



Westminster Fire Department Strategic Plan 2019–2023

WESTMINSTER FIRE DEPARTMENT Strategic Plan 2019-2023



MESSAGE FROM FIRE CHIEF DOUG HALL

As Fire Chief, I am privileged to present our 2019-2023 strategic plan. Great organizations have several

common elements. One of those elements is a customer service focus. This allows us to identify community needs and develop activities, programs, and services that are directed to fulfill those needs. Another common element is a strategic, future-focused vision. Understanding resource capabilities and planning for future needs is essential in remaining relevant to our customers. The strategic plan is an essential tool in aligning our focus on present customer needs and the strategic vision in identifying our future needs.

This strategic plan is a dynamic document reflecting alignment with Westminster City Council's Strategic Plan. The Fire Department's strategic plan ensures activities, programs, and services support the goals identified in the City of Westminster's strategic plan. Our strategic plan goals detail initiatives that provides direction from a leadership perspective regarding the activities, programs, and services, offered to the community as a whole and within the organization to City employees. We analyze each of our strategic goals through a S.W.O.T. Analysis. This analysis allows us to identify the Strengths, Weaknesses, Opportunities, and Threats we may face in order to achieve each strategic goal.

One of the more significant strategic initiatives is pursuing accreditation

through the Center for Public Safety Excellence (CPSE) as defined by the Commission on Fire Accreditation International (CFAI).

The CFAI accreditation criteria establishes a strategic leadership and management system utilizing a continuous improvement approach to activities, programs, and services. CFAI accreditation provides a foundation for each fire service organization to establish and



manage continuous improvement within the fiscal, political, and socio-economic parameters of each respective community.

Over the next five years, Westminster Fire Department staff will regularly assess the outcome-based effectiveness and efficiencies of activities, programs, and services. With a continual focus on firefighter safety, behavioral health, and overall wellness, the following strategic

initiatives are but a few of our focal points over the next five years:

- *Certifying all Paramedics in Pediatric Advanced Life Support (PALS). This will add tremendous value to the care of children within our community.*
- *Conducting a service analysis of several key areas within the City to ensure appropriate fire/EMS services are provided. This provides a continual focus on ensuring our residents and businesses receive services that are efficient, effective, and offer equity for their tax dollars*
- *Deploying a new computer aided dispatch (CAD) and CAD-to-CAD dispatch system that will complement our automatic aid operating plans with neighboring agencies.*

On behalf of the women and men of the City of Westminster Fire Department, I want to convey what a privilege it is to serve the residents and businesses of the City of Westminster. We are excited about our future and look forward to providing exceptional services and quality of life through PRIDE and SPIRIT.





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WESTMINSTER FIRE DEPARTMENT

Strategic Plan 2019-2023



MISSION | "OUR MISSION IS TO PROTECT COMMUNITY INTERESTS THROUGH EXEMPLARY SERVICE."

VISION | *To be recognized as the premiere fire and EMS service in the State of Colorado.*

VALUES | **P**rofessional
Responsive
Innovative
Dedicated
Ethical

FEEDBACK FROM OUR STAKEHOLDERS

The Westminster Fire Department sought community input over a three-year period to determine the priorities of the citizens and businesses of Westminster. A form was created to obtain input from the community, particularly residents and businesses. This form collated information on response times as well as ranking specific actions and duties of the fire department. Attendees at several events, including fire station open houses and during business inspections, were requested to complete the forms. The results were subsequently tabulated by event. Numerous citizens provided contact information on the form, expressing interest to participate in future focus groups.

20 specific programs provided by the Fire Department were listed. In 2016 the surveyed respondents were asked to rank all 20 in order of importance.

Due to minimal responses, it was determined that only the top five responses from the original survey would be ranked beginning in 2017. The answers were weighted to provide for an accurate listing.

The following list is the ranking from all questionnaires, in cumulative rank of importance from the survey:

- Response to medical emergencies
- Fire department personnel are physically and mentally prepared
- Response to fire incidents
- Emergency management/preparedness
- Equipment and facilities are adequate and up-to-date
- Disaster training
- Training of fire personnel for fire-related emergencies
- Response to technical rescue incidents
- Training of fire personnel for medical

emergencies

- Safety of fire department personnel
- Response to hazardous materials incidents
- Response to wildland fire incidents
- Fire investigations
- Fire prevention through code enforcement/business inspections
- Public safety education programs
- Response to water/ice rescue emergencies
- Public relations
- Response to other service calls (lockout, water evacuation)
- Plan reviews for fire safety systems in new/remodeled buildings
- Value of the service being provided (cost per resident)

To view the results of our stakeholder feedback, please turn to the appendix on page 17.

WESTMINSTER FIRE DEPARTMENT

Strategic Plan

2019-2023



ALIGNING WITH CITY OF WESTMINSTER'S STRATEGIC PLAN

Founded in 1934 as a one-station volunteer department, the City of Westminster Fire Department has grown to 143 full-time professional firefighters, officers, and support staff that serve the community from six fire stations and an administration office.

Operating as a municipal fire department, it is the intention of the Westminster Fire Department to support the mission and values of the city and community that we serve. The following City of Westminster Strategic Plan provides the foundation of the strategic goals that our department has identified for the next five years.

CITY OF WESTMINSTER STRATEGIC PLAN



VISIONARY LEADERSHIP, EFFECTIVE GOVERNANCE AND PROACTIVE REGIONAL COLLABORATION

The City of Westminster has articulated a clear vision for the future of the community. The vision is implemented through collaborative and transparent decision making. Westminster is proactively engaged with our partners to advance the common interests of the region.

- Develop communication, management and planning tools that move the City toward its vision while providing excellent government.
- Collaborate with state agencies, counties, school districts, neighboring cities and other governmental and non-governmental entities.



VIBRANT, INCLUSIVE AND ENGAGED COMMUNITY

Westminster provides options for an inclusive, demographically diverse citizenry in unique settings with community identity, ownership and sense of place, with easy access to amenities, shopping, employment and diverse integrated housing options. Members of the community are empowered to address community needs and important community issues through active involvement with City cultural, business and nonprofit groups.

- Advance strategies that demonstrate Westminster is a regional leader in providing affordable/workforce housing.
- Develop programs and strategies that build a unique sense of community in Westminster.
- Lead the development of cultural opportunities in Westminster.
- Identify the distinct neighborhoods of Westminster and help them begin to work together, as neighbors, to grow the sense of place and community in their neighborhoods.



BEAUTIFUL, DESIRABLE, SAFE AND ENVIRONMENTALLY RESPONSIBLE CITY

Westminster thoughtfully creates special places and settings. The City is an active steward, protecting and enhancing natural resources and environmental assets. The City promotes and fosters safe and healthy communities.

- Make a Citywide commitment to sustainability.
- Promote ongoing excellent management and maintenance of the City's parks and open space system.
- Provide opportunities for residents, visitors and employees to improve their personal wellness – physically, emotionally and intellectually.



DYNAMIC, DIVERSE ECONOMY

Westminster is a local government that fosters social, economic and environmental vitality and cultivates and strengthens a wide array of economic opportunities.

- Develop an economic development strategy that contributes to City vision attainment and is executed through collaborative work between the City of Westminster, the business community, residents and other partners of Westminster.



FINANCIALLY SUSTAINABLE GOVERNMENT PROVIDING EXCELLENCE IN CITY SERVICES

Westminster leads the region in a culture of innovation that exceeds expectations in providing value in all city services – the city shall be known for “the Westy Way.”

- Develop and maintain comprehensive municipal capital infrastructure master plan and financing strategy.
- Promote the organizational culture of Service, Pride, Integrity, Responsibility, Innovation and Teamwork.
- City Manager will develop an annual program of specific department business process improvement reviews.



EASE OF MOBILITY

Westminster pursues multi-modal transportation options to ensure the community is convenient, accessible and connected by local and regional transportation options through planning, collaboration, advocacy and execution. Transportation objectives include

- walkability, bike friendly, drivability, and mass-transit options.*
- Improve the walkability and bikeability of Westminster.
- Improve mass-transit options throughout Westminster.

VISION:

Westminster is the next Urban Center of the Colorado Front Range. It is a vibrant inclusive, creative, and well-connected City. People choose Westminster because it is a dynamic community with distinct neighborhoods, quality educational opportunities and a resilient local economy that includes: a spectrum of jobs; diverse, integrated housing; and shopping, cultural, entertainment, and restaurant options. It embraces the outdoors and is one of the most sustainable cities in America.

MISSION:

Our job is to deliver exceptional value and quality of life through S-P-I-R-I-T (Service, Pride, Integrity, Responsibility, Innovation, Teamwork).



GOAL

1

ENHANCE WORKFORCE TO CONTINUE DELIVERY OF DEPARTMENT SERVICES



Our goal to **ENHANCE WORKFORCE TO CONTINUE DELIVERY OF DEPARTMENT SERVICES** supports the City of Westminster's Strategic Goal of Financially Sustainable Government Providing Excellence in City Services.

OBJECTIVES TO ACHIEVE GOAL

OBJECTIVE 1

- Evaluate the 5-year staffing plan and the forecasted needs to continue delivering quality services.
 - Review Comprehensive Land Use Plan and meet with Community Development and Economic Development to review proposed projects coming to the City for call load projection.
 - Design functional organizational chart to meet needs.
 - Review call type data and evaluate trends.

TIMELINE | ONGOING

MANAGER | ADMINISTRATIVE CHIEFS

OBJECTIVE 2

- Collaborate with policy and budget team and Westminster City Council to authorize the requested positions included within the 5-year staffing plan.
 - Develop justification for the positions and demonstrate their need.

TIMELINE | 2020

MANAGER | ADMINISTRATIVE CHIEFS

OBJECTIVE 3

- Support the professional qualifications and certifications of personnel.
 - Certify all paramedics in pediatric advanced life support (PALS).
 - Schedule training opportunities to meet recertification needs.

TIMELINE | 2020

MANAGER | EMS CHIEF

OBJECTIVE 4

- Support the professional qualifications of personnel through the Colorado Division of Fire Prevention and Control (CDFPC) and certification programs.
 - Schedule employees to attend training to obtain Colorado Department of Public Health and Environment (CDPHE) and other certifications.
 - Ensure professional development requirements contain professional credentials for positions.

TIMELINE | ONGOING

MANAGER | TRAINING CHIEF

SWOT ANALYSIS

STRENGTHS TO ACHIEVE GOAL

- Professional workforce dedicated to serving the community
- Employees that go to great lengths to provide service through innovations

WEAKNESSES TO ACHIEVE GOAL

- Deficiency of professional credentials
- Lack of personnel in administrative positions such as the Training Division and Fire Prevention Bureau

OPPORTUNITIES TO ACHIEVE GOAL

- Create a sustainable staffing plan and increase level of professional credentials
- Allow for more training opportunities

THREATS TO ACHIEVE GOAL

- Lack of funding for new positions, training classes, and certification processes





GOAL

2

DELIVER ENGAGING COMMUNICATIONS



Our goal to **DELIVER ENGAGING COMMUNICATIONS** supports the City of Westminster's Strategic Goal of Visionary Leadership, Effective Governance and Proactive Regional Collaboration; and Vibrant, Inclusive and Engaged Community.

OBJECTIVES TO ACHIEVE GOAL

OBJECTIVE 1

- Evaluate the department public information officer position.
 - Conduct a needs assessment of public information practices and reaffirm the role and responsibilities of position.

TIMELINE | 2019
MANAGER | ADMINISTRATIVE CHIEFS

OBJECTIVE 2

- Develop a communication plan and review on an annual basis.
 - Conduct a needs assessment of internal communication practices.

TIMELINE | 2019
MANAGER | ADMINISTRATIVE CHIEFS
 - Publish program appraisal for preceding year.

TIMELINE | ONGOING
MANAGER | DEPUTY CHIEFS
 - Conduct feasibility study for a mass notification system.

TIMELINE | 2019
MANAGER | EMERGENCY MANAGEMENT COORDINATOR
 - Develop a series of hazard specific videos for social media.

TIMELINE | 2020
MANAGER | EMERGENCY MANAGEMENT COORDINATOR

OBJECTIVE 3

- Assist department divisions to develop and deploy internal and external communications to ensure the success of their projects.
 - Implement quarterly program assessment.

TIMELINE | 2019
MANAGER | DIVISION LEADS

OBJECTIVE 4

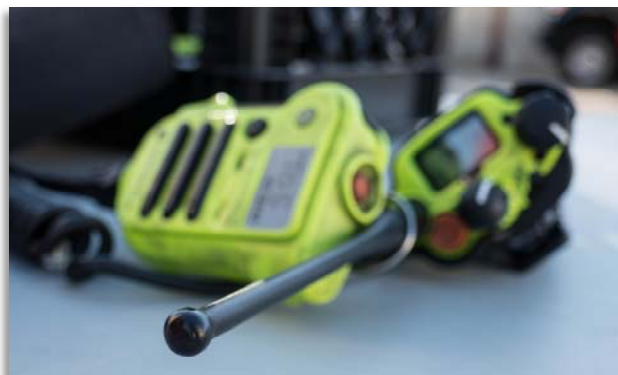
- Develop a marketing plan for department.
 - Conduct a needs assessment of marketing practices to include social media, print, email, and other marketing channels.

TIMELINE | 2019
MANAGER | ADMINISTRATIVE CHIEFS

OBJECTIVE 5

- Produce a comprehensive and timely annual report.
 - Publish annual report for preceding year.

TIMELINE | ONGOING
MANAGER | MANAGEMENT ANALYST AND EXECUTIVE ASSISTANT



SWOT ANALYSIS

STRENGTHS TO ACHIEVE GOAL

- Trained and experienced staff in providing public information
- Multiple methodologies to provide public information internally and externally

WEAKNESSES TO ACHIEVE GOAL

- The Public Information Officer (PIO) function is a collateral duty and not a full time position
- Multiple needs for information dissemination without a centralized process
- Lack of multilingual staff

OPPORTUNITIES TO ACHIEVE GOAL

- The City of Westminster is currently conducting a citywide communications audit

THREATS TO ACHIEVE GOAL

- Increasing demand for multilingual information
- Immediate requests from external groups for information
- Misinformation that may be spread through social media outlets

GOAL

3

INVIGORATE AND INVEST IN SUSTAINABLE INFRASTRUCTURE FOR CONTINUED GROWTH



Our goal of **INVIGORATING AND INVESTING IN SUSTAINABLE INFRASTRUCTURE FOR CONTINUED GROWTH** supports the City of Westminster's Strategic Goal of Visionary Leadership, Effective Governance, and Proactive Regional Collaboration; and Financially Sustainable Government Providing Excellence in City Services.

OBJECTIVES TO ACHIEVE GOAL

OBJECTIVE 1

- Complete space study of fire department administration, fire stations, and the fire department training tower.
 - Evaluate Public Safety Center space study and Standards of Cover needs identification.
 - Write RFP and contract for fire department facility study.
 - Prepare budget information and projections.
- TIMELINE** | 2019
MANAGER | ADMINISTRATIVE CHIEFS

OBJECTIVE 2

- Work with City of Westminster task force on training facility sites and options.
 - Research and identify potential options for future municipal training facility.
 - Identify available sites with Community Development.
 - Incorporate training center needs with fire department facility study.
- TIMELINE** | 2019
MANAGER | ADMINISTRATIVE CHIEFS

OBJECTIVE 3

- Provide supportive infrastructure.
 - Review and incorporate generator study.
TIMELINE | 2019
MANAGER | DEPUTY CHIEF OF ADMINISTRATION
 - Complete annual meeting with Facilities Maintenance and implement approved projects.
TIMELINE | ANNUAL, ONGOING
MANAGER | DEPUTY CHIEF OF ADMINISTRATION
 - Purchase and install Air Cascade System at Fire Station 3.
TIMELINE | 2020
MANAGER | DEPUTY CHIEF OF ADMINISTRATION

- Perform remodels of fire department facilities as approved.
TIMELINE | 2021
MANAGER | DEPUTY CHIEF OF ADMINISTRATION

OBJECTIVE 4

- Complete fire management zone (FMZ) service analysis.
 - Determine data collection methods and needs and collaborate with GIS and IT.
TIMELINE | 2019
MANAGER | MANAGEMENT ANALYST
 - Perform impact analysis on service delivery for FMZ's 7 through 11 specified in the Standards of Cover (SOC).
 - Conduct updated analysis of FMZ's using computer aided dispatch (CAD) data and their impacts.
TIMELINE | 2020
MANAGER | MANAGEMENT ANALYST
 - Identify alternative service delivery models and impacts, such as peak-time staffing.
 - Conduct data analysis for SOC update
 - Evaluate FMZ's for potential updates or modifications
TIMELINE | 2022
MANAGER | MANAGEMENT ANALYST

SWOT ANALYSIS

STRENGTHS TO ACHIEVE GOAL

- Space study underway for administrative facilities
- Standards of Cover and prior ESCI studies have provided information
- Financial budgeting for the fire department facility space study

WEAKNESSES TO ACHIEVE GOAL

- Limitations on future capital improvement project funding
- Potential site acquisition may be limited

OPPORTUNITIES TO ACHIEVE GOAL

- Third party study may provide endorsement or options for department space and needs
- External or alternative funding sources may become available
- Automatic Aid and/or upgrade changes by adjoining agencies may occur

THREATS TO ACHIEVE GOAL

- Economic downturn may prolong or suspend upgrades
- Other organizational needs may take priority over current space needs

WESTMINSTER FIRE DEPARTMENT

Strategic Plan

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GOAL

4

DEVELOP LEADERSHIP IN EVERY EMPLOYEE



Our goal of **DEVELOPING LEADERSHIP IN EVERY EMPLOYEE** supports the City of Westminster's Strategic Goal of Visionary Leadership, Effective Governance and Proactive Regional Collaboration.

OBJECTIVES TO ACHIEVE GOAL

OBJECTIVE 1

- Empower and promote education for continued development of employees.
 - Develop training plan based on defined standards.
 - Research innovative training options for leadership, management, and other developmental programs.
 - Identify and conduct training programs that enable employees to professionally develop to attain their career goals.

TIMELINE | ONGOING

MANAGER | TRAINING CHIEF

OBJECTIVE 2

- Implement a mentorship program at all ranks to encourage career growth.
 - Develop supervisors to fill role as mentor.
 - Develop guidelines and process for mentee development.
 - Designate mentors at all levels of the organization.

TIMELINE | 2020

MANAGER | TRAINING CHIEF AND DEPUTY CHIEF OF OPERATIONS

OBJECTIVE 3

- Preserve department knowledge and expertise through effective succession management and planning.
 - Evaluate known pending and future retirements along with projecting for future vacancies.
 - Develop employees to fill roles at all operational positions as well as specialized positions.
 - Update job descriptions to ensure employees understand each position's roles and responsibilities in the organization.
 - Identify employees interested in promotional opportunities and help prepare them to fill desired positions.

TIMELINE | ONGOING

MANAGER | TRAINING CHIEF AND DEPUTY CHIEF OF OPERATIONS

OBJECTIVE 4

- Review and select employees to attend management and leadership development programs to continue employee leadership growth.
 - Review candidates for these programs and enroll selected members to attend.

TIMELINE | 2019 & 2020

MANAGER | ADMINISTRATIVE CHIEFS

SWOT ANALYSIS

STRENGTHS TO ACHIEVE GOAL

- Professional workforce dedicated to serving the community
- Engaged employees seeking to develop and lead

WEAKNESSES TO ACHIEVE GOAL

- Deficiencies in formal employee development
- Lack of leadership training

OPPORTUNITIES TO ACHIEVE GOAL

- Create mentor and succession programs to develop employees
- Develop employees who seek to enhance their leadership skills
- Create a sustainable staffing plan and increase level of professional credentials
- Allow for more training opportunities

THREATS TO ACHIEVE GOAL

- Lack of funding for educational courses
- Allowance for personnel to have time off to attend training based on minimum staffing and overtime requirements





GOAL

5

OUTCOME-BASED OPERATIONS



Our goal of **OUTCOME-BASED OPERATIONS** supports the City of Westminster's Strategic Goal of Beautiful, Desirable, Safe and Environmentally Responsible City; Financially Sustainable Government Providing Excellence in City Services; and Visionary Leadership, Effective Governance, and Proactive Regional Collaboration.

OBJECTIVES TO ACHIEVE GOAL

OBJECTIVE 1

- Establish transparent benchmark performance measures to improve operational outcomes.
 - Establish and institutionalize response benchmarks.

TIMELINE | 2019

MANAGER | DEPUTY CHIEF OF OPERATIONS
 - Conduct annual program appraisals for evaluation of status.

TIMELINE | ONGOING

MANAGER | DIVISION MANAGERS
 - Institute a cardiac arrest survival rate analysis through data collection.

TIMELINE | 2020

MANAGER | EMS CHIEF
 - Evaluate inspection program effectiveness based on fire loss data and inspection frequency.

TIMELINE | 2021

MANAGER | FIRE MARSHAL

- Perform quality assurance report reviews.

TIMELINE | ONGOING

MANAGER | DIVISION MANAGERS
- Conduct quarterly audits of data for quality assurance.

TIMELINE | ONGOING

MANAGER | MANAGEMENT ANALYST
- Formalize data outlier evaluation and strategy.

TIMELINE | 2019

MANAGER | TECHNICAL SERVICES COORDINATOR

OBJECTIVE 2

- Establish standardized quality assurance auditing as it relates to data.
 - Establish methodologies for reports and data retrieval.

TIMELINE | 2019

MANAGER | MANAGEMENT ANALYST



SWOT ANALYSIS

STRENGTHS TO ACHIEVE GOAL

- Benchmark times have been identified
- Data analysis methods are in place
- Accreditation process is approaching candidate status
- Collective bargaining agreement is in place

WEAKNESSES TO ACHIEVE GOAL

- Limited capability to track certain program data
- Data analytics are mainly restricted to outputs
- No previous collective bargaining experience

OPPORTUNITIES TO ACHIEVE GOAL

- Several recognized national programs that can help with outcomes
- Ability to gain insight through consortiums, peer team visits, and conferences
- New CAD and RMS systems to be purchased, specific data analytics can be required

THREATS TO ACHIEVE GOAL

- Changing and modification of outside programs
- Data and CAD interest alignment





OUTCOME-BASED OPERATIONS

OBJECTIVE 3

- Attain and maintain accreditation status through Center for Public Safety Excellence (CPSE).
 - ❑ Attain accredited status with the Commission on Fire Accreditation International (CFAI).

TIMELINE | 2019

MANAGER | ACCREDITATION MANAGER
 - ❑ Institutionalize processes started via accreditation process.

TIMELINE | 2019

MANAGER | ADMINISTRATIVE CHIEFS
 - ❑ Identify and begin training of replacement accreditation manager.

TIMELINE | 2020

MANAGER | ACCREDITATION MANAGER
 - ❑ Update the Standards of Cover (SOC) and associated data.

TIMELINE | 2022

MANAGER | ACCREDITATION MANAGER
 - ❑ Prepare the updated Strategic Plan for 2024-2028.

TIMELINE | 2023

MANAGER | ADMINISTRATIVE CHIEFS



OBJECTIVE 4

- Negotiate a collective bargaining agreement.
 - ❑ Implement the City of Westminster Collective Bargaining Agreement.

TIMELINE | ONGOING

MANAGER | FIRE CHIEF
 - ❑ Devise and implement Performance Improvement Plan.

TIMELINE | 2019

MANAGER | DEPUTY CHIEF OF OPERATIONS
 - ❑ Utilize interest-based bargaining for successive contracts.

TIMELINE | ONGOING

MANAGER | DEPUTY CHIEF OF OPERATIONS





GOAL

6

INJURY PREVENTION AND EMPLOYEE WELLNESS



Our goal for **INJURY PREVENTION AND EMPLOYEE WELLNESS** supports the City of Westminster's Strategic Goal of Beautiful, Desirable, Safe and Environmentally Responsible City.

OBJECTIVES TO ACHIEVE GOAL

OBJECTIVE 1

- Reduce work-related injuries through effective and targeted training.
 - Review work-related injuries during monthly City of Westminster and Fire Department Safety Committee meetings and quarterly at department staff meetings..
 - Develop work-related injury tracking document to identify potential trends or practices that require intervention.
- TIMELINE** | ONGOING
MANAGER | SAFETY OFFICER AND HEALTH AND SAFETY OFFICER

OBJECTIVE 2

- Evaluate fitness standards and policies to ensure appropriate standards are included in the department's program.
 - Publish fitness program appraisal for preceding year.
 - Finalize the physical fitness Standard Operating Guideline (SOG) to reflect revised fitness standards.
- TIMELINE** | ONGOING
MANAGER | DEPUTY CHIEF OF ADMINISTRATION
- TIMELINE** | 2019
MANAGER | ADMINISTRATIVE CHIEFS

OBJECTIVE 3

- Promote employee health, wellness, and overall well-being to include physical fitness, emotional health, and psychological health programs.
 - Provide employees a diverse set of resources for ongoing health and wellness.
 - Publish a health and wellness program appraisal for preceding year.
- TIMELINE** | ONGOING
MANAGER | HEALTH AND SAFETY OFFICER
- TIMELINE** | ONGOING
MANAGER | HEALTH AND SAFETY OFFICER

OBJECTIVE 4

- Identify candidates for fitness committee leadership and review current committee structure.
 - Define roles and responsibilities of fitness committee members.
 - Define fitness committee operating procedures.
- TIMELINE** | 2019
MANAGER | FITNESS COMMITTEE CHAIR

SWOT ANALYSIS

STRENGTHS TO ACHIEVE GOAL

- Long-standing fitness and wellness program
- Comprehensive Peer Support Program with access to professional services
- Safety and Medical Officers dedicated to line operations
- Established fire department and City of Westminster Safety Committees

WEAKNESSES TO ACHIEVE GOAL

- Limited financial resources to fund evolving fitness and wellness programs

- Undefined parameters in evolving fitness program and committee

OPPORTUNITIES TO ACHIEVE GOAL

- Increasing research on the emotional, psychological, and physical health needs of fire service professionals
- Medical and wellness providers are tailoring services to meet the specific needs of emergency responders

THREATS TO ACHIEVE GOAL

- Increasing costs for fitness and health services





GOAL

7

DELIVER EXEMPLARY SERVICES



Our goal to **DELIVER EXEMPLARY SERVICES** supports the City of Westminster's Strategic Goal of Financially Sustainable Government Providing Excellence in City Services.

OBJECTIVES TO ACHIEVE GOAL

OBJECTIVE 1

- Provide employees effective, relevant, and efficient training to support their job functions.
 - Develop an action plan to meet all certification requirements.
 - Seek modern training methods to meet current trends and technology.
 - Bring in regional training to offer expanded opportunities and quality instructors.

TIMELINE | ONGOING

MANAGER | TRAINING CHIEF

OBJECTIVE 2

- Promote continuous quality improvement to ensure effective operations.
 - Review EMS system and perform quality assurance.
 - Develop fire related quality assurance program.
 - Evaluate all programs in place through an annual review of their effectiveness.

TIMELINE | ANNUALLY, ONGOING

MANAGER | ADMINISTRATIVE CHIEFS

OBJECTIVE 3

- Recruit quality candidates.
 - Refine qualifications for new firefighter candidates.
 - Work with Human Resources to enhance the hiring process.
 - Seek opportunities to interest candidates to our organization and expand hiring pool.
 - Seek opportunities for recruiting protected class citizens.

TIMELINE | ONGOING

MANAGER | DEPUTY CHIEF OF OPERATIONS

OBJECTIVE 4

- Develop qualification manuals for all ranked positions with annual review periods.
 - Develop qualification manuals for all ranks.
 - Utilize national and state standards to develop manuals.
 - Develop training program for supervisors to act as mentors for employees going through their manuals.

TIMELINE | 2019-2020

MANAGER | TRAINING CHIEF

SWOT ANALYSIS

STRENGTHS TO ACHIEVE GOAL

- Robust quality assurance for the EMS Section
- Motivated employees who seek educational opportunities to increase service
- Receive excellent reviews on citizen surveys

WEAKNESSES TO ACHIEVE GOAL

- Inefficient evaluation process for evaluating overall operations
- Lack of standards to measure the department's operational effectiveness

OPPORTUNITIES TO ACHIEVE GOAL

- Develop standards to evaluate effectiveness of operations
- Develop professional standards for all personnel
- Develop feedback process from customers

THREATS TO ACHIEVE GOAL

- Lack of funding for training courses
- Allowance for personnel to have time off for trainings due to minimum staffing requirements





GOAL

8

ENHANCE CAPITAL OUTLAY AND EQUIPMENT



Our goal to **ENHANCE CAPITAL OUTLAY AND EQUIPMENT** supports the City of Westminster's Strategic Goal of Financially Sustainable Government Providing Excellence in City Services.

OBJECTIVES TO ACHIEVE GOAL

OBJECTIVE 1

- Complete multiple scheduled vehicle replacements per replacement schedule including fire engine, aerial, ambulance, and staff vehicles.
 - ❑ Aerial ladder truck replacement and purchase.
 TIMELINE | 2019
 MANAGER | DEPUTY CHIEF OF ADMINISTRATION
 - ❑ Ambulance replacement purchase.
 TIMELINE | 2020
 MANAGER | DEPUTY CHIEF OF OPERATIONS
 - ❑ Complete ambulance remounts on three ambulances over three year period.
 TIMELINE | 2021-2023
 MANAGER | DEPUTY CHIEF OF OPERATIONS
 - ❑ Assess the current fleet replacement schedule to ensure it meets department needs.
 TIMELINE | 2021
 MANAGER | DEPUTY CHIEF OF OPERATIONS

OBJECTIVE 2

- Evaluate and execute the purchase of new self contained breathing apparatus system (SCBA).
 TIMELINE | 2021
 MANAGER | DEPUTY CHIEF OF OPERATIONS

OBJECTIVE 3

- Review Opticom system and evaluate the department as well as the City of Westminster's needs for system.
 - ❑ Research potential upgrades to Opticom system.
 TIMELINE | 2021
 MANAGER | DEPUTY CHIEF OF OPERATIONS



SWOT ANALYSIS

STRENGTHS TO ACHIEVE GOAL

- Strong fleet management, technical expertise, and culture of advocating for organizational needs

WEAKNESSES TO ACHIEVE GOAL

- Incident call loads are increasing, thus our replacement schedules may have to get more aggressive
- Potential budgetary concerns

OPPORTUNITIES TO ACHIEVE GOAL

- Westminster Fire's services are highly valued in the community

THREATS TO ACHIEVE GOAL

- Potential of an economic slowdown

WESTMINSTER FIRE DEPARTMENT

Strategic Plan 2019-2023

GOAL

9

INNOVATIVE SERVICE DELIVERY SYSTEMS



Our goal to **INNOVATE SERVICE DELIVERY SYSTEMS** supports the City of Westminster's Strategic Goal of Financially Sustainable Government Providing Excellence in City Services.

OBJECTIVES TO ACHIEVE GOAL

OBJECTIVE 1

- Review and complete a request for proposal (RFP) bid process, selecting a vendor for a new records management system (RMS) system.

TIMELINE | 2019-2020

MANAGER | TECHNICAL SERVICES COORDINATOR

OBJECTIVE 2

- Install and implement a new computer aided dispatch (CAD) and CAD to CAD system.

TIMELINE | 2020

MANAGER | TECHNICAL SERVICES COORDINATOR

OBJECTIVE 3

- Ensure sole source procurement process meets department needs in accordance to budget.

TIMELINE | ONGOING

MANAGER | FIRE CHIEF

OBJECTIVE 4

- Ensure software and hardware systems are optimized.

- Conduct software and hardware needs assessment.

TIMELINE | 2019

MANAGER | TECHNICAL SERVICES COORDINATOR

- Evaluate pre-planning and operations software.

TIMELINE | 2019

MANAGER | DEPUTY CHIEF OF OPERATIONS

- Evaluate new fire inspection software.

TIMELINE | 2020

MANAGER | FIRE MARSHAL

- Evaluate new driving simulator and digital fire simulator.

TIMELINE | 2021-2022

MANAGER | TRAINING CHIEF

- Purchase and implement Target Solutions enterprise for mutual aid.

TIMELINE | 2023

MANAGER | TRAINING CHIEF

- Evaluate program management software.

TIMELINE | 2023

MANAGER | MANAGEMENT ANALYST



SWOT ANALYSIS

STRENGTHS TO ACHIEVE GOAL

- Skilled and knowledgeable staff
- Information Technology department readily available to our organization

WEAKNESSES TO ACHIEVE GOAL

- Limited budgetary resources
- Limitations with software integration

OPPORTUNITIES TO ACHIEVE GOAL

- Neighboring agencies are actively working to jointly implement CAD-to-CAD
- The agency is adopting data and analytics as part of how we do business

THREATS TO ACHIEVE GOAL

- The price of these products can be high
- Challenges with sole source procurement
- The rate of technological advances



GOAL

10

FOSTERING RELATIONSHIPS



Our goal of **FOSTERING RELATIONSHIPS** supports the City of Westminster's Strategic Goal of Visionary Leadership, Effective Governance, and Proactive Regional Collaboration; Vibrant, Inclusive and Engaged Community; Dynamic, Diverse Economy; and Financially Sustainable Government Providing Excellence in City Services.

OBJECTIVES TO ACHIEVE GOAL

OBJECTIVE 1

- Build and cultivate collaborative relationships with the City of Westminster Information Technology (IT) department as it relates to analytics and system implementation and maintenance.
 - Work toward common goals regarding data analytics programs.
 - Form groups to specify, approve, purchase, and implement new RMS system.
 - In conjunction with IT, evaluate business intelligence programs for City-wide implementation.

TIMELINE | 2019

MANAGER | MANAGEMENT ANALYST

OBJECTIVE 2

- Implement the Collective Bargaining Agreement (CBA) and continue relationships through the Labor Relations Committee.
 - Implement CBA and successive contracts.
 - Complete contract negotiations for 2020.
 - Conduct joint safety committee meetings.

TIMELINE | ONGOING

MANAGER | DEPUTY CHIEF OF OPERATIONS



OBJECTIVE 3

- Build and cultivate collaborative relationships with the north area fire departments.
 - Maintain membership in North Area Chiefs and Operations Groups.
 - Complete North Area CAD-to-CAD implementation.
 - Provide a joint fire recruit academy annually.
 - Complete updated intergovernmental agreement (IGA) with north area fire departments.

TIMELINE | ONGOING

MANAGER | FIRE CHIEF

TIMELINE | ONGOING

MANAGER | DEPUTY CHIEF OF OPERATIONS

TIMELINE | ONGOING

MANAGER | TRAINING CHIEF

TIMELINE | 2019

MANAGER | FIRE CHIEF

SWOT ANALYSIS

STRENGTHS TO ACHIEVE GOAL

- Historically maintains excellent relationships with other City departments and people
- Well established groups and committees
- Staff that understands importance of building positive relationships

WEAKNESSES TO ACHIEVE GOAL

- Competing interests

OPPORTUNITIES TO ACHIEVE GOAL

- Cooperation with other agencies
- Similar goals and focus for all adjoining agencies
- Regional level cooperation

THREATS TO ACHIEVE GOAL

- Entrenched operational procedures
- Previous issues or difficulties





FOSTERING RELATIONSHIPS

OBJECTIVE 4

- Build and cultivate collaborative community relations.
 - ❑ Conduct public education and outreach programs.
 - TIMELINE | ONGOING
 - MANAGER | PUBLIC EDUCATION OFFICER
 - ❑ Provide timely, relevant public information.
 - TIMELINE | ONGOING
 - MANAGER | PUBLIC INFORMATION OFFICER
 - ❑ Provide older adult fall prevention and related programming.
 - TIMELINE | ONGOING
 - MANAGER | EMS FIELD COORDINATOR—OUTREACH
 - ❑ Establish community outreach program on disaster planning and preparation.
 - TIMELINE | 2019
 - MANAGER | EMERGENCY MANAGEMENT COORDINATOR



OBJECTIVE 5

- Maintain collaborative relations with Citizens for Fire Department Improvement, Recognition, and Education (C.F.I.R.E.).
 - ❑ Continue to provide liaison to the C.F.I.R.E. group.
 - ❑ Assist and guide C.F.I.R.E. in fundraising endeavors and expenditure approvals.
 - TIMELINE | ONGOING
 - MANAGER | PUBLIC EDUCATION OFFICER

OBJECTIVE 6

- Maintain collaborative relations with City Management and City of Westminster City Council.
 - ❑ Submit staff reports and provide Council and the City Manager's Office relevant information.
 - ❑ Perform targeted outreach for public event participation, citizen academy, or other events as available.
 - TIMELINE | ONGOING
 - MANAGER | ADMINISTRATIVE CHIEFS





APPENDIX

FEEDBACK FROM OUR STAKEHOLDERS

A series of questions were asked with multiple choice responses. These questions were modified between 2016 and 2017, so the numbers of responses below may not exactly correlate. The following are the questions asked to our stakeholders and their cumulative responses:

QUESTION 1:

For 90 percent of the emergency calls that the fire department receives, it takes approximately one minute and 20 seconds (1:20) for the dispatchers to obtain critical information and enter that into the system before dispatching a call; it takes the fire crews approximately one minute and 20 seconds (1:20) to get to the trucks, board them, and leave the station after receiving the alarm from dispatch; the average travel time from fire station to the location of the emergency is approximately six (6) minutes; all adding up to a Total Response Time of approximately eight (8) minutes. Do you believe this time frame is:

	Open House/ Events	Businesses from Inspections
Acceptable	82	61
Okay, but I have some reservations	11	4
Concerning	0	0
Unacceptable	0	0

QUESTION 2:

What is your perception of risk for experiencing a fire at your residence or business?

	Open House/ Events	Businesses from Inspections
Very Likely	0	2
Somewhat Likely	2	7
Likely	1	8
Not Likely	23	44
None	1	3



QUESTION 3:

Rate your perception of the Westminster Fire Department's ability to handle a fire event:

	Open House/ Events	Businesses from Inspections
Excellent	23	59
Good	4	6
Fair	0	0
Poor	0	0

QUESTION 4:

What is your perception of risk for experiencing a medical emergency at your residence or business?

	Open House/ Events	Businesses from Inspections
Very Likely	2	10
Somewhat Likely	7	14
Likely	7	13
Not Likely	11	27
None	0	1

QUESTION 5:

Rate your perception of the Westminster Fire Department's ability to handle a medical emergency:

	Open House/ Events	Businesses from Inspections
Excellent	22	57
Good	5	6
Fair	0	1
Poor	0	0



APPENDIX

QUESTION 6:

What is your perception of risk for experiencing a disaster (natural or manmade) at your residence or business?

	Open House/ Events	Businesses from Inspections
Very Likely	1	2
Somewhat Likely	2	3
Likely	4	12
Not Likely	19	40
None	1	3

QUESTION 7:

Rate your perception of the Westminster Fire Department's ability to handle a disaster event:

	Open House/ Events	Businesses from Inspections
Excellent	22	51
Good	5	8
Fair	0	1
Poor	0	0

WHERE WE SURVEYED

The stakeholder input that we received was collected at the following events for a total of 159 responses over the three year period.

- 2016 Fire Station 5 Open House
 - 17 Citizen | 4 Business Responses
- 2016 Fire Station 4 Open House
 - 4 Citizen Responses
- 2016 Fire Station 6 Open House
 - 7 Citizen Responses
- 2017 Fire Station 5 Open House
 - 6 Citizen Responses
- 2017 Fire Station 4 Open House
 - 15 Citizen Responses
- 2018 Fire Station 5 Open House
 - 16 Citizen | 3 Business Responses
- 2018 Fire Station 6 Open House
 - 7 Citizen Responses
- Other City Sanctioned Events
 - 18 Citizen Responses
- 2016-2017 Business Inspections
 - 66 Business Responses

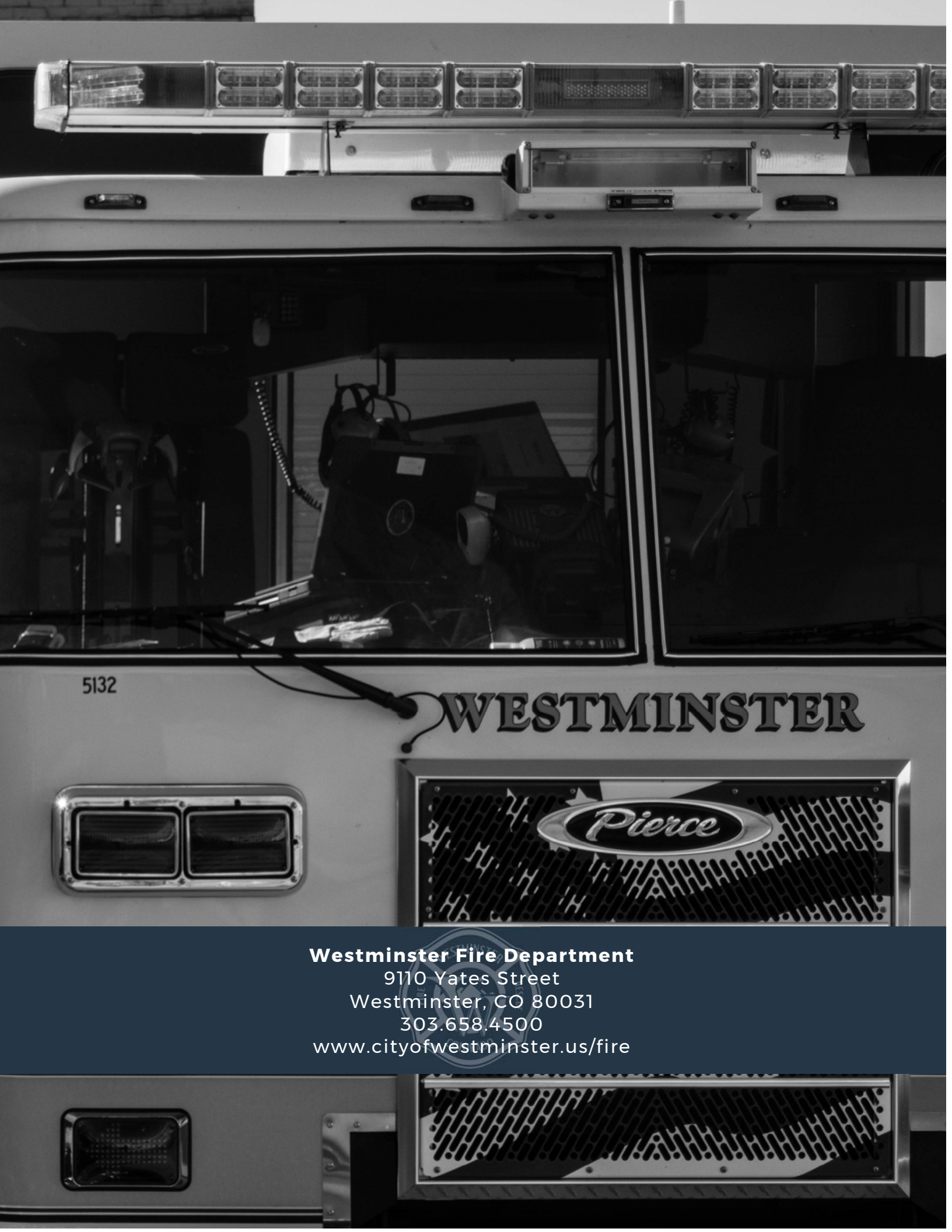
IDENTIFICATION OF CRITICAL ISSUES

To begin our organization's process of strategically planning for our future, we found it imperative to conduct an analysis of the critical issues that our department is currently encountering and the issues we project will arise in the future:

The following critical issues identified will be taken into consideration as we embark on our identified goals over the next five years:

- *Implementing and training for new CAD and RMS system*
- *Succession of several positions throughout organization*
- *Instituting the Collective Bargaining Agreement*
- *Potential economic fluctuations*
- *Identifying and measuring outcome-based operations*
- *Attaining accredited status*
- *Refining data analysis*
- *Selection of analytical software*
- *Previously identified service areas with potential delayed response times due to geography*
 - *The Orchards*
 - *Central Area (Promenade, Westcliffe, and Downtown Westminster)*
 - *Standley Lake and Westmoor*
- *Strengthening our automatic aid response*
- *Institute new CAD-to-CAD system*
- *Space availability for department operations*
- *Contracting vendor for facility space study*





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WESTMINSTER

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