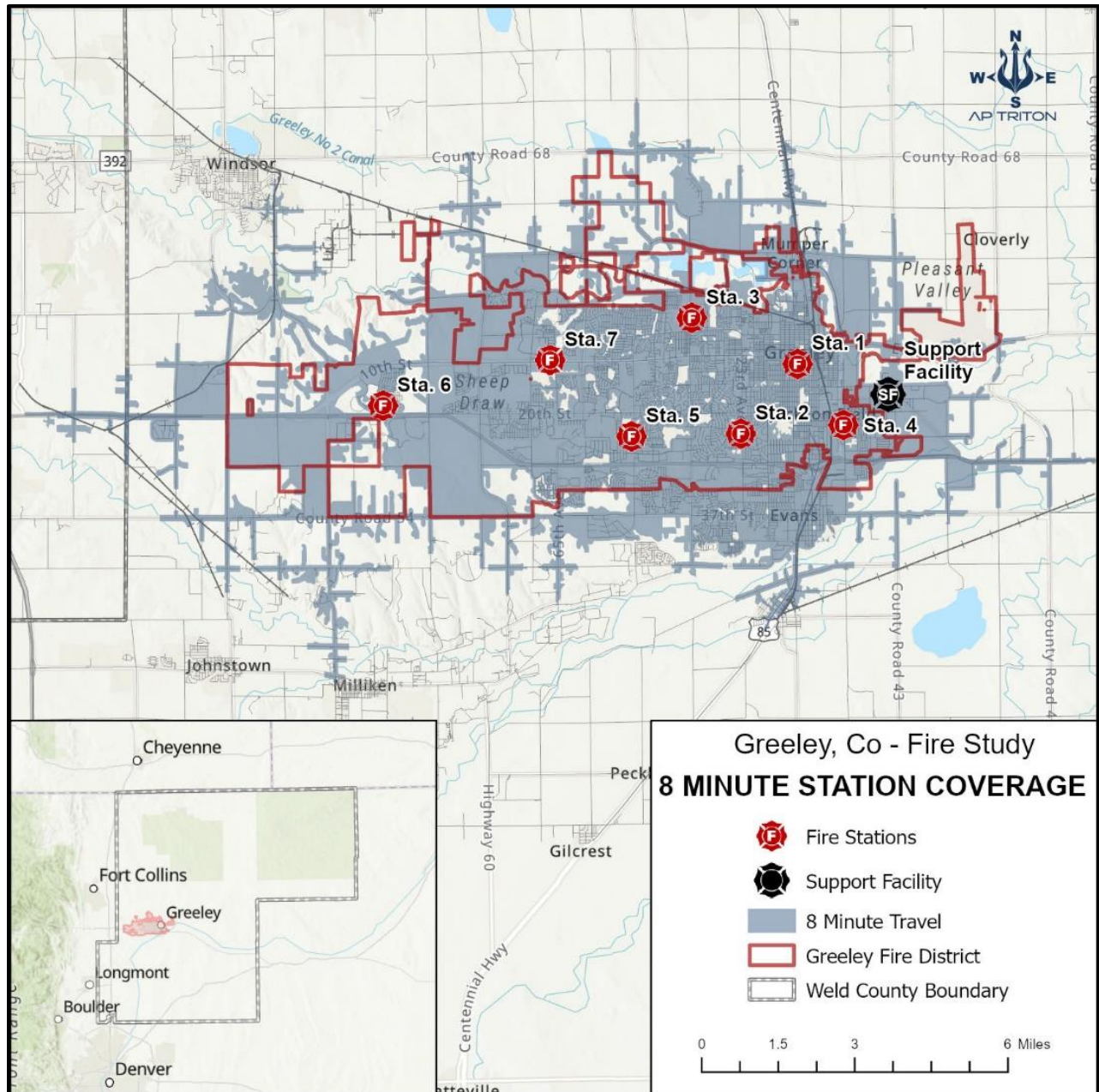


Figure 55: Travel Road Distance from Stations—8 Minutes

Evaluating GFD's estimated 8-minute area shows that it covers virtually 100% of the District's area and 99.9% of historical calls for service.

Medical First Response Mutual Aid

GFD does not currently receive medical first response from any organization. UCH utilizes system status management and will occasionally bring ambulances into the City from outside jurisdictions. An opportunity exists to collaborate with neighboring agencies to provide an additional response or shared resources for the provision of EMS.

Reliability Study

This section provides an overview of response unit utilization. Three types of analyses are shown in this section. The first is unit utilization based on call volume, the second analyzes concurrent service requests, and the third examines unit hour utilization.

Unit Workload Analysis

Units that are very busy or are already out when a second call occurs can result in increased response times from units that are out of position. The following figure shows the number of calls for each fire apparatus from 2019–2022. In all cases, units increased their call volumes since 2019, with some year-to-year fluctuations. However, given the impact of the COVID-19 pandemic, 2020 and 2021 should not be considered typical years for trend analysis, especially when they represent 50% of the trend data.

Figure 56: Fire Apparatus Utilization GFD Total Calls (2019–2022)

UNIT	2019	2020	2021	2022
Battalion 1 (BAT1)	442	420	581	553
Battalion 2 (BAT2)	3	149	442	511
Brush 4	—	—	28	39
Brush 6	—	—	26	31
Engine 1 (E1)	2,957	3,129	3,731	4,009
Engine 2 (E2)	2,882	2,699	3,058	3,189
Engine 3 (E3)	2,603	2,550	2,537	2,668
Engine 4 (E4)	2,100	2,143	2,556	2,517
Engine 5 (E5)	1,935	1,915	2,346	2,637
Engine 6 (E6)	—	48	343	463
Engine 7 (E7)	1,575	1,558	1,775	2,115
Dive 3 (GFDIVE)	1	2	2	5
HazMat 6 (HM6)	—	—	9	13
Ladder 1 (L1)	1,853	1,580	2,056	2,356
Ladder 5 (L5)	1,504	1,237	1,542	1,714
Rescue 5 (R5)	5	3	9	135
Squad 1	380	367	414	435
Tender 1 (T1)	5	8	17	15
Tender 7 (T7)	—	—	7	21

Concurrent Incidents

Another way to examine resource reliability is to examine the number of times multiple incidents occur within the same time frame. The following figures show the number of times that one or more units were assigned to incidents. The data supports that in 2019–2022 there were a significant number of occurrences where more than two incidents occurred concurrently.

The following figure shows the number and percentage of concurrent calls for GFD.

Figure 57: Response Unit Concurrency Percentages (2019–2022)

Number of Incidents	2019	2020	2021	2022
Single Incident	12,547	12,861	14,934	17,002
Two Incidents	4,213	4,487	5,061	5,533
Three Incidents	2,018	2,407	3,096	3,961
Four Incidents	775	899	1,363	1,995
Five Incidents	224	264	475	804
Six Incidents	49	60	141	237
Seven Incidents	9	13	29	72
Eight or More Incidents	0	1	8	15

Based on the preceding information, GFD had a 25% concurrency of two or more incidents.

Concurrent calls within a system consisting of seven stations should be expected. Therefore, understanding where the concurrent calls occurred is important and provides insight into areas of higher demand.

As seen in the following figure, Stations 1, 2, and 5 experienced the greatest number of concurrent calls during the evaluation period. Station 1 totaled 3,977 times when two or more incidents were occurring in its first-due area out of a total of 14,452 incidents. This equates to more than one incident occurring in Station 1's area 27.5% of the time.

Figure 58: Incident Concurrency by Fire Station (2019–2022)

Number of Incidents	St. 1	St. 2	St. 3	St. 4	St. 5	St. 6	St. 7
Two Incidents	3,253	1,422	1,061	846	1,383	28	549
Three Incidents	582	123	71	68	136	4	41
Four Incidents	142	8	0	0	0	0	2
Five Incidents	0	3	0	0	0	0	0

Unit Hour Utilization

The following process for evaluating apparatus response determines the overall amount of time an apparatus is assigned to a specific incident. This is a measurement from the initial dispatch time until the unit is available for another incident.

Unit hour utilization (UHU) is one measure indicating workload. It is calculated by dividing the total time a unit is committed to all incidents by the total time in a year. Expressed as a percentage, it describes the amount of time a unit is unavailable for a response since it is already committed to an incident. The larger the percentage, the greater a unit's utilization and the less available it is for assignment to an incident.

The following figure illustrates the UHU for GFD primary and cross-staffed units from 2019–2022, expressed as a percentage of the total hours in the year. The number of responses and average time committed to incidents is also displayed.

Figure 59: Fire Apparatus Unit Hour Utilization (2019–2022)

UNIT	Average UHU	2019	2020	2021	2022
Battalion 1	4.02%	3.81%	3.00%	4.42%	4.86%
Battalion 2	2.33%	0.04%	1.18%	3.66%	4.43%
Engine 1 & Cross-Staffed Units	20.26%	14.90%	18.26%	22.09%	25.78%
Engine 2	17.54%	14.62%	16.62%	17.91%	21.01%
Engine 3 & Cross-Staffed Units	16.32%	13.99%	16.44%	16.85%	17.98%
Engine 4 & Cross-Staffed Units	14.06%	10.69%	12.49%	15.49%	17.56%
Engine 5 & Cross-Staffed Units	14.31%	10.17%	12.81%	15.33%	18.93%
Engine 6 & Cross-Staffed Units	2.48%	—	0.24%	2.84%	4.36%
Engine 7 & Cross-Staffed Units	11.21%	9.08%	9.87%	11.19%	14.70%
Ladder 1	10.43%	9.45%	8.07%	10.66%	13.56%
Ladder 5	8.59%	8.19%	7.06%	8.84%	10.26%
Squad 1	3.12%	3.75%	2.46%	3.02%	3.23%

Most fire departments follow NFPA and accreditation standards, focusing on the 90th percentile for performance. An organization that meets the 90th percentile for response performance means that nine times out of 10, a community member will receive an emergency response within the established performance benchmarks.

Response Performance

An emergency services delivery system's most publicly visible component is response performance. Policymakers and citizens want to know how quickly they can expect emergency services. Setting response standards based on averages is generally a poor indicator of performance. Most organizations measure performance on the 90th percentile compared with the NFPA standards. For policymakers and citizens to make informed decisions concerning response performance, jurisdictions must record and report the various components of the jurisdiction's current performance.

In analyzing response performance, AP Triton generates percentile measurements of response time performance. The use of percentile measurements using the response time components follows industry best practices recommendations. The best practices are derived from the CPSE *Standards of Cover* document, and NFPA 1710/NFPA 1720: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments.

The "average" measure is a commonly used descriptive statistic also known as the data set's mean. The most important reason for not using the average for performance standards is that it may not accurately reflect the performance for the entire data set and may be skewed by outliers, especially in small data sets. One extremely good or bad value can skew the average for the whole data set.

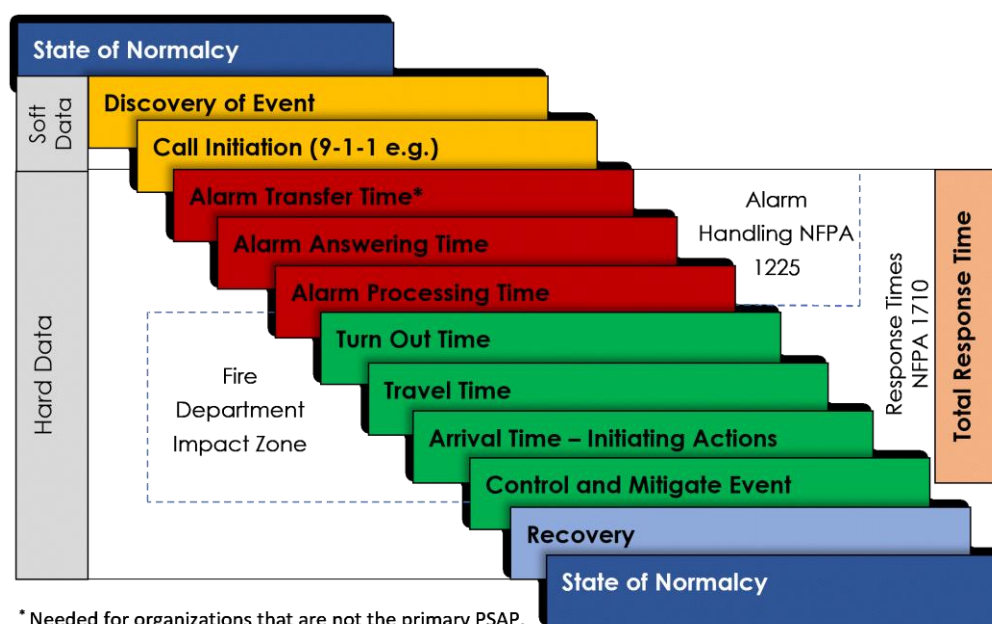
The median measure is another acceptable method of analyzing performance. This method identifies the value in the middle of a data set and thus tends not to be as strongly influenced by data outliers.

Percentile measurements are a better measure of performance because they show that most of the data set has achieved a particular level of performance. The 90th percentile means that 10% of the values are more significant than the value stated, and all other data are at or below this level. This can be compared to the desired performance objective to determine the degree of success in achieving the goal.

As this report progresses through the performance analysis, it is essential to remember that each response performance component is not cumulative. Instead, each is analyzed as an individual component, and the point at which the fractile percentile is calculated exists in a set of data unto itself.

The response time continuum—the time between when the caller dials 911 and when assistance arrives—is comprised of several components:

- **Alarm Processing Time:** The time interval from receiving the alarm at the primary PSAP until the beginning of the transmittal of the response information via voice or electronic means to emergency response facilities or the emergency response units (ERUs) in the field.
- **Turnout Time:** The time interval that begins when the emergency response facilities' and ERUs' notification processes start by either an audible alarm or visual annunciation—or both—and ends at the beginning point of travel time.
- **Travel Time:** The time interval that begins when a unit is en route to the emergency incident and ends when the unit arrives at the scene.
- **Response Time:** A combination of turnout time and travel time. This is the most frequently utilized measure of fire department response performance.
- **Total Response Time:** The NFPA 1710/NFPA 1720 definition of total response time is the time interval from receiving the alarm at the dispatch center to when the first emergency response unit initiates or intervenes to control the incident. For this report, total response time will be defined as receipt of the alarm at the dispatch center until the arrival of the first fire department unit.

Figure 60: Response Time Continuum

Performance Standards

GFD's response performance was compared to the national consensus standard for response performance found in NFPA Standard 1710: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments, 2020 Edition.

In addition, the dispatch center's performance was compared to standards found in NFPA Standard 1221: Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems, 2019 Edition.

The following figure summarizes the performance standards used in this section to evaluate GFD performance compared to NFPA 1710's standards.

Figure 61: Summary of Performance Goals

Incident Interval	Performance Goal
911 call answer (time from the first ring to answer).	Within 15 seconds, 90% of the time Within 20 seconds, 95% of the time
Call process time (time from acceptance at the dispatch center until notification of response units).	Within 60 seconds, 90% of the time, for high-acuity incidents Incidents requiring EMD or special assistance, within 90 seconds, 90% of the time All incidents, within 120 seconds, 99% of the time
Turnout time (time from notification of response personnel until the initiation of movement toward the incident).	Within 60 seconds, 90% of the time (EMS) Within 80 Seconds, 90% of the time (Fire)
First-unit travel time (time from initiation of response until the arrival of the first unit at the incident).	Within 4 minutes, 90% of the time
First-unit response time (time from dispatch until the arrival of the first unit at the incident).	Within 5 minutes, 90% of the time (EMS) Within 5 minutes, 20 seconds, 90% of the time (Fire)
Full effective response force travel time (time from dispatch until all units initially dispatched arrive at the incident. Response resources needed for a moderate-risk building fire are used for the evaluation).	Within 8 minutes, 90% of the time

The next figure shows GFD's overall performance for all emergent incidents in all categories from 2019–2022.

Figure 62: GFD Response Performance 90th Percentile (2019–2022)

Call Processing	Turnout Time	Travel Time	Response Time	Total Response Time
3:14 Seconds	1:47 Minutes	6:04 Minutes	7:09 Minutes	10:01 Minutes

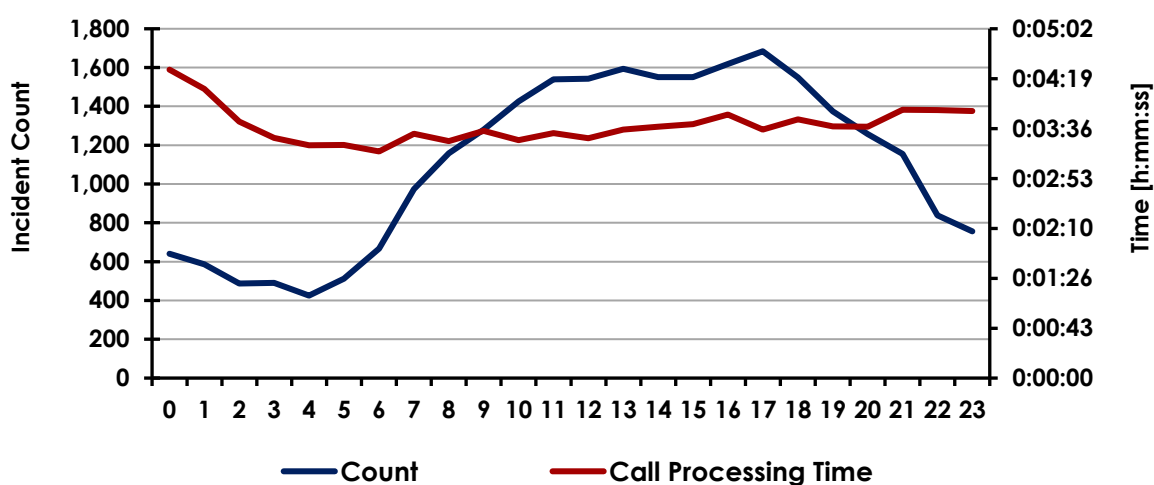
The next five figures break down the above performance measurements by time of day and number of emergent incidents.

Call Processing

There are two measurable performance metrics for the call processing phase. The first measure is typically called ring time, and starts from when the phone starts to ring at the dispatch center until it is answered. This is appropriate since most emergency incidents are reported by telephone to the 911 center.

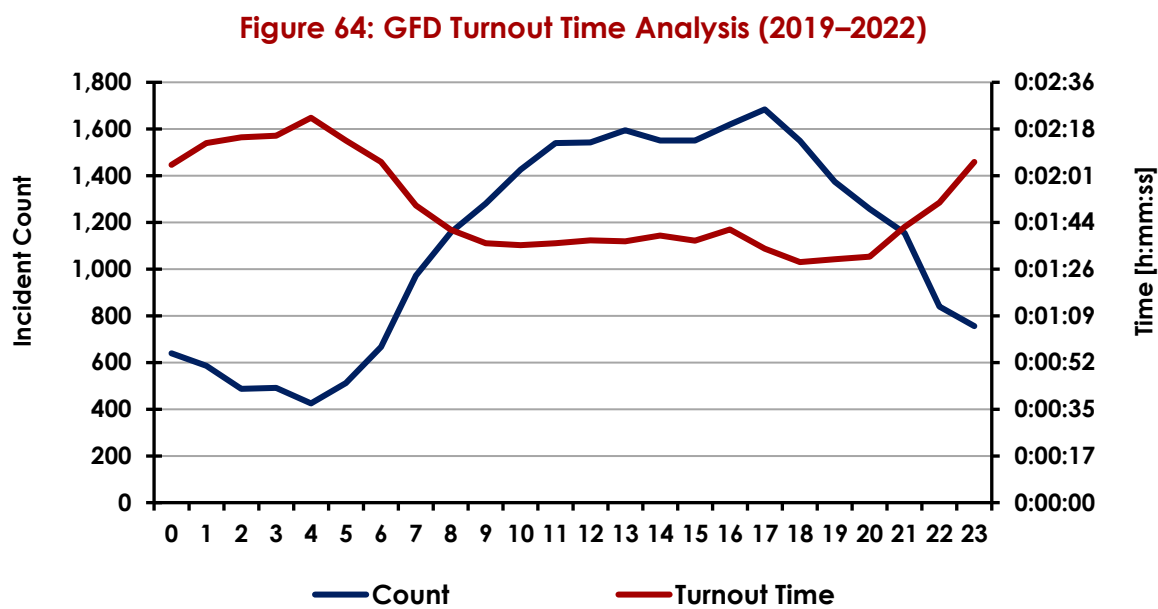
Ring time can indicate staffing levels adequacy, since extended times may indicate call takers are too busy to answer the following emergency phone call. NFPA Standard 1221 recommends that 911 calls be answered within 15 seconds, 90% of the time, and within 20 seconds, 95% of the time. However, this is not typically captured in modern computer-aided dispatch programs, and the information for this component was not provided for analysis.

Figure 63: GFD Call Processing Time Analysis (2019–2022)



Turnout Time

The turnout time response phase is controllable by GFD. This phase begins with the dispatch center's notification of an emergency in progress. It ends when personnel and apparatus start to move toward the incident location. Personnel must don appropriate equipment, assemble on the response vehicle, and begin traveling to the incident. Good training and proper fire station design can minimize the time required for this phase.



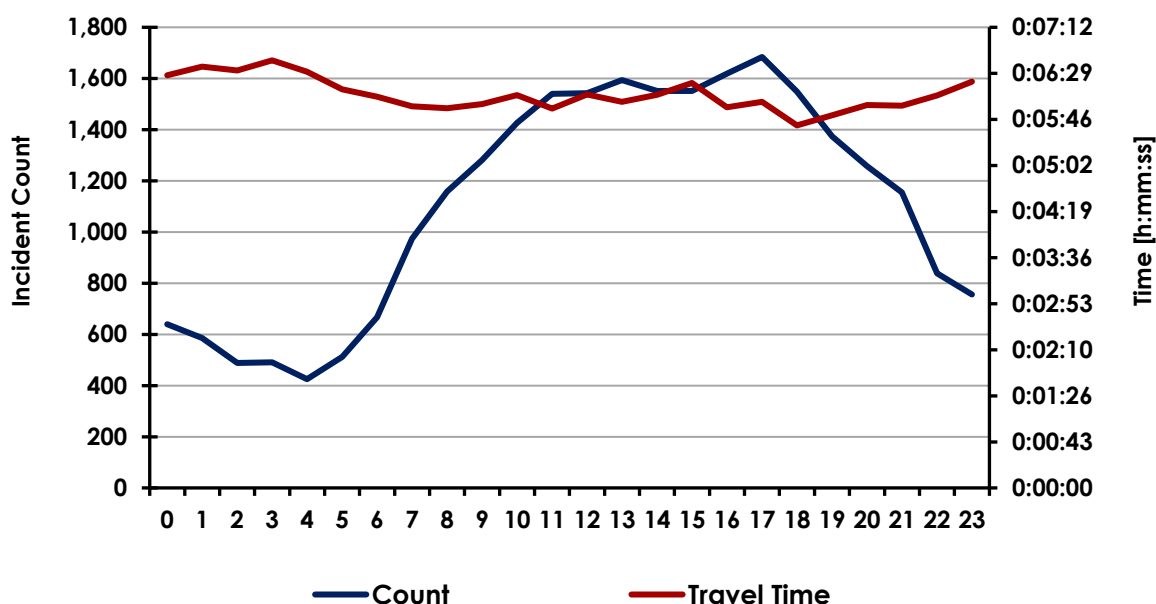
As illustrated in the preceding figure, the turnout time for GFD during the evaluation period was 1 minute, 47 seconds (1:47). Additionally, there is a correlation to time of day. Turnout times were notably lower between the hours of 07:00 and 21:00. This is more than likely due to staff being awake and ready to respond.

In contrast, during overnight hours, staff are likely asleep, unless returning from another incident. While this is above the stated performance standard, it may be reasonable based on the Department's requirements to staff multiple apparatus with the same duty crews.

Distribution & Initial Arriving Unit Travel Time

Travel time potentially is the longest of the response phases. The distance between the fire station and the location of the emergency influences response time the most. Traffic, driver training, geography, environmental conditions, and the quality and connectivity of streets are all factors that affect travel time.

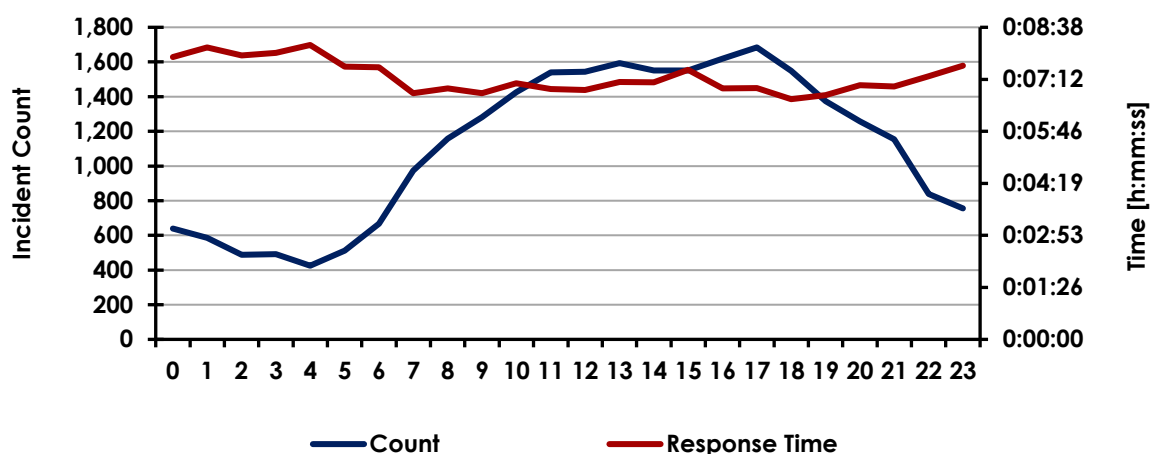
This phase begins with the initial apparatus movement toward the incident location and ends when response personnel and apparatus arrive at the emergency's location. According to NFPA 1710, the performance goal should be 4 minutes for the first response unit to arrive at an incident.

Figure 65: GFD Travel Time Analysis (2019–2022)

As illustrated in the previous figure, the travel time performance (2019–2022) for GFD incidents is 6 minutes, 4 seconds, regardless of population density. GFD exceeded the NFPA 1710 standards by more than 50% (2:04).

First-Arriving Unit Response Times

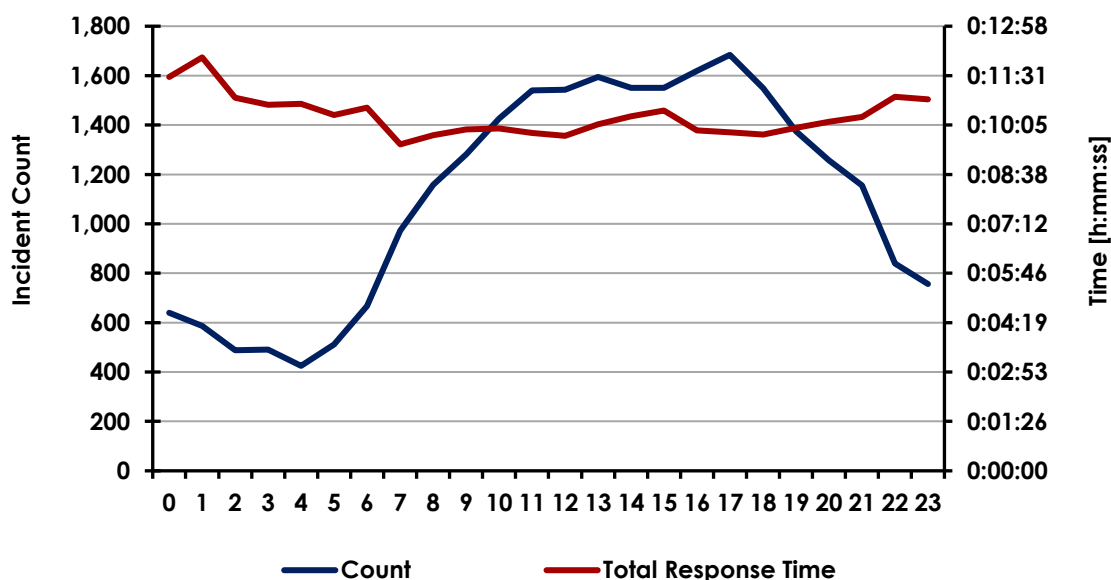
Response time is defined as the period between the notifications of response personnel by the dispatch center that an emergency is in progress until the arrival of the first fire department response unit at the incident. When turnout time and travel time are combined, the NFPA performance goal for response time is within 5 minutes, 20 seconds, 90% of the time, for fire and special operations incidents, and within 5 minutes, 90% of the time, for all other priority incidents.

Figure 66: GFD Response Time Analysis (2019–2022)

As illustrated in the previous figure, the response time performance (2019–2022) for GFD incidents was 7 minutes, 9 seconds, regardless of incident type or population density.

Total Response Time

From the customers' standpoint, response time begins when an emergency occurs. Their first contact with emergency services is when they call for help, usually by dialing 911. The received-to-arrival time phase combines the call processing, turnout, and travel times. When the NFPA performance goals are combined, received-to-arrival time should be within 6 minutes, 90% of the time, for all priority incidents.

Figure 67: GFD Total Response Time Analysis (2019–2022)

As illustrated in the previous figure, the total response time performance (2019–2022) for GFD incidents was 10 minutes, 1 second, regardless of incident type or population density.

Reliability by Fire Station

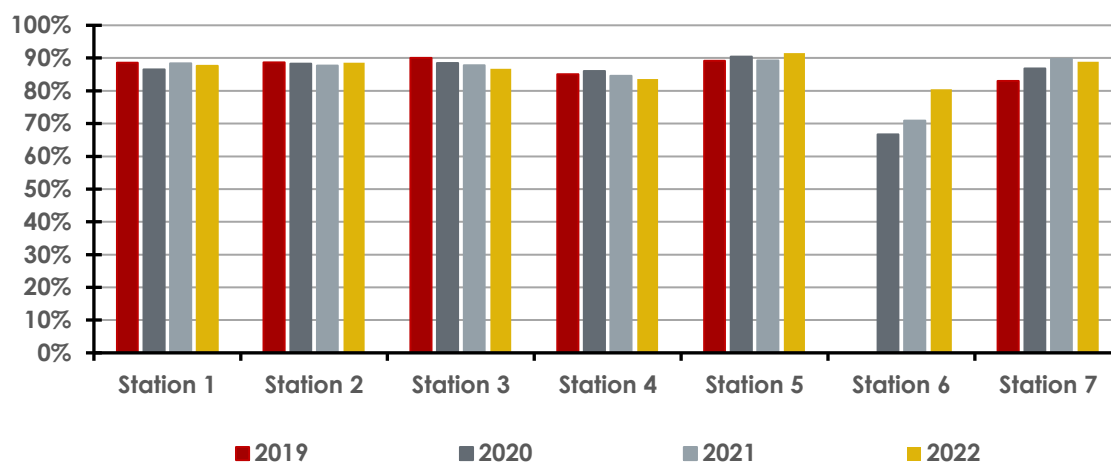
A reliability analysis was conducted to determine the percentage of time a unit stationed within a given fire station was the first unit to arrive at a call for service within its assigned response area, i.e., Engine 1 arriving first to a call for service in Station 1's response area. This is represented by a simple percentage of the calls for service within the station area.

Because no national standard exists for station reliability, it is incumbent upon each Authority Having Jurisdiction (AHJ) to determine an acceptable reliability factor. To do so, the AHJ must balance the costs and benefits of deploying an efficient model versus a robust model. In an efficient model, resources are used to the utmost of their capacity. However, since they are in constant use, they are less likely to be available for another call for service.

Conversely, in a robust model, resources are generally available for a call for service, meaning they are in the station and available waiting for the next call. An efficient model makes the best use of available resources, ensuring that downtime is minimized. However, citizens will likely wait longer for help to arrive because units will be responding from further away if the assigned unit is committed to another call for service.

A robust model strives to minimize response times by trying to ensure that the unit(s) assigned to its area is available as much as possible for the next call for service in that area.

Given that the Chief Officers, Battalion Chiefs, and ALS transport medic units are considered concentration units (completing an effective response force), they were excluded from the analysis.

Figure 68: Station Reliability (2019–2022)

The previous figure shows that the GFD has maintained relatively high reliability across all stations for the evaluation period, except for Station 6. Station 6 had no available data for 2019 and significantly lower reliability numbers in 2020 and 2021. However, Station 6, while still lower, began to normalize with the other stations in 2022.

Queuing Analysis

A process called “queuing analysis” was used to evaluate how well each fire station serves the community by the hour of the day. This process utilized a probability analysis to determine the likelihood that a crew from a particular fire station would be unavailable to serve an incident. It uses the following variables: incidents per hour, number of available response units, number of incidents during the day (0800–1959 hours), number at night (2000–0759), and average time committed per incident (one hour).

A queuing analysis does have some limitations. It assumes that incidents arrive at a constant rate, which is not always accurate in emergency services. It also assumes that each incident or “customer” requires an equal amount of time from the emergency response units. Although the average time committed to an incident was used for service time, some incidents require less or substantially more than the average.

The following analysis used the total number of *staffed* units (regardless of type) available to GFD at each of the fire stations as follows:

- Station 1—Two units (engine, ladder).
- Station 2—One unit (engine).
- Station 3—One unit (engine).
- Station 4—One unit (engine).
- Station 5—Two units (engine, ladder).
- Station 6—One unit (engine).
- Station 7—One unit (engine).

The following queuing analysis results are based on all incidents in each station's response zone—emergent and non-emergent during 2022.

Figure 69: Wait Probability by GFD Fire Station (2022)

GFD Station	No. Day Calls	No. Night Calls	Calls/Hour (0800–1959)	Calls/Hour (2000–0759)	— Wait Probability —	
					Day	Night
Station 1	2,952	383	0.67	0.09	4%	0%
Station 2	1,848	226	0.42	0.05	20%	2%
Station 3	1,505	226	0.34	0.05	16%	2%
Station 4	1,419	233	0.32	0.05	15%	2%
Station 5	1,924	185	0.44	0.04	2%	0%
Station 6	251	27	0.06	0.01	3%	0%
Station 7	1,223	186	0.28	0.04	13%	2%

Note: Percentages are rounded to the nearest integer.

The preceding figure shows that the probability of waiting for a Greeley Fire Department apparatus from a station other than the response zone of the one where the incident occurred, is highest during the day at Stations 2, 3, 4, and 7. Concerning night calls, service demand is very low with minimal wait probabilities.

Therefore, incidents occurring during the day at the four stations listed, have the highest probability of a customer being required to wait for the next closest or available engine or truck company. Percentages above 10% indicate a fire station with insufficient resources to respond to all calls within its response zone.

The following figure shows the wait probability by GFD fire stations with additional peak-demand units.

Figure 70: Wait Probability by GFD Fire Station with Additional Peak-Demand Units

GFD Station	No. Day Calls	No. Night Calls	Current 24-HR Units	Add Peak-Demand*	— Wait Probability — Day	Night
Station 1	2,952	383	2	—	4%	0%
Station 2	1,848	226	1	12-hour unit	2%	2%
Station 3	1,505	226	1	12-hour unit	1%	2%
Station 4	1,419	233	1	12-hour unit	1%	2%
Station 5	1,924	185	2	—	2%	0%
Station 6	251	27	1	—	3%	0%
Station 7	1,223	186	1	12-hour unit	1%	2%

Note: Percentages are rounded to the nearest integer. *12-hour daytime 2-person peak-demand units.

As shown in the preceding figure, adding one 12-hour peak-demand unit during the day hours at Stations 2, 3, 4, and 7 would substantially reduce the daytime wait probability for incidents originating from response areas of those stations. Likely, adding two-person quick response units with adequate EMS equipment and supplies, as well as personal protective equipment and self-contained breathing apparatus.

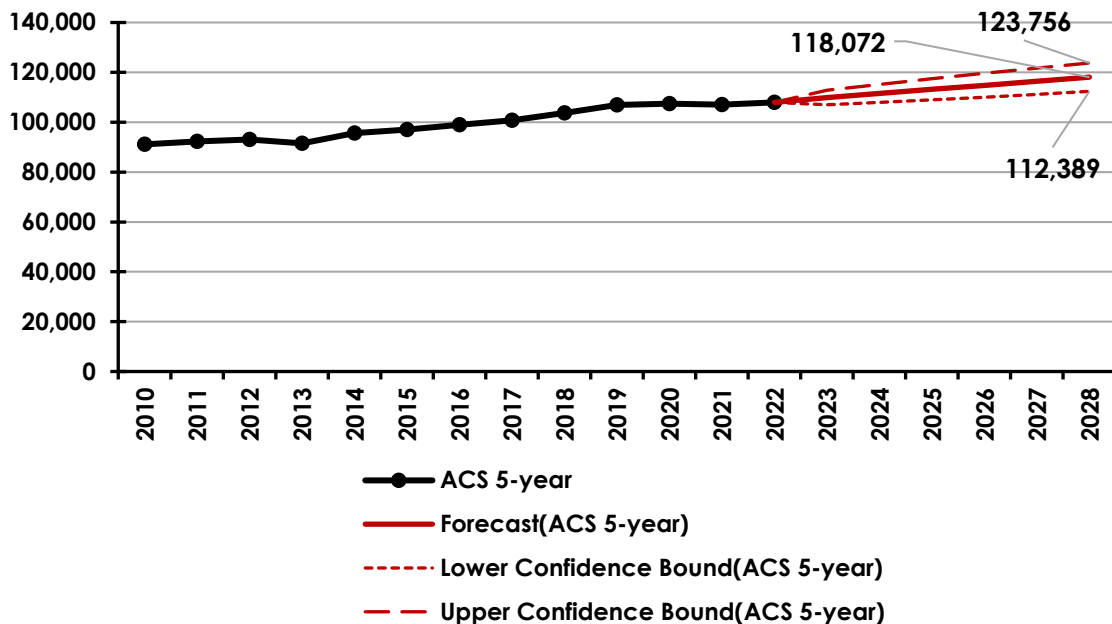
Projected Population Growth & Future Service Demand

Population Growth Projections

The U.S. Census Bureau's *American Community Survey* (with 5-year estimates) indicates that the City of Greeley had a population of 107,949 residents in 2022. Since 2010, the City of Greeley has experienced an 18.5% population increase, with an average 1.4% increase year over year.

The next figure shows the population trend and an estimated population growth over the next five years, with a 95% confidence interval. The estimated population in 2028 is projected to be 118,072, with a potential high of 123,756 and low of 112,389. These estimates assume no significant changes or developments in the service area.

Figure 71: Historical Population & Growth Estimate (2010–2028)



Based on the above analysis, the City of Greeley is projected to see a population increase of 9.4% over the next five years, averaging roughly 1.4% per year.

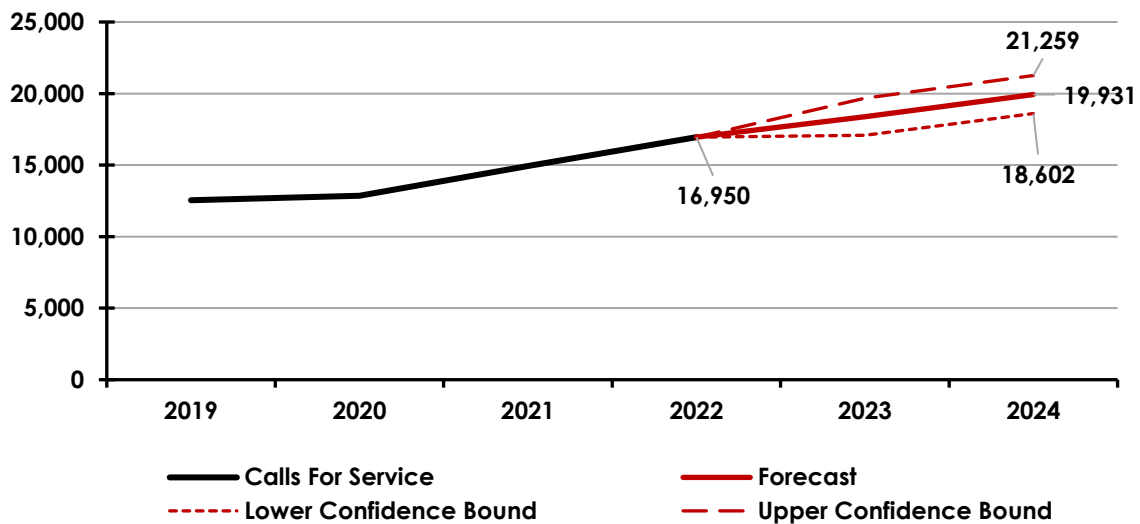
Service Demand Projections

To forecast future service demand, AP Triton used a similar calculation with a 95% confidence interval. However, given the limited data set (four years) there is a much higher degree of volatility in the projection. Based on the available data, Greeley Fire Department could expect calls for service to reach 19,331 by the end of 2024, with a potential high of 21,259 and low of 18,154. GFD's projected service demand could increase by 17.6% over the next two years at a year-over-year increase of 8.4%. Based on the available four-year data set, it is impractical to forecast beyond 2024.

Figure 72: Projected Service Demand (2019–2024)

Category	2019	2020	2021	2022	2023 (est)	2024 (est)
Calls For Service	12,542	12,858	14,925	16,950	18,379	19,931
Lower Confidence	—	—	—	—	17,091	19,667
Upper Confidence	—	—	—	—	18,602	21,259

Figure 73: Projected Service Demand (2019–2024)



Section II: SUPPORT PROGRAMS

Emergency Medical Transport & System Oversight

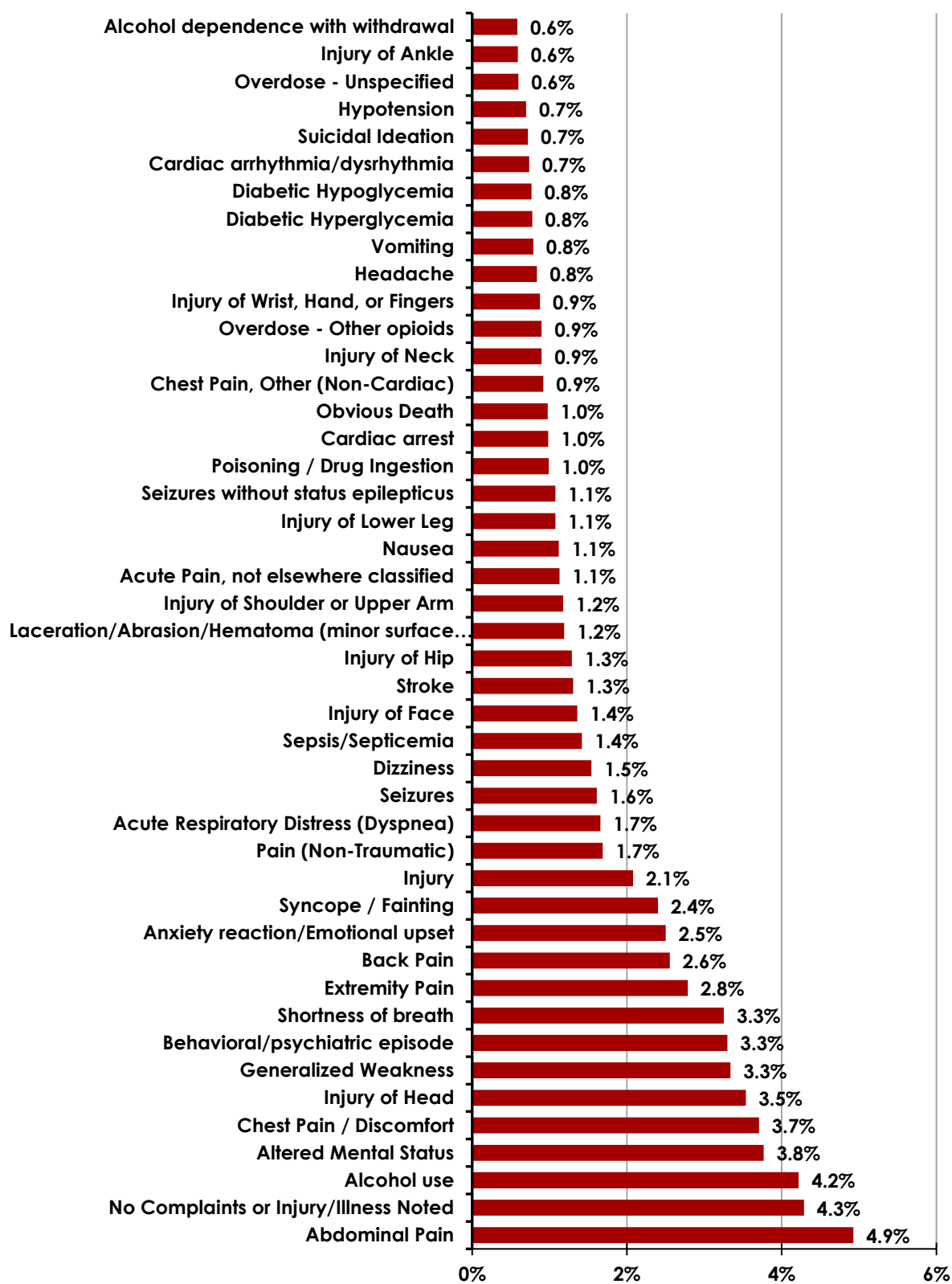
The section on Emergency Medical Services provides an overview of the Department's pre-hospital medical care offerings. Through a blend of focused interviews and Departmental data, AP Triton has formed an understanding of present and future needs for EMS across the study region. This section aims to assess the existing pre-hospital care quality and anticipate future requirements, considering expected call volumes and resource availability. AP Triton will pinpoint challenges in the EMS program and propose solutions, along with anticipated results.

Overview

Greeley Fire Department established its first advanced life support (ALS) program in 1996. This analysis is focused on the provision of EMS by the Greeley Fire Department.

EMS Service Demand

A combined total for EMS service calls within the study area was approximately 13,033 incidents in 2022. Based on the available data, the following figure shows the top 90% of medical emergency incidents.

Figure 74: GFD EMS Service Demand (2018–2022)

The criticality shown in the previous figure supports the necessity of ALS response. The current staffing model requires one Paramedic on all frontline engines.

The EMS System

GFD provides Paramedic medical first response (MFR) in Greeley and parts of Weld County. As previously discussed, GFD utilizes seven engines and two ladders for MFR 24 hours daily.

Dispatch & Emergency Communications

As previously discussed, the City has a single public safety answering point (PSAP) which transfers all fire and EMS calls to the Weld County Emergency Communications Center. The Department provides emergency medical dispatch (EMD) for all EMS-related incidents. The following figure shows a comparison of types of medical emergencies identified by the EMD system and the Paramedic providers' impressions on scene.

Figure 75: Comparison of EMD Categorization to Provider Impression (2022)

Medical Event Category	EMD Categorization	Provider Impression
Abdominal Pain	2.2%	4.9%
Allergic Reaction/Sting	0.5%	0.4%
Altered Mental Status	1.2%	3.8%
Back Pain (Non-Traumatic)	1.0%	2.6%
Breathing Problem	8.3%	0.4%
Cardiac Arrest/Death	1.8%	1.0%
Chest Pain (Non-Traumatic)	4.3%	3.7%
Convulsions/Seizure	3.5%	1.5%
Diabetic Problem	1.0%	1.5%
Stroke/CVA	1.4%	1.3%

The previous figure demonstrates the effectiveness of the EMD program.

Medical Community Demographics

Regional Medical Necessity Analysis

The following figure shows the leading causes of death in Colorado compared to the national ranking. Weld County is consistent compared to State statistics. This information helps identify and compare the medical service demand in GFD's response area.

Figure 76: Leading Causes of Death in Colorado (2017)

Condition	Deaths	Rate	State Rank	U.S. Rate
1. Cancer	7,829	130.9	48th	152.5
2. Heart Disease	7,060	122.7	49th	165.0
3. Accidents	3,037	53.6	26th	49.4
4. Chronic Respiratory Diseases	2,604	45.6	22nd	40.9
5. Stroke	1,988	35.8	33rd	37.6
6. Alzheimer's Disease	1,830	34.2	25th	31.0
7. Suicide	1,181	20.3	10th (tie)	14.0
8. Diabetes	1,017	17.2	45th	21.5
9. Chronic Liver Disease/Cirrhosis	865	14.0	8th (tie)	10.9
10. Influenza/Pneumonia	577	10.1	46th (tie)	14.3

Specific to GFD, the following figure shows a comparison of corresponding leading causes of death in Colorado to incident volume from 2019–2022.

Figure 77: Comparison of Colorado Leading Cause of Death GFD Call Types

Condition	Cause of Death Ranking Colorado	GFD Percentage 2018–2022
2. Heart Disease	2	4.7%
4. Chronic Respiratory Diseases	4	0.4%
5. Stroke	5	1.3%
7. Suicide/Behavioral	7	3.3%
8. Diabetes	8	1.5%

Five of the top ten leading causes of death in Colorado translate to 10% of GFD service demand. Training emphasis should be placed on EMS responses for these medical events.

Regional Medical Health Insurance Analysis

The demography of a community significantly impacts the demand for emergency medical services. Income, poverty, health status, population ages, and health insurance can drive service demand. Available transport revenue is also affected by demographics. Approximately 71.4% of the Weld County population has some form (public/private) health insurance. The following figure shows the GFD payor mix and available revenues for 2022.

Figure 78: GFD Payor Mix & Transport Revenues

Payor	Percentage
Medicare	9.86%
Medicaid	23.4%
Commercial Insurance	43.5%
Self-Pay	9.75%

Medical Control & Quality Management

Emergency medical services rarely constitute definitive care. The continuum of care starting in the pre-hospital setting and ending in the appropriate medical facility is critical to positive patient outcomes.

The GFD Paramedics operate on this protocol-based system, with limited intervention from the Medical Program Director. The protocols will guide the Paramedic treatment for a patient with an extreme medical emergency, such as a stroke or evolving myocardial infarction, and direct the Paramedics to call them for additional directions not covered by those protocols. Based on the information available, there appears to be limited opportunity for GFD to participate in the development or revision of EMS protocols. A regionalized approach can be effective, but must include participation from all agencies.

Several processes accomplish quality assurance. The Assistant Chief Operations oversees the overall program. UC Health, as part of the ambulance transport contract, provides most of the medical control and quality management. Their process begins with QA/QI automatic triggers identified through the ESO software. The following list shows the specific cases reviewed.

- Trauma arrest where resuscitation is attempted
- Medical arrest where resuscitation is attempted

- Any case in which medical restraints are employed
- Any case in which chemical sedation is administered
- Any case in which electrical therapy is employed (defibrillation, TCP, cardioversion)
- STEMI/cardiac alert initiated by a pre-hospital paramedic
- TXA administration (waivered)
- Ketamine for pain (waivered)
- Any case in which any of the following airway measures are employed:
 - BVM
 - ETI
 - Supraglottic airway
 - Cricothyrotomy
 - Thoracic decompression
 - CPAP
- Non-transport of all patients less than 20 years of age
- Any case in which bradyarrhythmia was addressed with cardio-reactive medications
- Any case in which tachyarrhythmia was addressed with cardio-reactive medication or physical cardioversion

During the next phase of the process, UC Health provides an EMS Quality Summary that offers a thorough review of all aspects of the case under review. The final phase includes evaluation by the QA Group and Medical Director. The overall process is highly effective and supports the level of pre-hospital care provided by GFD.

An opportunity for improvement relates to GFD's internal EMS QA/QI process. The Department has a very limited internal program. The analysis showed that the Department does not have internal specific QA/QI policies or benchmarks.

Additionally, the Department does not have specific (internal) key performance indicators (KPIs) that can be accomplished through automated utilization of ESO software. The following figure shows an abbreviated list of KPIs that should be automatically generated by the Department's PCR software.

Figure 79: Key Performance Indicators

Heading	ACS/STEMI	Anaphylaxis	Asthma	CHF	CVA	Refusal	Cardiac Arrest
Assessment							
History	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Two Sets of Vitals	Yes	Yes	Yes	Yes	Yes	Yes	Yes
SPO ₂	Yes	Yes	Yes	Yes	Yes	Yes	Yes
ETCO ₂	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Breath Sounds	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Pain Scale	Yes	N/A	N/A	N/A	N/A	Yes	N/A
12-Lead ECG	Yes	Yes	Yes	Yes	Yes	N/A	Yes
Stroke Scale	N/A	N/A	N/A	N/A	Yes	N/A	N/A
GCS	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Blood Glucose	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Treatment							
Oxygen	Yes	Yes	Yes	Yes	Yes	Yes	Yes
IV/IO	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Medication (efficacy)	Yes	Yes	Yes	Yes	Yes	Yes	Yes
CPAP/BiPAP	N/A	Yes	Yes	Yes	Yes	Yes	Yes
Advanced Airway	N/A	Yes	Yes	Yes	Yes	N/A	Yes

The above KPIs need to trigger the training and education usually facilitated by UC Health. Additionally, internal retrospective analysis should be performed monthly, tracking outcomes for cardiac arrest, STEMI, CVA, and advanced airway interventions. A challenge currently facing many EMS agencies is the need for more objective data to support high-quality care.

As previously discussed, there is a necessity for evidence-based data that can provide accurate information regarding the level of care provided. Additionally, the data may support program expansion and budgetary increases. This evaluation process indicated an opportunity for improvement regarding data collection and analysis. Currently, GFD is using ESO® for patient care reporting. The program can export data to an Excel format if adequately documented, and the data can be easily interrogated to provide various evaluations.

Like many EMS organizations throughout the country, an opportunity exists for GFD to evaluate staffing, protocols, medications, and procedures utilized by the system. Emergency medical services must balance being financially responsible and offering the required service levels. Each expenditure on staffing, equipment, and supplies made by the Greeley Fire Department that is not required by law or industry standards should be subject to a cost-benefit analysis.

GFD has demonstrated an excellent public-private partnership with UC Health. However, AP Triton recommends that GFD develop a robust internal EMS QA/QI program that will maintain consistency if the partnership ends.

The following three figures show the utilization of procedures and medications in the GFD system.

Figure 80: GFD Medication Utilization (2022)

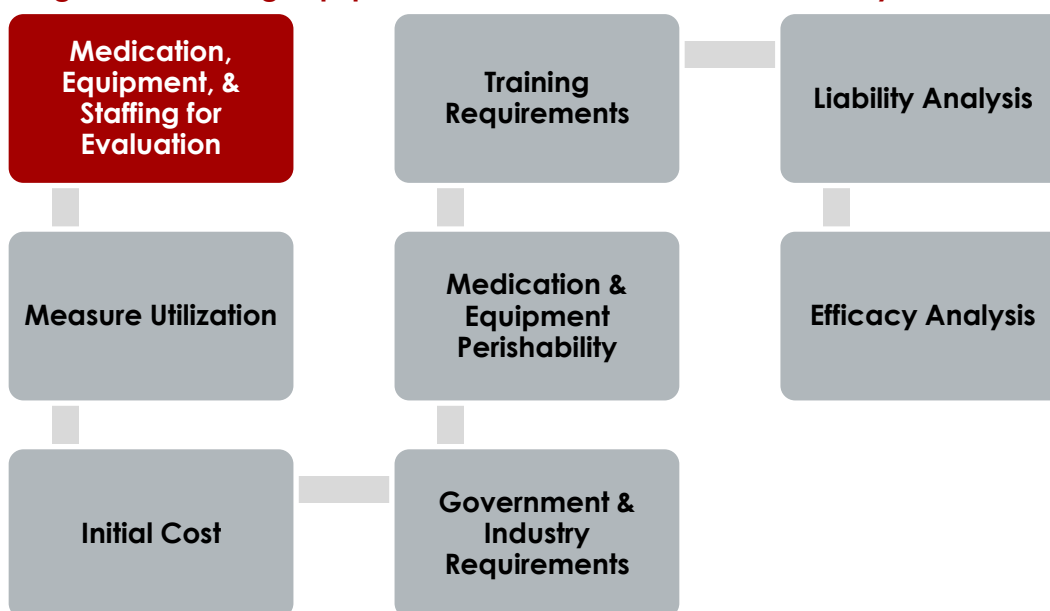
Medication	Utilization
Adenosine	2
Albuterol	10
Amiodarone	12
Aspirin	15
Atropine	3
Atrovent	2
Benadryl	5
Calcium Chloride	2
Calcium Gluconate	1
Cardizem	1
Dextrose 10%	9
Dopamine	2
Duoneb	11
Epinephrine 0.1 mg/mL	21
Epinephrine 1:1	5
Epinephrine 1:10	179
Fentanyl	55
Ipratropium	1
Ketamine	2
Lasix	1
Lorazepam	1
Magnesium Sulfate	1
Magnesium Sulfate Infusion	2
Midazolam	10
Naloxone	11
Narcan	40
Neosynephrine	1
Nitroglycerin	6
Ondansetron	8
Oral Glucose	3
Saline	1
Sodium Bicarb 8.4%	2
Solu-Medrol	7
Versed	5
Zofran	16

Figure 81: GFD Procedure Utilization (2022)

Procedure	Utilization
12-Lead ECG	138
3-Lead ECG	51
AED Defibrillation	1
ALS Assessment	132
Anti-Coagulant Alert	2
Bandaging	18
Bleeding Control	7
BLS Assessment	38
Burn Care	1
Cardiac Alert	3
Chest Seal	7
Cooling	2
CPAP	8
CPR	35
CPR Discontinued	13
Extrication	3
iGEL	39
Intraosseous	45
IV Bolus	16
IV Therapy	475
Magill Forcep	1
Manual Airway	4
Manual Defibrillation	20
Nasogastric Tube	1
NPA	15
OPA	9
Orogastric Tube	5
Orotracheal Intubation	4
Sepsis Notification	3
Splint Fx/Dislocation	15
Stroke Alert	6
Tourniquet	2

The above procedures and medications should be evaluated based on the following seven-step analysis.

1. **Measure utilization of procedure and utilization of medication.** All other resources should be based on the specific jurisdiction. The resources needed in a rural area are frequently different from those needed in an urban area.
2. **Identify overall cost of supply or equipment.**
3. **Review training (initial and continuing).** The total cost of a resource is affected by the initial and ongoing training needed for proficiency. The degree of training should be considered in relation to a particular piece of equipment, medication taken, or services rendered.
4. **Review a Resource's Perishability.** Medications have certain expiration dates, and if they are not used, it can have financial implications. Due to reliability and/or technological advancements, technical equipment like cardiac monitors are also prone to perishability.
5. Regional, State, and Federal requirements can be a requirement regardless of other factors.
6. **Conduct liability analysis.** Evaluate the utilization of a medication or procedure compared to the liability risk associated.
7. **Measure efficacy.** A statistical study must be carried out to ascertain the appraised resource's overall effectiveness.

Figure 82: Staffing/Equipment/Medication Cost-Benefit Analysis Process

The above analysis must involve the Medical Director, GFD leadership, and hospital emergency department staff. The results will help identify the specific service levels and the purchase and utilization of resources on specific response apparatuses.

Logistical Support

Conducting a routine utilization study would be beneficial in pinpointing ways to enhance inventory management. Typically, GFD units replenish supplies on a one-to-one basis after a medical incident. Each station maintains a modest reserve of supplies for instances when this exchange isn't feasible.

Currently, GFD relies on a manual logistical support system in which crews check and document supplies in fire apparatus daily, recording this in Target Solutions. The main stockpile of general EMS supplies is at Station 3, while Station 5 houses most medications. A Lieutenant at Station 3 oversees EMS logistics. Given GFD's size, AP Triton suggests the adoption of a semi-automated inventory control system. Such systems have shown to be cost-effective over time, particularly in minimizing waste from expired items and tracking lost supplies.

A well-organized inventory control system can prove economically advantageous, allowing funds to be allocated to other program areas. These systems provide up-to-date inventory information and aid crews in locating equipment and supplies quickly. Technologies used in these systems include barcode scanning, QR readers, and radio frequency identification (RFID).

Paramedic Coverage & Configuration

The following figure shows the minimum requirements for Paramedic or EMT-Intermediate staffing throughout the system.

Figure 83: GFD Minimum EMS Staffing

Unit	Station Location	EMT-Basic	ALS Staffing
Engine 1	1155 10 th Avenue, Greeley, CO 80631	2	1
Ladder 1	1155 10 th Avenue, Greeley, CO 80631	4	0
Squad 1	1155 10 th Avenue, Greeley, CO 80631	1	—
Engine 2	2323 Reservoir Road, Greeley, CO 80634	2	1
Engine 3	150 35 th Avenue, Greeley, CO 80634	2	1
Engine 4	2191 1 st Avenue, Greeley, CO 80631	2	1
Engine 5	4701 24 th Street, Greeley, CO 80634	2	1
Ladder 5	4701 24 th Street, Greeley, CO 80634	4	0
Engine 6	10603 20 th Street, Greeley, CO 80634	2	1
Engine 7	6623 W. 10 th Street, Greeley, CO 80634	2	1

GFD currently staffs all engines with ALS provider. Recent research supports that multiple Paramedics on single-patient incidents do not translate to improved care or outcomes. A 2018 article in the *Journal of Emergency Medical Services (JEMS)* summarized some research associated with multiple paramedics in a single patient incident. The findings included:⁶

- A lower number of Paramedics per capita resulted in higher survival rates in cardiac arrest patients. The conclusion was related to the dilution of skills associated with limited call volume systems.
- Multiple Paramedics on cardiac arrests did not increase survivability, Return of Spontaneous Circulation (ROSC), or discharge compared to a single Paramedic response.
- Multiple Paramedics did not translate to higher success rates of pre-hospital advanced procedures. However, there did appear to be an increased time on scene of traumatic events associated with multiple vs. single Paramedics.

Hospitals & Tertiary Care Facilities

Most patients from the GFD area are transported to North Colorado Medical Center or UC Health Greeley Hospital.

The following figure shows all transports by GFD in 2022.

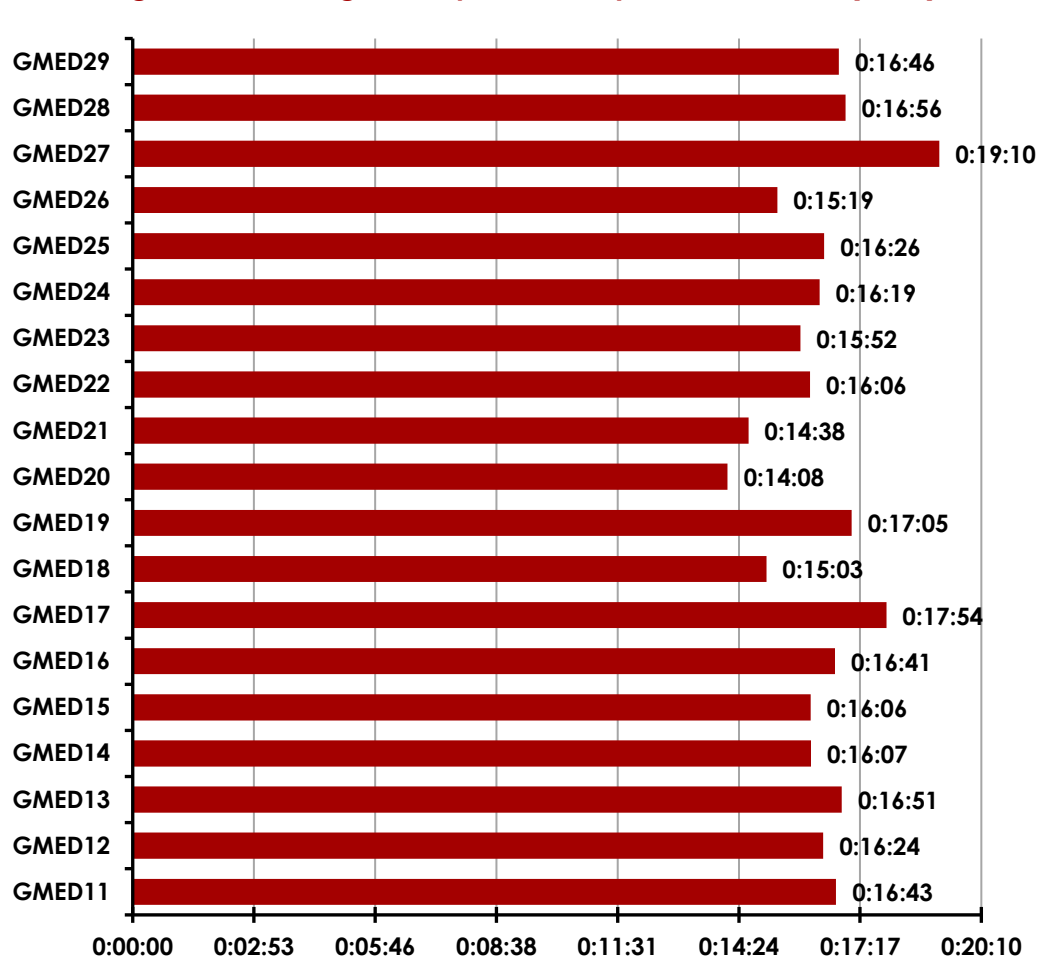
Figure 84: GFD Transport Destination (2022)

Hospital	Percentage	Count
North Colorado Medical Center	57.4%	6,040
UC Health Greeley Hospital	28.3%	2,977
Greeley Hospital (AKA UC Health)	12.9%	1,356
Medical Center of The Rockies	0.6%	67
Poudre Valley Hospital	0.1%	11
Banner North Colorado West Emergency Room	0.1%	9
Banner North Colorado Medical Center	0.0%	5
Home	0.0%	5
NCMC	0.0%	5
UC Health Free Standing ED (10th Street)	0.0%	5

EMS System Performance

The large coverage area and the necessity to transport to appropriate levels of definitive care contribute to EMS incident concurrency. The following figure shows the average transport time for each UC Health ambulance in 2022.

Figure 85: Average Transport Time by UC Health Unit (2022)

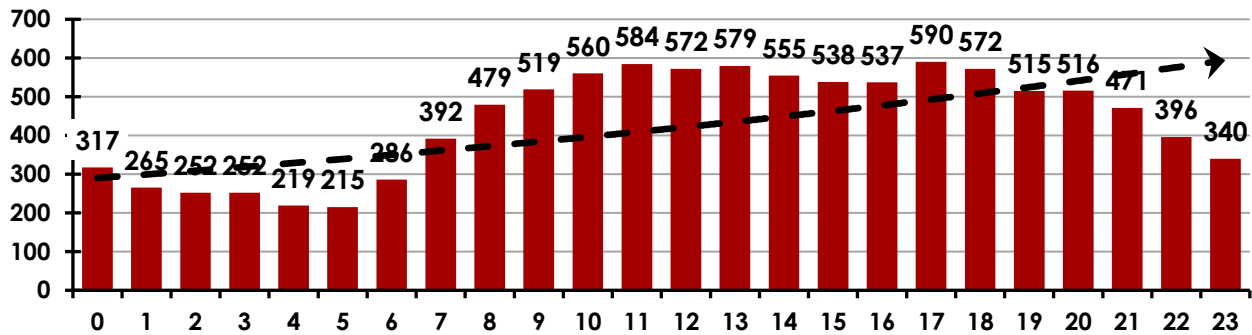


Percentage of EMS Transports

There is a direct correlation between the number of ambulance transports, system revenue, system concurrence, and resource management. The following figure shows the percentage of ambulance transports based on the hour of the day.

Figure 86: Ambulance Transport Percentage by Hour (2022)

Hour	EMS Incidents	Patients Transported	Percent Transport
0	484	317	65.50%
1	392	265	67.60%
2	334	252	75.45%
3	334	252	75.45%
4	285	219	76.84%
5	312	215	68.91%
6	374	286	76.47%
7	543	392	72.19%
8	642	479	74.61%
9	665	519	78.05%
10	711	560	78.76%
11	769	584	75.94%
12	790	572	72.41%
13	798	579	72.56%
14	745	555	74.50%
15	746	538	72.12%
16	767	537	70.01%
17	831	590	71.00%
18	822	572	69.59%
19	755	515	68.21%
20	763	516	67.63%
21	697	471	67.58%
22	556	396	71.22%
23	509	340	66.80%

Figure 87: Ambulance Transport Percentage by Hour of the Day (2022)

A significant decrease in the percentage of transports during specific periods, such as night hours, warrants review. GFD has a consistent transport percentage based on incident service demand.

Hospital Wall Time

Throughout the Country, EMS systems are challenged with the delay of handing off patients upon arrival to the hospital. Emergency departments are often at capacity, and EMS crews must maintain attendance and care of the patient until a patient bed becomes available and the emergency department has the necessary staffing. The following figure shows how long GFD fire and UC Health ambulances are at the receiving hospital after arrival.

Figure 88: Fire and EMS “Wall Time” at Receiving Hospital (2022)

Unit	Average Time
GMED11	0:15:53
GMED12	0:16:09
GMED13	0:17:19
GMED14	0:18:01
GMED15	0:16:07
GMED16	0:15:54
GMED17	0:16:40
GMED18	0:17:25
GMED19	0:17:07
GMED20	0:16:32
GMED21	0:16:59
GMED22	0:21:45
GMED23	0:19:38
GMED24	0:20:54
GMED25	0:16:44
GMED26	0:15:35
GMED27	0:17:32
GMED28	0:16:51
GMED29	0:16:30
SQUAD1	0:12:51

Response Performance

The following figure shows performance at the 90th percentile for each response metric and a comparison of medical first response (MFR) from GFD and ambulance response by UC Health.

Figure 89: Ambulance Response Performance Comparisons

Agency	Call Processing (EMD) ^A	Turnout Time ^A	Travel Time ^A	Agency Response Time ^A	Total Response Time ^A
Greeley FD	0:03:29	0:01:44	0:06:53	0:08:11	0:12:16
UC Health		0:01:02	0:08:35	0:09:09	

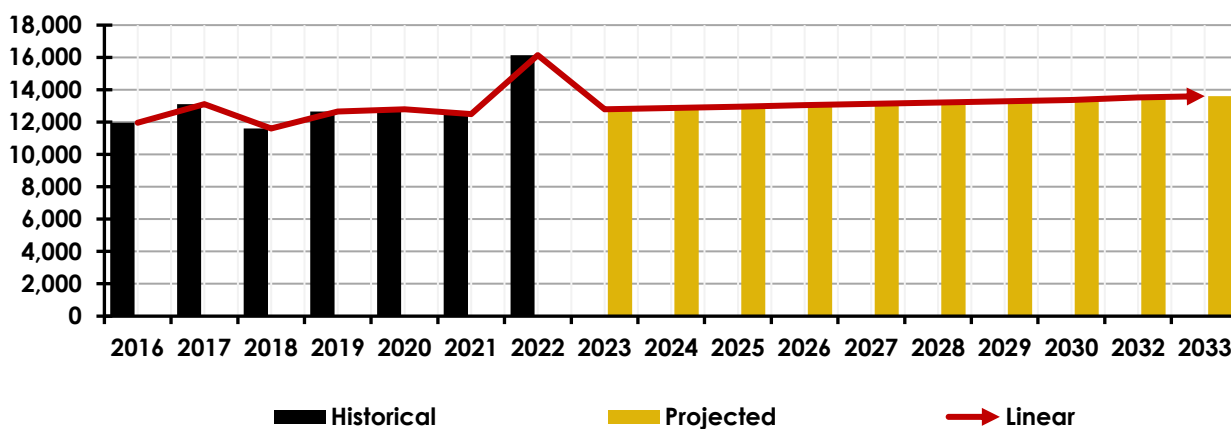
^A At the 90th percentile

Impact of Aging Population on EMS Service Demand

The existing population will likely continue to age in place. The increasing number of the elderly population will increase the demand for emergency medical services since the elderly population is a disproportionately greater consumer of these services. National medical industry studies suggest that patients over 65 are three times more likely to access local emergency services than are other age groups.

The following figure shows the historical growth in the population aged 65+ and the projected growth over the next ten years.

Figure 90: City of Greeley Aging Population



As of 2021, the population aged 65 and over of Weld County, Colorado, was 12,507, accounting for 12% of the total population. Projecting into the next decade, if the current senior demographic remains in the area, this group is expected to grow by 9% by 2033.

In the past five years, the most significant patient demographic for emergency medical services (EMS) has been those aged 65 and older, which is also seeing the most considerable increase in service demand. Given this trend, the need for EMS in this age bracket will likely grow in line with their demographic expansion.

This suggests that in ten years, GFD could see an increase in EMS calls primarily due to higher service usage among the elderly. However, without age-specific EMS call data, accurately predicting the exact impact on call volume is challenging. Additionally, it is uncertain whether this age group will choose to stay in the City or relocate. There is also a possibility that new residents moving into the area could predominantly be over age 65.

Beyond standard emergency medical services, there will be a growing demand for non-emergency medical services. Programs such as community paramedicine and mobile intensive healthcare could address this need. These services could potentially be established through a collaboration between local hospitals and GFD.

GFD Squad 1 Program

The GFD Squad 1 Program was initiated in 2021 with the goal of reducing emergency room and jail admissions, lowering overall response and healthcare costs, and streamlining services to avoid duplication. The Community Action Collaborative (CAC) was created to support impactful changes in healthcare and social services. It focuses on assisting individuals who are untreated or under-treated, thereby alleviating strain on various agencies and resources.

The CAC champions a proactive approach, emphasizing preventative and diversion interventions. They seek innovative solutions, breaking down traditional silos in service delivery, and fostering a collaborative and inclusive atmosphere. This initiative is a synergistic effort involving North Range Behavioral Health, the Northern Colorado Health Alliance, and Greeley Fire Department's Community Paramedic Program.

Response Model

The City of Greeley has three response models designed to respond effectively to repetitive medical incidents and high-acuity and behavioral emergencies. High-acuity medical incidents receive ALS medical first response (MFR) from a GFD engine or truck, followed by a Paramedic-staffed private ambulance. Incidents involving a potentially suicidal patient/patient causing potential harm to self or others receive MFR from GFD, private ambulance, and when available, a Co-Responder unit.

The Co-Responder model pairs law enforcement and behavioral health specialists to respond to behavioral health-related calls for police service. Low-acuity behavioral health emergencies generally receive MFR from a GFD engine/truck, private ambulance, and Squad 1 response. Additionally, Squad 1 can respond independently to patients requiring follow-up, preventive measures, and referrals.

Staffing

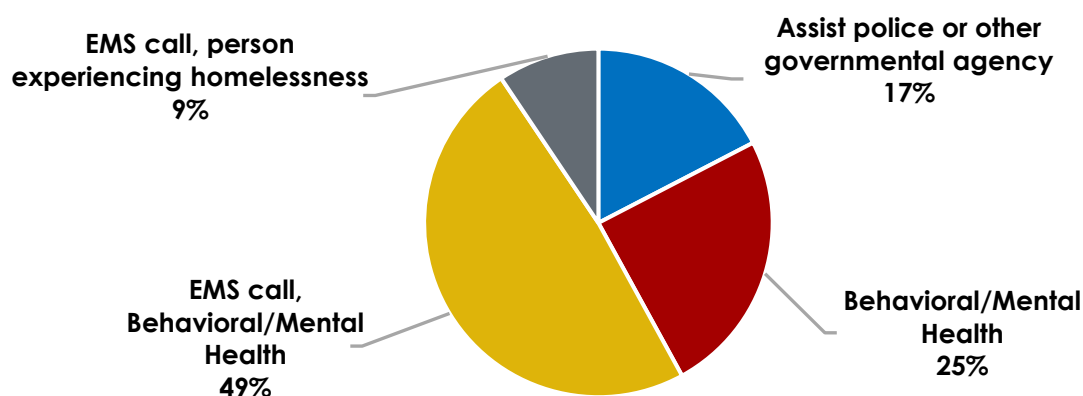
The Squad 1 program utilizes Paramedics, Case Managers, and Behavioral Health Technicians. The Squad 1 program is overseen by the EMS Training Lieutenant. The Co-Responder program utilizes Behavioral Health Specialists and Law Enforcement Officers. Based on staffing availability, the units are staffed for the periods shown in the following figure.

Figure 91: Co-Responder and Squad 1 Staffing

Unit	Day of Week	Hours
Co-Responder	Monday–Friday	7 a.m.–5 p.m.
Squad 1	7 days	8 a.m.–6 p.m.

Squad 1 Service Demand

In 2022, Squad 1 responded to a variety of behavioral and repetitive medical incidents. The following figure shows a breakdown of responses.

Figure 92: Squad 1 Responses (2022)

The following figure shows the percentage of Squad 1 responses in comparison to the total number of incidents by category.

Figure 93: Squad 1 Response Percentage per Category (2022)

Description	Squad 1 Responses	Total Incidents	% Squad Response
Assist Police or Other Governmental Agency	24	57	42.11%
Behavioral/Mental Health	34	96	35.42%
EMS Call, Behavioral/Mental Health	67	214	31.31%
EMS Call, Involving Homeless	—	5	0.00%
EMS Call, Person Experiencing Homelessness	13	107	12.15%

An opportunity for improvement relates to the documentation of Squad 1 responses. The incident management system documented 138 responses by Squad 1 in 2022. However, the program log showed an additional 1,150 incidents in which a patient care report was not created. It is imperative to document all incidents to support the necessity and efficacy of the program. The following figures show the utilization of Squad 1 by day and hour of the day in comparison to behavioral service demand. The utilization is consistent with the scheduling of resources.

Figure 94: Squad 1 Utilization & Behavioral Service Demand by Hour (2022)

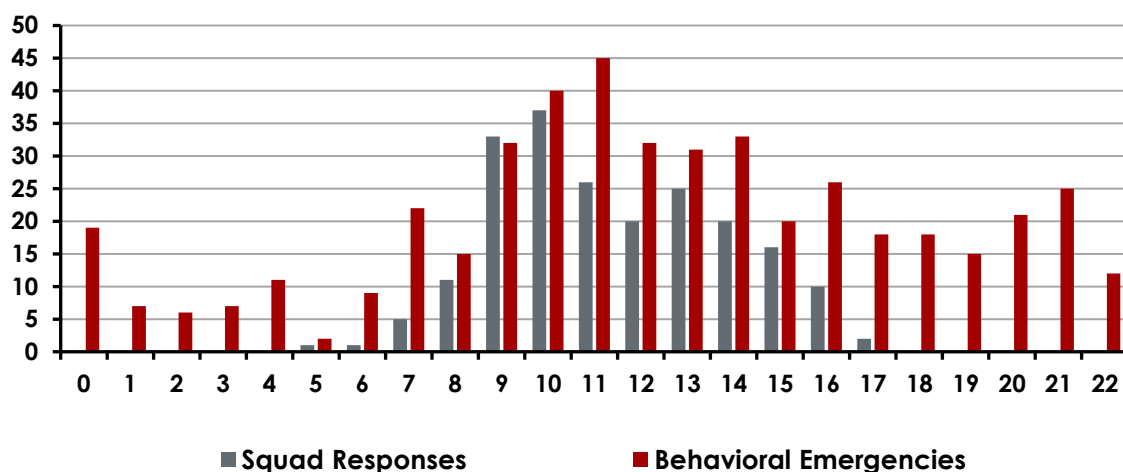
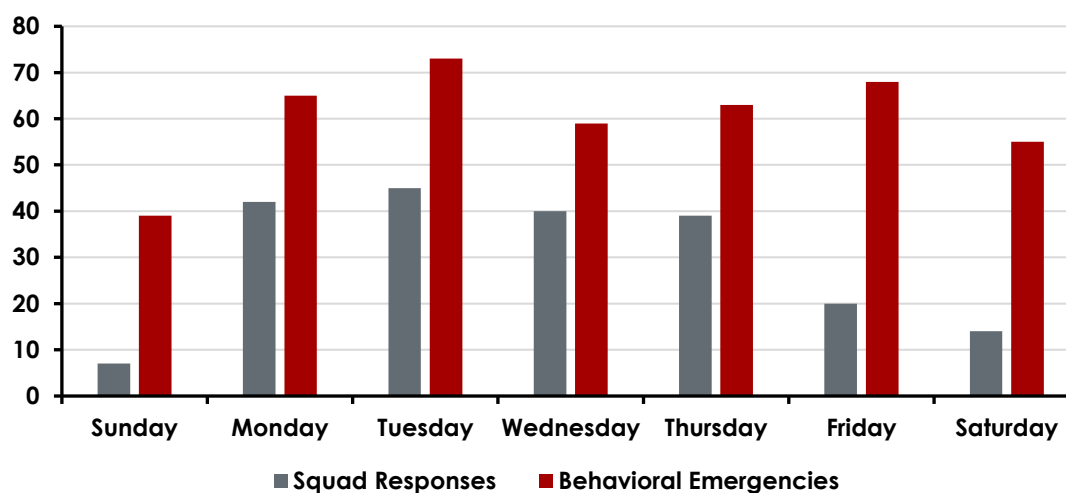


Figure 95: Squad 1 Utilization & Behavioral Service Demand by Day (2022)



The preceding analysis shows that most of the behavioral service demand is currently not being covered by Squad 1. Additionally, the analysis shows the need to expand coverage to include the weekends and the hours between 19:00 and 1:00.

Squad 1 Program Time on Task

One of the goals of the Squad 1 program is to limit the duplication of resources and services specific to behavioral emergencies. The following figure shows the time on task for fire apparatus and ambulances when Squad 1 is co-responding.

Figure 96: Time on Task for Apparatus Co-Responding with Squad 1 (2022)

Unit	Assist PD or Other Gov. Agency	Behavioral/ Mental Health	EMS call, Behavioral /Mental Health	Involving Homeless	Person Experiencing Homelessness	TOTALS
E1	0:14:17	0:21:27	0:22:00	0:07:17	0:15:29	0:18:07
E2	0:55:49	0:16:19	0:21:56	0:15:03	0:09:44	0:22:49
E3	0:14:23	0:57:58	0:20:33		0:16:31	0:26:56
E4	0:12:37	0:29:40	0:25:49		0:16:09	0:22:41
E5	1:10:09	0:16:30	0:26:59		0:03:56	0:27:37
E6	0:16:53	0:43:30	0:34:35			0:31:39
E7	0:26:29	0:16:57	0:27:22			0:22:58
GMED1			0:07:46			0:07:46
GMED10		0:18:10				0:18:10
GMED11		0:29:49	0:29:38		0:43:39	0:33:26
GMED12		0:53:33	0:35:50		0:22:26	0:36:14
GMED14		0:33:43	0:34:03		0:23:14	0:31:50
GMED15		0:35:38	0:44:27		0:19:58	0:32:42
GMED16			0:40:47		0:24:25	0:32:36
GMED17	0:29:41	0:29:47	0:32:25	0:42:11	0:37:36	0:34:17
GMED18	0:13:01	0:22:32				0:20:09
GMED19		0:23:53	0:33:38		0:32:06	0:32:18
GMED20			0:48:17		0:37:09	0:40:52
GMED21		0:14:26	0:36:26		0:36:07	0:34:37
GMED22	0:44:26	0:36:36				0:40:31
GMED23		0:20:38	0:28:50		0:34:42	0:31:32
GMED24		0:08:16				0:08:16
GMED25		0:08:20				0:08:20
GMED26		0:40:01	0:28:19		0:42:21	0:33:46
GMED27		0:56:06	0:27:33		0:14:49	0:32:04
GMED28		0:49:39	0:28:32		0:25:52	0:30:30
GMED29		0:18:44	0:13:57	0:07:25	0:37:10	0:25:16
L1	0:22:16	0:15:10	0:16:28	0:15:15	0:15:57	0:18:40
L5	0:39:33	0:44:29				0:40:15
SQUAD1	0:50:03	0:41:27	0:49:24		0:30:14	0:45:45

The previous figure shows that time on task for the co-responding apparatus has not been dramatically reduced by the utilization of Squad 1. Future dispatch and deployment models should include an increased focus on limiting the number of apparatus on scene and the capacity to release duplicate units back into service.

Training & Continuing Medical Education

Training forms the cornerstone of all emergency services operations. The effectiveness with which an individual utilizes resources and equipment hinges significantly on the quality of training provided by their organization. The subsequent section offers a comprehensive overview of the current GFD Training Program, encompassing aspects such as available equipment, training facilities, the manner in which training is conducted, and overall training effectiveness.

Training Staff

Training is a critical element in ensuring the effectiveness and proficiency of any department. The Training Program at GFD is managed by a Battalion Chief of Training and three Training Lieutenants. A recent organizational change involved reallocating a Lieutenant position from Prevention to the Training Division—a move deemed necessary based on the analysis presented.

Currently, during sessions at the Front Range Fire Consortium, a Training Lieutenant is often reassigned to the Academy, which consequently limits the resources available within the Department. Furthermore, City regulations prevent Battalion Chiefs (BCs) from working overtime, which restricts their ability to contribute fully to the Training Program. There is also a challenge in requiring Shift Lieutenants to assume BC responsibilities temporarily. Evidence suggests that major incidents managed by various levels of Acting Officers pose significant safety risks, potentially leading to firefighter injuries or fatalities. AP Triton advises a thorough review of incidents in which Acting Officers have taken on the role of Incident Commanders.

General Training Competencies

The following figure summarizes the general training topics and certification levels provided by GFD. The Department has limited number of Training SOGs with hour requirements to obtain and maintain various certification levels.

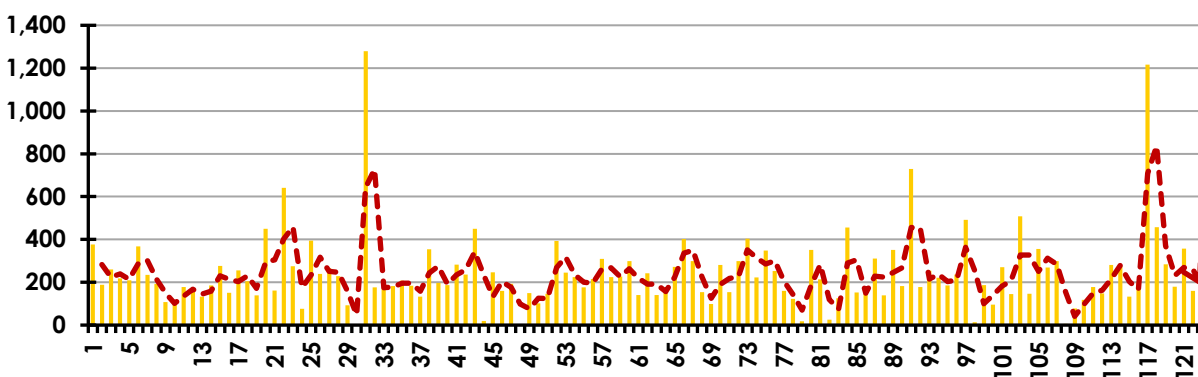
Figure 97: General Training Competencies by GFD

Training Competencies	GFD
Incident Command System	NIMS ICS
Accountability Procedures	Maintains Blue Card Certification
Training SOGs	Yes
Recruit Academy	Yes
Special Rescue Training	All Hazards
HazMat Certifications	Operations–Technician
Vehicle Extrication Training	Yes
Driving Program	IAPD
Wildland Certifications	Various Levels
Communications & Dispatch	Promotional Task Book
EMS Operations	Yes

GFD has proven adept at handling critical incidents despite resource constraints. While the Department upholds general competencies effectively, there is room for further specialization. Crews adhere to the standard National Incident Management System (NIMS) protocols and utilize a regional Blue Card system for Incident Command.

AP Triton suggests that GFD enhance its training requirements, particularly concerning responses to hazardous material (hazmat) incidents. Given the significant risk posed by the transportation of hazardous materials via railcar through the area, specialized training and certifications for responding to railcar incidents are recommended for Firefighters. This focused training will better equip the Department to manage the unique challenges presented by hazmat situations.

The following figure shows a breakdown of the total number of training hours each Firefighter received in 2022.

Figure 98: Individual Training Analysis

GFD demonstrated excellent consistency in training hours that individuals received in 2022. The data supports developing a program with training topics and hours required per individual Firefighter each year. Mandatory training policies need to be written to maintain safety consistency.

It is understood that roles such as Company Officer require specific training, but there is a need to establish minimal annual training requirements.

Training Topics Discussion

The following figure summarizes the general training topics and emphasis GFD had for each discipline in 2022. The analysis is based on the data provided, but may not be an accurate representation due to incomplete training records.

Figure 99: GFD Training Emphasis (2022)

Incident Type	Training	Incident
Fire	50.8%	2.0%
EMS	11.7%	85.3%
HazMat	3.3%	1.6%
Rescue	10.7%	0.1%
Wildland	2.9%	0.4%
Other	20.6%	10.7%

The previous figure highlights a potential area for enhancement in the Department's annual Training Program. Notably, while 80% of all incidents are EMS-related, only 11.7% of the training is dedicated to patient care. Given GFD's role in providing advanced life support, the discrepancy between the high volume of EMS calls and the proportion of EMS training suggests a need for an increase in EMS training hours. This is especially pertinent considering the number of Paramedics in the system and the range of skills required.

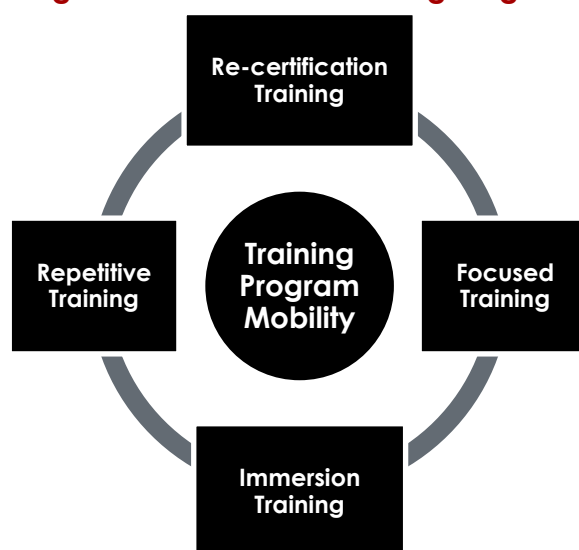
The analysis also points to a need for improvement in clinical resources. In 2022, the Department attended to 13,033 patients, averaging 271 patient contacts per Paramedic/Firefighter. Out of these encounters, 43 advanced airway procedures (intubations/supraglottics) were performed, averaging 0.89 airway procedures per Paramedic.

This low frequency of certain critical procedures suggests a dilution of skills, which could impact patient outcomes. This issue is further explored in the EMS section of the report. AP Triton recommends that GFD establish a cooperative agreement with UC Health to ensure that Paramedics maintain and enhance their skill competencies.

Training Methodologies & Delivery

AP Triton recommends that GFD consider a balanced EMS/Fire Training Program that includes focused training, required recertification training, immersion training, and repetitive training.

Figure 100: Balanced Training Program



Immersion Training

A key challenge faced by training programs is developing methods that effectively enhance proficiency and performance. Current research advocates for the benefits of immersive training, which replicates real-life scenarios to improve response effectiveness. This type of training immerses individuals in highly realistic situations, offering a form of metaphorical “immunization” against the stressors and challenges of actual events.

For instance, an active shooter drill might involve volunteer “victims” in “cut suits,” enabling ALS providers to execute advanced procedures while law enforcement secures the area.

However, immersive training exercises come with their own set of challenges. They are often labor intensive and may incur significant costs, especially if overtime is required for personnel participation. One potential solution to these issues is to scale down the size of immersive training exercises.

By designing smaller-scale, mobile training modules, organizations can still reap the benefits of realistic training scenarios without incurring excessive costs or logistical burdens. This approach allows for more frequent and flexible training opportunities, tailored to specific needs and constraints.

Training Repetition

The success of King County, Washington, over the past decade, offers another perspective on effective training methodologies. Their approach has focused on repetitive skills training for mastering specific tasks. King County has achieved one of the highest success rates in advanced airway procedures in the Country, attributed largely to their consistent and focused skills practice. This success story underscores the value of repetitive practice in honing essential skills.

In pursuit of similar outcomes, numerous organizations have invested in high-fidelity simulators to enhance EMS training. These simulators offer valuable real-time feedback during training scenarios. However, they come with significant costs, ranging between \$60,000 and \$110,000, and have drawbacks such as extensive maintenance requirements and limited mobility. While effective in a hospital or fixed training facility setting, their utility can be limited if trainees are dispersed.

A more cost-effective and flexible alternative is the use of mid-fidelity manikins. With the same budget, multiple manikins can be acquired and distributed across the organization. This approach allows for more accessible training, reducing the need for extensive travel to central training facilities and enabling Paramedics to engage in frequent, repetitive skill practice sessions. Mid-fidelity manikins also facilitate the development of proper intervention sequencing, which is crucial for successful patient outcomes.

These concepts are equally applicable to fireground training. By decentralizing fire or specialized team training, individuals can engage in multiple practical exercises, helping them to develop and refine the sequence of critical tasks and objectives. This decentralized approach enhances the opportunity for continuous skill development in real-world scenarios.

Focused Training

A vital element of an effective training program is its focus on real-world applicability. The training schedule of an organization should ideally reflect a proportionate focus on areas identified through retrospective analysis of actual incident data. This means identifying and addressing gaps in performance based on real emergency responses. The “Balanced Training Program” figure previously discussed indicates a discrepancy in the Department between the volume of actual incidents and the focus of training topics. Often, this imbalance is due to the need to meet regional and State certification requirements and the necessity to allocate substantial training resources to scenarios that are high-risk but infrequently encountered, to ensure safety on the fireground.

AP Triton acknowledges these constraints but emphasizes the importance of aligning training more closely with actual service demands where feasible. A pertinent example is the region's tailored training response to the COVID-19 pandemic. Responders had to adapt to new protocols for enhanced body substance isolation, triage, and critical interventions specific to the pandemic conditions. Another relevant case is the observed increase in mental health-related emergency calls. Incident data indicates that responses to abdominal pain and altered mental status make up about 8.7% of EMS service demand. In light of this, the training program should explore avenues for enhancing patient care and service levels in these specific areas.

Recertification Training

Regional and State requirements for certifications are generally not an option for non-compliance. When an opportunity exists, organizations should perform a cost-benefit analysis on the various optional certifications.

Training Delivery & Scheduling

The following figure offers an overview of the training methods currently employed by GFD. In the past, UC Health has delivered Continuing Medical Education (CME) to the Department. However, feedback gathered during site-visit interviews highlighted concerns. There was a sense that some topics presented were not directly relevant to GFD's specific needs, and that there was an overemphasis on online courses that fell short in addressing practical skills development.

As previously mentioned, there exists a clear opportunity for GFD to enhance its training approach. A key area for improvement is in the documentation of training, particularly with respect to company-level training. This focus on more effective training documentation will help ensure that training activities are not only relevant and practical, but also well-recorded and easy to track for continuous improvement.

Figure 101: Methodologies Utilized in Training

Training Methodologies	GFD
Skills Check-Off	Minimal
Fire Training Hours Requirements	Yes
EMS Training Hours Requirements	Yes
Annual Training Hours Tracked	Yes
Use of Lesson Plans	Yes
Night Drills	1 per year
Multi-Agency Drills	1 per year
Disaster Drills	Every 2 years
Pre-Fire Planning Included	No

The Greeley Fire Department has experienced minimal staff turnover in the past year, which has contributed to maintaining a workforce with the necessary experience to deliver effective services. However, anticipated staffing challenges in the future underscore the need for a structured and consistent Training Program.

AP Triton advises the development of a formalized Training Program. This Program should include clearly defined operational guidelines for training, comprehensive lesson plans, and meticulous documentation of attendance and participation for each Firefighter. Such a systematic approach to training will be crucial in ensuring that the Department continues to provide high-quality service amidst future staffing changes.

Training Facilities & Resources

In the modern fire service, equipping trainers with a variety of resources is essential to deliver training that is realistic, hands-on, and quantifiable. Gordan Graham, a renowned research consultant, emphasizes the importance of concentrating on "high-risk/low-frequency" events.

This principle is particularly relevant in the context of structural fire training, which is extensive relative to the actual volume of such calls. Adequate training facilities are vital for preparing personnel for the rare yet inherently hazardous nature of structure fires. The following section provides a summary of the current training resources and facilities available to the Greeley Fire Department.

Figure 102: Training Facilities & Resources

Facilities & Resources	GFD
Adequate Training Ground Space	Yes
Training Building/Tower	No
Burn Room at the Training Building	Yes
Live Fire Props	Yes
Driver's Course/Rodeo	Yes
SCBA Obstacle Course	Yes
Adequate Classroom Facility	No
Computers & Simulations	Yes
EMS Equipment Assigned to Training	Yes

While GFD currently has sufficient training resources, anticipated growth in the future will necessitate expanded capacity. As mentioned earlier, there is an identified need to decentralize EMS training. This approach aims to reduce the necessity for overtime and to keep units within their service areas, thus not adversely impacting overall response times. Another aspect to consider in light of future expansion is the limited classroom space available in the Department's stations.

GFD is a participant in the Front Range Fire Consortium (FRFC), primarily engaging in initial Training Academies for all member organizations. However, current staffing shortages across all departments of FRFC highlight the urgent need for more frequent Academies. GFD's access to the joint training facility offered by FRFC is restricted, which suggests that future plans should include considerations for enhancing internal Academy resources and staffing.

GFD has a designated area for Public Safety Training. This report's analysis suggests that this area has potential for development and expansion. Initially, the FRFC's facilities were located at the Poudre Fire Protection Training Facility, but they have since been relocated to the Loveland Fire Department, which is 45 minutes away from Greeley. Given the increasing volume of incidents handled by GFD, establishing a Regional Training Facility within the City limits could prove to be both effective and sustainable, addressing both current and future training needs.

Community Safety Division

The Community Safety Division (CSD) is responsible for protecting our citizens and the community of Greeley through coordinated efforts in fire prevention, fire code enforcement, fire protection engineering, and fire and life safety education.

The Community Safety Division uses community risk reduction strategies to identify and prioritize local risks and hazards.

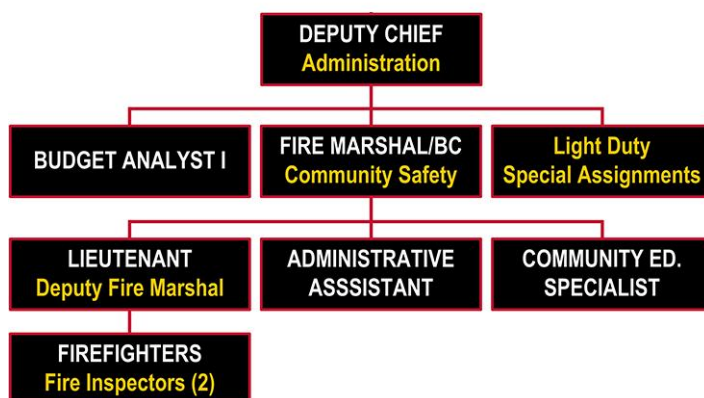
The Community Safety Division is under the command of the Greeley Fire Department's Fire Marshal. The CSD operates and works alongside members of the City's Community Development Department, Building Department, Water Department, and various other departments within the City, County, and State.

The Community Safety Division helps with the following:

- Fire and life safety education
- Fire code compliance and enforcement
- Fire inspections;
- New construction permits and plan review
- Fire protection systems permits and plan review
- Development review
- Fire flow information
- Fire investigations
- Incident report review

Organization & Staffing

The CSD is staffed with a Battalion Chief/Fire Marshal, one Fire Lieutenant/Deputy Fire Marshal, two Firefighters/Fire Inspectors, and an Administrative Assistant. All staff members except the Administrative Assistant are sworn employees. CSD resources are augmented by Greeley Building Department staff, who assist with building plan review, construction inspections, and some maintenance inspections.

Figure 103: GFD Community Safety Division

The organization chart above shows the six FTEs assigned to the CSD. The three sworn staff that report to the Fire Marshal participate in all CSD activities they are qualified to perform. All four staff members investigate fires and conduct inspections, three members review plans, and two members are involved in community education activities.

Qualifications

The CSD Firefighter/Fire Inspector responsibilities are documented and include conducting code compliance inspections, delivering fire safety presentations, and managing programs and records of prevention activities. Each Firefighter/Fire Inspector may direct the activities of Shift Investigators at emergency scenes and assist in the determination of fire cause and origin.

The CSD work involves responsibility for conducting fire prevention presentations to various public and private groups; performing primary, follow up, and new construction inspections requiring technical expertise for code compliance; and maintaining inspection records. The Firefighter/Fire Inspector may be assigned to manage various programs, including hydrant maintenance, water flow tests, inspections of fuel tank installations and removals, smoke detector installations, coordination of fire investigations, and the juvenile fire setter program.

Minimum CSD Firefighter/Fire Inspector qualifications include:

- Must have served as a Firefighter for a minimum of three (3) years on the Greeley Fire Department or a department of comparable size to the Greeley Fire Department, as approved by the Chief of CSD.
- Must be certified in the appropriate fire code, within one (1) year of appointment.
- Must be certified by the State of Colorado as a Fire Suppression System Inspector within one (1) year of appointment.
- Must complete other appropriate certifications as required by the Department.
- Completion of the appropriate National Fire Academy courses is desirable.
- Completion of the National Fire Academy fire investigation course is desirable.
- Certification and/or training in fire cause determination and investigation procedures is desirable.

Community Safety Strategies & Tactics

There are two primary strategies for addressing community risks: prevention and mitigation. Mitigation is the approach most utilized by fire departments and includes elements such as built-in fire protection, effective exiting systems, fire walls and partitions, and containment systems.

Mitigation is the focus of most of the plan review and inspection activities. This strategy also encompasses active measures such as fire suppression and emergency medical intervention.

Prevention, on the other hand, is more difficult to employ because it involves tactics that help ensure an incident never occurs. However, the strategy offers substantial opportunities for reducing losses. To be effective, fire agencies need a deep understanding of specific fire- and EMS-related challenges, such as:

- Are unintentional injuries and deaths related to stovetop grease fires due to improper cleaning?
- Are unintentional injuries and deaths related to leaving pans unattended?
- Are unintentional injuries and deaths related to improper attempts to extinguish the fire (using water, carrying pan to sink, etc.)?
- Are the fires concentrated in certain areas or prevalent among an identifiable demographic?

Beyond these two overarching strategies, there are six key tactics that should be employed for a well-rounded approach to Community Risk Reduction. These are Emergency Response, Engineering, Enforcement, Education, Economic Incentives/Disincentives, and Empowerment. Commonly referred to as the “Six Es,” they build upon the original “Three Es”—Education, Engineering, and Enforcement—introduced by President Truman at the President's Conference on Fire Prevention in 1947.

Two additional Es, Economic Incentives and Emergency Response, were added by the National Fire Academy to emphasize their role in Community Risk Reduction. The sixth E, Empowerment, is a recommended addition based on modern Community Risk Reduction models.

Utilizing all Six Es in a comprehensive manner ensures that a Community Risk Reduction Plan is deliberate, cost-effective, and sustainable. When these strategies and tactics are integrated and employed collectively, their synergistic effect enhances their individual effectiveness.

The Six Es also promote community engagement in problem-solving and strategic implementation, contributing to the prevention and/or reduction of community and fire district injuries and deaths. Empowerment is particularly versatile, serving different roles when combined with the other tactics.

Community Risk & Community Risk Reduction Plan

Community Risk Reduction effort begins with the creation of a Community Risk Reduction Plan (CRRP). The plan will help GFD focus scarce resources on targeted risks to achieve the best outcomes, benefiting the community and fire department. In addition, the planning process includes the development of performance indicators and measures that quantify the department's efforts in terms of reduced deaths, injuries, and property loss in a comprehensive manner.

Figure 104: CRR Planning Process



Many of the elements necessary to develop a formal CRRP are included in this report, and there are several guides that can facilitate its development, including Vision 20/20's Community Risk Reduction Planning Guide, NFPA 1300: Standard on Community Risk Reduction and Community Risk Reduction Plan Development, NFPA 1452: Guide for Training Fire Service Personnel to Conduct Community Risk Reduction, and several free on-line and in-person courses offered by the U.S. Fire Administration.

Tactic 1—Evaluation & Empowerment

The entire CRR process begins with a thorough understanding of community risk. In addition to the risk assessment completed for this report, incident data should be analyzed and mapped over City demographics. Empowerment can describe the importance of incident data in addressing community risks, since data empowers CRR. Accurate and complete incident data are key to identifying and understanding citywide risks, as is data on the potential for manmade and natural disasters.

Once it is definitively determined where, when, why, how, and by whom fires start and to whom injuries occur, resources can be deployed to target the problem, typically through public awareness and community engagement. These data are essential to fully inform and develop the Community Risk Reduction Plan.

Identified Risks

The 2021 Weld County Multi-Jurisdictional Hazard Mitigation Plan provides some useful risk information, including:

- 8% of the population under 65 years of age lives with a disability (7% statewide)
- 16% of the population speaks a language other than English at home (17% statewide)
- 17% of the population lives below the poverty level (9% statewide)
- 7% of the population is under 5 years of age (5.8% statewide)

Composite Risk Scores for all jurisdictions in the County show Greeley with 64% of the risk in the Highest category and 25% in the High category (with none in Moderate, Low, or Lowest). In addition, risk factors (1.3 to 3.4) are assigned to individual hazards in Greeley, with risk scores over 2.5 in the Highest Risk category. The highest risks include:

- Hazardous Materials Releases—highest at 3.4
- Agricultural Hazards—2.9
- Drought—2.8
- Prairie Fire—2.5

Hazardous materials used in agriculture, industry, and homes pose a daily hazard to people and the environment. However, the primary risk for spills, leaks, and ruptures and/or fires involving hazardous materials is through transportation accidents (highway, railroad, pipeline, and aircraft). Oil and gas emergencies and pipeline (1,200 miles) incidents are a major focus of the CSD, who work closely with industry partners in oil and gas extraction and transportation.

Fire Investigation

All fires should be investigated to determine if they were accidental or intentionally set. The Guide for Fire and Explosion Investigations, NFPA 921, is the national standard for scientific-based fire investigation. The guide outlines the systematic process for determining the cause and responsibility for fires, including collection of evidence, witness statements, and analyses for arson fires.

It is equally important to conduct a thorough analysis of accidental fires to determine how and why they started. This information is critical to the development of effective fire prevention programs. The Greeley Fire Department SOP on Fire Investigations requires staff to investigate “each and every fire” in the jurisdiction.

Investigator Call Out

Shift Investigators complete a formal investigation for fires with a loss greater than \$1,000. If the fire is suspicious, law enforcement is immediately notified to assist. A Fire Investigator from CSD is called when requested by the Shift Investigator or law enforcement and for:

- Fires involving fatalities
- Fires involving injury to Department personnel
- Fires involving serious injury to civilian personnel
- Major or unusual fires that exceed the investigative abilities of a Company Officer
- Incidents involving special circumstances, such as an especially high dollar loss, extensive damage, political sensitivity, or any other circumstance deemed appropriate by the Battalion Chief
- Incidents involving arson and/or incendiary devices, or when the origin of the fire is otherwise suspicious
- Incidents involving evidence or suspicion that a crime has occurred in connection with a fire or explosion
- Incidents involving any illegal activity that potentially could cause a fire and/or when explosion has occurred

Investigator Qualifications & Training

The GFD identifies three Fire Investigator designations based on level of training:

- **Fire Investigator I:** Complete a 40-hour online certification program. All Company Officers are required to complete the certification program within 3 years of being promoted to the rank of Company Officer.
- **Fire Investigator II:** Completion of a 40-hour in-person Fire Investigation Technician program or National Fire Academy equivalent. On-duty Shift Fire Investigators with a minimum designation of Fire Investigator II may serve as On-call Fire Investigators.
- **Fire Investigator III:** Certified Fire Investigators through N.A.F.I. or I.A.A.I. Fire Investigator III personnel will regularly serve as On-call Fire Investigators.

Currently, GFD has one Level 1, six Level 2, and three Level 3 Investigators. All sworn CSD personnel serve as Shift Fire Investigators or higher.

Fire Investigator personnel take classes and attend the CIAAI conference every year. The Colorado Chapter of the International Association of Arson Investigator (CIAAI) also supports fire investigation with training opportunities and resources. GFD fire company officers are responsible for fire origin and cause determination.

Two Greeley Police Department Officers are trained to conduct fire investigations and can be contacted through the Watch Commander. They assist with evidence collection and control. In addition to cross training, Detectives can bring in additional police resources when warranted.

Incident Data

The GFD SOP on Incident Reporting requires that all reports be completed before leaving shift, with supplemental reports required on structure fires and for investigation reports. The SOP also requires all reports to be reviewed by the designated Shift Reviewer after they are entered in ESO.

It is imperative that fire incident reports are of high quality with good narratives. Fire data must include the “how” and “why” the incident occurred, as well as the “when” and “where.” Specifically, quality incident reports require “heat source,” “item first ignited,” “factors contributing” (including human), and “equipment involved” information. Moreover, the “cause of ignition” should seldom be categorized as “undetermined.”

There has been extensive discussion regarding the impact of NFPA 921 on the use of “undetermined” or “unknown” as the fire cause. A 2014 report by the National Association of State Fire Marshals Fire Research Education Foundation revealed that fire cause data is underreported in the National Fire Incident Report System (NFIRS) in large part due to a “litigation cloud” attributed to NFPA 921. As a result, the 2017 edition of the Standard added a revision to the scope stating, “The completion of reports for... NFIRS are outside the scope of this guide.” Further explanation states that NFIRS reports are incident reports and are distinguishable from fire investigation reports. This revision was made to provide Fire Investigators with the confidence necessary to classify fires and document causes without meeting the high benchmark or burden of proof necessary for prosecuting criminal fires.

Tactic 2—Engineering

Engineering is a critical component of risk mitigation involving the exploration of any available engineering or technological solutions that could address the identified risks. This tactic encompasses utilizing innovative products and technologies to alter the environment in ways that either prevent or significantly mitigate injuries and fatalities.

Examples include the installation of fire sprinkler systems and smoke alarms, the utilization of ground fault circuit interrupters for electrical safety, and the promotion of child safety seats and bicycle helmets to safeguard against individual accidents. Many engineered solutions are incorporated into the National and State codes and standards adopted by the City, with amendments based on local conditions.

Greeley is the business center for Weld County and the major retail trade center for agricultural communities in the region. Currently, development in the City is 30% single family homes, < 1% multi-family dwellings, 12% commercial (11% retail/office and 1% industrial), and 45% agriculture/undeveloped. However, the City is undergoing unprecedented growth and development, and construction review is necessary to ensure the safety of new buildings, facilities, and communities.

Plan Review & Construction Inspection Services

The City employs a fully automated permitting and plan review process, with Building and Fire Codes, as well as Development and Construction Standards, readily accessible online. Plans are submitted exclusively in electronic format and the Trakit records management system is utilized to facilitate project and plan reviews and the issuance of construction permits.

The Greeley Building Department is the starting point for the review and inspection of new construction projects. The Department consults with CSD staff on all plans, including improvements to existing occupancies, except single-family homes, to ensure that Fire Department access and required fire flow are provided.

The *Greeley Development Handbook* (2021) includes the CSD in Step 6 of the process: "Fire staff will review plans for all site development and construction plan review related to the IFC including fire alarms, fire sprinklers, site access, fire rating, etc." Construction inspections are also restricted to the fire protection systems CSD staff review.

Although most of the plan review and inspection workload is handled by Building Department staff, the plan reviews and construction inspection workload assigned to the CSD has increased steadily since 2017, when there were 308 reviews/inspections conducted. Since that time, there has been a 560% increase in workload to 2,059 reviews/inspections in 2022.

Tactic 3—Enforcement

Enforcement serves as a critical pillar in the Community Risk Reduction Plan by pinpointing potential hazards and non-compliance issues within the community's properties. It helps educate the public on how adherence to fire safety codes safeguards lives and assets. Enforcement operates on dual fronts: implementing locally adopted consensus codes and standards—both International and State—and employing inspections accompanied by fines for non-compliance, thereby utilizing economic disincentives to encourage adherence.

Evaluating the efficacy of this enforcement tactic requires a comprehensive review, including determining whether increased frequency or rigor in enforcement activities is warranted. It also involves considering the adoption of updated codes and standards to reflect current best practices in fire safety and risk management.

Authority & Responsibilities

Greeley adopted the 2021 International Code as Chapter 12 of the City Municipal Code, with amendments. Notable amendments include:

- The application of all provisions of the fire code to all buildings undergoing a change of occupancy
- An exception to fire sprinkler protection for one- and two-family dwellings, unless required as mitigation to a life safety hazard
- Several more-restrictive provisions to Chapter 57, *Flammable and Combustible Liquids*

The Greeley Fire Department Policy Manual provides additional responsibilities for field and CSD staff related to community safety. One policy requires the Fire Marshal to develop an inspection program based on risk, hazard, occupancy, frequency, and required State law and local codes/ordinances.

Code Enforcement Inspections

The CSD is responsible for code enforcement and compliance in existing structures, making regular visits to ensure Fire Code requirements are observed and changes in use and occupancy are appropriately regulated.

Inspections help identify hazards, potential risks, and non-compliance with applicable fire and life safety codes in local buildings and businesses. Inspections also provide an opportunity to provide business owners and operators with information on reducing risks and vulnerabilities.

Inspections coupled with correction notices and, if necessary, fines for non-compliance also provide an economic disincentive for ignoring safety requirements. Evaluating program results can identify where more frequent enforcement and education are needed.

All occupancies in Greeley are inspected, except single-family homes, including the common areas of multi-family residential occupancies, on annual, biannual, or triennial cycles.

Facilities with hazardous processes, including the storage or use of hazardous materials, are inspected annually, and permits outlining safety provisions are issued. In addition to the Fire Code, these occupancies are inspected for compliance with the Federal Emergency Planning and Community Right-to-Know Act of 1986 and Colorado law.

All four CSD staff members conduct inspections, and three of the four are certified at Fire Inspector II or higher. Staff members are assisted by City Building Inspectors, who assist in conducting initial inspections as time allows. CSD staff members conduct follow-up inspections if Building Inspectors are unable to obtain compliance. Repeated non-compliance for any inspection may result in the issuance of a citation by the Fire Marshal, requiring a court appearance.

The inspection process is not yet fully automated. CSD staff members are testing Trakit, and the ESO system is used to enter select hazmat occupancies.

Permits

The Fire Code lists several occupancies and processes for which operational permits may be issued. Such permits constitute permission to maintain, store, and/or handle materials or conduct processes that produce conditions hazardous to life or property.

Permit issuance is a sound practice because it provides business owners/operators with requirements for safe operation. If safe operating conditions are not continuously maintained, the permit can be revoked. Permit fees can be assessed to offset the cost of the inspection and permit issuance. The CSD issues several permits listed in the Fire Code and assesses fees to recover associated costs.

Vegetation Management

Prairie fires are a risk to people, structures, and the environment in Greeley, with 10–15 annual department vegetation fires. The Weld County Hazard Mitigation Guide assigned a high priority on the development of a Prairie Fire Mitigation Program/CWPP in 2020, stating that non-native vegetation dominates much of the undeveloped land, including within City natural area properties.

Encroachment of development adjacent to natural areas and other open lands provides a plain version of a Wildland-Urban Interface strategy. GFD was assigned the responsibility to coordinate with other City agencies to:

- Develop grassland management plans
- Develop SOPs for mowing/grazing/haying and other methods of vegetation management
- Develop and maintain wildland fire resources, including equipment and staff with sufficient certifications to support a prescribed fire program

In addition, the Imagine Greeley Comprehensive Plan, 2018, includes Goal PS-1: *Minimize loss of life and property from hazards*, with relevant implementation objectives, including:

- IMP PS-1.6: Review, and update as needed, existing hazard-related regulations within the Development Code, such as the Hillside Development Standards and the Floodplain Overlay District, to ensure these incorporate best practices that are appropriate to Greeley's situation and risk of hazards.
- IMP PS-1.7: Develop a Community Wildfire Protection Plan.

These are worthwhile and labor-intensive measures to develop and implement. The Community Safety and Emergency Management Divisions are the likely divisions for these projects due to required expertise. However, resources will be an issue.

Tactic 4—Education/Community Risk Reduction

Education involves determining the appropriate type and mix of messages necessary to inform the public and effect behavioral change. Public education informs and influences audiences to refrain from risky and/or unhealthy behavior, and/or take positive action to reduce risk. Effective education and outreach campaigns increase knowledge regarding community risks, change attitudes, encourage behavioral changes, and, unlike many efforts in the prevention realm, are easily measured in evaluations.

Effective education is about behavior change, which is difficult in the best environment. Asking people to do too many things at once most often results in them doing nothing. The better approach is to focus on a small number of desired changes at a time, recognizing the Behavior Change Continuum: Awareness → Understanding → Relevance → Differentiation → Satisfaction → Loyalty. The behavior change process starts with clear, consistent messaging.

The GFD SOP on Non-Emergency Requests requires staff to “participate to the fullest extent possible in appropriate community events without compromising public safety.” The policy explicitly empowers all Officers to make “fiscally responsible, mission-oriented decisions appropriate to their work group.” The intent of the regulation is to “say yes” to GFD participation in as many events as practical and to encourage members to seek out opportunities.

In addition to participation in community events, there are formal outreach programs, including:

- Smoke and Carbon Monoxide Alarm Service Requests—crews install devices and/or replace batteries
- Station Tours—safety messages provided
- Child Passenger Safety—inspection and replacement, if necessary

Although there are no dedicated resources for public education, it is clearly important to Greeley. The Imagine Greeley Comprehensive Plan, 2018, includes Goal PS-1: *Minimize loss of life and property from hazards*, with several implementation objectives, including:

- IMP PS-1.1: Provide regular education and training to citizens and businesses to enable and educate lay parties to initiate appropriate emergency and medical response until professional response is on scene.
- IMP PS-1.3: Publish and distribute an annual *Emergency Response Community Guide* and expand current home and safety guides to educate residents and businesses on protocols in the event of an emergency.

Finally, the Department's 2019–2024 Strategic Plan includes Objective 3F to create a comprehensive Public Education and Outreach Program to ensure that the Greeley community is prepared and resilient.

The Fire Marshal reports that they are awaiting final approval to add a Community Educator/Risk Reduction Specialist position to CSD. This position can take the lead on the development and implementation of these initiatives, but will need strong Department-wide participation and support. The Public Education Standing Committees, chaired by the DFM with representatives from each fire station, an Inspector, an Investigator, and the City Public Relations Officer, should be activated.

Tactic 5—Emergency Response

Optimization of emergency responses to mitigate the impact of unintentional injuries and fires is covered elsewhere in this report. However, there may be an opportunity for changes in response protocols to better meet specific risks.

Prepared and empowered fire station staff can have a significant impact on community risk. Conducting inspections and developing pre-fire plans are two ways that crews can contribute to safety in their areas.

Pre-Fire Planning Processes

GFD had a pre-fire planning program in years past but it does not exist today. The July 2022 ISO Summary Report awarded the Department 6 of 12 points for the program.

Special Operations Programs

The Greeley Fire Department is considered an “all-hazards” response organization. As such, select Operations-assigned personnel are trained to various levels in providing specialized emergency response and mitigation services in the following disciplines:

- Confined Space Rescue
- Hazardous Materials Response
- High- and Low-Angle Rope Rescue
- Sub-Surface Water/Swift Water Rescue
- Trench and Structural Collapse Rescue
- Wildfire Firefighting
- Aircraft Rescue and Firefighting (ARFF)

Hazardous materials and water rescue response is facilitated through interagency cooperative arrangements with the following agencies:

- Eaton Fire Protection District
- Evans Fire Protection District
- Front Range Fire & Rescue
- Greeley Fire Department
- La Salle Fire Protection District
- Platte Valley Fire Protection District
- Platteville/Gilcrest Fire Protection District
- Windsor/Severance Fire Protection District

AP Triton understands that, at the time of this study, efforts were underway to implement an Automatic Aid Agreement with these agencies that will result in the automatic dispatching of the closest unit, regardless of agency affiliation, and better define minimum training requirements, resource and equipment sharing, and interoperability.

Special Operations Staffing

The Department does not maintain minimum daily staffing levels for any of the Rescue disciplines. All Operations-assigned personnel are trained to at least the Hazardous Materials Operations level, which enables them to isolate, deny entry, identify hazardous conditions and materials, contain, and support efforts to control/stop uncontrolled hazardous material releases. Additionally, select employees have additional training and skills as described in the following sections.

Aircraft Rescue & Firefighting (ARFF)

Three GFD personnel are trained to augment ARFF response to the Greeley–Weld County Airport. The Airport has a specialized mid-size ARFF engine and smaller “fast-attack” unit that is staffed as needed during the day by Airport employees, and staffed after-hours by qualified GFD personnel (if available). Initial training to operate the ARFF unit at an aircraft incident requires successful completion of an FAA-certified ARFF training course, and maintenance of at least 8 hours of annual recertification training.

The Airport does not routinely accommodate commercial passenger aircraft of a size that would meet the Federal Aviation Administration (FAA) Firefighting Index B threshold, which requires a staffed ARFF apparatus of a certain size whenever larger commercial passenger aircraft are arriving or departing.⁷

Hazardous Materials Response (HazMat)

Twenty-six personnel are trained to the Hazardous Materials Technician level. Two personnel are Hazardous Materials Incident Command certified. The Department does not have any Hazardous Materials Safety Officer certified personnel. HazMat drills and training sessions are held monthly.

Technical Rescue

Personnel assigned to Station Five are trained, and some are certified, in the following technical rescue disciplines: Confined Space Rescue (five Technicians), High-/Low-Angle Rope Rescue (19 Technicians), Trench/Structural Collapse Rescue (two Technicians). Continuing education and training on each discipline is conducted on a semi-annual, rotating basis.

Water Rescue/Dive Team

Sixteen personnel are trained and are International Association of Dive Rescue Specialists-IADRS) certified to perform surface water and dive team rescue and recovery. These personnel must annually complete the IADRS Watermanship test, participate in monthly training sessions, and participate in a minimum number of subsurface dives to remain certified.

Wildland Firefighting

The Department requires all Operations-assigned personnel to be trained in Wildfire Safety Awareness on an annual basis. In addition, several personnel are trained and certified to at least the National Wildfire Coordinating Group (NWCG) Red Card level. They must maintain their certifications by completing annual refresher (RT-130) trainings on shelter deployment, progressive handline deployment, digging fire line, brush truck operations, and successful completion of the "pack test" physical capacity test. Four of these personnel have additional certifications as Engine Boss, which allows them to supervise a crew deployed on a wildfire.

Special Operations Training Overview

Technical rescues and recoveries can be extremely complex, dynamic, and resource-intensive events. They are also low-frequency events requiring continuous and realistic training to retain the skills and knowledge necessary for safe and successful outcomes. Each of the previously noted rescue disciplines require unique skills, equipment, and knowledge to work in unique environments.

As previously noted, rescue training and drills in the various rescue disciplines are regularly scheduled, resulting in the following average annual training hours completed by Rescue Team members in 2022:

- 44 hours—Technical Rescue
- 49 hours—Water Rescue
- 9 hours—Hazardous Materials

Special Operations Budget

The Department allocates funds to support the equipping and training of the various rescue disciplines. The 2023 budget allocated \$12,900 for Technical Rescue operations, and another \$29,750 specifically for Water Rescue operations.

Special Operations Discussion

AP Triton noted that the Department does not require a minimum number of personnel with Specialized Operations Technician training or certifications to be on duty 24/7. AP Triton understands that requiring minimum daily staffing levels of each Special Operations discipline introduces significant issues in scheduling to maintain minimum staffing levels. Given the potential complexities in identifying and initiating safe actions in complex rescue situations, such as confined space rescue, consideration should be given to requiring at least one technical rescue trained person be on duty 24/7, and ideally be assigned to the station housing the rescue program.

Section III: OBSERVATIONS, OPTIONS, & RECOMMENDATIONS

Performance Objectives & Measures

In this report, AP Triton draws on a range of benchmarks from industry and National standards, which are generally regarded as best practices. However, it's important to recognize that each community is unique, and not all benchmarks may be suitable for every situation. Benchmarks serve as quality standards or targets against which performance can be measured. Striving towards these benchmarks helps in identifying and achieving excellence in products, services, or processes. GFD is encouraged to adhere to these benchmarks and/or targets to enhance outcomes for its community.

Performance Benchmarks

GFD is in the process of establishing performance benchmarks for service delivery. AP Triton advises the formulation and implementation of formal performance standards. An area ripe for improvement is data and records management. It is crucial to regularly review and analyze performance indicators to identify service gaps and needs. The upgrade of the Weld County CAD system is anticipated to enhance the accuracy of data collection from 911 calls. Additionally, GFD should explore the full potential of its records management system to ensure consistent and accurate reporting and data entry.

The subsequent sections draw from established best practices and serve as models for developing benchmarks in fire suppression, EMS, technical rescue, and hazardous materials (hazmat) response. NFPA 1710 is a nationally recognized, voluntary performance standard that focuses on achieving performance benchmarks at the 90th percentile. Specifically, NFPA 1710 provides standardized definitions for fire apparatus and assigned personnel, outlines procedural guidelines for their operation, and details staffing levels required for various tasks at an incident scene. According to NFPA 1710, fire departments should aim for a performance objective of at least 90 percent in each of the following time objectives:

- Alarm processing time
- Turnout time for fire and special operations response for EMS response
- The arrival of the first-arriving engine company at a fire suppression incident and travel time for deployment of an initial full alarm assignment at a fire suppression incident
- Travel time for the arrival of a unit containing a first responder with an AED or higher-level capability at an emergency medical incident
- Response time is the standard that identifies specific criteria for emergency response, arrival, and staffing. At that point in time, the City of Greeley intends to use NFPA 1710 benchmarks as goals for the City of Greeley.

Benchmark objectives are designed to ensure timely arrival at the scene, allowing for initial actions or interventions that lead to better outcomes. Regular evaluation of these benchmarks is crucial, with concerted efforts to achieve or sustain these established levels.

For GFD, data on turnout times and first-due response travel times is readily accessible. The Effective Response Force (ERF) is defined as the minimum required number of firefighters and equipment needed at a specific emergency incident within a maximum set travel time. Currently, GFD does not consistently track ERF times. It is advised that GFD starts monitoring total ERF times where feasible.

GFD has adopted the NFPA 1710 standard as its benchmark. When baseline performance data is gathered in the future, these benchmark goals can be adjusted to align with community expectations and available resources. NFPA standards are also being used as benchmarks for first-due response and turnout times. Going forward, GFD should evaluate and analyze baseline performance times to identify and address any gaps between NFPA standards and actual performance.

These performance benchmarks are specifically for response times within the City limits. However, Greeley is an expanding community, and GFD frequently responds to incidents beyond these limits. While a specific benchmark for calls outside the City limits is not established, it is recommended that GFD tracks performance data for these incidents as well. This will provide a more comprehensive understanding of their overall response capabilities.

Organizational Performance Benchmarks

A cooperative effort between GFD leadership and the City of Greeley Administration should be used to establish benchmarks that meet the expectations of the community while maintaining fiscal responsibility.

Fire Suppression Benchmarks

For 90% of all **Low-, Moderate-, High-, and Extreme-Risk** fire-related incidents, the response time (turnout plus travel time) for the arrival of the first-due unit, staffed with a minimum of one officer and three firefighters, shall be within 5 minutes, 20 seconds (5:20), in all response zones in the City limits of Greeley. The first-due arriving unit shall carry a minimum of 500 gallons of water and be capable of producing 1,500 gallons per minute pumping capacity.

The first-due unit shall establish command, declare scene priorities, establish an uninterrupted water supply, perform life-saving and property-saving interventions, and provide scene safety and accountability for the GFD members and citizenry.

For 90% of **Low-Risk** fires, the minimum effective response force (ERF) staffing shall be one officer and three additional firefighters that arrive within 5 minutes, 20 seconds (5:20), in all response zones in the City limits of Greeley. The ERF staffing shall be capable of safely controlling the incident by adopted GFD standard operating guidelines. ERF members shall be authorized to request additional resources to enhance safety and control an escalating incident.

For 90% of **Moderate/High-Risk** fires, the minimum effective response force staffing shall be 17 firefighters that arrive within 9 minutes, 20 seconds (9:20), in all response zones in the City limits of Greeley. The ERF staffing shall be capable of safely controlling the incident following the adopted GFD standard operating guidelines. ERF members shall be authorized to request additional resources to enhance safety and manage an escalating incident.

Medical Response Benchmarks

GFD is a non-transport EMS first-response agency. UC Health EMS provides transport. UC Health has up to 10 ambulances, utilizing system status management to maintain response time performance. One Paramedic typically staffs an ambulance.

For 90% of all **Low-, Moderate-, High-, and Extreme-Risk** medical-related incidents, the response time (turnout plus travel time) 18 for the arrival of the first-due unit, staffed with a minimum of one Officer and three Firefighters, shall be within 5 minutes (5:00) in all response zones in the City limits of Greeley.

The first-due arriving unit shall be staffed with a minimum of four firefighters with at least one ALS level provider and equipped with ALS equipment that allows for advanced patient care before the arrival of a transport-capable unit. The first-due unit shall establish command, conduct and document the patient assessment, provide basic treatment, provide scene safety and accountability for the GFD members and citizenry, and assist with packaging and transferring the patient to the transport unit.

For 90% of **Low-Risk** medical incidents, the minimum effective response force staffing shall be one Officer and three Firefighters that arrive within 5 minutes (5:00) in all response zones in the City limits of Greeley. The ERF staffing shall be capable of safely controlling the incident following the adopted GFD standard operating and medical care guidelines. ERF members shall be authorized to request additional resources to enhance safety and manage an escalating incident.

For 90% of **Moderate-Risk** medical incidents, the minimum effective response force staffing shall be eight Firefighters that arrive within 9 minutes (9:00) in all response zones in the City limits of Greeley. The ERF staffing shall be capable of safely controlling the incident following the adopted GFD standard operating and medical care guidelines. ERF members shall be authorized to request additional resources to enhance safety and manage an escalating incident.

For 90% of **High-Risk** medical incidents, the minimum effective response force staffing shall be ten Firefighters that arrive within 10 minutes (10:00) in all response zones in the City limits of Greeley. The ERF staffing shall be capable of safely controlling the incident following the adopted GFD standard operating and medical care guidelines. ERF members shall be authorized to request additional resources to enhance safety and manage an escalating incident.

Rescue Benchmarks

For 90% of all **low-**, **moderate-**, **high-**, and **extreme-risk** rescue-related incidents, the response time (turnout plus travel time) for the arrival of the first-due unit, staffed with a minimum of one Officer and three Firefighters, shall be within 5 minutes, 20 seconds (5:20), in all response zones in the City limits of Greeley. The first-due unit shall establish command, evaluate the need for additional resources, and control immediate hazards.

For 90% of **Low-Risk** rescue incidents, the minimum effective response force staffing shall be three Firefighters that arrive within 5 minutes, 20 seconds (5:20), in all response zones in the City limits of Greeley. The ERF staffing shall be capable of hazard control, patient stabilization, and extrication. ERF members shall be authorized to request additional resources to enhance safety and manage an escalating incident.

For 90% of **Moderate-Risk** medical and rescue incidents, the minimum effective response force staffing shall be eight Firefighters that arrive within 5 minutes, 20 seconds. The ERF staffing shall be capable of safely controlling the incident by the adopted GFD standard operating and medical care guidelines. ERF members shall be authorized to request additional resources to enhance safety and manage an escalating incident.

For 90% of **High-Risk** rescue incidents, the minimum effective response force staffing shall be ten Firefighters that arrive within 9 minutes, 20 seconds (9:20), in all response zones in the City limits of Greeley. The ERF staffing shall be capable of safely controlling the incident by the adopted GFD standard operating and medical care guidelines. ERF members shall be authorized to request additional resources to enhance safety and manage an escalating incident.

Hazardous Materials Benchmarks

For 90% of all **low-**, **moderate-**, **high-**, and **extreme-risk** hazardous materials-related incidents, the response time (turnout plus travel time) for the arrival of the first-due unit, staffed with a minimum of one Officer and three Firefighters, shall be within 5 minutes, 20 seconds (5:20), in all response zones in the City limits of Greeley. The first-due arriving unit shall be staffed with personnel trained to the minimum level of hazardous materials operations and equipped with air monitoring and commodity identification software or references.

The first-due unit shall establish command, declare scene priorities, initiate confinement plans, and provide scene safety and accountability for GFD members and citizenry.

For 90% of **Moderate/High-Risk** hazardous materials incidents, the minimum effective response force staffing shall be ten additional Firefighters that arrive within 9 minutes, 20 seconds (9:20), in all response zones in the City limits of Greeley. The ERF staffing shall be capable of safely controlling the incident by the adopted GFD standard operating guidelines. ERF members shall be authorized to request additional resources to enhance safety and manage an escalating incident.

A draft Performance Benchmark Resolution for the City of Greeley is found in the Appendix. The resolution provides guidelines for future staffing, capital, and facility growth.

Recommendations

General Recommendations

Recommendation 1: Initiate a strategic planning process after completing the System Assessment.

Description: Successful planning requires active involvement and contributions from key community stakeholders and external organizations. Emphasizing the value of ongoing strategic planning initiatives is crucial. The engagement, support, and official approval of the City Council towards the outcomes of the planning efforts are vital. Formal approval ensures that the concerted efforts of all key stakeholders significantly enhance the department's agility in adapting to evolving community needs and expectations.

Outcomes: A comprehensive strategic planning workshop provides a framework for future emergency responses.

Estimated Cost: Depending on the level of internal/external facilitation, \$25,000–30,000.

Recommendation 2: Initiate a consolidation process to legally combine the Western Hills Fire Protection District (WHFPD) and the City of Greeley Fire Department.

Description: Currently, the WHFPD provides fire and emergency medical services under a contractual agreement. Due to the fragmentation of the district shown in Figure 4, there is limited opportunity for WHFPD to provide its own fire and EMS service. Consolidation could be accomplished by annexing the City of Greeley or establishing a new fire authority covering both jurisdictions.

Outcomes: Consolidation to merge the Western Hills Fire Protection District and the City of Greeley Fire Department will streamline services and enhance emergency response efficiency through unified operations across both jurisdictions.

Estimated Cost: Depending on the consolidation model.

Management Recommendations

Recommendation 3: Increase the department's social media (SM) footprint and ensure posted content is kept current.

Description: With the pending addition of a new Community Educator position, the department can bolster its social media presence, adding or migrating to new platforms as the SM landscape shifts. In addition, the new position should also work to ensure department-related information posted on these channels is consistent with department policy, accurately and positively portrays the organization, and is consistent with its Mission and Values.

Outcomes: Increased community engagement and support and potentially improved fire and life safety.

Estimated Cost: None.

Recommendation 4: Publish and distribute an Annual Report.

Description: The Department should annually publish and distribute a report that summarizes the Department's activities for the preceding year. The report should include the following minimum information:

- Summary of the Department's Mission/Values/Guiding Principles.
- Progress towards meeting established annual goals.
- Emergency and non-emergency response statistics, including response time performance measured against locally adopted or nationally recognized standards.
- Summary of significant/high-impact incidents that occurred during the year.
- Division of critical activities and impacts.
- Significant capital equipment/facility improvements.
- Essential public education program delivery and impacts.
- Goals for the upcoming year.

Outcomes: Increased community engagement and support. Increased knowledge of department operations by elected officials and other key stakeholders.

Estimated Cost: None.

Recommendation 5: Conduct a formal Community Risk Assessment/Standards of Cover Study (CRA/SOC).

Description: While the City maintains an All-Hazards Emergency Operations Plan (last updated in 2021), it has not performed a detailed risk assessment that comprehensively identifies all of the natural, technological, and human-caused hazards in the community and evaluates the City's and Fire Department's capacity and capabilities to plan for, mitigate, respond to, and recover from impacts from these hazards. While this study addresses some aspects of a formal CRA/SOC, consideration should be given to conducting a more comprehensive assessment in the future.

Outcomes: Comprehensive risk information that can be used to make accurate strategic decisions related to the planning and deploying of public safety resources.

Estimated Cost: TBD.

Recommendation 6: Participate in Future City Comprehensive Planning Processes.

Description: AP Triton noted that the Fire Department needed more formal participation in previous City Comprehensive Planning efforts. Senior leadership from the fire department administration and Community Risk Department should be critical participants in future community planning efforts to ensure that specific public safety needs related to community growth, built environment and development, and changing demographics are adequately and proactively addressed.

Outcomes: Future community development and growth are consistent with national and state development public safety standards and proactive fire department engagement earlier in development planning processes.

Estimate Cost: None.

Finance Recommendations**Recommendation 7: Continue to monitor the growth of the city to identify the location of the following fire station (Station 8).**

Description: The city continues to grow and expand, with residential, commercial, and retail development continuing. This growth will pressure current service levels and response times due to distance from existing facilities and increased traffic flow.

Outcomes: Early identification of a general location may allow for land acquisition at a lower price rather than waiting for the area to be fully developed. The outcome is for the newly developed areas of the city to receive comparable levels of service as the existing city.

Estimated Cost: \$8,000,000, including land cost.

Recommendation 8: Continue to accumulate funds to build and equip the next fire station (Station 8).

Description: The City's 2022–2026 Five Year Plan includes Fund 331 – Fire Protection Development, which identifies the current fund balance and the forecast revenues from development fees. Depending on the fiscal year in which the construction of Station 8 occurs, the “gap” between fund balance and construction cost would need to be addressed in the City's budget, either through borrowing or other means.

Outcomes: By identifying this “gap,” the City may plan for the funding of the construction of the station in a manner that minimizes the impact on the current budget cycle.

Estimated Cost: None

Recommendation 9: Consider implementing a cost recovery program to compensate the City for the fire department's response to significant medical-related incidents.

Description: In FY 2022, GFD responded to over 13,000 medically related incidents, providing medical first response services at the ALS level through the paramedic staffing of each first-out apparatus. The City receives compensation from its relationship with UC Health, but the level of compensation pales in comparison with the cost of providing the services. An evaluation of the expenses incurred in GFD's response to medical incidents should be developed to determine the amount of the department's budget devoted to those responses.

Outcomes: The information would be used to develop a cost recovery program to provide additional funding to the city and department.

Estimated Cost: Dependent on the use of internal staff or outside consultants.

Staffing Recommendations**Recommendation 10: Add three operations personnel to cover scheduled and unscheduled leave usage or allow Operations Battalion Chiefs to Provide relief coverage.**

Description: AP Triton's analysis of historical leave usage by Operations assigned personnel identified that the department is theoretically short 7.5 employees to staff the daily minimum required number of positions, which, coupled with recent attrition, has resulted in significant overtime expenditures and may negatively impact employee morale. AP Triton understands that during this study, the department hired three additional personnel to increase the ability to provide scheduled and unscheduled leave coverage without hiring back personnel on overtime, which still leaves a significant coverage gap across all three shifts. The department should consider adding three additional personnel that can be used to provide coverage for scheduled and unscheduled leaves. Alternatively, allow the Operations Battalion Chiefs to provide relief coverage as necessary for their positions.

Outcomes: More efficient scheduling and deployment of personnel on each shift, reduced overtime expenditures, and improved morale.

Estimated Cost: The following table summarizes the salary for three new positions to provide relief coverage.

Figure 105: Additional Operations Relief Personnel Cost Estimate

Position Title	Starting Salary	Benefits	One-time Onboarding Cost
Firefighter/EMT Position	\$64,608	\$30,370	\$15,000
Three Firefighter/EMT Positions	\$193,824	\$91,110	\$45,000
Total First-Year Cost Estimate:			\$329,934

Recommendation 11: Create a Station Captain position for each station.

Description: The practice of routinely moving a frontline Lieutenant, with primary responsibility and experience in managing a single station and crew, into a multi-station/crew Acting Battalion Chief role should be reconsidered. Instead, the Department should consider reclassifying one of the shift Lieutenant positions in each station (for seven positions) to a Station Captain position. Besides being responsible for the activities of an assigned engine or ladder crew, the position would also be accountable for overall logistical, maintenance, and planning needs for their assigned station across the three shifts. If overall shift relief coverage capacity is available, it could be assigned to backfill for a shift Battalion Chief vacancy.

Outcomes: Improved support for operational, logistical, and programmatic needs of the station. It improved continuity and consistency in on-scene multi-company emergency operations and individual unit crew management.

Estimated Cost: The following figure calculated the salary for the new position at 6% higher than the current average of the current Lieutenants and assuming no change in current benefits costs.

Figure 106: New Fire Captain Position Cost Estimate

New Position Title	Estimated Salary
Fire Captain	\$120,299
New salary minus current Lieutenant average pay	\$6,809
Total First-Year Additional Cost Estimate for Seven Captain Positions:	\$47,663

Capital and Facility Recommendations

Facilities and Capital Equipment

Recommendation 12: Consider upgrades and eventual replacement of Station 4 in the most strategic location.

Description: GFD should consider adding backup power and making provisions for gender separation at Station 4. In the meantime, planning should begin to determine options for the replacement of this station, which should be constructed in the most strategic location for maximizing response performance.

Outcomes: Temporary backup power and gender separation. An eventual modern fire station facility strategically located with improved firefighter safety.

Estimated Cost: To be determined.

Recommendation 13: Consider adding a backup power system to Station 5.

Description: Station 5 does not have a backup power system.

Outcomes: Backup power in the event of a critical event.

Estimated Cost: To be determined.

Recommendation 14: Consider acquiring or moving to a new fleet maintenance facility.

Description: The fleet maintenance for fire apparatus is inadequate. Many apparatus do not fit in the facility and must receive repairs and maintenance outside the building. Hydraulic lifts must be moved outside and utilized in inclement weather to accommodate repairs.

Outcomes: More efficient and effective fire department fleet maintenance. Likely improved morale among the fleet maintenance staff.

Estimated Cost: To be determined.

Apparatus

Recommendation 15: Consider the replacement of Engine 5 and Ladder 1.

Description: Engine 5 and Ladder 1 are in poor condition. Engine 5 is 14 years old, and Ladder 1 is 15. GFD should consider replacing these apparatus as soon as possible. Replacing new apparatus may take as much as 24–36 months; this process should occur as soon as possible.

Outcomes: New, more reliable apparatus.

Estimated Cost: To be determined.

Recommendation 16: Recommendation 16: Begin replacement planning for Engines 2, 4, and 7.

Description: Engines 2, 4, and 7 are in fair condition and range in age from 7–10 years. Because of the long delay in having fire apparatus built, GFD should immediately begin planning for the replacement of these apparatus to determine the best time to order them.

Outcomes: Timely replacement of fire apparatus.

Estimated Cost: To be determined.

Medical Equipment

Recommendation 17: Recommendation 17: Consider replacing half of GFD's cardiac monitor/defibrillators.

Description: About half of the department's ZOLL® X Series® monitor/defibrillators are 11 years old. GFD should develop a replacement plan for these and the second half of its devices.

Outcomes: Newer, more reliable critical medical devices.

Estimated Cost: To be determined.

Service Delivery Recommendations

Recommendation 18: AP Triton recommends that GFD work with the dispatch center to have call processing times within NFPA 1710/1720 standards.

Description: The following figure shows the national 911 call processing time standard.

Call process time (time from acceptance at the dispatch center until notification of response units).	Within 60 seconds, 90% of the time, for high acuity incidents. Incidents requiring EMD or special assistance, 90 seconds, 90% of the time. All incidents, 120 seconds 99% of the time.
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Data indicated that the 90th percentile for call processing in 2019–2022 was 3 minutes, 14 seconds. A delay in call processing increases the total response time for emergency services.

Outcomes: Improved call processing time will decrease total response time, translating to improved service delivery.

EMS Recommendations

Recommendation 19: Create a backup strategy for ambulance services if the current private provider becomes financially unsustainable, fails to meet contractual response obligations, or decides to terminate its partnership with the City of Greeley.

Description: UC Health presently supplies private ambulance transport. The difficulties faced by private ambulance services at both regional and national levels, including meeting contractual response times and maintaining financial viability, underscore the importance for municipalities to prepare a contingency plan for ambulance transport. AP Triton advises conducting a Valuation and Deployment Study to explore potential models and their related costs.

Outcomes: The ability of a municipality to respond to the sudden requirement to find another model for ambulance transport.

Estimated Cost: Cost depends on the model selected.

Recommendation 20: Conduct an EMS System Valuation Study.

Description: The GFD currently operates its EMS system without a comprehensive understanding of its financial and operational efficiency. A detailed EMS Valuation Study is crucial to identify the most efficient and effective EMS delivery model tailored to GFD's unique challenges and opportunities. This study will perform an in-depth financial and EMS transport analysis, evaluating a variety of emergency ambulance provider models. Factors such as cost-effectiveness, response time, service quality, and community needs will be assessed to determine the optimal EMS model for GFD.

Outcomes: The expected outcomes of the EMS Valuation Study include:

- **Enhanced Financial Efficiency:** Identification of cost-saving opportunities and revenue generation mechanisms within the EMS operations.
- **Improved Operational Effectiveness:** Recommendations for operational improvements to enhance EMS response times, quality of care, and patient outcomes.
- **Strategic Planning:** Insights to aid in long-term strategic planning, ensuring that EMS services align with the evolving needs of the community and the financial capabilities of GFD.
- **Sustainable Model Selection:** Evaluation of various EMS models (such as public, private, public-private partnership) to determine the most sustainable option for GFD.

By conducting this EMS Valuation Study, GFD will be equipped with the critical information needed to make informed decisions regarding the future of its EMS operations, ultimately leading to improved service delivery and financial sustainability.

Estimated Cost: The cost of the EMS Valuation Study will vary based on the scope and depth of analysis required. A third-party consultant could cost ~\$50,000.

Recommendation 21: Implement a partially automated inventory control system.

Description: GFD relies on a manual logistical support system in which crews check and document supplies in fire apparatus, recording this in Target Solutions. An automated system such as RFID, QR, and barcode can improve efficiency and limit medical supply waste.

Outcomes: Various systems have proven cost-effective in the long run, notably when eliminating waste and lost supplies due to expiration.

Estimated Cost: Cost depends on the type of system/process selected. The actual cost would be partially offset by eliminating waste and lost supplies.

Recommendation 22: Perform a cost-benefit analysis for medications/procedures performed/administered by GFD.

Description: GFD has an extensive capacity to provide medical care and progressive medical protocols. To support fiscal responsibility and efficiency, all staffing, equipment, and supplies not mandated by the government or industry requirements should be subjected to a cost-benefit study.

Outcomes: A statistical study is required to determine the overall efficacy of the resource under consideration.

Estimated Cost: Staff time.

Recommendation 23: GFD should increase the use of a statistically based quality management program.

Description: GFD primarily depends on UC Health for all quality management processes and does not have internal specific QA/QI policies or benchmarks. An internal process would support autonomy, improved patient care, program expansion, and budgetary increases. This evaluation process indicated an opportunity for improvement regarding data collection and analysis. Currently, BFD is using Image ESO® for patient care reporting. ESO will export data to an Excel format if adequately documented, and the data can be easily interrogated to provide various evaluations.

Outcomes: Evidence-based data can offer objective information measuring the level of care provided.

Estimated Cost: Staff time.

Recommendation 24: GFD should increase interaction with the Medical Program Director and actively participate in developing system protocols.

Description: The GFD Paramedics operate on this protocol-based system, with limited intervention from the Medical Program Director. Based on the information available, there appears to be limited opportunity for GFD to participate in developing or revising EMS protocols.

Outcomes: A regionalized approach can support patient outcomes but must include participation from all agencies.

Estimated Cost: Staff time.

Recommendation 25: AP Triton recommends that the department improve the documentation of all Squad 1 responses.

Description: The department should ensure Squad personnel can accurately report and quantify vulnerable patients who may benefit from non-traditional medical and social outreach services. This would be critical in clearly defining the need and scope of a non-traditional EMS outreach program.

The incident management system documented 138 responses by Squad 1 in 2022. However, the program log showed an additional 1,150 incidents in which a patient care report still needed to be created.

Outcomes: Improved documentation of all incidents to support the necessity and efficacy of the program.

Estimated Financial Cost/Saving: Staff time.

Recommendation 26: AP Triton recommends that future deployment models focus on reducing apparatus and staffing to behavioral emergencies.

Description: Future dispatch and deployment models should include an increased focus on limiting the number of apparatus on scene and the capacity to release duplicate units back into service. This analysis shows that time on task for the co-responding apparatus has not been dramatically reduced by the utilization of Squad 1.

Outcomes: Improved efficiency and response time for the overall system.

Estimated Financial Cost/Saving: Dependent on the staffing model.

Training Recommendations

Recommendation 27: The department should consider a balanced Fire/EMS training program that includes focused training, repetitive training, required re-certification, and immersive training.

Description: The following diagram shows the percentage of training compared to the percentage of service demand.

Incident Type	Training	Incident
Fire	50.8%	2.0%
EMS	11.7%	85.3%
HazMat	3.3%	1.6%
Rescue	10.7%	0.1%
Wildland	2.9%	0.4%
Other	20.6%	10.7%

Outcomes: A balanced training program and philosophy can result in a standardized program that meets the community's needs.

Estimated Cost: Staff/training time.

Recommendation 28: GFD should consider EMS response capability specific to an aging population (65+). There will be an increased need for the Squad program to provide a community paramedicine or mobile intensive healthcare program.

Description: The current population of persons 65 and older living in the City of Greeley, according to the 2021 estimate, was 12,507, or 12% of the population. Over the next ten years, assuming the current 65 and older demographic stays in the area, this group will increase by 9% by 2030.

Outcomes: Improved response and capability for the aging population.

Estimated Cost: Dependent on the level of response.

Recommendation 29: De-centralize EMS training.

Description: GFD receives most EMS training from UC Health and various online continuing medical education (CME) forums. This analysis shows the need to de-centralize training internally. Begin with deploying mid-fidelity manikins throughout the city and develop mobile resources (mobile training simulation lab) that can go to each fire station to support the EMS training program. This option can provide training without significant drive times to central training facilities and allows EMTs/Paramedics to have repetitive skill practice sessions.

Outcomes: A benefit of mid-fidelity training manikins and mobile training labs is the opportunity to develop proper sequencing. Identifying the order of critical interventions is critical to successful patient outcomes.

Estimated Cost: Approximately \$5,000 per unit.

Recommendation 30: Implement a EMS skills continuing education tracking program that ensures all paramedic certified personnel are proficient in key ALS skills, such as intubations, 12-lead ECG interpretation, and I.V. access, which meets Colorado State EMS recertification requirements.

Description: The department responded to 45,809 EMS incidents in 2019–2022. As previously stated, this service demand accounts for 79.9% of the total service demand. The data supports an increased focus on individual EMS skill competency.

Outcomes: An ALS skills tracking program can help identify skill deficiencies due to limited individual skill volume and help design an efficient medical training program.

Estimated Cost: Staff time.

Recommendation 31: Evaluate, improve, and develop the regional training program to support emergency response.

Description: GFD has limited training resources, and future growth will require additional capacity. GFD participates in the Front Range Fire Consortium (FRFC), primarily engaging in initial Training Academies for all member organizations. However, current staffing shortages highlight the urgent need for more frequent Academies. GFD's access to the joint training facility offered by FRFC is restricted, which suggests that plans should include considerations for enhancing internal Academy resources and staffing.

Outcomes: An organization must have adequate training facilities to prepare for structural fires' infrequency and intrinsic danger.

Estimated Cost: Cost dependent on regionalized support and coordination with the State.

Special Operations Recommendations

Recommendation 32: Move the Special Operations Program from Station 5 to Station 6 or 2.

Description: Station 5 currently houses the department's rescue program and assigned ladder truck crew. The apparatus space is too small to adequately store all rescue equipment and apparatus. Station 2 and Station 6's apparatus bay space appears to be larger, and both have training towers that can be used for rope/confined space rescue training.

Note: Station 2 currently houses the Community Paramedic Program, which operates out of an inadequately sized office space. The program should be relocated to another station with adequate office space.

Outcomes: Storage of all rescue apparatus indoors. Provides inside and outside drill space for rope and confined space rescue training—improved administrative working conditions for the Community Paramedic Program.

Estimated Cost: None.

Recommendation 33: Require at Least One Rescue Technician to Staff the Assigned Rescue Ladder Truck 24/7.

Description: AP Triton noted that the Department only requires a minimum number of personnel with Specialized Operations Technician training or certifications to be on duty 24/7. AP Triton understands that requiring minimum daily staffing levels of each Special Operations discipline introduces significant issues in scheduling to maintain minimum staffing levels. However, given the unique knowledge and skills needed to identify and oversee initial operations at a complex rescue emergency, ensuring the availability of at least one rescue technician daily should be considered.

Outcomes: Improved ability to rapidly respond to identify and initiate scene stabilization activities and mobilize additional rescue resources to effect rescue safely.

Estimated Cost: TBD.

Community Safety Recommendations

Recommendation 34: Use incident data to validate/prioritize risks.

Description: The 2021 Weld County Multi-Jurisdictional Hazard Mitigation Plan contains risk data that GFD incident data should augment to identify and prioritize risks. Plotting risks geographically over demographic and risk corridors identified in the plan can refine data for prioritization and program development.

Outcomes: Identify risks (hazmat, agriculture, prairie fires) and impact on risk targets (vulnerable populations: disability, poverty, under five years, non-English speakers) and develop programs that target prioritized risks.

Estimated Cost: Staff time or consultant cost.

Recommendation 35: Enhance the quality control program for all incident reports.

Description: All incident reports must be high quality with good narratives. Fire data must include the "how" and "why" the incident occurred and the when and where. Specifically, quality incident reports require "heat source," "item first ignited," "factors contributing" (including human), and "equipment involved." Moreover, the "cause of ignition" should seldom be categorized as "undetermined." EMS reports must include the mechanism of injury and factors contributing, e.g., no helmet.

Outcomes: Quality incident reports for risk identification, prevention, and mitigation.

Estimated Cost: SOP requires the completion of reports and review of fire reports before the end of the shift. The inclusion of the targeted fields cited above should add minimal time.

Recommendation 36: Transition Commercial Occupancy Fire Inspections back to the CSD, and implement a Fire Preplan Program.

Description: While AP Triton understands that the CSD construction plan review and inspection program has increased approximately 560% over the past five years, the CSD should reassume responsibility for conducting commercial occupancy inspection program from the Building Department. CSD personnel should be routinely conducting these inspections, with the intent of identifying significant fire and other life safety hazards and fire code violations, and becoming familiar with the construction, layout, and hazards of these occupancies.

Additionally, the Department should implement a fire pre-plan program that gathers and maintains an electronic database of all commercial occupancies, construction characteristics, and business operations. Ideally, this program should include the participation of engine and ladder companies at some level to increase their familiarity with these structures and businesses, and their related hazards.

Triton believes that the current level of CSD staff would likely not be able to adequately absorb these additional duties without adding at least one additional Fire Inspector on a full-time basis, and may also require an additional inspector and additional clerical support to manage the increased administrative workload.

Outcomes: Reduced fire loss and business loss, improved firefighter knowledge and safety, improved ISO rating, and improved customer service.

Estimated Cost: New Fire Inspector Position Salary and Benefits: \$163,977.

Performance Benchmark Recommendations

Recommendation 37: AP Triton recommends that the city adopt standards or develop specific response performance benchmarks based on local environments.

Description: Response performance is an emergency services delivery system's most publicly visible component.

Outcomes: Response time benchmarks reflect the community's expectations and support all future staffing and resource management.

Estimated Cost: The cost of this recommendation will be staff time to evaluate national performance standards, determine recommendations for performance standards for the City of Greeley, and develop and make a presentation to city management to identify the performance benchmarks that are currently being achieved and seek authorization to adopt the recommended benchmarks for improved service delivery. A sample resolution has been provided in the appendix of this document.

Section IV: APPENDICES

Appendix A: Table of Figures

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Appendix B: References

¹ City of Greeley Annual Budgets for the respective years 2020–2024.

² Ibid.

³ *Recommendations for Improving the Recruiting and Hiring of Los Angeles Firefighters*, Rand Corp., 2015.

⁴ Report: 43% of fire stations are 40-plus years old. FireRescue1, September 2019.

⁵ Ibid.

⁶ *Journal of Emergency Medical Services*, "Ambulance Crew Configuration: Are Two Paramedics Better Than One?" www.jems.com/operations/ambulance-crew-configuration-are-two-paramedics-better-than-one/

⁷ Greeley-Weld County Airport website: <http://www.gxy.net/airport-rescue--firefighting.html>



Greeley Fire Department Organizational Assessment Overview

Brian Kuznik, Fire Chief

Brian.Kuznik@Greeleygov.com | 970-350-9501

City Council Work Session - June 11, 2024



Agenda



- Department Overview
- Organizational Assessment
- Key Findings and Recommendations
- Purpose: Informational Only



Core Tenants

Prevention | Preparedness | Response

Mission

Professional | Compassionate | Service

Vision

The Greeley Fire Department is known as a world class organization committed to community excellence



Department Overview



- Services Provided
 - Fire Suppression
 - Emergency Medical Services
 - Specialized Rescue
 - Hazardous Materials Response
 - Community Risk Reduction
- Resources
 - 136 Full Time Employees (FTEs)
 - 7 Fire Stations
 - 20 Response Apparatus

Organizational Overview



2023 Response Highlights

- 18,628 calls for service
- 80% of all calls are Emergency Medical Services (EMS)
- Average response time of 5m 18s for all emergent calls (lights and sirens)
- Out-of-hospital cardiac arrest survival rate of 13.9%
 - National average - ~9%
 - State of Colorado - ~11%

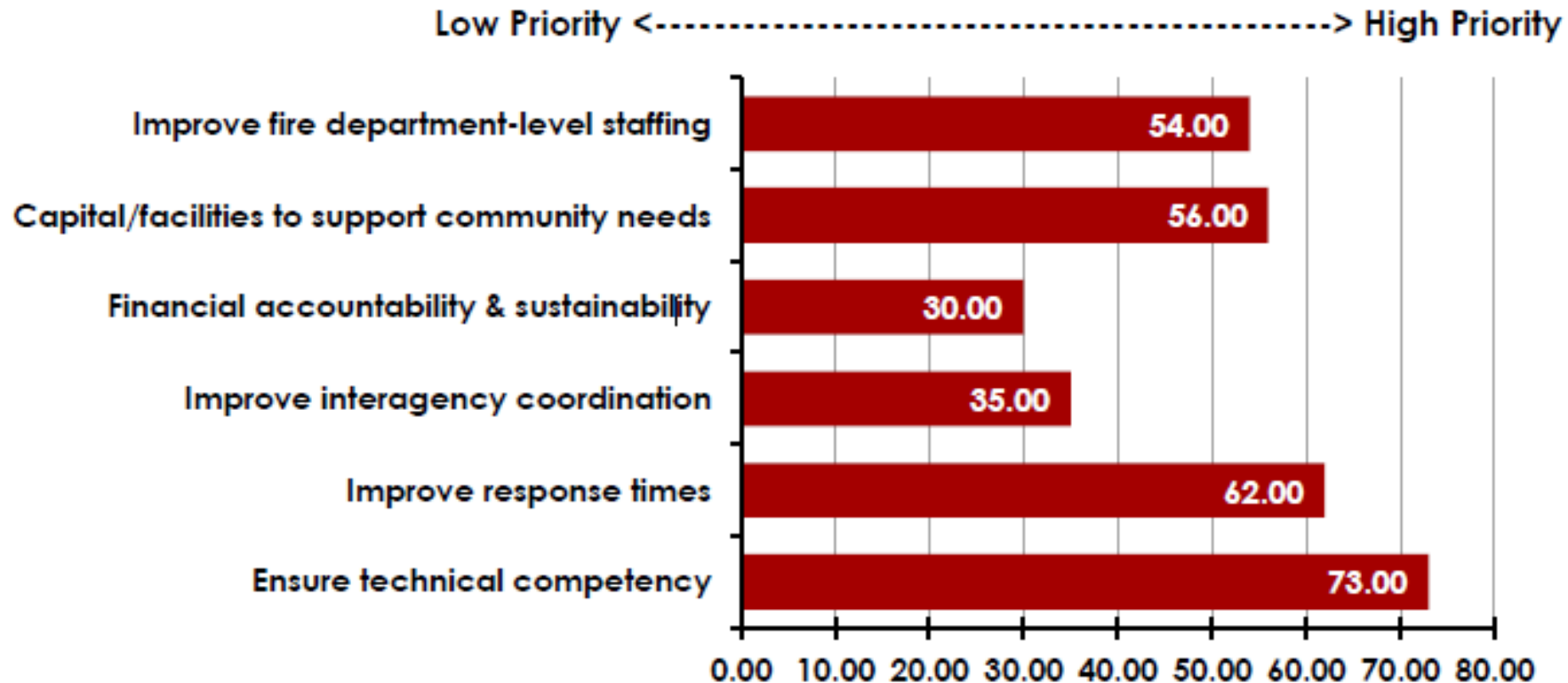
Organizational Assessment



- Project Overview
- Key Findings / Recommendations
 - Staffing
 - Facilities
 - EMS
 - Service Demand and Response Performance

Community Forum

Stakeholder Prioritization of Greeley Fire Department (GFD)



Staffing (Administration)

Total FTE's - 136

Administrative Positions – 16 (11.7%)

Operations Positions – 120 (88.3%)



AP Triton notes that effective and efficient administrations can range up to 15% of total department staffing.

Staffing (Operations)

- GFD follows a daily minimum staffing requirement of 31 FTE's
- Historical average leave usage indicates GFD requires 3.72 FTE's for each riding assignment
- Using a staffing relief factor of 1.24, GFD is short 7.56 FTE's

Figure 14: Elements used to Calculate the GFD Staffing Relief Factor (2020–2022)

Shift Schedule	Annual Hours	Average Workweek	Average Sick Leave per Employee	Average Vacation Leave per Employee	Average Other Leaves
48 hours on, 96 hours off	2,920	56	130.3	160.3	167.6

¹ Includes Long-Term Disability, Bereavement, Military, Holiday, and other leaves

Based on the preceding parameters, AP Triton calculated a Staffing Relief Factor of 1.24.

Figure 15: Theoretical Number of Shift-Assigned Employees Required for Daily Staffing

SRF	Minimum No. Riding Positions ^A	Theoretical No. Available Staff ^A	Calculated Overage/Shortage of Staff ^A	Calculated Total Overage/Shortage of Staff
1.24	31	36	-2.53	-7.56

^A Per shift

Staffing (Findings / Recommendations)



- GFD is short 7.56 FTE's (Operations Division)
- Battalion Chiefs are not used to fill vacancies at the Battalion Chief rank
 - Add three (3) operations personnel to leave usage or allow Battalion Chiefs to provide relief coverage
 - Create a Station Captain position for each station

The practice of routinely moving a frontline Lieutenant into an Acting Battalion Chief role should be reconsidered

Emergency Medical Services



- Develop an internal EMS Quality Assurance / Quality Improvement program
- Consider a back up strategy for ambulance transport services
- Conduct an EMS System Valuation Study to determine cost recovery options

Capital / Facilities

Fire Station #4 – 2191 1st Ave (1978)



Station	Square Footage	Apparatus Bays	Daily Staffing	General Condition	Station Age
Station 1	24,923	8	8	Excellent	7 years
Station 2	13,122	6	3	Excellent	3 years
Station 3	9,746	3	3	Good	16 years
Station 4	4,254	2	3	Fair	45 years
Station 5	9,770	3	7	Good	24 years
Station 6	18,457	4	3	Excellent	3 years
Station 7	8,492	2	4	Good	21 years
Totals:	88,764	28	31	Averages :	17 years

Service Demand Temporal Analysis

Highest service demand by Time & Day of Week: 10AM – 8PM

Figure 47: Service Demand Heat Map by Time & Day of Week

DEPARTMENT	Greely Fire Department						
	7						
AVAILABLE STATIONS							
HOUR↓ DAY→	SUN	MON	TUE	WED	THU	FRI	SAT
0	301	211	194	204	210	242	302
1	285	177	166	175	197	187	279
2	236	173	136	157	166	172	235
3	202	161	144	141	152	168	195
4	192	140	130	169	139	151	148
5	168	169	155	178	164	153	188
6	157	220	209	223	179	205	195
7	231	305	298	299	313	306	252
8	265	351	384	373	366	356	307
9	298	413	417	384	441	409	372
10	336	453	471	454	436	443	386
11	355	502	487	477	457	497	395
12	410	497	511	460	497	480	422
13	398	452	492	479	506	497	467
14	391	495	452	486	467	512	424
15	371	498	511	498	498	480	412
16	406	477	503	444	460	494	453
17	406	459	503	487	448	510	426
18	409	437	439	450	442	465	433
19	388	451	380	410	441	422	448
20	381	376	379	422	375	418	417
21	369	355	333	358	332	366	415
22	303	280	284	266	291	337	348
23	243	254	236	258	268	310	317
Total	7,501	8,306	8,214	8,252	8,245	8,580	8,236

Reliability by Fire Station (Current State)

Figure 69: Wait Probability by GFD Fire Station (2022)

GFD Station	No. Day Calls	No. Night Calls	Calls/Hour (0800–1959)	Calls/Hour (2000–0759)	— Wait Probability — Day	Night
Station 1	2,952	383	0.67	0.09	4%	0%
Station 2	1,848	226	0.42	0.05	20%	2%
Station 3	1,505	226	0.34	0.05	16%	2%
Station 4	1,419	233	0.32	0.05	15%	2%
Station 5	1,924	185	0.44	0.04	2%	0%
Station 6	251	27	0.06	0.01	3%	0%
Station 7	1,223	186	0.28	0.04	13%	2%

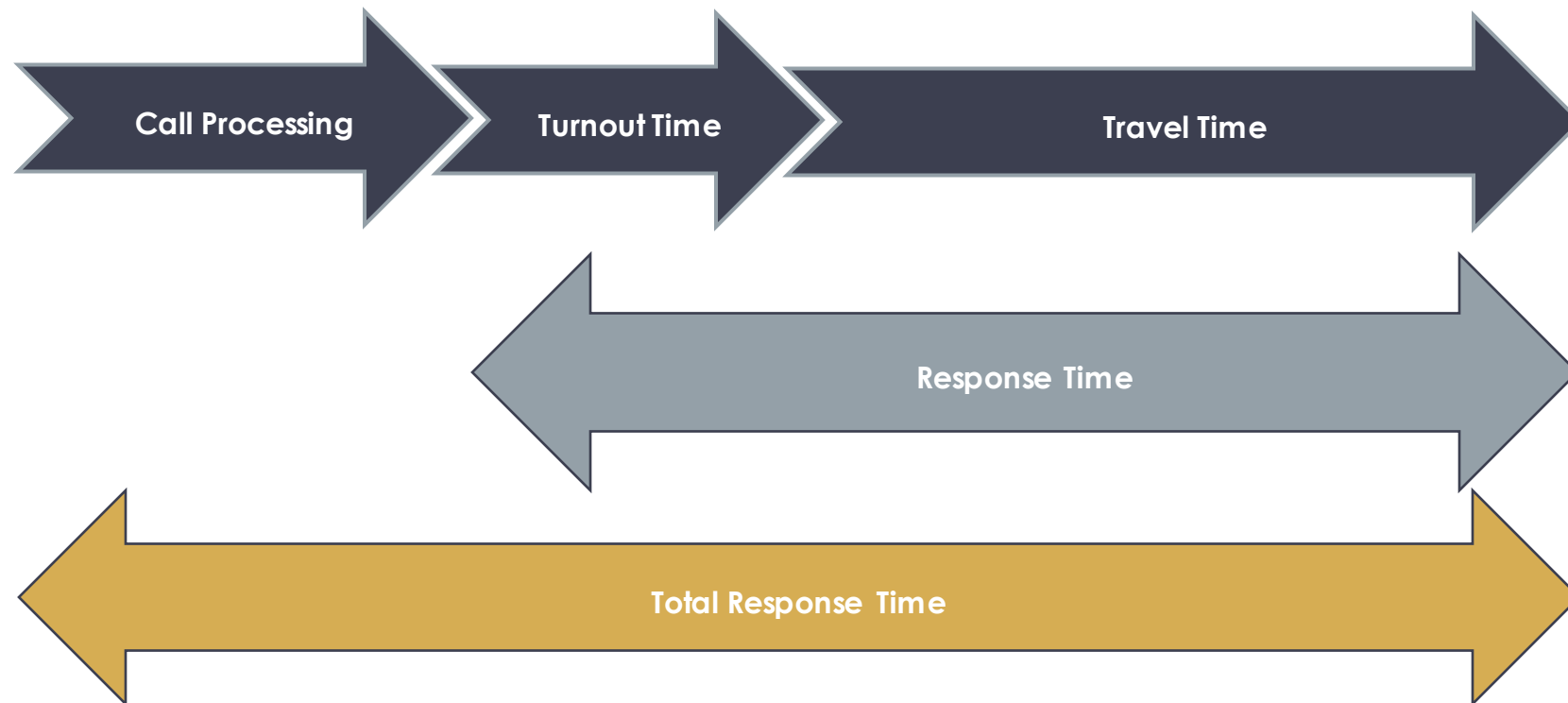
Reliability by Fire Station (Future State)

Figure 70: Wait Probability by GFD Fire Station with Additional Peak-Demand Units

GFD Station	No. Day Calls	No. Night Calls	Current 24-HR Units	Add Peak-Demand*	— Wait Probability —	
					Day	Night
Station 1	2,952	383	2	—	4%	0%
Station 2	1,848	226	1	12-hour unit	2%	2%
Station 3	1,505	226	1	12-hour unit	1%	2%
Station 4	1,419	233	1	12-hour unit	1%	2%
Station 5	1,924	185	2	—	2%	0%
Station 6	251	27	1	—	3%	0%
Station 7	1,223	186	1	12-hour unit	1%	2%

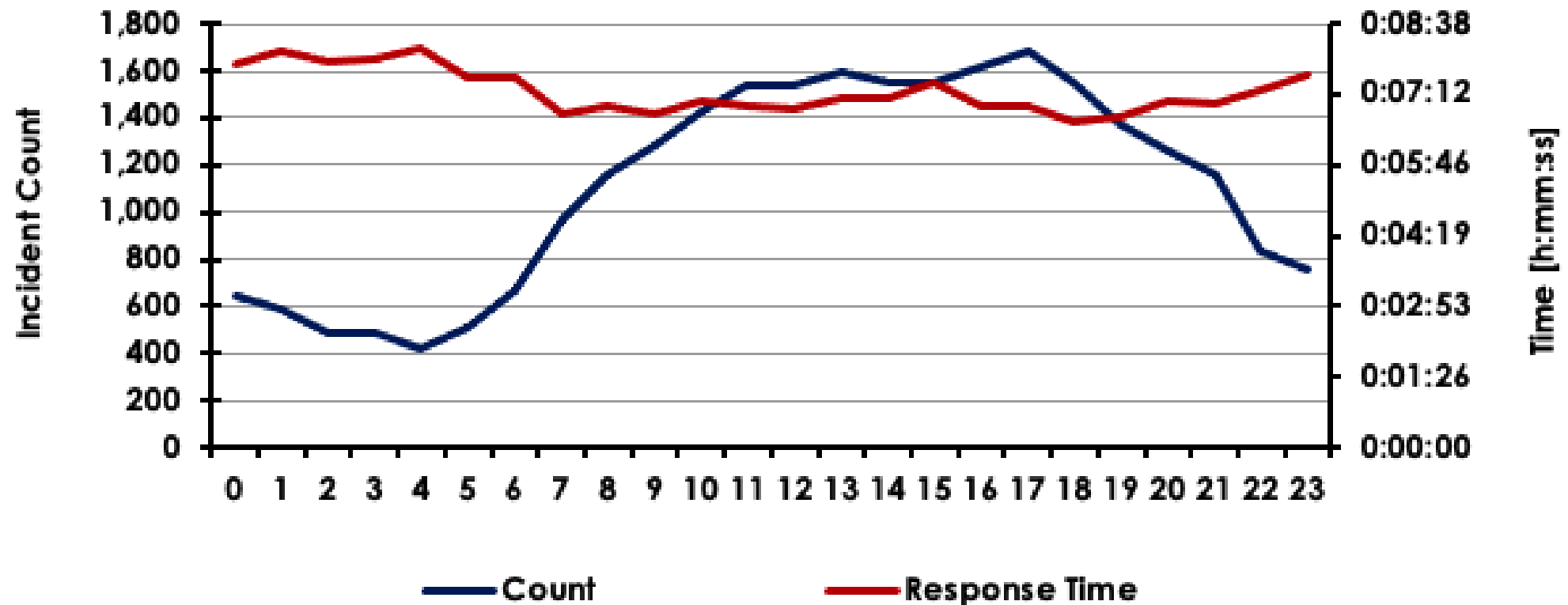
Response Time Continuum

Figure 70: Response Time Continuum



Response Time Performance

Figure 66: GFD Response Time Analysis (2019–2022)



Summary - General Recommendations

Strategic Planning

- Community Risk Assessment and Strategic Plan

Staffing

- Operations and Administrative Staffing
- Additional Fire Inspector

Capital and Facilities

- Station 4 and 5
- Future Station 8

Response / Deployment

- SQUAD 1
- Peak Demand Units

EMS

- EMS Valuation Study
- QA/QI Program

Western Hills Fire Protection District (WHFPD)

- Consider a consolidation that combines the WHFPD and the Greeley Fire Department

Closing

GFD is an “entity providing excellent service.” The recommendations provide enhancements to an already exemplarily Fire and EMS response provider.

- AP Triton – April 2024

Thank you





Work Session Agenda Summary

June 11, 2024

Key Staff Contact: Paul Trombino, Public Works Director

Title:

Administrative and Maintenance Facilities Update

Background:

The City of Greeley faces a pressing challenge due to inadequate municipal facilities, unable to meet the demands of a rapidly growing population expected to double by 2050. An urgent need exists for renovating or replacing key facilities, including administrative offices, customer service centers, fleet maintenance areas, storage facilities for materials and equipment, and spaces for maintenance crew assembly and employee training. A 2021 Facilities Assessment revealed a significant underfunding in this sector, with only a third of the industry-recommended budget allocated historically.

Staff last provided an update on the facilities challenges at the City Council Work Session on March 14, 2024. We will provide new information on new condition issues, impacts from the rain event on May 28-29, 2024, and temporary space plans.

Strategic Focus Area:



Business Growth



Community Vitality



High-Performance Government



Infrastructure and Mobility



Quality of Life

Attachments:

1. Item 7 - Administrative and Maintenance Facilities Update Presentation



Administrative and Maintenance Facilities Update

Paul Trombino III

City Council Work Session – June 11, 2024



Agenda

- Background and Previous Discussion
- City Hall Deterioration & May 28-29 Precipitation Impacts
- Immediate Space Plan:
 - City Center North
 - Temporary Space
- Long-Term Planning:
 - Maintenance Campus
 - Downtown Campus
- Next Steps – Timeline
- Purpose: Council Feedback



Public Maintenance Facilities History

2016 • CPRD Island Grove Master Plan

Parks, Forestry, Island Grove & Natural Areas

2018 • Public Works Space Needs Assessment

A Street & Bestway Site Analyzed

W&S evaluated several locations to move to rather than Bestway

• Quality of Life Tax Renewal

Funding for CPRD Parks and PW Equipment Maintenance Shop identified

2020 • W&S Identify Potential Location

Part of water rights purchase, Lowell Property was purchased

• Facilities and Fleet Organizational Assessment

Organizational assessment completed for both Facilities and Fleet

2021 • Public Maintenance Campus Feasibility Study Complete

Previous City Manager gave approval to move forward with a feasibility study for cost and space needs



Downtown Facilities History

2016 • Downtown Campus Approved, Lincoln Park Annex Demolished

IT, GTV8, Municipal Court, Transit Center and Fire Station #1 displaced



2018 • City Center Phase 1 Complete (\$28.4M)

Fire Station #1 (\$7.4M), City Center South (\$21M)

• City Center Phase 2 Concept Abandoned (\$49.5M)

Recommendation of Quality-of-Life Sales Tax Renewal Citizen Committee

2019 • Council Approval to move forward with remodel of CCN & CH

Following staff analysis and presentation to City Council



2020 • CCN and CH Remodel Phase 1 Complete (\$6.6M)

• Citywide Facilities Condition Assessment Complete

First citywide analysis of facilities condition

2021 • Downtown Space Needs Assessment Complete

- Public Works & Purchasing Displaced from 9th Ave
- Approval for CCN and CH Remodel Phase 2

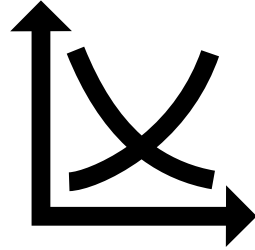
2022 • Remodel Paused



Facility Assessment: Risks

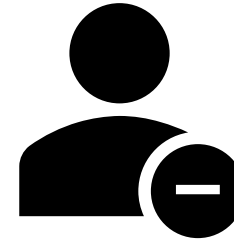


Potentially hazardous working conditions



Costly repairs and maintenance that exceed building value

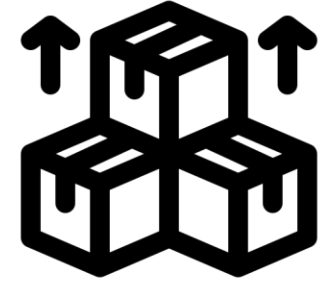
Does not take advantage of long-term opportunity



Increasingly difficult to recruit and retain a highly-skilled workforce

Not enough space for the workforce

Teams are split between facilities



Inventory is subject to physical deterioration and security vulnerabilities

Assessing Administrative Facility Options

No Change

Risks/Lost Opportunities

- HVAC Failure
- Flooding
- Required repairs could exceed property value
- Disjointed departments, lack of collaborative workspaces
- Inadequate space to bring new staff into the facilities
- Loss of potential economic & social impacts of commensurate private development

Rent Space & Reconstruct City Hall & City Center North

Risks/Lost Opportunities

- Properties are in a floodplain
- Disjointed departments still split between buildings
- Inadequate space to bring new staff into the facilities
- Loss of potential economic & social impacts of commensurate private development

Temporary Relocation of Staff & Master Planning Process for New Civic Campus Downtown

Risks

- Costs and timing of new campus are dependent on the results of a master study
- Public & business concern of temporary impacts to downtown

City Hall Facility History

- Built in 1968, Additions to drive-throughs in 1973; City Acquired Building in 1987
- Water seepage on west side of building basement
- Changes to tunnels/walls in basement are not documented
- Roof drainpipes are embedded in arch columns and then underground
- Building rehabilitation cost estimate \$40M
- Building Rehabilitation + Additional Space (2nd Floor) Cost Estimate \$50M

Rehabilitations will not address building flooding due to elevation of building

City Hall not designated Historic and City Hall Site is not in Greeley Downtown Historic District [[Greeley Historic Resources Survey Plan May 2021](#)]

City Hall Facility

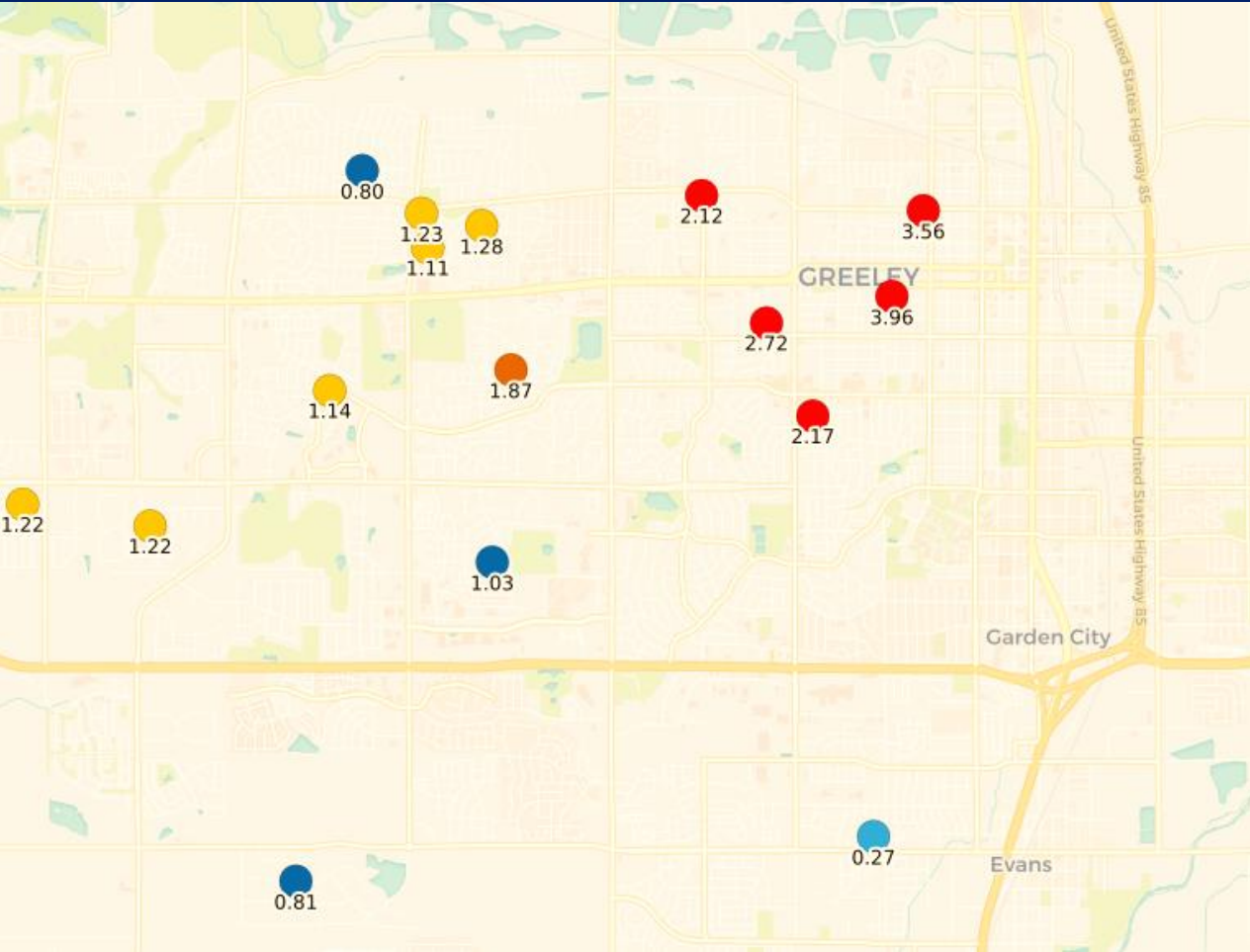
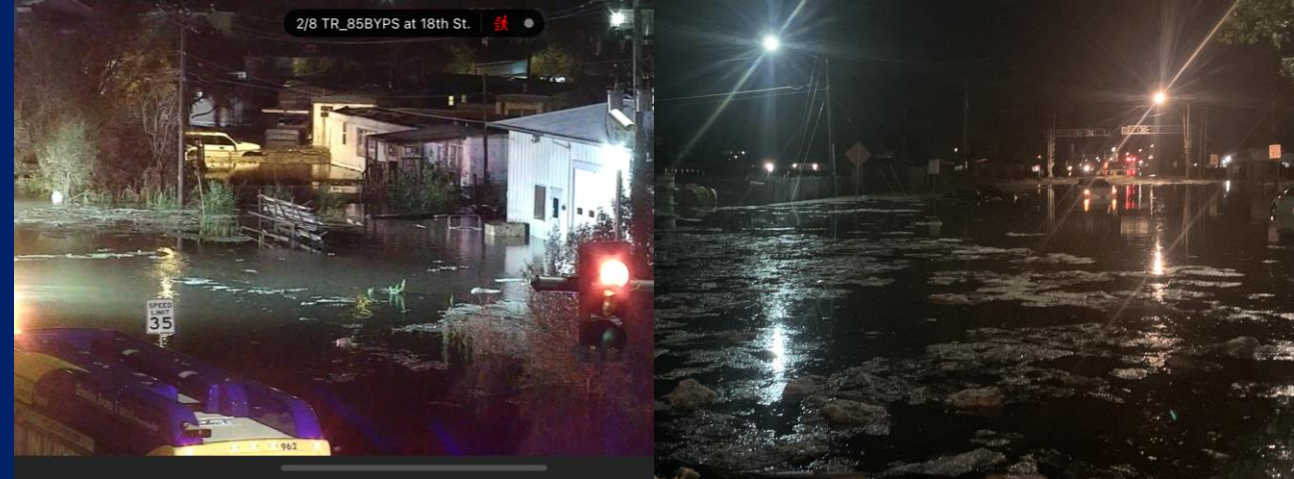
- There are numerous tunnels and concrete areas under the asphalt which makes it difficult to estimate location of utilities and excavation efforts
- Utility lines (electrical, sewer, stormwater, irrigation, etc.) located within Asphalt layers, through tunnels/walls, and underneath tunnels
- Locating utilities will require extensive Multichannel Acquisition of Seismic Waves (MASW) process and advanced Ground Penetrating Radar (GPR) across entire block and include significant excavation (Cost estimate for locating utilities – \$300,000)

Recommendation:

***Relocate all City Hall staff over next 9-months except CMO and Billing
Develop plan for relocation of remaining staff for when building unoccupiable***



Facilities Impacts May 28-29



Significant Water impacts:

- City Center North (CCN)
- City Hall
- Public Works Building
- Active Adult Center
- Gun Range
- Greeley Recreation Center
- Union Colony Civic Center (UCCC)



City Hall



City Center North



City Center North



PW Building



Active Adult Center



UCCC



City Hall Roof Dome



City Center North Space Additions

Remodel of CCN 3rd Floor Creates Space for:

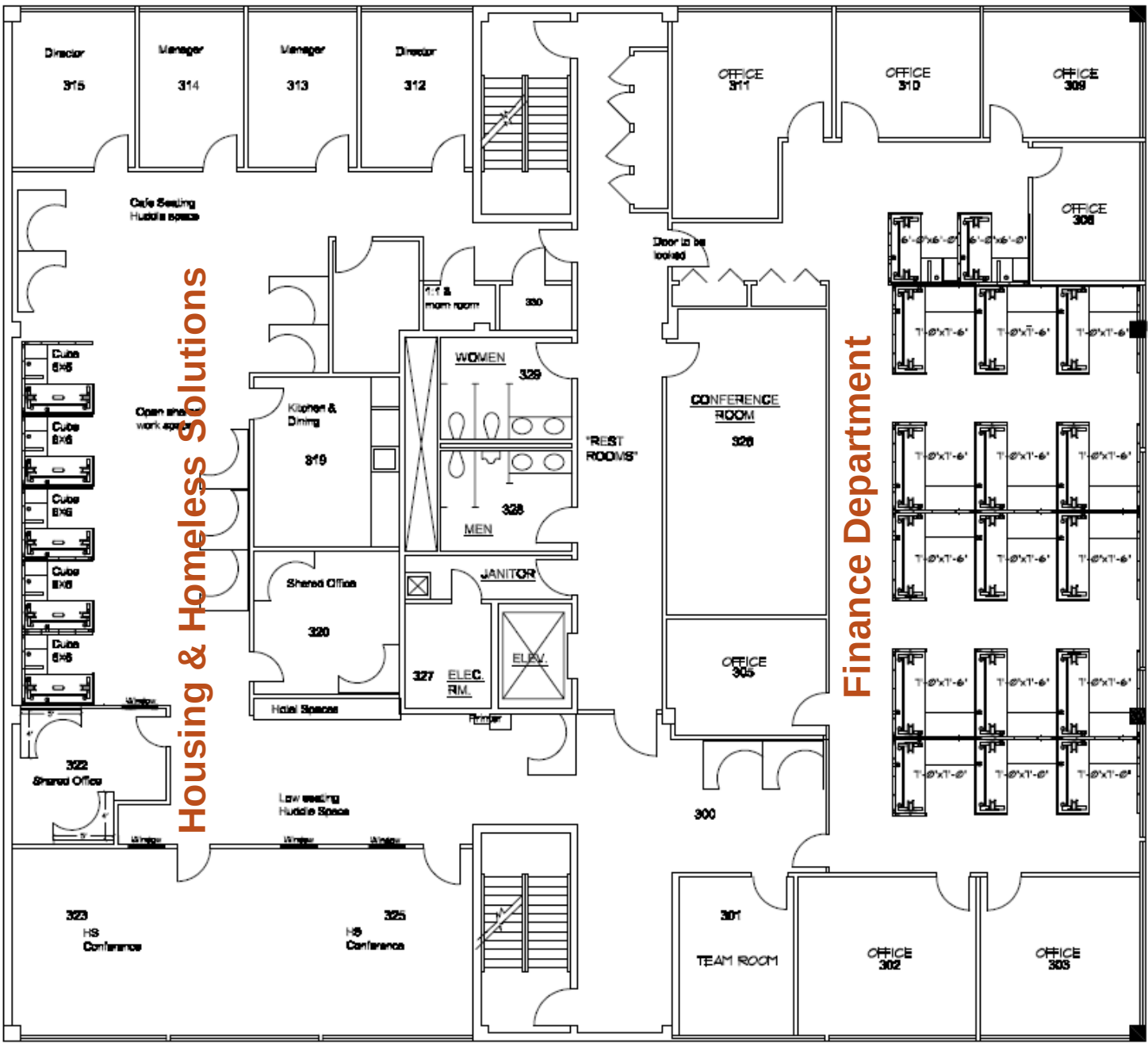
- Housing & Homeless Solutions
- Finance Department

Remodel portions of CCN 2nd Floor creates Space for:

- Utility Billing System Team
- Finance Department

Staff transitions expect to be completed by August 2024

Remodel Cost Estimate = \$800,000



Temporary Space (part 1 of 3)

1) 1200 11th Avenue

Former Atmos Building

14,000 SF

Tenant Improvements (TI) = \$2.8M

Furniture, Fixtures, Equipment (FFE) = \$140,000

5-year Lease = \$1.0M

Total Cost Estimate = \$3.94M



2) 1900 16th Street Lease

Former Greeley Medical Building

Floors 2 & 3 – 26,000 SF

TI = \$6.5M

FFE = \$325,000

5-year Lease = \$1.8M

Total Cost Estimate = \$8.65M



All subject to Final Lease Negotiations

Temporary Space (part 2 of 3)

Previous Promontory Plan

- Relocate 205 Employees to Promontory
- Space layout to accommodate growth of up to 300 staff

Cost Estimate:

TI = \$9.0M

FFE = \$450,000

5-year Lease = \$9.4M

Total = \$18.85M*

Department Locations

CCN: H&HS, CAO, CCO, Utility Billing

CCS: W&S

Promontory: CMO, HR, C&E, IT,
Finance, CD, PW, EDUR, Alternate-
Utility Billing

Updated Plan

- Relocate 60 employees to 1900 16th Street (HR & C&E)
- Relocate 45 employees to 1200 11th Avenue (PW)
- Net impact of employees moving from Downtown = 15

Cost Estimate:

TI = \$9.3M

FFE = \$465,000

5-year Lease = \$2.8M

Total = \$12.6M

Department Locations

CH: CMO & Utility Billing

CCN: Finance, CCO, H&HS, CD, CAO, EDUR

CCS: Finance, IT, W&S

1200: PW

1900: HR, C&E

* Estimated costs prior to lease negotiations

Updated Plan Remaining Items

When City Hall becomes Unoccupiable:

- Plan to relocate CMO and walk-in billing to 1200 11th Avenue

- PW would move to 1900 16th Street

- Begin planning to relocate of drive-up billing to more central city location

Council Feedback Question: Continue with Updated Plan?

Long-term Planning

Maintenance Campus

Consultant Team Selected

- Finalizing Negotiations
- 12–15-month Schedule
- Planning & Design
- Cost Estimate \$800,000
- Facility Construction Cost funded with Debt

Downtown Campus

Finalizing Initial Scope of Work/Key Items

- Needs Analysis and Programming
- Site Due Diligence
- Communications Plan
- Master Planning and Concept Design:
Partnership Opportunities

Downtown Campus Potential Impact View



Next Steps

Downtown

- Special Appropriations
- CCN Remodel Completion July 2024, Department moves August 2024
- Finalize Building Leases 1200 & 1900 - July 2024
- Architectural TI Design for Lease Buildings July – September 2024
- Construction TI for Lease Buildings - October 2024 – April 2025
- Department Moves - April-May 2025

Planning

- Kick-off Public Maintenance Campus Planning & Design
- Select Architect for Planning & Design of Downtown Civic Campus
- Plan/Identify Drive-Through Utility Billing Future location

Thank you





Work Session Agenda Summary

Title

Scheduling of Meetings, Other Events

Summary

During this portion of the meeting the City Manager or City Council may review the attached Council Calendar or Work Session Schedule regarding any upcoming meetings or events.

Attachments

Council Meetings and Other Events Calendar

Council Meeting and Work Session Schedule

Status Report of Council Initiatives and Related Information

June 10, 2024 - June 16, 2024

June 2024							July 2024						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
						1		1	2	3	4	5	6
2	3	4	5	6	7	8	7	8	9	10	11	12	13
9	10	11	12	13	14	15	14	15	16	17	18	19	20
16	17	18	19	20	21	22	21	22	23	24	25	26	27
23	24	25	26	27	28	29	28	29	30	31			
30													

Monday, June 10

5:30pm - 7:00pm Meet Greeley’s Homeless Solutions Outreach Team and Housing Department Staff (LINC Library Innovation Center (501 8th Ave, Greeley, CO 80631)) - Council Master Calendar

Tuesday, June 11

6:00pm City Council Work Session Meeting (R_CCS_Council Chambers Overflow Room 103; R_CCS_Council Chambers - WiFi Ready) - Council Master Calendar

Wednesday, June 12

Thursday, June 13

5:30pm - 6:30pm Boards & Commissions Orientation (zoom) - Council Master Calendar

Friday, June 14

Saturday, June 15

Sunday, June 16

June 17, 2024 - June 23, 2024

June 2024							July 2024						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
						1		1	2	3	4	5	6
2	3	4	5	6	7	8	7	8	9	10	11	12	13
9	10	11	12	13	14	15	14	15	16	17	18	19	20
16	17	18	19	20	21	22	21	22	23	24	25	26	27
23	24	25	26	27	28	29	28	29	30	31			
30													

Monday, June 17

Tuesday, June 18

- 8:00am - 8:30am 2024 CML Annual Conference** (Embassy Suites (4705 Clydesdale Pkwy, Loveland, CO 80538)) - Council Master Calendar
- 6:00pm City Council Meeting** (R_CCS_Council Chambers - WiFi Ready; R_CCS_Council Chambers Overflow Room 103) - Council Master Calendar

Wednesday, June 19

- 7:30am - Visit Greeley (Butler)** (902 7th Ave Greeley)
- Juneteenth Holiday - Administrative Buildings Closed**
- 8:00am - 8:30am 2024 CML Annual Conference** (Embassy Suites (4705 Clydesdale Pkwy, Loveland, CO 80538)) - Council Master Calendar
- 2:00pm - 5:00pm Water & Sewer Board (Gates)**

Thursday, June 20

- 7:30am - 8:30am Downtown Development Authority (DeBoutez/Butler)** (802 9th St #100, Greeley, CO 80631)
- 8:00am - 8:30am 2024 CML Annual Conference** (Embassy Suites (4705 Clydesdale Pkwy, Loveland, CO 80538)) - Council Master Calendar
- 3:30pm - 4:30pm Airport Authority (Gates/Payton)** (Greeley-Weld Airport, 600 Airport Road)

Friday, June 21

Saturday, June 22

- 6:00pm - 7:00pm Big Buckle Ball (Gates, McDonald, Butler)** (TBD) - Council Master Calendar

Sunday, June 23

June 24, 2024 - June 30, 2024

June 2024							July 2024						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
						1		1	2	3	4	5	6
2	3	4	5	6	7	8	7	8	9	10	11	12	13
9	10	11	12	13	14	15	14	15	16	17	18	19	20
16	17	18	19	20	21	22	21	22	23	24	25	26	27
23	24	25	26	27	28	29	28	29	30	31			
30													

Monday, June 24

11:30am - 12:30pm Greeley Chamber of Commerce (Hall) 🗓️

Tuesday, June 25

6:00pm City Council Work Session Meeting
(R_CCS_Council Chambers - WiFi Ready; R_CCS_Council Chambers
Overflow Room 103) - Council Master Calendar 🗓️

Wednesday, June 26

- 7:00am - 8:00am Upstate Colorado Economic Development (Hall)
(Upstate Colorado Conference Room) - Council Master Calendar 🗓️
- 1:30pm - 3:00pm Delta Park Groundbreaking Celebration (2191 1st
Ave (2191 1st Ave, Greeley, Colorado 80631)) - Council Master
Calendar
- 5:00pm - 9:00pm Greeley Stampede Bull Riding and Dinner (600 N
14th Ave (600 N 14th Ave, Greeley, Colorado 80631)) - Council Master
Calendar

Thursday, June 27

Friday, June 28

Saturday, June 29

Sunday, June 30

July 1, 2024 - July 7, 2024

July 2024							August 2024						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5	6				1	2	3
7	8	9	10	11	12	13		4	5	6	7	8	9
14	15	16	17	18	19	20		11	12	13	14	15	16
21	22	23	24	25	26	27		18	19	20	21	22	23
28	29	30	31					25	26	27	28	29	30

Monday, July 1

Tuesday, July 2

6:00pm Council Meeting Cancelled

Wednesday, July 3

Thursday, July 4

7:30am - Poudre River Trail (Hall)

Independence Day Holiday - Administrative Buildings Closed

8:00am - 11:00am Hold Greeley 4th of July Parade (TBD) - Council Master Calendar

3:30pm - IG Adv. Board (Butler)

6:00pm - 8:30pm North Front Range MPO Meeting (Olson/Payton)

Friday, July 5

Saturday, July 6

Sunday, July 7

City Council Meeting Scheduling 2024			
	6/4/2024		
	This schedule is subject to change		
Date/Type	Description	Sponsor Presenter/Director or Project Manager	Placement/Time
June 11, 2024 Council Work Session	Water & Sewer Board Interviews	Heidi Leatherwood/Jennifer Middleton	Work Session
	Greeley Fire Department Organizational Assessment Overview	Brian Kuznik	Work Session
	Facilities Update	Paul Trombino	Work Session
June 18, 2024 Council Meeting	Proclamations - Greeley Stampede	Mayor	Intro
	Proclamation - World Refugee Day	Mayor	Intro
	Proclamation - Parks and Recreation	Mayor	Intro
	Minutes - May 21 CC; May 28 WS	Heidi Leatherwood	Consent
	Resolution - Generation Wild Planning Grant Application from the State Board of the Great Outdoors Colorado	Diana Frick	Consent
	Resolution - Appointment of City Attorney	Kimberly Southern-Weber	Consent
	Intro & 1st Rdg Ord - Eminent Domain 37th Street Bridge Project	Bhooshan Karnik/ Paul Trombino	Consent
	Intro & 1st Rdg Ord - Request for Eminent Domain Authority for 83rd avenue 4th Street Project	Bhooshan Karnik/ Paul Trombino	Consent
	Intro & 1st Rdg Ord - Request for Eminent Domain Authority for 23rd Avenue and 4th/5th Street Project	Bhooshan Karnik/ Paul Trombino	Consent
	Intro & 1st Rdg Ord - Westgate Non - Pot Local Improvement District	Ryan Duve/ Adam Prior/ Sean Chambers	Consent
	PH & 2nd Rdg Ord - City Attorney Salary and Benefits	Kimberly Southern-Weber	Regular
	Boards & Commissions Appointments	Heidi Leatherwood	Regular
June 25, 2024 Council Work Session	Metropolitan District Standards – Options and Recommendations	Don Threewitt	Worksession
	Public Finance Tools and Incentives for Economic Development	John Hall	Work Session
	Proposed Revision to the Cooperation Agreement Between the City and GURA	John Hall	Work Session
	Executive Session - West Greeley (Tentative)	John Hall	Executive Session
July 02, 2024 Council Meeting	Cancelled		
July 09, 2024 Council Work Session	Budget Preview	Caleb Weitz	WS
	GURA Board Structure	John Hall/ Deb Callies	WS
	Overview of Poudre River Stormwater Project	Bhooshan Karnik/ Paul Trombino	WS
	Council Policies and Protocol	Heidi Leatherwood	WS
July 16, 2024 Council Meeting	Proclamations -	Mayor	Intro
	Introduction - Mandy Shreve, Director of Homeless Solutions	Mayor	Intro
	Motion: Special Meeting for July 23, 2024 (Tentative)	Heidi Leatherwood	Consent
	Minutes - June 4 & June 18 CC; June 11 & June 25 WS	Heidi Leatherwood	Consent
	Resolution - Council Policies and Protocol	Heidi Leatherwood	Consent

City Council Meeting Scheduling 2024			
	6/4/2024		
	This schedule is subject to change		
Date/Type	Description	Sponsor Presenter/Director or Project Manager	Placement/Time
	Intro & 1st Rdg Ord - Campaign Contributions Limits and Election Amendments	Heidi Leatherwood/Stacey Aurzada	Consent
	Intro & 1st Rdg Ord - Eminent Domain Poudre River Ranch Stormwater Drainage Improvement Project (Tentative)	Bhooshan Karnik/ Paul Trombino	Consent
	Intro & 1st Rdg Ord- Ashcroft Local Improvement District	Sean Chambers	Consent
	PH & 2nd Rdg Ord - Eminent Domain 37th Street Bridge Project	Bhooshan Karnik/ Paul Trombino	Regular
	PH & 2nd Rdg Ord - Request for Eminent Domain Authority for 83rd avenue and 4th Street Project	Bhooshan Karnik/ Paul Trombino	Regular
	PH & 2nd Rdg Ord - Request for Eminent Domain Authority for 23rd Avenue and 4th/5th Street Project	Bhooshan Karnik/ Paul Trombino	Regular
	PH & 2nd Rdg Ord - Westgate Non-Pot Local Improvement District	Ryan Duve/ Adam Prior/ Sean Chambers	Regular
	Boards & Commissions Appointments	Heidi Leatherwood	Regular
	Executive Session - West Greeley	John Hall	Executive Session
July 17, 2024	Budget Retreat	Caleb Weitz	
July 23, 2024 Council Work Session	June Polling Results	Kalen Myers	WS
	Ballot Measure Decisions	Kalen Myers	WS
Special Meeting (Tentative)	West Greeley	John Hall	
August 06, 2024 Council Meeting	Minutes July 2, 2024 CC: July 9 WS	Heidi Leatherwood	Consent
	Resolution - IGA coordinate election with the County	Heidi Leatherwood	Consent
	Resolution - Private Activity Bonds Retention	Ashley Weesner	Regular
	Intro & 1st Rdg- Ordinances for ballot measures	Kalen Myers	Consent
	Intro & 1st Rdg Ord - Code amendment to change the retention period for Administrative Hearing Officer Records (tentative)	Tasha Reynolds/ Heidi Leatherwood	Consent
	Budget Preview	Tyra Litzau	Regular
	PH & 2nd Rdg Ord - Campaign Contributions Limits and Election Amendments	Heidi Leatherwood/Stacey Aurzada	Regular
	PH & 2nd Rdg Ord - Request for Eminent Domain Authority for Poudre River Ranch Stormwater Drainage Improvement Project (Tentative)	Bhooshan Karnik/ Paul Trombino	Regular
	PH & 2nd Rdg Ord- Ashcroft Local Improvement District	Sean Chambers	Consent
August 13, 2024 Council Work Session	1st and 2nd Quarter Finance Information	Tyra Litzau/Robert Miller	Work Session
	Image and Tourism Update	Jaqueline Villegas	Work Session
	Planning Commission Interviews	Heidi Leatherwood	Work Session

Greeley City Council

Status Report of Council Initiatives

Initiative No.	Council Member Initiating	Council Request	Council Meeting or Work Session Date Requested	Next Steps & Schedule	Anticipated Deliverable & Date (Report, Council Presentation, etc.)	Assigned to:
15-2021	Olson	Formation of a committee for implementation of a funding strategy for the 35th and 47th interchanges.	December 7, 2021 Council	•Next grant application expected May 2023	•The RAISE grant was submitted on February 28, 2024. Discussions continue with CDOT for next steps in the process	Paul Trombino
03-2023	Butler	Campaign Contribution Limits	February 7, 2023 Council Meeting	•Presented at Nov 28 Work Session	•Intro/1st Rdg Ordinance scheduled for July 16, 2024. Council Meeting; 2nd Rdg Ordinance scheduled for August 6, 2024.	Stacey Aurzada/ Heidi Leatherwood
04-2023	Hall	Pumpkin Ridge - Bridge	March 7, 2023 Council Meeting	•PW report provided to Council on March 24, 2023. Neighborhood meeting planned on June 29, 2023. •Included Raymond's 9/1/2023 Council Update	•Survey complete, will reach 60% design by end of May. Still on track for construction by end of year.	PW
11-2023	Clark/Butler	Artificial turf and landscape standards	August 1, 2023 Council Meeting	•Come back to Council with a draft ordinance	•Council consensus: Staff to bring back minor updates to the front yard landscaping regulations for consideration •Council work session late 3rd quarter or early 4th quarter	Brian McBroom
1-2020	Hall	Follow-up on the Poudre River Trail- Narrows Project	August 1, 2023 Council Meeting	•The grant application, which will be submitted in October, will complete baseline river modeling in addition to an alternative alignment analysis which will also look at the existing alignment, with high level cost estimates for each alternative. The scope will also include a 30% design of the preferred alignment. Working with existing consultants, we've established an estimated cost for the design process to get to a 30% of roughly \$150,000. •Unless a new alignment comes out of the design process, utilizing the existing alignment or an alternative on the north side of the river identified by past studies will likely exceed \$2 million to completed design/permitting and	•Received a \$45,000 planning grant from the State Trails program in Colorado Parks and Wildlife, and PRTC is contributing \$25,000 toward the design process at this integral section of the trail. Natural Areas and Trails division of CPRD has contracted Otak to conduct geotechnical analysis for the Narrows section of the Poudre River Trail in west Greeley. After completing several test bores in the area in late March, the consultant is completing analysis of the testing and will be hosting a workshop with CPRD and Public Works staff, along with representatives from the Poudre River Trail Corridor, Inc. (PRTC) a non-profit board in May.	Diana Frick
14-2023	Butler	Charter Review	12/19/2023	Asked Staff to start process of Charter review	Will schedule a follow up report/work session to provide council with cost analysis and CAO will provide information on immediate need changes	CAO/CCO
2-2024	Butler	Ballot Language for the Police Sergeant initiative	January 16, 2024 City Council Meeting	Asked CAO staff to create more descriptive language for the police sergeant ballot question for 2024	Pending CAO Scheduling of a Council Meeting	CAO
3-2024	Butler	Requested a Budget Retreat for 2025 Budget	April 2, 2024 City Council Meeting	Requested a Budget Retreat for 2025 Budget	Budget Retreat is scheduled for July 17, 2024	Caleb Weitz

4-2024	Butler	Requested Work Session for information on the Lincoln Park Redesign- to include status of project, timeline of project and overview of the coming outreach Work Session	April 2, 2024 City Council Meeting	Requested Work Session for information on the Lincoln Park Redesign- to include status of project, timeline of project and overview of the coming outreach Work Session	A team of staff in CPRD is working to reimage uses for Lincoln Park which includes activation of the space bringing the community to downtown. RFP submitted, proposals were due April 15th. Once the consultant is selected, we will begin internal and external stakeholder and community outreach work.	CPRD
5-2024	Hall	Impact Fee Study Structure	May 7, 2024 Council Meeting	Requested staff bring a report to a future work session explaining more in depth the Impact Fee Study Structure - how the ratio is calculated, review process, timeline of review, and development fees	Meeting with staff	Brian McBroom/Paul Trombino/Sean Chambers/Tyra Litzau
6-2024	Butler	Sidewalk Funding Projects	May 21, 2024 Council Meeting	Requested staff to come to a work session to report on sidewalk work and plans being done		Paul Trombino



Work Session Agenda Summary

June 11, 2024

Key Staff Contact: Kimberly Southern-Weber, Chief Human Capital Officer

Title:

A motion to go into Executive Session for the purpose of receiving legal advice related to, and determining positions, developing strategy, and instructing negotiators all related to the 2024 Greeley Police Officers' Association collective bargaining agreement negotiations

Background:

An executive session is needed to inform the City Council of the upcoming Greeley Police Officers' Association (GPOA) negotiations, provide legal advice to Council, and seek Council positions, strategy, and instructions for negotiations. If Council concurs, a motion to adjourn into Executive Session is needed.

Strategic Focus Area:



Safe and Secure Communities

Council's Recommended Action:

A motion to go into an Executive Session to discuss the following matter as provided under C.R.S. Section 24-6-402(4)(b) and 24-6-402(4)(e)(I), Greeley Municipal Code Sections 2-151(a)(2) and 2-151(a)(5):

To receive legal advice related to GPOA collective bargaining agreement negotiations and determine positions, develop strategy, and instruct negotiations regarding collective bargaining with GPOA.

Attachments:

None