

# Arvada Fire Protection District

## Strategic Plan 2019-2024



*“Our family  
helping  
your family”*



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## Message from the Chief

Welcome to our strategic plan. We are proud of this document and feel it will allow us to meet the expectations of our citizens and employees. For some history, in 2014, the district completed a strategic plan which laid the groundwork to achieving accreditation while improving the overall operations of the district. Through the efforts of our department, we achieved both.

This new plan, which covers June 2019-2024, was completed with input from the board of directors, partner agencies, citizens, and of course our employees. It is designed to be a road map for the next five years, and in conjunction with our accreditation efforts, will ensure the department is continually seeking ways to improve service to our citizens and employees.

It will enhance the tools we have to provide the citizens of our district with emergency services they can count on and provide the appropriate assistance when called; while allowing us to forecast what the future of our district should look like.

Throughout the duration of this strategic plan, we will provide updates on the progress and the accomplishments on these initiatives. I want to thank the close to 60 people that gave us input in person and the over 200 citizens and employees that responded to our online surveys. Without all their contributions, we would not have the all-encompassing plan you see now.

We look forward to serving you in the future and will continue to seek input as we move through this strategic plan to ensure we continue to exceed your expectations.



Jon Greer, Fire Chief  
Arvada Fire Protection District

***“Our family helping your family”***



## Mission, Vision, and Values

The strategic planning process reaffirms the mission of the district, the strategic priorities to accomplish the vision, and reconfirms the values to maintain as Arvada Fire Protection District works toward improving service to our citizens.

### Mission

Our mission is to preserve life, property, and the environment

### Vision

We will be an industry leader providing exceptional public safety service to our community through collaborative relationships.

### Values

Members of Arvada Fire Protection District proudly serve with these values.

**Dedication:** Members of Arvada Fire Protection District show selfless devotion of time and energy to a course of action by seeing it through.

**Integrity:** Members of Arvada Fire Protection District act with honesty and strive to do what is right.

**Dependability:** Members of Arvada Fire Protection District are consistent and reliable in performance.

**Courage:** Members of Arvada Fire Protection District carry the quality of mind and spirit that enables them to face danger, fear, or uncertainty with confidence and resolution.

**Respect:** Members of Arvada Fire Protection District show respect to themselves and others through growth and development.

***“Our personnel are our greatest strength”***



## About the Organization

The Arvada Fire Protection District is a special district legally formed in 1949 under Colorado Revised Statutes (C.R.S.) Title 32. The district is governed by a five-member board of directors, each elected by citizens of the district to a four-year term. The board is responsible for ensuring fiscal responsibility and setting policies that govern the operations.

### Background

In 1911, the town of Arvada's Hose Company Number 1 and Hose Company Number 2 merged to form the Arvada Volunteer Fire Department. This fire department was funded and governed by the town of Arvada.

In 1949, the citizens in the town of Arvada and some outlying areas, approved the formation of a special district to direct and fund fire and emergency services in the area. The Arvada Fire Protection District (AFPD) was formed and assumed responsibility for funding and directing operations. The Arvada Fire Protection District contracted the Arvada Volunteer Fire Department (AVFD) to staff and respond to emergencies within the district.

While the size and responsibilities of the district changed throughout the years, the arrangement between the AFPD and the AVFD remained in place until 1999, when the AFPD assumed staffing responsibilities.

Today, the district is governed the same as it was in 1949; however, it now employs a full-time operational staff. It is currently organized into four divisions: operations, planning and support services, fire marshal's office, and administration.

The district responds to service calls from eight fire stations. It maintains a fleet of twenty-four apparatus including: engines, trucks, ambulances, and thirty-seven other specialty and staff vehicles. Services include fire suppression, emergency medical services, entrapment extrication, confined space rescue, hazardous materials response, as well as a wide variety of public and other agency assistance calls. The district operates four support facilities, including a training facility, a vehicle maintenance shop, a headquarters building, and a central supply building.



## Strategic Planning Process

The strategic planning process coincided with the district's time to renew accreditation with the Center for Public Safety Excellence (CPSE). The focus was to engage all stakeholders to better understand community priorities and expectations. The district's updated vision, strategic goals, and objectives reflect input from internal and external stakeholders.

## Community Driven Strategic Plan

Citizen feedback was gathered through an online survey posted on the district's public website and disseminated through several media platforms. The online survey was also sent to homeowner association coordinators for dissemination to individual homes within their communities.

Additional external stakeholder input was collected through collaboration with partner agencies. Representatives from thirteen agencies provided their perspectives during a half-day SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis.

The chief's advisory group, consisting of employees from all divisions, conducted an internal SWOT analysis. Based on this information, additional stakeholder input was captured in an employee online feedback survey.

The authority having jurisdiction for the district is a five-member board. A SWOT analysis was also conducted with board members to gather their input and direction on strategic ideas.

Input collected from all stakeholders was used by strategic planning teams, consisting of employees from all divisions, to identify critical issues and service gaps. These teams had direct involvement in establishing strategic goals, objectives, and critical strategic tasks related to these issues.

- Growing and changing community, demographics, population
- Gap in community expectations versus services the district can realistically provide
- Human resource programs to standardize recruitment and new hire processes
- Opportunities to communicate with personnel and citizens
- Collaboration with partner agencies





### Strategic Plan Review and Update Process

The following actions will be utilized to ensure strategic plan tracking and maintaining focus on the district's updated vision:

***We will be an industry leader providing exceptional public safety service to our community through collaborative relationships.***

An improvement to the board agenda includes an ongoing strategic agenda item, which will be used to provide the board updates on the strategic plan, as well as other governing documents.

An annual update, including a plan of action for the following year, will be submitted to the board for approval each December. This plan will breakout the strategic goals and objectives scheduled for the next target year. In addition, a section of this plan will include a progress report summarizing accomplishments and the status of goals and objectives outlined in the strategic plan from the current year.

In conjunction with the district's compliance methodology outlined in the Community Risk Assessment: Standards of Cover, progress updates will occur quarterly in division head meetings, chiefs' meetings, and accreditation team meetings over the course of the strategic plan timeframe. The expectation is that objective leads will track updates throughout the year to be summarized in the annual plan. The fire chief has ultimate responsibility for implementation and follow through of the strategic plan.



**Strategic Goal 1:** Effectively and responsibly manage financial and capital resources while maintaining transparency and accountability to stakeholders.

**Objective 1:** Increase transparency and accountability to internal and external stakeholders.

Objective Lead	Finance Director
Financial Impact	Staff time and potential costs associated with additional software and training
Performance Measure	Completion of Critical Strategic Tasks
Target Completion Year	2021

**Critical Strategic Tasks**

**2019**

- Evaluate software that promotes transparency
- Evaluate budget process software for compatibility

**2020**

- Implement software that promotes transparency
- Implement budget process software

**2021**

- Produce financial reports to include graphs and charts
- Participate in the Popular Annual Financial Reporting Award Program (PAFR Program)





**Strategic Goal 1:** Effectively and responsibly manage financial and capital resources while maintaining transparency and accountability to stakeholders.

**Objective 2:** Develop financial policies guiding revenue and expense forecasting, investing, budgeting, and the use and balance of the financial reserve.

Objective Lead	Finance Director
Financial Impact	Staff time and potential associated costs
Performance Measure	Board approval on all financial policies
Target Completion Year	2021

**Critical Strategic Tasks**

**2020**

- Identify necessary policies and document associated processes
- Develop a policy review process and timeline

**2021**

- Seek board approval on policies
- Publish policies, standard operating guidelines, and processes



**Strategic Goal 1:** Effectively and responsibly manage financial and capital resources while maintaining transparency and accountability to stakeholders.

**Objective 3:** Ensure continued financial stability.

Objective Lead	Finance Director
Financial Impact	Staff time and potential costs associated with additional software and training
Performance Measure	Compliance with financial reserve policy
Target Completion Year	2021

**Critical Strategic Tasks**

**2019**

- Evaluate systems and processes for forecasting

**2020**

- Implement and annually review forecasting tool
- Collaborate with banking personnel to maximize return on investments
- Determine adequate funding levels and effectively maintain sufficient reserve funds

**2021**

- Educate personnel on forecasting and familiarity with fiscal trends



**Strategic Goal 1:** Effectively and responsibly manage financial and capital resources while maintaining transparency and accountability to stakeholders.

**Objective 4:** Ensure capital assets meet future needs.

Objective Lead	Finance Director
Financial Impact	Staff time and potential associated costs
Performance Measure	Completion of Critical Strategic Tasks
Target Completion Year	2020

**Critical Strategic Tasks**

**2020**

- Establish a capital improvement plan that includes facilities, apparatus, and equipment
- Develop a five-year financial forecast to address capital expenditures, special projects, resource allocation, and apparatus replacement



**Strategic Goal 2:** Pursue opportunities to collaborate with external agencies to improve service to citizens.

**Objective 1:** Implement appropriate automatic aid agreements to reduce response times while maintaining adequate resources for concurrent incidents.

Objective Lead	Deputy Chief of Operations
Financial Impact	Staff time and potential associated costs
Performance Measure	Successful implementation of automatic aid agreements and achieving ISO Class 1 rating
Target Completion Year	2024

**Critical Strategic Tasks**

**2019**

- Implement automatic aid agreement with West Metro Fire Rescue

**2021**

- Develop and implement an interface enabling CAD to CAD communication with Adams County Fire Rescue and Westminster Fire
- Update current Insurance Services Office (ISO) documents to include automatic aid agreements in seeking re-classification to Class 1 rating

**2019 - 2024**

- Quarterly evaluate all automatic aid agreements and response data
- Semi-annually participate in training with automatic aid partners



**Strategic Goal 2:** Pursue opportunities to collaborate with external agencies to improve service to citizens.

**Objective 2:** Develop appropriate response models to mental health incidents through collaboration with external agencies.

Objective Lead	Deputy Chief of Operations
Financial Impact	Staff time and potential costs associated with additional personnel and training for program implementation
Performance Measure	Successful program implementation evaluated annually to determine effectiveness
Target Completion Year	2023

**Critical Strategic Tasks**

**2019**

- Obtain historical response data
- Discuss and obtain feedback from responders regarding these types of incidents
- Research other agencies with procedures and/or response teams for these types of incidents
- Meet with stakeholders, mental health experts, and response personnel to develop model for implementation

**2021**

- Hire and/or train personnel as necessary for program implementation

**2023**

- Evaluate effectiveness of program implementation



**Strategic Goal 2:** Pursue opportunities to collaborate with external agencies to improve service to citizens.

**Objective 3:** Expand and cultivate relationships with external agencies.

Objective Lead	Division Heads
Financial Impact	Staff time and potential costs associated with additional training
Performance Measure	Mutual objectives established with external agencies
Target Completion Year	2021

**Critical Strategic Tasks**

**2020**

- Strengthen relationships with administrative and support personnel from external agencies
- Explore and implement training with external agencies

**2021**

- Improve communication with external agencies



**Strategic Goal 3:** Provide the community with a qualified and stable workforce that allows the district to continually improve delivery of service.

**Objective 1:** Create a succession plan to ensure personnel are recruited and developed to fill key positions.

Objective Lead	Division Heads
Financial Impact	Staff time and potential costs associated with additional software, training, and credentialing
Performance Measure	Board approval on plans and procedures
Target Completion Year	2024

**Critical Strategic Tasks**

**2019**

- Create a procedural document for replacing the fire chief

**2020 - 2021**

- Create a succession plan that includes key positions, competency, skills and success factors of position(s), current bench strength, opportunities to identify effective leadership and management paths to support sustainability, and transfer of knowledge

**2019 - 2024**

- All command staff achieve and maintain Commission on Professional Credentialing (CPC) designation





**Strategic Goal 3:** Provide the community with a qualified and stable workforce that allows the district to continually improve delivery of service.

**Objective 2:** Annually review staffing levels in each division to ensure district needs are met.

Objective Lead	Division Heads
Financial Impact	Staff time and potential associated costs
Performance Measure	Adoption and implementation of staffing plan
Target Completion Year	2024

**Critical Strategic Tasks**

**2019 - 2024**

- Consistently forecast future staffing needs based on data analysis
- Identify, review, and recommend staffing enhancements that may improve overall service through data gathering and staffing analytics
- Identify administrative support staffing levels necessary for effective delivery of services
- Develop staffing plan and incorporate associated five-year financial plan



**Strategic Goal 3:** Provide the community with a qualified and stable workforce that allows the district to continually improve delivery of service.

**Objective 3:** Implement a standardized recruitment and new hire process.

Objective Lead	Human Resources
Financial Impact	Staff time and potential costs associated with additional software and training
Performance Measure	Implemented formal recruitment and new hire process
Target Completion Year	2024

**Critical Strategic Tasks**

**2020**

- Assemble a recruitment team to market the district to potential applicants
- Develop and implement a defined recruitment plan that actively targets potential candidates
- Implement software to track applicants, complete onboarding tasks, and process performance evaluations
- Formalize a probation period and training program to evaluate new personnel

**2021**

- Utilize subject matter experts to evaluate best hiring practices
- Develop and implement a mentoring process with associated documentation

**2019-2024**

- Create a multi-year new hire schedule based upon staffing forecasts and the succession plan, to ensure stability of the district
- Develop, implement, or update corresponding standard operating guidelines



**Strategic Goal 4:** Improve and sustain diverse communication methods to ensure information sharing and engagement with personnel and citizens.

**Objective 1:** Expand the current level of communication and engagement with citizens.

Objective Lead	Community Risk Reduction Chief
Financial Impact	Staff time and potential costs associated with additional software, non-digital communication media, and training
Performance Measure	Feedback from citizen survey on new strategies and analytics from digital platforms
Target Completion Year	2022

**Critical Strategic Tasks**

**2020**

- Review and analyze the effectiveness of the district’s current platforms of communication, including results from recent citizen survey
- Explore additional communication strategies to share information with citizens, including those who do not have access to the internet
- Generate a plan of content to share across social media platforms

**2021**

- Identify additional public gathering locations and other opportunities to disseminate educational and informational materials

**2022**

- Prioritize communication and engagement strategies based upon results of prior critical strategic tasks and staffing levels



**Strategic Goal 4:** Improve and sustain diverse communication methods to ensure information sharing and engagement with personnel and citizens.

**Objective 2:** Pursue opportunities to utilize technology to improve internal communication.

Objective Lead	Division Heads
Financial Impact	Staff time and potential costs associated with additional software and training
Performance Measure	Completion of Critical Strategic Tasks
Target Completion Year	2021

**Critical Strategic Tasks**

**2020**

- Develop and implement an internal communication plan that uses a balance of electronic, direct, and written modes
- Utilize software for meeting agendas and associated action items

**2021**

- Implement technology for message sharing in all district facilities
- Implement methods to measure effectiveness of internal communication



**Strategic Goal 4:** Improve and sustain diverse communication methods to ensure information sharing and engagement with personnel and citizens.

**Objective 3:** Enhance situational awareness of personnel and citizens using technology.

Objective Lead	Deputy Chief of Operations and Planning and Support Services Division Chief
Financial Impact	Staff time and potential costs associated with additional software and training
Performance Measure	Completion of Critical Strategic Tasks
Target Completion Year	2022

**Critical Strategic Tasks**

**2019**

- Utilize technology to inform personnel of real time response data

**2020**

- Develop guidelines and training in the use of drone technology to create overall scene and preplan awareness

**2021**

- Develop realistic forecasting models through historical, demographic, and population projections to plan future response criteria
- Utilize cloud-based data and reporting solutions to inform and guide personnel in the evaluation of incident response, finance, and community risk reduction metrics

**2022**

- Inform and educate citizens with incident response, finance, and community risk reduction data presented via online report resources



**Strategic Goal 5:** Analyze the gap in community expectations versus the services we can realistically provide while ensuring the future success of the district.

**Objective 1:** Evaluate community risk reduction mission and how it is accomplished.

Objective Lead	Community Risk Reduction Chief
Financial Impact	Staff time and potential costs associated with additional training
Performance Measure	Completion of training, availability of station-based tools, and updates to the Community Risk Assessment: Standards of Cover
Target Completion Year	2022

**Critical Strategic Tasks**

**2020**

- Educate personnel to understand, support, and promote the community risk reduction mission
- Provide formal training to identify when risk reduction can take place at the station level to target a specific risk
- Evaluate any gaps between the current operations workforce capacity and capabilities versus the community risk reduction mission

**2021**

- Strengthen community risk reduction programs based on data analytics to identify and address changing demographics

**2022**

- Enhance the existing community risk reduction analysis to support community risk reduction strategies



**Strategic Goal 5:** Analyze the gap in community expectations versus the services we can realistically provide while ensuring the future success of the district.

**Objective 2:** Research alternative service delivery models to increase the efficiency of resource deployment.

Objective Lead	Deputy Chief of Operations
Financial Impact	Staff time and potential costs associated with additional software and training
Performance Measure	Implementation of feasible solutions
Target Completion Year	2021

**Critical Strategic Tasks**

**2020**

- Develop alternative response models to match resource deployment with incident type

**2021**

- Engage stakeholders and utilize data to determine response needs for specific incident types and/or target populations
- Create feedback surveys that are relevant and capture the expectations of the community regarding delivery of service





## Appendix A - Citizen Survey Highlights

### Positive Comments

- Majority of citizens are satisfied with the quality of fire services the community receives
- Many citizens believe the district is responsive to the needs of citizens
- Citizens remark that personnel are courteous, professional, personable, and helpful
- Citizens comment experiencing positive interactions with the district during emergency incidents and community events

### Requests/Concerns

- Citizens want more localized ways to communicate with their neighborhood
- Citizens request to increase collaboration with neighboring fire districts
- Citizens want the district to ensure the financial future (resources, personnel)
- Citizens would like more public safety education and awareness of the district's emergency issues



### Appendix B - Partner Agency Highlights

Partner agency participation included representation from Adams County Fire, Arvada Chamber of Commerce, Arvada Police, City of Arvada, Fairmount Fire, Jefferson County Schools, Jefferson County Sheriff’s Office, SCL Health, US Acute Care Solutions, West Metro Fire, Westminster Fire, City of Wheat Ridge, and Wheat Ridge Police.

- Partner agencies believe community relations is a strength for the district
- Partner agencies identify succession planning as a weakness
- Partner agencies see more training with partner agencies as an opportunity
- Partner agencies recognize fast-changing demographics as a threat to the district

Strengths	Weaknesses
Community risk reduction	Succession planning
Community relations	North area involvement
Professionalism	Lack of services in growing portions of community
Opportunities	Threats
Workforce wellbeing	Financial stability (economy, legislation)
Proactive vs. Reactive	Demographics: aging, homelessness, hoarding
Social media presence	EMS response capacity
Training with partner agencies	Gap in community expectations vs. services we can realistically provide



### Appendix C - Internal Stakeholder Highlights

Internal stakeholder participation included representation from the chief’s advisory group, chief staff, division heads, on-duty line personnel, and members who participated in the online survey.

- Employees feel personnel and community support are strengths
- Employees believe internal communication is a weakness
- Employees see planning for major projects and organizational changes as an opportunity
- Employees identify long-term financial security as a potential threat to the district

Strengths	Weaknesses
Our personnel	Strategic planning
Community support	Internal communication
Fiscal responsibility	Succession planning
Community outreach and risk reduction programs	Consistent training requirements
Opportunities	Threats
Enhance community and agency partnerships	Long-term financial security (economy, legislation)
Evaluate current marketing strategies	Changing demographics and needs of the community
Monitor and analyze trends	Cyber security and changes in technology
Plan for implementation of major projects and organizational changes	Gap in community expectations vs. services we can realistically provide



### Appendix D - District Board SWOT Highlights

The board focused on fiscal responsibility and stability, succession planning, setting policy, and transparency as a foundation during the SWOT analysis.

- The board recognizes experienced personnel as a strength
- The board identifies succession planning as a weakness
- The board sees expanding ISO Class 1 rating as an opportunity
- The board believes changes in legislation are a potential threat

Strengths	Weaknesses
EMS services	Succession planning
Chief's relationship with personnel	Communication
Diverse background, experience, years of service	Capital improvement planning - facilities
Opportunities	Threats
Defining the role of the district for mental health response	Changes in legislation
Seeking ISO re-classification to achieve class 1 rating	Lack of qualified candidates for recruitment
Staying current with changing technology and trends	Community infrastructure (roads, water)



**Appendix E - Strategic Plan Timeline**

Appendix E - Strategic Plan Timeline							
<b>Goal 1</b>	<b>Effectively and responsibly manage financial and capital resources while maintaining transparency and accountability to stakeholders.</b>						
<b>Obj 1</b>	<b>Increase transparency and accountability to internal and external stakeholders.</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
1	Evaluate software that promotes transparency						
2	Evaluate budget process software for compatibility						
3	Implement software that promotes transparency						
4	Implement budget process software						
5	Produce financial reports to include graphs and charts						
6	Participate in the Popular Annual Financial Reporting Award Program (PAFR)						
<b>Obj 2</b>	<b>Develop financial policies guiding revenue and expense forecasting, investing, budgeting, and the use and balance of the financial reserve.</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
1	Identify necessary policies and document associated processes						
2	Develop a policy review process and timeline						
3	Seek board approval on policies						
4	Publish policies, standard operating guidelines, and processes						
<b>Obj 3</b>	<b>Ensure continued financial stability.</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
1	Evaluate systems and processes for forecasting						
2	Implement and annually review forecasting tool						
3	Collaborate with banking personnel to maximize return on investments						
4	Determine adequate funding levels and effectively maintain sufficient reserve funds						
5	Educate personnel on forecasting and familiarity with fiscal trends						
<b>Obj 4</b>	<b>Ensure capital assets meet future needs.</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
1	Establish a comprehensive capital improvement plan that includes facilities, apparatus, and equipment						
2	Develop a five-year financial forecast to address capital expenditures, special projects, resource allocation, and apparatus replacement						
<b>Goal 2</b>	<b>Pursue opportunities to collaborate with external agencies to improve service to citizens.</b>						
<b>Obj 1</b>	<b>Implement appropriate automatic aid agreements to reduce response times while maintaining adequate resources for concurrent incidents.</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
1	Implement automatic aid agreement with West Metro Fire Rescue						
2	Develop and implement an interface enabling CAD to CAD communication with Adams County Fire Rescue and Westminster Fire						
3	Update current Insurances Services Office (ISO) documents to include automatic aid agreements in seeking ISO re-classification to Class 1 rating						



4	Quarterly evaluate all automatic aid agreements and response data for effectiveness						
5	Semi-annually participate in training with automatic aid partners						
<b>Obj 2</b>	<b>Develop appropriate response models to mental health incidents through collaboration with external agencies.</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
1	Obtain historical response data						
2	Discuss and obtain feedback from responders regarding these types of incidents						
3	Research other agencies with procedures and/or response teams for these types of incidents						
4	Meet with stakeholders, mental health experts, and response personnel to develop model for implementation						
5	Hire and/or train personnel as necessary for program implementation						
6	Evaluate effectiveness of program implementation						
<b>Obj 3</b>	<b>Expand and cultivate relationships with external agencies.</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
1	Strengthen relationships with administrative and support personnel from external agencies						
2	Explore and implement training with external agencies						
3	Improve communication with external agencies						
<b>Goal 3</b>	<b>Provide the community with a qualified and stable workforce that allows the district to continually improve delivery of service.</b>						
<b>Obj 1</b>	<b>Create a succession plan to ensure personnel are recruited and developed to fill key positions.</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
1	Create a procedural document for replacing the fire chief						
2	Create a succession plan that includes key positions, competency, skills and success factors of position(s), current bench strength, opportunities to identify effective leadership and management paths to support sustainability, and transfer of knowledge						
3	All command staff achieve and maintain Commission on Professional Credentialing (CPC) designation						
<b>Obj 2</b>	<b>Annually review staffing levels in each division to ensure district needs are met.</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
1	Consistently forecast future staffing needs based on data analysis						
2	Identify, review, and recommend staffing enhancements that may improve overall service through data gathering and staffing analytics						
3	Identify administrative support staffing levels necessary for effective delivery of services						
4	Develop staffing plan and incorporate associated five-year financial plan						



Obj 3	Implement a standardized recruitment and new hire process.	2019	2020	2021	2022	2023	2024
1	Assemble a recruitment team to market the district to potential applicants						
2	Develop and implement a defined recruitment plan that actively targets potential candidates						
3	Implement software to track applicants, complete onboarding tasks, and process performance evaluations						
4	Formalize a probation period and training program to evaluate new personnel						
5	Utilize subject matter experts to evaluate best hiring practices						
6	Develop and implement a mentoring process with associated documentation						
7	Create a multi-year new hire schedule based upon staffing forecasts and the succession plan, to ensure stability of the district						
8	Develop, implement, or update corresponding standard operating guidelines						
<b>Goal 4 Improve and sustain diverse communication methods to ensure information sharing and engagement with personnel and citizens.</b>							
Obj 1	Expand the current level of communication and engagement with citizens.	2019	2020	2021	2022	2023	2024
1	Review and analyze the effectiveness of the district's current platforms of communication, including results from recent citizen survey						
2	Explore additional communication strategies to share information with citizens, including those who do not have access to the internet						
3	Generate a plan of content to share across social media platforms						
4	Identify additional public gathering locations and other opportunities to disseminate educational and informational materials						
5	Prioritize communication and engagement strategies based upon results of prior critical strategic tasks and staffing levels						
Obj 2	Pursue opportunities to utilize technology to improve internal communication.	2019	2020	2021	2022	2023	2024
1	Develop and implement an internal communication plan that uses a balance of electronic, direct, and written modes						
2	Utilize software for meeting agendas and associated action items						
3	Implement technology for message sharing in all district facilities						
4	Implement methods to measure effectiveness of internal communication						





Obj 3	Enhance situational awareness of personnel and citizens using technology.	2019	2020	2021	2022	2023	2024
1	Utilize technology to inform personnel of real time response data						
2	Develop guidelines and training in the use of drone technology to create overall scene and preplan awareness						
3	Develop realistic forecasting models through historical, demographic, and population projections to plan future response criteria						
4	Utilize cloud-based data and reporting solutions to inform and guide personnel in the evaluation of incident response, finance, and community risk reduction metrics						
5	Inform and educate citizens with incident response, finance, and community risk reduction data presented via online report resources						
<b>Goal 5</b>	<b>Analyze the gap in community expectations versus the services we can realistically provide while ensuring the future success of the district.</b>						
Obj 1	Evaluate community risk reduction mission and how it is accomplished.	2019	2020	2021	2022	2023	2024
1	Educate personnel to understand, support, and promote the community risk reduction mission						
2	Provide formal training to identify when risk reduction can take place at the station level to target a specific risk						
3	Evaluate any gaps between the current operations workforce capacity and capabilities versus the community risk reduction mission						
4	Strengthen community risk reduction programs based on data analytics to identify and address changing demographics						
5	Enhance the existing community risk reduction analysis to support community risk reduction strategies						
Obj 2	Research alternative service delivery models to increase the efficiency of resource deployment.	2019	2020	2021	2022	2023	2024
1	Develop alternative response models to match resource deployment with incident type						
2	Engage stakeholders and utilize data to determine response needs for specific incident types and/or target populations						
3	Create feedback surveys that are relevant and capture the expectations of the community regarding delivery of service						

